

# Board Report

## Date

Wednesday,  
28 September 2022

## Venue

Eke Panuku office,  
82 Wyndham Street  
and online via Teams



# Board agenda

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

**When:** Wednesday, 28 September 2022 | 10.00am – 4.00pm

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

**Liaison councillor:** Cr Efeso Collins

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

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

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

<b>1.</b>	<p><b>Meeting open</b></p> <p>1.1 Procedural motion to exclude the public          Put the motion that, pursuant to clause 12.3 of the Eke Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p> <p>1.2 Apologies</p>
<b>2.</b>	<b>Chief Executive's report</b>
<b>3.</b>	<b>Health and Safety</b>
<b>4.</b>	<p><b>Decision papers</b></p> <p>4.1 Grants and Donations Plan 2022/2023</p> <p>4.2 Approval of the Selecting Development Partners Policy</p> <p>4.3 3 Victoria Road, Devonport go to market strategy</p> <p>4.4 Downtown Car Park request for development proposal evaluation</p> <p>4.5 Health, safety and wellbeing plan 2022-23</p> <p>4.6 2 Pompallier Terrace, Ponsonby go to market strategy</p> <p>4.7 City Centre Integrated Implementation Plan: Preliminary Scope and Approach</p> <p>4.8 101 Pakenham Street West, Wynyard Quarter</p>

<b>5.</b>	<b>Information papers</b> 5.1 Update on engagement with mana whenua 5.2 Carbon benefits of town centre living 5.3 Corporate Business Plan Results FY22 5.4 NZSF joint venture board appointment process
<b>6.</b>	<b>Governance matters</b> 6.1 Director interests 6.2 Director meeting attendance 6.3 Minutes of 27 July 2022 board meeting

# Local Government Official Information and Meetings Act 1987.

## 7 Other reasons for withholding official information

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

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

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

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

(i) would disclose a trade secret; or

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

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

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

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

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

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

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

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

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

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

(g) maintain legal professional privilege; or

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

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

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

## **Eke Panuku Development Auckland (Eke Panuku)**

Eke Panuku partners with the development sector, iwi and central government to facilitate redevelopment of selected areas across Auckland to promote quality-built environments and residential and commercial growth. Eke Panuku will actively review the council group property portfolio for sites that are surplus to service requirements, require renewal or are underutilised and make land available for redevelopment. Eke Panuku will continue to redevelop the city waterfront area and manage non-service properties on behalf of the Auckland Council Group. Eke Panuku's subsidiary is Westhaven Marina Limited.

### **Our name**

'Eke Panuku' means 'to move forward' and that's exactly what we're helping Auckland to do.

### **Our vision**

Creating amazing places.

### **Our mission**

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

### **Our purpose**

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

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

### **What we do**

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

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

Apologies have been received from Deputy Chair David Kennedy.

# Information paper: Chief Executive's Report

Document author: David Rankin

September 2022

## Whakarāpopototanga matua | Executive summary

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

## Matapaki | Discussion

### Pukekohe Masterplan

2. Public consultation was undertaken last month on the Pukekohe Masterplan. We took a particularly proactive approach in this community, with our engagement material seeking to inform as much as consult. It was important that locals understood our purpose, why we proposed change, the benefits of our plan, and associated timelines for development before they provided their thoughts on our plan.
3. To ensure that the community was fully informed, we secured multiple media placements (Stuff, NZ Herald, Franklin County News, Rural Living), a series of local advertisements, a social media campaign generating at least 350,000 'impressions', the usual collateral including an extensive flyer drop to 30,000 homes from Waiuku to Hunua, and a very large Info Hub in the town square. We proactively secured research ahead of the consultation to provide us with facts to support our plan and strengthen our argument for change. We attended ten community events and connected with the community where they were most comfortable. We had the support of Franklin Local Board, Pukekohe Business Association, Auckland Transport and Tātaki Auckland Unlimited as we went into the consultation.
4. Based on verbal feedback from conversations on the ground, we are optimistic that the community is starting to understand how we can help them prepare for the future and generally support our plan for Pukekohe's town centre. We are currently compiling a report considering all feedback that our design team will review. Changes may be made to the masterplan based on public feedback. We anticipate taking this back to Franklin Local Board following the elections, once council's induction process is complete.

### Wynyard Quarter and Westhaven Antisocial Issues

5. In Wynyard Quarter and Westhaven incidences of anti-social behaviour previously reported to the Board in April are still occurring. There are limitations to what we can do to address the wide range of issues. We have put in place measures to mitigate the issues that are within our and the council group's mandate. These measures include:

- a. Targeted security through City Guard
  - b. The introduction of the Māori Wardens into Wynyard Quarter on Friday and Saturday nights, which has had a significant and positive influence
  - c. The temporary closure of Hamer Street entrance, on Friday and Saturday nights
  - d. Daily reports from City Guard and the Māori Wardens are sent through to Eke Panuku, Auckland Transport and the NZ Police
  - e. Monthly updates sent to stakeholders outlining key data and organisational actions (Council Group, NZ Police).
6. The issues that continue to cause the most disturbance are the late night noisy vehicles fitted with siren speakers. This issue remains one of the hardest to manage as they are generally moving vehicles and not within council's jurisdiction.
  7. Eke Panuku held a stakeholder forum on 28 July, which was primarily attended by residents. At the forum frustrations continued to be expressed from a small resident's group. We have agreed to provide more regular and in person sessions to make space for conversation on how the waterfront is operating and help inform broader conversations about the waterfront community. We continue to receive complaints in relation to these various issues. However, we are also told by residents and tenants, via emails or direct conversations, that they are grateful for the steps being undertaken. They wish to move forward positively in what is recognised to be a difficult time for social cohesion and increased crime across Tāmaki Makaurau. Many have expressly stated how positive the presence and contribution of the Māori Wardens has been.
  8. Eke Panuku continues to work with Safer Cities and Auckland Transport on enhanced CCTV coverage, including vehicle plate recognition in Wynyard Quarter. Enhanced CCTV has been part of our plan for some time. An audit highlighted significant gaps in CCTV capability with large areas of Wynyard Quarter having either no or inadequate coverage and multiple systems that are not integrated and monitored from several locations. A business case for investment will be presented for internal approval in September.
  9. As the conversations and relationships mature in this area, other initiatives have commenced. These include a security forum including representatives from the NZ Police, our own security firm and those of neighbouring property owners, Māori Wardens, Heart of the City, Auckland Council Regional Security, Westhaven and Viaduct Marinas and I Am Mangere. The purpose of this group is to connect the different organisations, utilise each other's networks, share experiences, learn from each other, and develop ideas and plans to look at potential short and long-term solutions to issues.
  10. On the weekend of 10-11 September, the NZ Police deployed roughly around 40-50 extra staff for the Auckland City Centre area. This operation was only for that weekend. The purpose of it was to provide support to frontline staff as demand for police service usually increases on the weekends. The Wynyard Quarter/Viaduct Harbour area was part of the deployment plan and there was an eight hour shift patrolling on foot and by vehicle around the area on Saturday night. The road policing team conducted a checkpoint along Fanshawe Street nearby lower Hobson Street. There have been no formal statistics provided to date regarding this deployment. A NZ Police representative informally noted the following "Overall, I thought it was a quiet night as we did not come across any issues in the area. I believe the reason for that could be due to the police presence together with

the Māori Wardens and CityGuard. At the moment, I do not know if we will ever do this again but I hope last weekend sent a message across to our visitors”.

11. These are difficult issues to manage which are not unique to the waterfront. We are doing all we can under our control, continue to work with other agencies and change and adjust our approach as we learn and as the situation requires.

### **Hobsonville – The Airfields**

[REDACTED]

### **CAB enforcement issue**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### **Manukau repositioning marketing campaign**

- 27. We are undertaking a marketing campaign “Manukau is on the move” to build awareness about the opportunities for investment and development in Manukau. Our intention is to use this to provide a greater level of understanding about our work to the industry, create confidence in our ability to deliver, and encourage them to take the next step and make their move in Manukau.
- 28. The campaign will feature a white paper, designed to provide the complete picture on the current state of Manukau. It will also call out what’s actually happened these past few years, and what we, the council group, led by Eke Panuku, and others, including parts of central government, are planning, to help transform Manukau. It will be supported by a publicity push, targeted advertising campaign, and personalised follow-up emails driven by our development team.
- 29. This will launch after the elections and will be timed to leverage the upcoming Developer Forum we are also organising. Whilst there are short term KPIs in place, long term success will be to see more development plans, purchase agreements and head office plans announced by others in the industry. A greater level of interest from development-related media in the future would also be seen as a success.

### **Manurewa netball court upgrade**

- 30. We supported Manurewa Local Board by providing \$700,000 for a canopy which stretches across four netball courts at the Manurewa Netball Complex. This opened in August 2022 and supports the demand for amenity as density increases in this area.

## Proposed Response to Plan Change 78

31. The Board received an information paper in August 2021 that signalled two council-initiated plan changes to implement the National Policy Statement Urban Development (NPS UD plan change) and for Wynyard Point to implement the aspirations of Te Ara Tukutuku. [REDACTED]

32. [REDACTED]

[REDACTED]

34. On 18 August council notified the NPS UD plan change (Plan Change 78 (PC78)). This is to implement NPS UD and medium density residential standards). All City Centre waterfront precincts - including Wynyard Precinct - remained unchanged to protect matters such as character, built form, relationship between buildings and harbour edges, amenity and local views.

35. The Eke Panuku team is now in the process of developing a submission due 29 September 2022.

36. The submission to PC 78 will be limited to land within Wynyard Precinct that is managed by Eke Panuku on behalf of Auckland Council. [REDACTED]

37. [REDACTED]

[REDACTED]

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[REDACTED]

[Redacted]

[Redacted]

### Auckland Light Rail

[Redacted]

[Redacted]

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

## **Quarter four report to Auckland Council**

50. The quarter four report to Auckland Council (Attachment A) was submitted on 31 August 2022. It provides programme highlights for the quarter and SOI performance targets and budget results for the year. The material contained in the report is consistent with our monthly dashboard reporting to the Board.
51. Key programme highlights for the quarter include reaching agreements with development partners to develop Avondale Central and Takapuna Central, formalising our investment partnership with NZ Super Fund, and the signing of Te Whakaoranga o Te Puhinui – Puhinui Regeneration charter with key partners.
52. The majority of our SOI performance targets were met (9 out of 11). Significant targets achieved include transform and unlock sales, property portfolio net budget, marina satisfaction survey, new dwellings completed, public realm enhancements and capital project milestones. The two targets not achieved were the asset recycling target due to the slowdown of the property market and the customer complaints target which was impacted by longer timeframes required to resolve some complaints.
53. Financially our revenue and expenditure were favourable compared to budget for the year. Capital delivery for the year was significantly behind budget due to a number of factors including COVID-19 restrictions affecting early programme and project momentum, material supply and pricing issues, longer design and consenting timeframes, and delays associated with interdependent projects. There were also some overly optimistic assumptions made.
54. Key risks and issues highlighted in the report include continuing impacts of Covid-19, the deterioration of the property market, the competitive labour market, rising construction costs, material supply issues, increasing interest rates and delays with statutory planning processes. The Human Rights Review Tribunal hearing in relation to the former Tavern Lane site in Papatoetoe is completed and findings have yet to be released.

## **Council-initiated review of urban regeneration**

55. Council's CCO Governance and External Partnerships Team has commenced a review of CCO performance measures and targets. As part of this work, it is undertaking a review of Eke Panuku urban regeneration performance. This includes a 'deep dive' into three locations, Manukau, Northcote and Avondale.
56. We had not anticipated this exercise given the recent review of the CCOs. We did, however, plan to provide an overview of our activity and lessons to date, as part of the discussion of the future urban regeneration work programme and funding model.
57. Council has chosen a consultant to undertake the work which will be largely desktop but also involve some workshops and visits to the locations with the Priority Location Directors. The RFP sets out that the purpose of this independent review is to provide:
- an assessment of urban regeneration delivery and performance in three locations
  - review of the total value analysis conducted in the planning phase of potential urban regeneration locations
  - advice on whether council, as shareholder, should consider providing additional strategic direction on urban regeneration
  - consideration and analysis of the current performance reporting framework.

## **Westhaven Marina and Gold Anchor acknowledgement**

58. Westhaven Marina has been awarded Gold Anchor accreditation by the Marina Industries Association (MIA). Gold Anchor is an international accreditation similar to star ratings for hotels, instead using anchors as the rating system. It is a programme developed by the marina industry and is based on a rigorous assessment of a marina's services, procedures and facilities. Westhaven Marina received four out of a possible five Gold Anchor rating and is New Zealand's first marina to be awarded a Gold Anchor accreditation, and one of just 240 globally across 30 countries.

## **Sentient resource tool rollout**

59. Eke Panuku continues to make improvements with our programme and project management capability. We have identified as a priority the need to get better at resource forecasting. People are our most valuable resource. We want to make sure we use our people optimally by planning and integrating effectively our programme and project requirements with the skills and experience available in our teams over time. Better planning our resources also supports our strong wellbeing focus by making it easier to better manage people's workloads.
60. Instead of creating something new, we are adding some additional resource management functions to Sentient, our current programme management system. We have already trialled this tool with a few people across the organisation and have had positive feedback.
61. There will be a bit of learning time and behaviour change required but, once the new functionality is up and running, it will help all our teams plan better for project delivery and use our people more effectively. We are planning to roll out training to the various teams

in October. This financial year will involve the training and change management to introduce this new tool and better imbed this discipline into the organisation. Next year we will start to see the benefits of these improvements.

### **Draft CE Objectives 2022-2023**

- 62. In accordance with the normal accountability cycle, I have prepared a draft set of objectives to agree with the Board for the financial year now underway and concluding next June 30.
- 63. For ease of reference, they appear as a separate board book alongside, but separate from, the agenda for this meeting. The draft objectives closely align with the Corporate Business Plan for the current year approved by the Board recently.
- 64. It is envisaged that after discussion at this meeting and feedback from Board members, the Chair be delegated the authority to finalise the objectives with me.

### **Chief Executives Objectives 2021/2022 – Outcomes**

- 65. Again, as part of the normal accountability cycle, I have completed a report for the Board on results relating to my objectives for the previous financial year. For ease of reference, they also appear as a separate board book. A Board-only timeslot has been set aside as part of the September meeting for discussion on this item. It is envisaged that I will attend for part of that discussion and that the Head of People and Culture will also need to attend for part as well. The balance will be Board-only time for the Board itself.

### **Personnel issues**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

69. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## **Out of cycle papers**

74. An out of cycle decision paper was circulated to the Board between the July and September 2022 Board meetings and its recommendation approved on 9 September (Attachment B). Two information papers were also circulated (Attachments C and D).

## **Ngā tāpirihanga | Attachments**

Attachment A – Quarter four report to Auckland Council

Attachment B – Property disposal recommendation

Attachment C – Update on engagement with mana whenua August 2022



Attachment E – Monthly dashboard

# Eke Panuku Development Auckland

## Quarter 4 Performance Report

**For the period ending 30 June 2022**

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

# Eke Panuku Q4 summary

## Highlights, issues & risks for the quarter and year

A range of activities, events and projects have been progressed this quarter, despite the impact that has been felt across the organisation from COVID-19. This has slowed momentum in some areas such as progression of public realm works, which has impacted our capital spend projections. A weakened property market has also impacted our sales targets in some areas. However, despite these challenges we have continued to work hard to progress our projects and associated activities. Based on preliminary results, we have met the majority of our SOI performance measure targets for this year. Our work with communities, through placemaking activities, stakeholder engagement and relationships with our partner organisations has enabled us to make good progress in a challenging business environment.

### Key highlights for the quarter:

- We have met most of our measured **SOI targets** for the year based on unaudited results.
- We entered into a **new investment partnership with NZ Super Fund** that will enable us to accelerate and improve the regeneration of town centres. The partnership will be focused on development opportunities in our priority locations such as Northcote and Panmure.
- In **Manukau**, our key project partners signed the **Te Whakaoranga o Te Puhinui – Puhinui Regeneration charter**, which sets out actions and a roadmap to restore the environment of Te Puhinui, the result of three years collaboration.
- **Thriving Town Centres guidance** – a key strategy document providing town centre guidelines for our priority locations is now published and available on our website.
- **Takapuna Central** - an agreement was signed with Willis Bond to build a mixed-use development over five sites surrounding Waiwharariki Anzac Square in Takapuna. Stage 1 of the square has commenced and is due to be completed in FY23.
- **Avondale Central** – we reached an agreement with Marutūāhu-Ockham Group to develop 1.58ha of land in central Avondale, a significant milestone for this centre. The partnership plans to build 750 apartments with a minimum six Homestar rating.
- **Avondale Crayford Street West Upgrade** – a project to strengthen the connection between the Avondale town centre, including future community centre, and the train station was completed in late June 2022.
- **Employee engagement survey** – our staff engagement score was 7.5 out of 10. We noticed an increase in health and wellbeing score. This reflects the support we provided through COVID-19 and implementation of our Wellbeing strategy.

### Risk and Issues:

We are seeing deterioration of the property market including lower confidence from the private sector on land sales. This is due to significant inflation costs for construction, increasing interest rates and weaker purchaser interest in the residential product given concerns over housing prices and availability of credit. A weakened property market impacts our property sale targets. Other risks include material supply, delays with statutory planning processes and staff availability. Timelines have had to be adjusted to accommodate frequently changing situations. The competitive labour market makes it hard to retain and hire skilled staff and maintain business momentum. Our people strategy, business continuity plans, partnering approach with developers and early procurement of material are some of the initiatives we are using to manage the impacts of risks and issues. The Human Rights Review Tribunal hearing in relation to the former Tavern Lane site development in Papatoetoe between Auckland Council/Eke Panuku and Ngai Tai Waipareira Housing concluded in June 2022. The Tribunal findings are yet to be released.

Financials (\$m)	YTD actual	YTD budget	Actual vs Budget
Capital delivery	41.1	86.9	↓ 45.8
Strategic Development Fund	3.1	3.9	↓ 0.8
Direct revenue	62.4	59.1	↑ 3.3
Direct expenditure	75.6	76.9	↓ 1.3
Net direct expenditure	13.2	17.8	↑ 4.6

## Financial Commentary

### Capital Delivery:

Capital delivery for the year was \$45.8m unfavourable against budget. There were a number of factors affecting the capex, after some previous good years of performance. These include delays associated with other interdependent projects such as the Northern Pathway project and delays in relation to tenant and stakeholder decisions impacting access to property for physical works. The effect of Covid restrictions on available resources including our staff, contractors and suppliers, affected early programme and project momentum especially in the first half of the financial year. Projects were affected by longer design and consenting timeframes. Material supply issues affected pricing and time frames and caused some project delays. Planned site acquisitions were also affected by Public Works Act requirements and third-party agreements.

**Direct revenue:** Revenue was favourable compared to budget for the year, largely due to additional revenue generated by commercial properties held in the portfolio longer and back dated rent reviews.

**Direct expenditure:** Direct expenditure was favourable compared to budget, savings made by Eke Panuku on professional services were partly offset by higher than expected spend on regeneration activities in placemaking and initial investigations on capital projects.

**Net direct expenditure:** This was mainly a result of increase revenue during the year.

Key performance indicators	Previous	FY 22 Quarter 4		Status	Note: The following are unaudited results for the end of year. Commentary
	Year	YTD Actual	FY Target		
Capital project milestones approved by the board achieved	82%	81%	Achieve 80 per cent or more of project milestones for significant capital projects	<b>Target Met</b>	Actual 81% We have completed 13 of the 16 targets set for FY22.
The asset recycling target agreed with the Auckland Council	New measure	\$35m	Achieve asset recycling target agreed with Auckland Council. (FY22 - \$115m)	<b>Target Not Met</b>	Sales of \$35m have been completed this year. Due to the property market downturn, the target of \$115m was not met.
Annual property portfolio net operating budget result agreed with the council achieved	New measure	\$27.1m	\$21.9m	<b>Target Met</b>	Actual \$27.1m Net operating result is \$5.2m ahead of target. This is mainly due to additional rental income from properties held in the portfolio longer and back dated rent reviews. This was partly offset by additional Covid-19 relief given to tenants and savings in repairs and maintenance costs.
The monthly average occupancy rate for tenantable properties	Commercial 93.9% Residential 98.8%	Commercial 93.4% Residential 97.9%	Commercial 85% Residential 95%	<b>Target Met</b>	Occupancy rates have been stable and above target for this year. The higher commercial occupancy rate is due to assistance from government subsidy to businesses and the Covid-19 Hardship relief provided by Eke Panuku.

# Strategic focus area – Urban Regeneration Programmes

## Key commentary

### Other Urban regeneration highlights for the quarter:

- We reached our dwelling units target at the end of June; **358 new housing units** were completed against the SOI target of 350.
- Despite a weakening property market, **\$99.4m in asset sales** was achieved across our programmes this year.
- In Whangaparāoa, we sold twenty residential sites with a combined area of around 1.35 ha to a local developer planning a low impact residential development which will add value to the neighbourhood.
- An agreement has been reached with a development partner to deliver a large full-service Build To Rent project at Auburn Street, Takapuna. This will provide new housing choices close to the Takapuna town centre.
- A 1,740sqm site has been sold to a development partner planning to deliver 123 housing units with a 6 Homestar rating on Osterley Way, Manukau.
- A site at Moore Street, Howick was sold in June for residential development of 29 terraced houses. This was a vacant property located on a 3754m<sup>2</sup> site in the Howick Village.
- New public spaces were created on the site of former America's Cup infrastructure including furnishings, two basketball courts and a multi court for public use.
- The Silo Park extension built on the site of the former Bulk Storage Tanks, was completed in May 2022.
- Tiramarama Way - a people and bike-friendly laneway within Wynyard Quarter was completed in June 2022.
- Henderson - the concept design of Wai Horotiu (Oratia Link) cycleway and bridge was endorsed by the Henderson-Massey Local Board in June 2022.
- Placemaking - The Eke Panuku team organised Matariki celebrations across our programmes in June 2022 including a major two-day festival in central Manukau.

### Risk and Issues:

- Our team has been dealing with escalating antisocial issues down around Wynyard Quarter and the Waterfront. Examples of issues include graffiti and vandalism, vehicle noise (siren vehicles) and speeding, drug and alcohol abuse, street parties, violence and safety after hours. We are working closely with Council, AT, NZ Police and our security team to deal with these issues.
- Key risks and issues are covered in the summary page of the quarter 4 report.

## Strategic context

### Urban regeneration:

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

# Transforms, Unlocks and Regional

Areas	Status (Multi-year programme)	Financials YTD Actuals/Budget	Key deliverables for QTR
<p><b>Waterfront</b></p> <p>(Wynyard Central and Westhaven)</p>	<p><b>On track</b></p>	<p>\$10.9m / \$21.2m</p>	<p><b>Key highlights for the quarter:</b></p> <p><b>Wynyard Quarter:</b></p> <ul style="list-style-type: none"> <li>• <b>Tiramarama Way</b> is a people and bike-friendly laneway within Wynyard Quarter, an important east-west link from Halsey to Beaumont Streets. Stage two of the works (between Daldy and Beaumont Streets) was completed in <b>June 2022</b>, bringing to life the vision of an east-west laneway through the precinct that has been planned since 2012.</li> <li>• <b>Silo Park extension</b> – The removal of the Bulk Storage Tanks allowed the Silo Park extension to be constructed. Phase 2 of the project was completed in May 2022, a significant milestone for the Waterfront programme and marked the achievement of one of our FY22 SOI capital milestone targets.</li> <li>• <b>New public spaces</b> were made available on the site of former America’s Cup infrastructure including plant boxes and benches, two basketball courts and a multi court. Public realm works completed totalling 18,515 sqm.</li> <li>• <b>Ūrunga Plaza</b> – Balustrades have recently been installed to make the edges along the public space of the plaza area safer for the public. This follows a health and safety review of the waterfront, which identified the area as a fall from height risk for the public.</li> <li>• <b>Market Square public realm upgrade</b> - The concept design was endorsed by the Waitematā Local Board on 17 May 2022. The timing and scope of the project is currently under review.</li> <li>• <b>City of Colour exhibition</b> - The city-wide exhibition of over 50 art and light installations called ‘City of Colour’ took place from 6 – 22 May 2022, to attract visitation back into the city centre. This included installations around the waterfront.</li> </ul> <p><b>Westhaven:</b></p> <ul style="list-style-type: none"> <li>• <b>Westhaven Marine Village</b> - Solar panels have been successfully installed on the roof of the Westhaven Marine Village. The solar energy generated from the installed PV panelling will pay for itself over time and the building will become more energy self-sufficient.</li> <li>• <b>Westhaven stakeholder engagement</b> – The Westhaven Marina user forum was held in June 2022. With over 100 in attendance, it was an opportunity to reconnect in person with the marina users after two years of lockdowns. The Marina team also met with the Saint Mary’s Bay residents group to run through the Westhaven delivery plans, including the Harbour Bridge Park and seawall replacement.</li> <li>• <b>Westhaven Harbour Bridge Park</b> – The concept design for the park was endorsed in March 2022 by the Waitematā Local Board. A hikoi with Mana Whenua and a design workshop were held in June 2022 and the design of the space is being progressed.</li> </ul>

<p><b>Central</b></p> <p>(City Centre, Maungawhau and Karanga a Hape)</p>	<p><b>On track</b></p>		<ul style="list-style-type: none"> <li>• <b>City Centre</b> – A Planning Committee decision in November 2021 endorsed Eke Panuku in a new role as lead agency for the implementation of the City Centre Masterplan, with the city centre added as a priority location. During quarter 4, we have been progressing through the discovery and transition phase to continue to build our understanding of the new location. A joint City Centre Steering Committee has been appointed to oversee this new approach. The establishment plan has a core focus on one team, one voice and one plan which is underpinned by six key workstreams including the development of an integrated implementation plan that will realise the vision of the City Centre Masterplan (CCMP).</li> <li>• <b>City Centre Recovery plan</b> – Eke Panuku, working with the council group, has prepared a recovery plan for the city centre. The purpose is to encourage people back into the city centre and help ensure that their experience is a positive one. The plan targets residents, students, workers and visitors to the city centre.</li> <li>• <b>Maungawhau and Karanga a Hape Precinct Development Programme</b> – completed infrastructure assessments for the precinct. These are now being analysed to determine what the funding and financing requirements are needed to enable development across the precinct. The development and public realm strategies are underway and expected to be completed in the first half of FY23.</li> </ul>
<p><b>Isthmus</b></p> <p>(Onehunga &amp; Panmure)</p>	<p><b>On track</b></p>	<p>\$2.4m/\$3.8m</p>	<p><b>Onehunga:</b></p> <ul style="list-style-type: none"> <li>• <b>Waiapu Precinct (public realm)</b> - The subdivision resource consent application has been lodged with Auckland Council. This is an important step to enable public realm and mixed-use developments to progress. Once granted, it will provide a consent envelope for infrastructure enabling works to be undertaken.</li> <li>• <b>Onehunga Wharf Masterplan &amp; Plan Change</b> - Development plans for the wharf masterplan and staging are presently being costed, along with the remedial work options for the dilapidated wharf structures. Mana whenua feedback on their priorities for restoration of the mauri of the waterfront have been received and a Take Mauri Take Hono cultural values framework prepared by mana whenua for the Onehunga Wharf and Waterfront proposals.</li> <li>• <b>Onehunga programme masterplan</b> - The Technical Advisory Group (TAG) recently reviewed a refreshed draft of the Transform Onehunga programme masterplan which received positive feedback. The plan has an enhanced focus on the town centre precincts and seeks to leverage the planned investment in the light rail.</li> <li>• <b>Upper Municipal Place site sale</b> – this site in Onehunga was sold with a residential development agreement in June 2022. and is contributing to the development of the 102 unit Onehunga Mall Club development.</li> </ul>

**Panmure:**

- **Basin View precinct** – the masterplan was endorsed by the Maungakiekie-Tāmaki Local Board on 28 June 2022. This is a significant milestone for the Unlock Panmure programme that enables public engagement to get underway on the plans for the precinct and the wider environs.
- March 2022 saw the formal opening of a pop-up exhibition supported by Ngati Paoa marking the 200-year commemoration of the Mokoia Pa. Mokoia is the pa site on the Tamaki River near by the Panmure Bridge. Great support and feedback have been received.
- A preferred contractor was identified for the construction contract for the upgrade of the Clifton Court streetscape and play facilities in June 2022. These works will create a new flexible social and interactive space for people to enjoy in the heart of Panmure town centre.
- 14 businesses participated in Making it Panmure photography exhibition, reflecting local stories and building trust.
- Public consultation was initiated on the proposed upgrade of the **Panmure Lagoon Basin Edge Reserve** to include expanded public access to green space, high quality amenities, enhanced waterside walkway and resting points and improvements to the existing skatepark.

North  
(Northcote and Takapuna)

On track

\$6.8m / \$10.9m

**Northcote:**

- **Te Ara Awataha** is a regenerative stream restoration and open space project that goes through the Northcote town centre and connects to the surrounding residential area. Construction of the sections of the project along the edge of Northcote Intermediate and Onepoto Primary, and at Greenslade Reserve are progressing towards completion in quarter 1 of FY23.
- In quarter two, the home of **Northcote's new community hub** was announced. The existing library site had been chosen by the Kaipātiki Local Board. The process to select a design team commenced in May 2022.

**Takapuna:**

- An agreement was signed with Willis Bond to build **Takapuna Central**, a \$400m mixed-use development over five sites surrounding the Waiwharariki Anzac Square, stage one of which is under development.
- **Auburn Street site sale** - We have reached an agreement with a development partner to deliver a full service Build To Rent project on the remaining land beside the Toku Puia carpark. This is the first of this type of development for Eke Panuku, a large build to rent development close to the Takapuna town centre. The project will provide communal amenity and services and provide renters the security of tenure not currently offered by the non-institutional market. The development will be mixed-use with a combination of hospitality and apartments.
- **Takapuna War Memorial relocation** – Eke Panuku met with the RSA, mana whenua and Auckland Council teams in June 2022 to discuss options for the relocation of the Takapuna War Memorial. The group agreed that Waiwharariki Anzac Square or the Hurstmere Green seemed the most suitable locations for the memorial. Another workshop is being arranged to discuss options within these two spaces.

## South

(Manukau, Papatoetoe and Pukekohe)

On track

\$3.9m / \$12.4m

### Manukau:

- **Osterley Way site sale** - We have sold the 1,740sqm site, currently a car park and is zoned for high-density residential and commercial. Our development partner Kāinga Ora is planning to deliver 123 homes. Construction is proposed to begin in March FY23 and will take approximately two years. The project will be delivered to meet a 6 Homestar rating.
- **Wiri walking and cycling bridge replacement** - Construction started in May 2022. These works will improve access, safety and observation into the reserve and create a connection between the Wiri Stream Reserve, new homes at Kōtuitui and the town centre. Works are expected to be completed in August 2022.
- **Manukau Sports Bowl Investment** - Community engagement began in April 2022 and was completed in May 2022. The concept design is now being finalised and is expected to be presented to the Ōtara-Papatoetoe Local Board in early FY23. The master planning is led by council's Service Strategy and Integration team to guide future development and use of the park.
- **Placemaking: Matariki Ki Uta (Manukau)** - a two-day festival centred around storytelling, kai and whānau was held in the Manukau Civic Square in Osterley Way on 23-25 June 2022. This festival was part of our wider placemaking programme for Transform Manukau, and we produced the event in conjunction with local partners.
- **Perceptions of safety** - recent survey results show that perceptions of safety in Manukau civic space have increased from 26% in 2017 to 73% in 2022, a particularly significant result given the challenging covid-19 context over recent years. This increase is likely a result of a combination of placemaking and engagement with the community, activations, operations and new developments bringing people to the centre such as the MIT, Ramada Hotel, Kōtuitui Housing as well as the improved access with the bus and train stations.
- A major milestone was reached in our work alongside mana whenua leading the development of **Te Whakaoranga o Te Puhinui - The Puhinui Regeneration Strategy**. The strategy charter was signed by Council, Eke Panuku, iwi, Kāinga Ora and local board representatives in May 2022.

#### Papatoetoe:

- **Cambridge Terrace site sale** -This ex- Papatoetoe Borough Council property was a works depot and for community use, generating little or no revenue. The 4,000m2 site is zoned for Town House and Apartment development. We sold the property to New Zealand Housing Foundation to build 29 new affordable homes.
- **Placemaking:** The Pacific Fusion Fashion show event, held on St George Street in May 2022 was a major success. We produced this event in conjunction with local partners as part of our placemaking mahi in Old Papatoetoe.

#### Pukekohe:

- **Edinburgh Street superblock and acquisition** – A key location in the heart of Pukekohe which will be redeveloped to better connect King Street with the library and civic facilities on Massey Avenue. We are progressing the acquisition of key sites that will enable a holistic integrated development. The purchase of a site on Roulston Street was settled in June 2022.
- **Devon Lane** – a trial to make the lane one-way was put in place in April 2022. This was to make it safer to walk around the town and to create outdoor dining spaces, bringing more people into the town centre. Feedback on the trial closed mid-June 2022. Feedback is currently under review and will be considered in the final direction of Devon Lane.
- **Roulston Park playground and skate park upgrade** – three community activation events were held over the quarter to seek feedback on the concept design of the playground and options proposed for the skate park. A good level of community engagement has been achieved with numerous comments received.

West  
(Avondale and Henderson)

On track

\$4.6m / \$5.8m

#### Avondale:

- **Avondale Central, Racecourse Parade site sale** – we reached an agreement with Marutūāhu-Ockham Group, comprising of five mana whenua iwi and Ockham Residential, to develop 1.58ha of land in central Avondale. The development site is in the centre of Avondale and represents a significant opportunity to support the ongoing regeneration of Avondale, providing much needed homes and improving the vitality of the town centre by encouraging new businesses and employment opportunities in this key city fringe neighbourhood. The partnership plans to build 750 apartments in eight blocks of up to 10 storeys. It will be built to a minimum six Homestar rating with outdoor areas and a public walkway joining the housing to the planned new town square, library and community centre being delivered by the council group.
- **Avondale Crayford Street West** – a project to strengthen the connection between the town centre and the train station. Works were completed in late June 2022.
- **New parking spaces at Racecourse Parade** – Works to provide an additional 30 parking spaces to support Avondale’s upcoming library, community hub and upgraded town square began in May 2022 and expected to be completed later in FY23. Eke Panuku is building the car park on behalf of Community Facilities and will be handed over for them to manage when it is completed.
- **Aroha apartments on Great North Road** - Construction is progressing well on the Ockham and Marutūāhu housing development. This is a site we sold to Ockham. Estimated construction completion date is February 2023, delivering 117 new homes to the area of which 47 homes are Kiwibuild.
- **Placemaking** – A number of low-key placemaking events were held to celebrate Matariki in Avondale. This included a night time bike ride and members from the Auckland Astronomical Society being on hand to help people locate the Matariki Stars and explain their significance to mana whenua.
- Twelve months of street art on the **Avondale Pavilion** connecting with artists and Rangatahi.

#### Henderson:

- **Wai Horotiu (Oratia Link) cycleway and bridge** – the concept design was endorsed by the Henderson-Massey Local Board in June 2022. The local board also confirmed the retirement of the Neweys Reserve pathway as part of the project.
- **Alderman Drive carpark site sale** – A site sale with a residential development outcome encompassing sustainable design. Capital works are now complete, and the development partner is also progressing with their resource consent.

## Regional

(Haumaru, Support, Corporate Property, AT/Eke Panuku transit orientated development programme, Service Property Optimisation & Regional Programme, Renewals)

On track

\$2.7m / \$7.9m  
(Regional)

### Haumaru:

- A site in **Greenslade Crescent, Northcote, a tired housing village** will be redeveloped by Kāinga Ora to deliver more housing for older people. A **resource consent** was granted to Kāinga Ora on 3 June 2022 and work is expected to begin in early 2023. Once built, Haumaru Housing will manage the site.

### Supports:

- **A site on Moore Street, Howick** was sold on 23 June 2022 with a residential development agreement. This is a vacant commercial property located on a 3754m<sup>2</sup> site in the Howick Village. We reached a development agreement with a partner to build 29 terraced houses comprising, a mix of 2- and 3-bedroom units. The building of these homes will allow more people to live in the heart of Howick Village.
- The Request for Development Partner process began on 17 March 2022 for the **Downtown Car Park site**. The process concluded on 5 July 2022. Following an evaluation of the proposals, should a preferred party be selected, negotiations will begin towards a development agreement. This development will see a high-quality mixed-use development in the heart of the city centre.

### Service Property Optimisation:

- Meadowbank Community Centre Redevelopment - the Orakei Local Board resolved to support the preferred development partner progressing with a resource consent application for the development of 29-31 St Johns Road, Meadowbank. This is a key milestone reached to progressing the development.

# Strategic focus area – Property Management Services and Programme

## Key commentary

### Highlights:

- **Property Portfolio net budget surplus** of \$27.1m achieved against target of \$21.9m
- **Occupancy %** - Our average residential occupancy percentage for the year is 93.4% commercial and 97.9% residential. These were both above annual target.
- **Arrears %** - 9.4% commercial and 1.7% residential, both results were below targets.
- Emirates Team New Zealand has reached an agreement with Eke Panuku and Tātaki Auckland Unlimited to move out of the **Viaduct Events Centre** on the waterfront and relocate to the former Team INEOS base. This will enable Tātaki Auckland Unlimited to reopen the centre for business and events in 2023.
- Marina Management Service – the percentage of marina customers surveyed who are satisfied with marina facilities and services are at a high 90%, this is above the target of 80%.
- The **Westhaven Marina** has been awarded a **4 Gold Anchor** international accreditation by the Marina Industries Association (MIA). This is the first marina in New Zealand to win the global accreditation. The accreditation recognises the quality of the facilities, operations and customer service and the commitment to continual improvement.

### Issues/Risks

- Continue to manage the impacts of Covid-19 on our staff, tenants, berth-holders, contractors and others.
- Monitor and manage financial impacts of Covid-19 on commercial and other tenants
- Rent arrears is an area we will continue to monitor, due to ongoing risk of business failure. We will continue to support tenants with our Hardship framework.
- Implementing our people strategy to manage the loss of skilled staff due to the competitive employment market.

## Strategic context

### Property management services and programme:

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

Key programme of works	Status	Description	QTR progress and Annual forecast
Property and Marina Services	<b>On track</b>	<p>Managing the council's assets/property including commercial, residential and marinas to optimise return from these assets for the council.</p> <p>This includes tenancy and berth marketing and leasing, property maintenance, financial management and customer services.</p>	<p>The property management business continues to successfully operate under the Covid-19 Protection Framework. The Property Portfolio and Marina businesses successfully applied its business continuity plans to manage the impact of Covid-19 on staff and the business.</p> <p>The Property Portfolio performance targets in the SOI have been achieved.</p> <p>Demand for Westhaven and Viaduct Marina berths remains strong.</p>
Capital delivery (Marina)	<b>Partially delayed</b>	Maintaining and renewing marina assets, providing marina services and optimising returns for the council.	Delays were caused by material shortages and longer lead time affected projects, delay in consents and design, some relating to consultant availability. Stakeholder and tenant engagement also affected the timing. Projects impacted included Shed 10 on Queens Wharf, 27 Princes St and Bascule Bridge in the Viaduct Basin.
Property Renewals programme		Maintaining and renewing existing assets, as good custodians of council non-service assets, optimise portfolio return and enable assets for public use.	

Key programme	Status	Description	QTR progress and Annual forecast (Details are in the Urban Regeneration Programme Section)
<p>Strategic and town centre planning programme</p> <p><i>(Urban Regeneration)</i></p>	<p>On track</p>	<p>Some projects in the planning phase where the focus is on developing the vision, outcomes and assessing future development opportunities. Where plan changes are required, this is undertaken with the council.</p>	<ul style="list-style-type: none"> <li>In quarter 4, the <b>Panmure Basin View precinct</b> masterplan was endorsed by the Maungakiekie-Tāmaki Local Board.</li> </ul> <p><b>Completed and reported in previous quarter reports:</b></p> <ul style="list-style-type: none"> <li>Plans approved - The Wynyard Quarter <b>Te Ara Tukutuku Plan</b> was developed with mana whenua and stakeholders and supported by the Planning Committee. The updated <b>masterplan for Papatoetoe</b> was endorsed by the Ōtara-Papatoetoe Local Board. The <b>concept design for Harbour Bridge Park</b> was endorsed by the Waitemātā Local Board.</li> <li>Thriving Town Centres – a key strategy document providing town centre guidelines for our priority locations was approved by the Board and endorsed by the Planning Committee in March 2022. This outlines the regeneration approach, setting out the principles and toolbox for thriving centres. The document will also guide others that invest in the town centres such as the crown, private sector, third sector and other potential partners in the town centre regeneration outcomes.</li> </ul>

<p>Public good investment programme <i>(Urban Regeneration)</i></p>	<p><b>Partially delayed</b></p>	<p>The public good investment programme includes projects at different stages: design, consenting and construction delivery. These projects contribute to the regeneration of priority locations.</p>	<p>The public good investment programme is partially delayed due to issues around constrained material supply, increased costs, delays with statutory planning processes and Covid-19 staff illness within our organisation and our partnering organisations. This has meant that timelines have needed to be adjusted for some projects. Other factors include the delay of three Waterfront projects due to the cancellation of the Northern Pathway project by the government, stakeholder and tenant issues affecting timing of works and consultant availability.</p>
<p>Strategic Acquisitions programme <i>(Urban Regeneration)</i></p>	<p><b>On track</b></p>	<p>Progress strategic site acquisitions to support urban regeneration.</p>	<p>In Quarter 4 Eke Panuku purchased 1 Roulston Street, Pukekohe as part of the Unlock programme, an acquisition which will be part of a planned commercial development in the future with interim placemaking activations and events to begin with. The strategic acquisition programme in Northcote town centre has been completed. This will enable the central development block to be taken to the market next financial year to find a development partner.</p>
<p>Property Development programme <i>(Urban Regeneration - Transform and Unlock sales)</i></p>	<p><b>On track</b></p>	<p>Progress site sales to support urban regeneration through development agreements to achieve housing and mixed-use development outcomes and provide council with funds for reinvestment.</p>	<p>Transform and Unlock asset sales of \$64.4m was achieved against target of \$48m that will contribute to regeneration outcomes, and \$35m was achieved against target of \$115m for the asset recycling target that goes to council. Over this financial year, we have completed all the necessary processes to achieve this target with respect to getting the properties on the market in good time and through working with credible developers. However, as a consequence of the market changing, there is now less interest by property developers in those sites that are in good locations and were of interest to large significantly funded developers looking for multi-year pipelines.</p>

<p>Asset Recycling programme</p> <p><i>(Urban Regeneration – all other sales)</i></p>	<p><b>Partially delayed</b></p>	<p>Deliver our share of the council’s 10-year budget annual asset recycle target. Asset sales proceeds are returned to the council for reinvestment.</p>	<p>We are seeing a deterioration of confidence from the private sector on land sales where residential development is to be undertaken. This is due to significant inflation costs for construction, increasing interest rates, reducing purchaser interest in residential product given concerns over housing prices and availability of credit.</p> <p>The good news is that a number of the material land sales/developments will be under contract, and we will continue to work through these developments with a view to concluding them in FY23.</p>
<p>Placemaking programme</p> <p><i>(Urban Regeneration)</i></p>	<p><b>On track</b></p>	<p>Ongoing placemaking programmes help to build trust, maintain and build the vitality of the centres and support for urban regeneration, and ensure that residents and businesses are part of changes happening in their communities.</p>	<p>We have completed a number of programmed events and activations for the year such as contribution to the wider council City of Colour exhibition Night Lights, Dragon Boat Festival, 2-day Matariki ki Uta festival in Manukau, Purpose/Use/Cycle Fashion Show in Manukau, Matariki Night Ride in Avondale and the He Pia He Taura new iteration of Hikoi Ki Ngā Whetu (Walk to the Stars).</p> <p>Placemaking events and activities continue to operate successfully under the Covid-19 Protection Framework settings. Activities successfully completed in the quarter are contained in the individual priority location programme updates for the quarter.</p>

# Other statement of intent focus areas

## Climate change and sustainability

- Eke Panuku released the Downtown Car Park Request for Development Proposal with minimum rating ambitions of **Green Star 5 and Homestar 8**. This request also included all Eke Panuku sustainable procurement objectives of local supplier utilisation, quality employment, supplier diversity, waste minimisation, and carbon emissions.
- **Sustainable procurement targets** have been adopted for waste and supplier diversity. Zero waste covers zero waste events and a deconstruction focus for capital works and development agreements.
- Eke Panuku continues to support 'Te Whakaoranga o Te Puhinui' through strategic initiatives and a capital works programme. This includes reinstating wetlands, stream naturalisation and significant ecological planting. The project team currently consists of 88% Māori and mana whenua suppliers. A key initiative includes the development of an 'Arotakenga' monitoring and evaluation tool which will use dual Matauranga and Western science lenses to measure the uplift in wellbeing through the programme.
- Implementation of the Northcote Zero Waste Action Plan continues. Community interactions are progressing via the Northcote Zero Waste Hub with a range of successful events and workshops delivered and waste streams collected for reuse and recycling, including curtains, polystyrene and batteries. A construction and deconstruction workstream will ensure planning and collaboration takes place between Eke Panuku and its partners across the Northcote project.
- Eke Panuku continues to support the delivery of Te Ara Awataha. Stage 1 School's Edge and Greenslade Reserve are nearing completion and include significant integrated Stormwater Elements (daylighting and wetland cells).
- Future fit has been launched with staff to facilitate action by staff to understand and reduce their carbon footprints.
- The latest iterations of Green Star, V1.1 and Homestar, V5 have been released by the NZ Green Building Council. We have undertaken work to support our development partners to achieve our specified credits.

## Māori Outcomes

- **Engagement** – We carried out a number of engagements during the quarter.
  - We concluded a recruitment process to appoint a Māori member to the Technical Advisory Group (TAG) that reviews all design work within our portfolio. This provides a Māori perspective to design.
  - We engaged mana whenua-nominated technical advisors to provide mana whenua advice (over several months) to engage with us on the development of the Onehunga wharf masterplan.
  - We involved mana whenua in the procurement of the consortium (Toi Waihanga) to design the future Te Ara Tukutuku headland (Wynyard Point).
- **Culture and identity**
  - Appointing artists to join the design team for the Aotea Over Site Development.
  - We started a procurement process to appoint an artist to build an artwork on the corner of Madden and Daldy Street in Wynyard Quarter. At present, a selection panel has identified three artists to work on a concept design.
  - We appointed a mana whenua-nominated artist to work with the private developer on a site in the Waiapu Precinct in Onehunga.
  - Mana whenua approved the concept design prepared by artists for the new Sealink Ferry Terminal building.
- **Commercial opportunities**
  - Our board approved the establishment of an Iwi Development Fund to support mana whenua to access commercial opportunities.
  - Our executive involved mana whenua in the refresh of our Selecting Development Partners Policy. The potential changes could support mana whenua to bid on sites within our property portfolio.

## 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 2023/4.

## Collaboration and Engagement programme

- Following robust engagement, the Wai Horotiu Henderson Connection (formerly Oratia Shared Path) concept design was endorsed by the Henderson-Massey Local Board, enabling further design work to continue. The connection will bridge the current gap in walking and cycle paths between Tui Glen Reserve (behind Westwave) and Vitasovich Avenue, along Edmonton Road. Further community engagement is planned as further design refinement and feasibility investigations progress.
- In Manukau, representatives from Auckland Council, Te Waiohū iwi (Ngaati Tamaoho Waiohū, Ngaati Te Ata and Te Ākitai Waiohū), Kāinga Ora, Eke Panuku Development Auckland, and the Ōtara-Papatoetoe and Manurewa local boards pledged their commitment to the regeneration of the Puhinui stream by signing the Puhinui Regeneration charter (Te Whakaoranga o Te Puhinui). Several other key community partners also signed a register of support for the charter.
- In May, Silo Park in Wynyard Quarter featured prominently in the City of Colour activation, with light installations and an outdoor photo exhibition drawing people to the newly upgraded and extended public space. Westhaven Marina also hosted the Night Lights Dragon Boat Festival as part of the celebrations, bringing together one of Auckland's beloved waterfront hobbies and unique cultural experiences.
- Following close collaboration with the Panmure Business Association and local businesses in the area, we installed two parklets on Queens Road, enabling visitors and local foodies to enjoy outdoor dining, drawing more people to the town centre.
- In Panmure, new wayfinding signage was installed and used as an opportunity to celebrate local amenities and natural heritage, while giving locals and visitors easier access to local art, historic locations and outdoor dining options. Through engaging the community, this initiative will help connect locals with what is important to them in their town centre.

# Eke Panuku Q4 financials



## Direct operating performance

(\$ million)

	Notes	FY 21	FY 22 Quarter 4 YTD			FY 22
		Actual	Actual	Budget	Variance	Budget
Net direct expenditure		15.3	(17.9)	(22.1)	4.2	22.1
Direct revenue		16.2	16.3	15.3	1.0	15.3
Fees & user charges		0	0	0	0	0
Operating grants and subsidies		-	-	-	-	-
Other direct revenue	A	16.2	16.3	15.3	1.0	15.3
Direct expenditure		31.5	34.2	37.4	3.2	37.4
Employee benefits		25.7	28.6	28.8	0.2	28.8
Grants, contributions & sponsorship		-	-	-	-	-
Other direct expenditure	B	5.8	5.6	8.6	3.0	8.6
Other key operating lines						
AC operating funding		15.7	18.3	22.1	(3.8)	22.1
AC capital funding		0	0	0	0	0
Vested assets		-	-	-	-	-
Depreciation		0.3	0.3	0	(0.3)	0
Net interest expense		0	0	0	0	0



## Financial Commentary

Overall, the operating performance of Eke Panuku was \$4.2m favourable to budget, and the draw down of funding from Council required to maintain Eke Panuku at a net zero position was \$3.8m less than budgeted.

A: Other direct revenue was \$1.0m favourable to budget, most of this revenue is generated through Eke Panuku staff charging time to council projects.

B: Other direct expenditure was \$3.0m favourable to budget, this is spread over a number of expense areas, notably professional services and insurance costs were \$1.9m less than budget as some anticipated workstreams were not undertaken, or were able to be achieved through internal resources.

# Auckland Council Portfolio Q4 financials managed on behalf of Auckland Council



## Direct operating performance

(\$ million)	Notes	FY 21	FY 22 Quarter 4 YTD			FY 22
		Actual	Actual	Budget	Variance	Budget
Net direct revenue		15.0	4.7	4.3	0.4	4.3
Direct revenue	A	56.4	46.1	43.8	2.3	43.8
Fees & user charges		0	1.3	1.3	0	1.3
Operating grants and subsidies		-	-	-	-	-
Other direct revenue		56.4	44.8	42.5	2.3	42.5
Direct expenditure	B	41.4	41.4	39.5	(1.9)	39.5
Employee benefits		1.8	0.1	0	(0.1)	-
Grants, contributions & sponsorship		-	-	-	-	-
Other direct expenditure		39.6	41.3	39.5	(1.8)	39.5
Other key operating lines						
AC operating funding		-	-	-	-	-
AC capital funding		-	-	-	-	-
Vested assets		-	-	-	-	-
Depreciation		12.9	19.9	18.1	1.8	18.1
Net interest expense		0	(0.1)	(0.5)	(0.4)	(0.5)



## Financial Commentary

The financials in the table represent the Auckland Council portfolio managed by Eke Panuku. These exclude the net direct revenue of \$4.7m that Eke Panuku has generated for properties managed for Auckland Transport which is above budget by \$2.2m. In addition, a \$7.2m dividend has been paid to Council's Solid Waste team from the Waste Disposal Services investment, managed by Eke Panuku.

Overall net revenue of \$4.7m is favourable compared to budget.

The main explanations relate to:

A: Direct revenue was \$2.3m favourable compared to budget. Commercial property revenue was \$2.3m favourable to budget, even after \$1.6m in Covid-19 relief has been credited to tenants. Additional rental income has been generated from tenancies at Bledisloe House and carpark and through additions to the portfolio. Also back dated rental payments have been received after successful negotiations of rental increases.

B: Direct expenditure was \$1.9m unfavourable to budget, \$0.9m of costs incurred during Covid-19 lockdowns on capital projects in FY20 and FY21 that were transferred to opex this year per instruction from Financial Control. There was further additional spend on regeneration activities in our Priority Locations, this spend was in relation to placemaking and initial investigation work on our capital projects.

# Eke Panuku Q4 performance measures

Key performance indicators	Previous	FY 22 Quarter 4		Status	Commentary
	Year	YTD Actual	FY Target		
<p>Eke Panuku has a total of 12 SOI performance measures, one has no target this year.            Of the 11 performance measures for FY22, 9 have met target and 2 have not met target this year.            Note: These results have yet to be audited .</p>					
<b>SOI performance measures</b>					
1. Net new dwellings (housing units)	New measure	358	Annual - 350 net new dwelling units.	<b>Target Met</b>	Actual 358 net new dwelling units. Dwellings were completed at Flat Bush Road in Ormiston, in the Airfields Hobsonville, St Georges Road Avondale, Barrowcliffe Place Manukau and Madden St, Wynyard Quarter.
2. Commercial / Retail gross floor area (GFA) or net lettable area (square meter)	New measure	Not measured	Annual - 0	N/A	There were no projects completed with commercial GFA, due to the development partner's timing of commercial projects.
3. Public realm – square meters	New measure	23,065 sqm	Annual - 21,000 sqm	<b>Target Met</b>	Actual 23,065 sqm  Public realm works were completed in Avondale, Manukau, the Waterfront - Tiramarama Way, Silo Park extension, Eastern Viaduct Quay St intersection works, and enabling public access to new and upgraded areas of the Wynyard Quarter.
4. Capital project milestones approved by the board achieved <i>- LTP performance measure</i>	82%	81%	Achieve 80 per cent or more of project milestones for significant capital projects	<b>Target Met</b>	Actual 81%  We have completed 13 of the 16 targets set for FY22.
					21

Key performance indicators	Previous Year	FY 22 Quarter 4		Status	Commentary
		YTD Actual	FY Target		
<b>SOI performance measures</b>					
<p>5. Achieve total board approved budgeted Transform and Unlock (T&amp;U) net sales for the financial year through unconditional agreements</p> <p><i>Note: These site sales also enable housing and wider urban regeneration outcomes.</i></p>	\$21.1m	\$64.4m	Meet \$48m T&U annual unconditional sales approved by the Board	<b>Target Met</b>	<p>Actual \$64.4m</p> <p>Completed sales of Avondale Central, Paynes Lane in Onehunga and a number of long term lease agreements in the Waterfront contributed to exceeding the target.</p>
<p>6. Annual property portfolio net operating budget result agreed with the council achieved</p> <p><i>- LTP performance measure</i></p>	New measure	\$27.1m	\$21.9 million	<b>Target Met</b>	<p>Actual \$27.1m</p> <p>Net operating result is \$5.2m ahead of target. This is mainly due to additional rental income from properties held in the portfolio longer and back dated rent reviews. This was partly offset by additional Covid-19 relief given to tenants and savings in repairs and maintenance costs.</p>
<p>7. The monthly average occupancy rate for tenantable properties</p> <p><i>- LTP performance measure</i></p>	<p>Commercial 93.9%</p> <p>Residential 98.8%</p>	<p>Commercial 93.4%</p> <p>Residential 97.9%</p>	<p>Commercial 85%</p> <p>Residential 95%</p>	<b>Target Met</b>	<p>Occupancy rates have been stable and above target for this year. The higher commercial occupancy rate is due to assistance from government subsidy and the Covid-19 Hardship relief provided by Eke Panuku.</p>
<p>8. The percentage of marina customers surveyed who are satisfied with marina facilities and services</p>	94%	90%	80%	<b>Target Met</b>	<p>A high level of customer satisfaction achieved.</p>

<p>9. The asset recycling target agreed with the Auckland Council</p>	<p>New measure</p>	<p>\$35m</p>	<p>Achieve asset recycling target agreed with Auckland Council.  (FY22 - \$115m)</p>	<p><b>Target Not Met</b></p>	<p>Sales of \$35m have been completed this year. Due to a recent decline in the property market, the target of \$115m was not met.</p>
<p>10. Creating positive outcomes for Māori  Deliver 50 ongoing or new initiatives that support Māori Outcomes  <i>This activity is supported through the delivery of the Mana Whenua Outcomes Framework.</i></p>	<p>45</p>	<p>51</p>	<p>50 initiatives that support Māori Outcomes</p>	<p><b>Target Met</b></p>	<p>51 initiatives have been completed this year. This is activities created by delivering our work programmes and responding to the initiatives in the Mana Whenua Outcomes Framework.</p>
<p>11. Enhancing the relationship between Eke Panuku and mana whenua.  Increasing the percentage of satisfaction with the support they receive from Eke Panuku.</p>	<p>New survey</p>	<p>50%</p>	<p>Baseline survey</p>	<p><b>Target Met</b></p>	<p>A baseline survey has been set. 50% satisfaction was achieved (20% was neutral).</p>
<p>12. Complaints received by Eke Panuku are resolved.  <i>Note: This is a new performance measure. The actual result for FY22 as a baseline will help set future targets.</i></p>	<p>New measure</p>	<p>34%</p>	<p>80% of complaints are resolved within 10 working days</p>	<p><b>Target Not Met</b></p>	<p>Actual 34%</p> <p>A total of 38 complaints have been received this year, of these 13 have been resolved within 10 working days. A number of complaints were related to one project which took longer than 10 days to resolve issues, significantly affecting the overall result. This is a new performance measure and further work on the process and methodology will be undertaken.</p>

## Decision paper: Property disposal recommendation

Author: Anthony Lewis, Senior Advisor, Portfolio Review

September 2022

### Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the recommendation to the Finance and Performance Committee that the following properties are surplus to council requirements and should be divested:
  - i. 584m<sup>2</sup> of 33B Brandon Road, Glen Eden;
  - ii. 17 Erson Avenue, Royal Oak; and
  - iii. 2 Levene Place, Mount Wellington.

### Whakarāpopototanga matua | Executive summary

1. 584m<sup>2</sup> of 33B Brandon Road, Glen Eden is no longer required by council for stormwater infrastructure purposes.
2. Consultation with council and its CCOs, iwi authorities and the Waitākere Ranges Local Board regarding the proposed disposal of the subject 584m<sup>2</sup> parcel has taken place. The Waitākere Ranges Local Board does not support a disposal and requests the subject 584m<sup>2</sup> parcel remain in council ownership for recreation purposes. The Executive has liaised with council's Land Advisory Services team and provided a response that the council group does not support retention for that purpose.
3. Subject to Finance and Performance Committee approval, it is proposed Eke Panuku dispose of the subject 584m<sup>2</sup> parcel of 33B Brandon Road to the adjacent landowner to enable it to be incorporated into the redevelopment of the adjoining property.
4. 17 Erson Avenue, Royal Oak and 2 Levene Place, Mount Wellington are no longer required by council for transport infrastructure purposes. Consultation with council and its CCOs, iwi authorities and the Maungakiekie-Tāmaki Local Board regarding the proposed disposal of these properties has now taken place. Feedback received from the council group is supportive of the proposed disposal.
5. Subject to approval, it is proposed to dispose of 17 Erson Avenue to an adjacent property owner, with the disposal of 2 Levene Place being a straight disposal on the open market.

6. The disposal of the 584m<sup>2</sup> parcel of 33B Brandon Road, 17 Erson Avenue and 2 Levene Place will contribute towards Eke Panuku's objective of strategically creating value from assets.

## Horopaki | Context

7. Sales proceeds from the proposed disposals will be allocated towards the council's asset recycling target contained in Auckland Council's 10 Year Budget 2021-2031 (Recovery Budget). The Recovery Budget includes \$70 million in 2022/2023, with \$430 million to be realised from asset recycling over the full 10-year budget period.
8. Asset recycling is an important lever for council, releasing capital from poorly performing and/or non-strategic assets to allow greater investment in the most important strategically aligned activities.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
23 June 2022 Waitākere Ranges Local Board	Asset recycling property disposal - 33B Brandon Road, Glen Eden (part only)	The local board does not support a disposal and requests the land remain in council ownership for recreation purposes.  Staff have liaised with council's Land Advisory Services team and provided a response to the local board outlining that retention for that purpose is not supported.
23 August 2022 Maungakiekie- Tāmaki Local Board	Asset recycling - 17 Erson Avenue, Royal Oak and 2 Levene Place, Mount Wellington	The local board endorsed the recommendation to dispose of the properties.

## Nga whiringa me te taatai | Options and analysis

### Property information - 33B (part) Brandon Road, Glen Eden

9. The subject 584m<sup>2</sup> parcel of 33B Brandon Road is no longer required to be held by council for stormwater infrastructure purposes. No other council service use has been identified.
10. The Auckland Unitary Plan zoning is Residential - Terrace Housing and Apartment Building. The 584m<sup>2</sup> parcel is likely to be subject to offer back obligations to the successor in title in accordance with s40 Public Works Act 198. Subject to an approval to dispose, a registered valuation for the subject 584m<sup>2</sup> parcel will be undertaken before the parcel is brought to market.
11. The adjoining property owner is undertaking a residential development at its property at 4A Claywest Place, Glen Eden. Following an approach by council's Healthy Waters team

to the adjoining property owner, the adjoining property owner seeks to include the subject 584m<sup>2</sup> parcel within its development. The proposed redevelopment will include 40 units and 32 car parks and will provide council with improved access to adjacent stormwater infrastructure for maintenance purposes.

### **Property information - 17 Erson Avenue, Royal Oak**

12. This property is a narrow 603m<sup>2</sup> at grade car park no longer required by Auckland Transport (AT) for parking purposes. Due to its size and configuration, no other council service use or future development is possible.
13. The AUP zoning is Business - Town Centre. 17 Erson Avenue is subject to offer back obligations in accordance with s40 Public Works Act 1981. The property has a 2021 council rating valuation of \$1.12 million.
14. An adjoining property owner has registered an interest in acquiring the property if it is approved for disposal by council.

### **Property information - 2 Levene Place, Mount Wellington**

15. The property is a 3,772m<sup>2</sup> commercial property no longer required by AT for transport (road widening) purposes. No other council services use has been identified. The property is currently leased by Eke Panuku, with the improvements owned by the lessee.
16. The AUP zoning is Business - Light Industry. 2 Levene Place is not subject to offer back obligations in accordance with s40 Public Works Act 1981. The property has a 2021 council rating valuation of \$4.35 million.
17. The property is subject to covenants relating to access restrictions and future development/use requiring approval by the former developer Quadrant Properties Limited. If approved for disposal by council, the Executive will advise potential purchasers of the restrictions and covenants in favour of Quadrant Properties Limited.
18. There is historical interest registered in acquiring the property subject to council approval.

### **Kua whakaarohia nga whiringa | Options considered**

19. Eke Panuku has consulted all relevant council departments and CCOs to confirm that the properties recommended in this report do not need to be retained by council for alternative public works.
20. Given the size, shape and nature of 33B Brandon Road and 17 Erson Avenue, they could only be offered to adjoining property owners. The Executive has engaged with the adjoining owners and confirmed that they were interested in acquiring these properties, should they be approved for sale.
21. The sale of these properties will contribute towards Eke Panuku's objective of strategically creating value from assets.

### **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

22. Resource from the Strategic Asset Optimisation team and Development directorate is required to progress the disposal of these properties and will be funded from the proceeds of sale.

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

23. Due to the size, shape and location of the 584m<sup>2</sup> parcel of 33B Brandon Road, and the lack of legal access should a disposal be approved, Land Information New Zealand (LINZ) is likely to require it be disposed of to an adjoining landowner to avoid it becoming a landlocked site.
24. No risks associated with the recommended proposed disposal of 17 Erson Avenue and 2 Levene Place have been identified.

## **Tauākī whakaaweawe Māori | Māori impacts**

25. Eke Panuku has engaged with 19 mana whenua iwi authorities on the proposed sale of these properties. This engagement sought to understand if there were any issues of cultural significance with the proposed disposals. Information regarding the proposed disposal of the 584m<sup>2</sup> parcel of 33B Brandon Road for incorporation in the adjoining development and proposed disposal of 17 Erson Avenue to an adjoining landowner was also provided.
26. No feedback was received regarding these properties. In the event the properties are approved for sale, all iwi entities will be alerted of the decision and council's intention to sell to the 584m<sup>2</sup> parcel of 33B Brandon Road and 17 Erson Avenue to adjacent landowners.

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

27. Eke Panuku has consulted all relevant council departments and CCOs on the proposed disposals. No substantive feedback was received in response.
28. Eke Panuku has sought the views of the Waitākere Ranges Local Board regarding the proposed disposal of the 584m<sup>2</sup> parcel of 33B Brandon Road. The local board opposes a disposal. The Executive and council's Land Advisory Services team have provided a response to the local board outlining that retention by council is not supported.
29. The Maungakiekie-Tāmaki Local Board has advised Eke Panuku that it endorses the proposed disposal of 17 Erson Avenue and 2 Levene Place.

## **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

30. The sale of the 584m<sup>2</sup> parcel of 33B Brandon Road, 17 Erson Avenue and 2 Levene Place may lead to land use changes. It is acknowledged that any form of construction and development can increase carbon emissions.
31. These properties are not coastal properties likely to be impacted by sea level rises.

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

32. Subject to Eke Panuku Board approval, staff will recommend the disposal of these properties to the Finance and Performance Committee.

33. The adjacent landowner is seeking acquire the 584m2 parcel of 33B Brandon Road should it be approved for sale to enable it to be included in its adjacent redevelopment. An adjacent landowner is also seeking to acquire 17 Erson Avenue should it be approved for sale. Subject to obtaining the necessary approvals, Eke Panuku will enter negotiations with the adjacent landowners. The terms and conditions of the disposals would be approved under appropriate financial delegation.

## **Ngā tāpirihanga | Attachments**

Attachment A - Images

## **Ngā kaihaina | Signatories**

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

## Images of 33B (part) Brandon Road, Glen Eden

Figure 1. Geospatial aerial. Subject area is in red.



Figure 2. Indicative boundary outlined in red.



## Images of 17 Erson Avenue, Royal Oak

Figure 3. Geospatial aerial. Subject property is outlined in blue.



Figure 4. Google street view. Indicative boundaries in red.



## Images of 2 Levene Place, Mount Wellington

Figure 5. Geospatial aerial. Subject property is outlined in blue. Note 2017 aerial predates 2018 ground lease.



Figure 6. Google street view.



## Information paper: Update on engagement with mana whenua August 2022

Document author: Angelika Cutler, General Manager Community and Stakeholder Relations

August 2022

### Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to provide the Board with a brief update on engagement with mana whenua before the proposed rangatira ki te rangatira meeting at the next Board meeting on 28 September 2022.
2. Mana whenua have not notified Eke Panuku of any agenda items they wish to discuss at the meeting. We anticipate that the meeting will be an opportunity to better understand each other's aspirations.
3. Eke Panuku continues to maintain a positive relationship with its mana whenua partners and our ongoing work together remains constructive. In particular, mana whenua have provided significant benefit to the development of Te Ara Tukutuku and our vision for the future headland of Wynyard Point.
4. Mana whenua are still bidding on commercial opportunities within the Eke Panuku property portfolio. After we update the Selecting Development Partners Policy, we anticipate interest from mana whenua will continue to grow.

### Matapaki | Discussion

#### Expectations for the rangatira hui

5. It is important for Māori to have reciprocal relationships with the Crown in similar decision-making roles. This means, board to board, executive to executive, or kaimahi to kaimahi.
6. Many iwi leaders have direct relationships with members of the Eke Panuku Board, but it is still important to host a hui for the Board and mana whenua to raise issues in a collective forum.
7. Eke Panuku last hosted a meeting with mana whenua rangatira on 23 June 2021. The meeting lasted an hour with a 15-minute break afterwards for the Board and mana whenua to share refreshments.
8. At the previous meeting, mana whenua said they had a positive relationship with Eke Panuku, but they wanted to improve access to commercial opportunities within the Eke Panuku property portfolio. Eke Panuku committed to establish the Iwi Development Grant and consider how it can update its policy to enable mana whenua to access a greater number of opportunities.

- 9. Since the last meeting, the Eke Panuku Board has approved the Iwi Development Grant and staff have prepared a draft Selecting Development Partners policy for the Board to consider. These two actions directly address a major concern raised by mana whenua at the previous meeting.
- 10. Mana whenua representatives have not notified staff of their intention to raise any particular agenda items with the Board.

**Recent engagement work with mana whenua**

- 11. Our ongoing engagement work with mana whenua has continued at pace with no issues. We continue to maintain our regular weekly engagement calendar to create opportunities for mana whenua to provide input into our work.
- 12. Historically, our collective engagement approach has created opportunities for mana whenua to use our projects as an opportunity to test their traditional tribal boundaries, but we have not recently experienced inter-iwi intension disrupting our work with mana whenua.
- 13. Occasionally we facilitate competitive processes to select mana whenua-nominated artists to create artworks or join design teams, but these processes have remained harmonious.
- 14. Mana whenua occasionally ask Eke Panuku to develop a more sophisticated relationship with iwi on an individual basis. However, they have not responded to requests to advance this work. We do not anticipate mana whenua will raise any issues about our relationship with Eke Panuku.
- 15. We will provide a detailed summary of our project work with mana whenua in the next report.

**Iwi participation in commercial opportunities**

- 16. In the last 12 months, mana whenua have expressed interest in several commercial development sites within the Eke Panuku portfolio.

[Redacted]

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

[Redacted]

- [Redacted]

- 19. Eke Panuku has announced the following developments:

- Saint George’s Lane (Te Ākitai Waiohua and Avant Group)
- Avondale Central (Marutūahu and Ockham).

20. The range of sites show that that several mana whenua groups are still actively engaging with Eke Panuku to realise their commercial aspirations.

### **Upcoming reporting for the September 2022 board meeting**

21. The Māori Outcomes team intends to present the following reports to the board in September:

- a. An engagement summary for the last six months
- b. The results of the mana whenua satisfaction survey
- c. The results of year two Mana Whenua Outcomes Framework results
- d. The results of the 50 significant initiatives as required by the statement of intent.

22. The reports described above will provide a detailed summary of the work we have achieved in collaboration with our mana whenua partners.

## **Ngā tāpirihanga | Attachments**

N/A

## **CE Report – Attachment D**

### **Information paper: Strategic acquisition opportunity**

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *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).*

# Monthly reporting pack

CE Report - Attachment E

Period ending 31 August 2022

## Executive summary

### Programme

- Capex budget of \$80m, spend for the month was \$5.2m. Year to date spend is at \$7.5m, which is \$10m less than phased budget. At the end of quarter one, a detailed review of our projects and planned spend will be undertaken, and where necessary, forecasts will be adjusted.
- Opex budget of \$13.1, regeneration opex spend for the month was \$1.2m. Year to date spend is at \$2.0m, which is in line with expectation.
- Sales target for this year is \$91.7m. A total of \$8.4m in sales this month has contributed to the target. YTD sales contributing to the sales target total \$30.1m.

### Company wide financials

- Managed properties budget of \$29.3m has achieved a net surplus of \$1.3m year to date, which is \$2.8m ahead of the phased budget.
- Expenditure budget of \$41.4m, year to date spend is \$6.3m, which is \$1.0m under phased budget.
- Revenue budget of \$16.2m, year to date is \$2.8m which is \$0.3m behind budget.

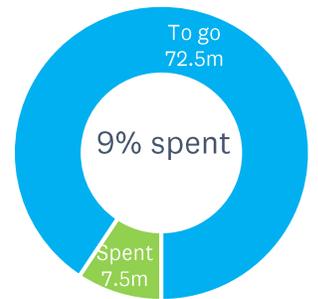
### People and Culture

- Overall FTE is 234.4, this includes 214.3 actual FTEs, 5.1 contingent workers in FTE roles and 15 vacancies. Actual FTE has increased by 2.5% due to number of vacancies being filled.
- Staff turnover has decreased from 17.8% to 15.4%.
- Office occupancy has increased from 35% last month to 42% this month.



# Programmes summary

## Capex budget \$80m



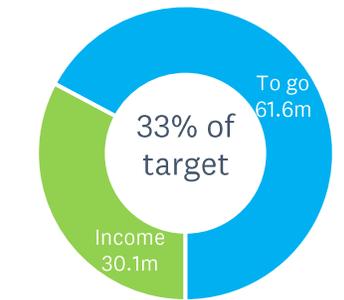
Capex spend for the month was \$5.2m. Year to date spend is at \$7.5m, which is \$10m less than phased budget.

An early review of annual programme delivery has confirmed certain projects will be impacted by delays outside of our control which will affect capex this year. We have also identified where certain projects including acquisitions may take longer than anticipated. At the end of quarter one, a detailed review of our projects and planned spend will be undertaken and where necessary, forecasts will be adjusted. As part of this exercise we will also address which projects require additional capital, can be accelerated and or brought forward to ensure full utilisation of capital resources.

Projects where there are significant variances are:

- \$1.4m in the Waiwharariki Anzac Square (Town Square) project in Takapuna. Works remain on track to be completed this financial year.
- \$0.5m in the Clifton Court project in Panmure. Ground breaking works are planned for the start of October 2022.
- \$2.5m for an acquisition in Pukekohe. An offer has been submitted.
- \$0.5m of contamination costs in relation to a Precinct Properties project in the Waterfront. This was due to some of this years planned expenditure being transacted last financial year.

## Sales target \$91.7m



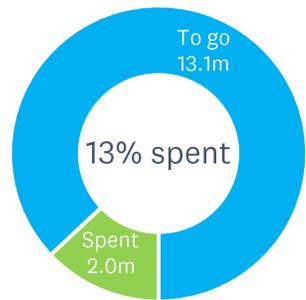
Sales for the month have added \$8.7m towards the sales target, based on the following:

- General asset sale of 20 Hopetoun Street [REDACTED]
- Regional programme site at 84-100 Morrin Road went unconditional [REDACTED]. We have agreed to fund contamination remediation works and to retain part of the land for a park totalling [REDACTED]. The remaining [REDACTED] has been recognised towards the general asset sales target.
- Transform and Unlock Waterfront programme received [REDACTED] of super profit from Precinct stage 2 –10 Madden Street – Site 5B project.

The sales target is made up of :

Transform & Unlock	\$21.7m
General asset sales	\$70.0m
<b>Total</b>	<b>\$91.7m</b>

## Opex budget \$15m



Regeneration opex spend for the month was \$1.2m. Year to date spend is at \$2.0m, which is in line with expectation.

## 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.

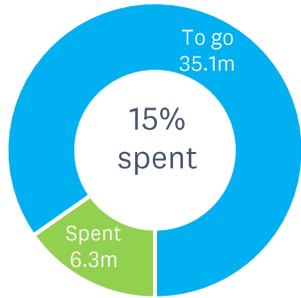
- AT / Panuku Transit Oriented Dev. Prog.
- Unlock Avondale
- Transform Onehunga
- Corporate Property Disposal Programme
- Unlock Henderson
- Unlock Panmure
- Haumarua Housing Portfolio
- Unlock Northcote
- Maungawhau and Karanga a Hape
- Unlock Ormiston Town Centre
- Property Optimisation
- Unlock Papatoetoe
- Regional Renewals
- Unlock Pukekohe
- Supports programme
- Unlock Takapuna
- Transform Manukau
- Waterfront programme

Onehunga is at amber due to a combination of risk and issues within the programme. These include car parking strategy, cost vs quality aspirations for community facilities and public open space, large infrastructure considerations and securing a supermarket anchor.

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 and resolving car parking strategy for the town centre.

# Company wide financials

## Expenditure budget \$41.4m

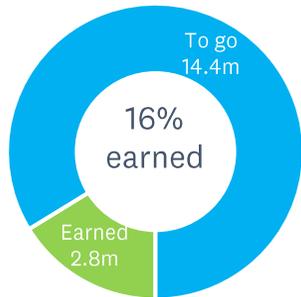


	Actual YTD	Budget YTD	Var YTD
People	\$5.1m	\$5.3m	\$0.2m
Other	\$1.2m	\$1.9m	\$0.8m
	<u>\$6.3m</u>	<u>\$7.2m</u>	<u>\$1.0m</u>

Expenditure year to date is \$6.3m, which is \$1.0m under phased budget.

- People costs are \$0.2m behind budget.
- Other expenses were \$0.8m less than budget, there has been a \$0.2m saving in insurance costs and the remaining \$0.6m is a timing difference and should correct in year.

## Revenue budget \$16.2m



	Actual YTD	Budget YTD	Var YTD
Recharge	\$2.5m	\$2.8m	(\$0.3m)
Viaduct Marina South	\$0.2m	\$0.2m	\$0.0m
Marina Trust	\$0.1m	\$0.1m	\$0.0m
	<u>\$2.8m</u>	<u>\$3.1m</u>	<u>(\$0.3m)</u>

Revenue year to date is \$2.8m which is \$0.3m behind budget due to recharge revenue. Half of the reduction in recharge revenue to date is due to the timing of recharging Council for our City Centre costs, which has been phased monthly. We have yet to recharge Council for City Centre costs but we are expecting to have an agreed mechanism in place by the end of the quarter.

## Managed properties surplus budget \$29.3m



	Actual YTD	Budget YTD	Var YTD
Managed Prop.	(\$0.5m)	(\$2.2m)	\$1.7m
Marinas	\$1.3m	\$1.1m	\$0.2m
Business Int	\$1.4m	\$0.8m	\$0.6m
Public Activities	(\$1.0m)	(\$1.3m)	\$0.3m
	<u>\$1.2m</u>	<u>(\$1.6m)</u>	<u>\$2.8m</u>

Managed Properties has achieved a net surplus of \$1.3m year to date, which is \$2.8m ahead of the phased budget.

- Commercial Property Portfolio is \$1.7m ahead of budget. The largest single expense in the portfolio is rates. We budget to pay rates in August with \$5.7m expensed, which is a \$1.1m saving to budget. We anticipate additional rates expense during the year and that the saving will not all be held until year end.
- Business Interests is \$0.6m ahead of budget. As in previous years, the revenue generated by the joint venture between Council and Waste Disposal Systems is tracking well ahead of the budget that they provide to us. We expect this trend to continue.
- Marinas are \$0.2m ahead of budget – due to timing of expenditure, expected to correct by year end.
- Public activities in the Wynyard Quarter is \$0.3m ahead of budget- due to timing of expenditure, expected to correct by year end.

# People and Culture

Our overall FTE is 234.4. this includes our actual FTE of 214.3, 5.1 contingent workers in FTE roles and 15 vacancies. Of these vacancies:

- 7 are actively being recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 3 have been filled and are awaiting the employee start date
- 2 are being rescoped; and
- 3 positions which are not under active recruitment but are held.

There are an additional 2 roles which are seconded employee home roles and are held.

Our overall non-FTE is 21, this consists of 15 contingent workers in non-FTE positions, 5 contingent workers covering positions while the employee's are on leave and 1 vacant non-FTE position.

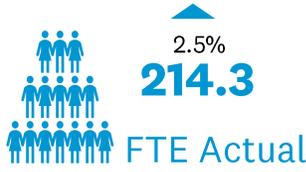
Staff turnover has decreased this month from 17.8% to 15.4%. We have filled a number of roles which has increased headcount and had a positive impact on turnover.

In recruitment, application numbers have been steady across the board and hiring managers have had a decent number of quality candidates to progress through to interview.

Office occupancy has increased from 35% in July to 42% this month. This could be attributed to people returning from long leave and that there were no school holidays this month.

We continued to work with CVL to extend and embed the learnings from E Tū, Hautū 2021. This includes rolling out our DISC workshops to the wider organisation and our Self-Leadership Habits workshops.

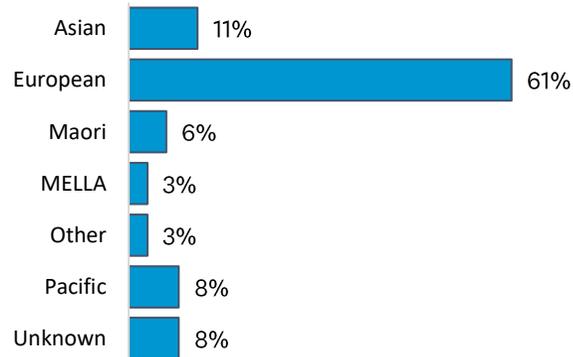
We have also ran a number of goal setting workshops to enable our people to develop SMART goals and create their development plans.



## 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
214.3	5.1	15	15	6	1
234.4			22		

## Ethnicity



## Office occupancy



Training budget \$371k  
**\$45.7k**  
12.3% spent YTD

# Spatial delivery plans

Activity on our programmes is updated each quarter.  
The plans currently show activity from **1 April 2022 to 30 June 2022.**

## Locations

1. Northcote
2. Takapuna
3. Henderson
4. Avondale
5. Maungawhau & Karanga a Hape
6. Waterfront
7. Onehunga
8. Panmure
9. Manukau
10. Old Papatoetoe
11. Ormiston
12. Pukekohe

## Regional Programmes

13. AT/Eke Panuku Transit Oriented Developments
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.

## FY 23

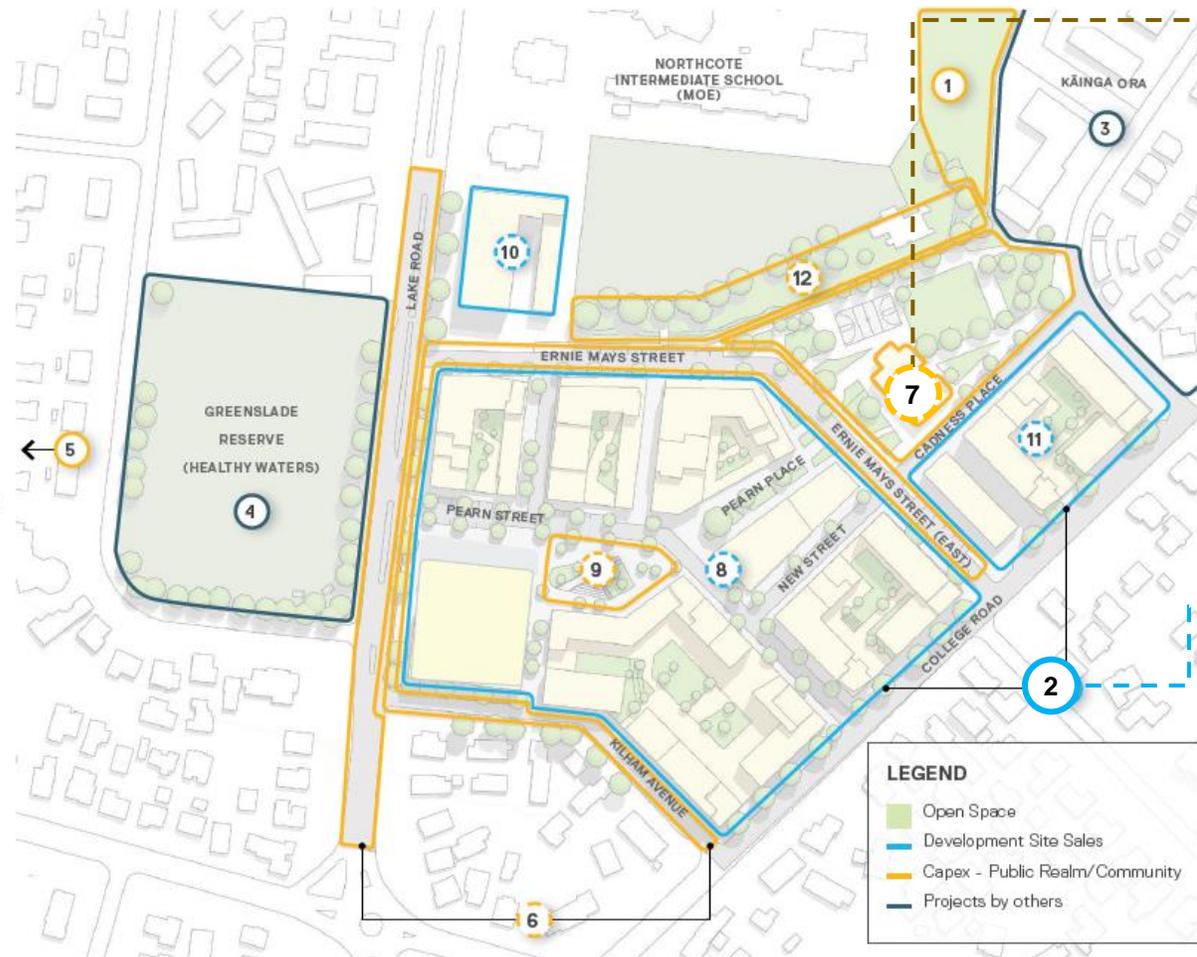
- 1 Te Ara Awataha – schools edge
- 2 Acquisitions
- 3 Kāinga Ora housing development
- 4 Greenslade Reserve (Healthy Waters)
- 5 Jessie Tonar Scout Reserve upgrade

## FY24

- 6 Street upgrades or extensions

## Long-term projects (FY25+)

- 7 Community Hub and Cadness Reserve upgrade
- 8 Northcote central development (115 Lake Road)
- 9 Town Square
- 10 123 Lake Road development (Countdown site)
- 11 College Road development
- 12 Te Ara Awataha – town centre edge



**Community Hub and Cadness Reserve upgrade** – The process to select a design team for the community hub and Cadness Reserve upgrade project commenced in May 2022.

**Land acquisitions and securing a development partner for this location** – The property acquisitions for the town centre have now been completed. This will enable the central development block to be taken the market next financial year to find a development partner.

# 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

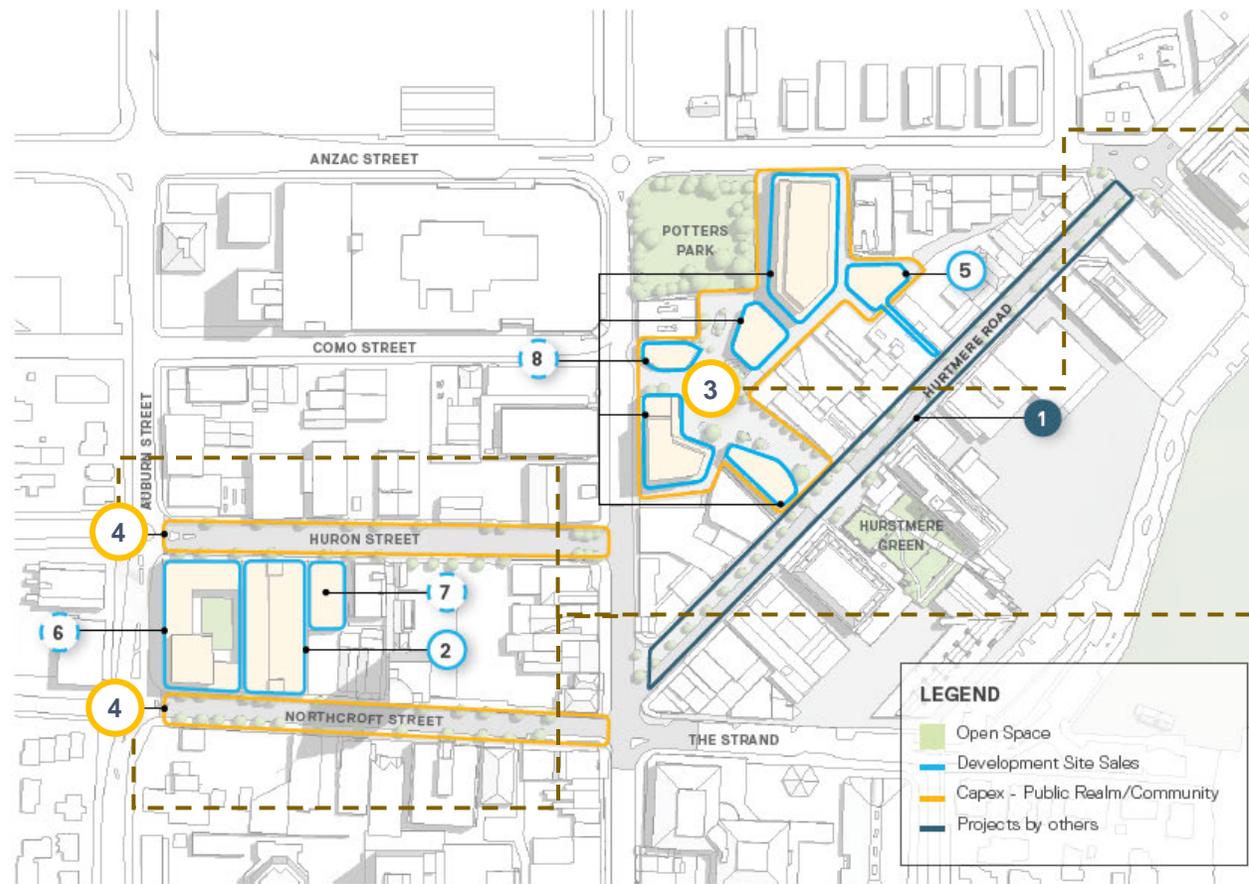
1 Hustmere Road upgrade (AT)

## FY23

- 2 Toka Puia car park
- 3 Waiwharariki Anzac Square
- 4 Huron & Northcroft Streetscape upgrade
- 5 R78 & 72A Hurstmere Road development

## FY24

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



## Waiwharariki Anzac Square (Town Square) –

Eke Panuku met with the RSA, mana whenua and Auckland Council teams in June 2022 to discuss options for the relocation of the Takapuna War Memorial. This follows the Takapuna-Devonport Local Board directive in December 2021, that the war memorial be moved from its current location in the forecourt next to the library on the Strand, to the Waiwharariki Anzac Square.

A group walk around of the area was a chance to hear the views of key stakeholders on the potential relocation and to workshop all of the Takapuna town centre project options.

The group agreed that Waiwharariki Anzac Square or the Hurstmere Green seemed the most suitable locations for the memorial. Another workshop is being arranged to discuss options within these two spaces.

## Huron & Northcroft streetscape upgrade -

The concept design for Huron and Northcroft streets is 90% complete following the Innovating Streets for People trials. Feedback is being worked through on the design with Auckland Transport. Once approved by Auckland Transport, further feedback from stakeholders will be sought before it is finalised and consent plans lodged.

# HENDERSON

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

## Projects completed

- 1 Haumaru Housing Henderson (Haumaru)
- 2 Te Ara Pōheke (new road)
- 3 Pak'n Save
- 4 23-27 Henderson Valley Road (Henderson Green)

## FY23

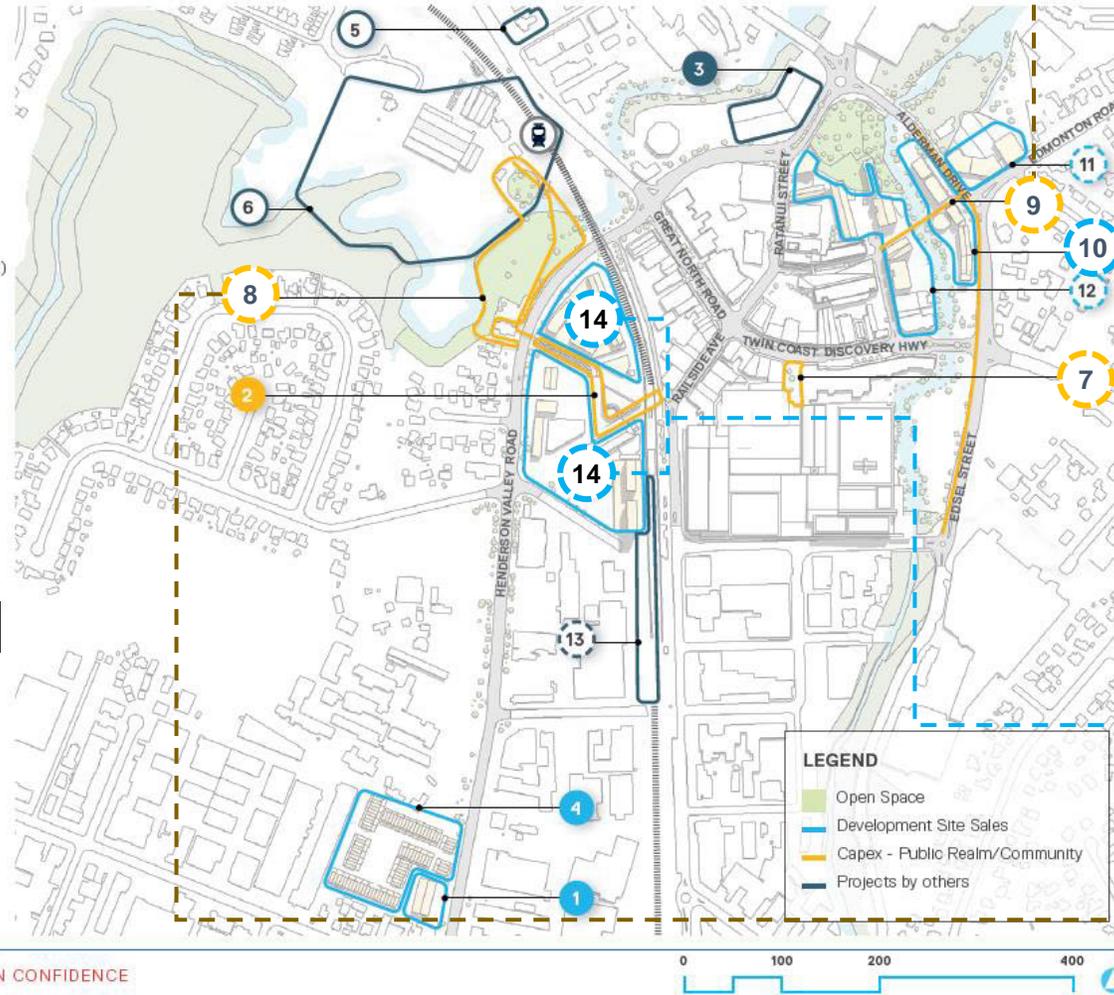
- 5 1 Buscomb Ave. (Plus Pacific Tower residential development)
- 6 Corban Estate Masterplanning (Community Facilities)

## FY24

- 7 Catherine Plaza upgrade
- 8 Opanuku Link - Bridge & playground upgrade
- 9 Wai Horotiu (Oratia Link) - Cycleway and bridge
- 10 19 Alderman carpark (C40)

## Long-term projects (FY25+)

- 12 Oratia Precinct (Trading Place)
- 13 City Rail Link Platforms (CRL)
- 14 2-6 Henderson Valley Road (future residential development by Laidlaw College)



**Wai Horotiu (Oratia Link) cycleway and bridge** – The concept design was endorsed by the Henderson-Massey Local Board in June 2022. A significant milestone for the project and marked the achievement of one of our FY22 SOI capital milestone targets. The local board also confirmed the retirement of the Neweys Reserve pathway as part of the project.

**C40 Alderman carpark** – A site sale with a residential development outcome encompassing world leading sustainable design. Capital works are now complete, and Community Facilities is about to start bank stabilisation works. The subdivision sign-off (S224c certificate) for the site is expected to be lodged with Auckland Council towards the end of August. Following this, a Record of Title will be lodged with Land Information New Zealand.

**Catherine Plaza upgrade** – Following a successful workshop with the Henderson Business Association and Westcity on 25 May 2022, we are continuing to progress a concept design for the plaza. It is likely that this project will be about decluttering, upgrading and activating the space rather than a full redevelopment.

**2- 6 Henderson Valley Road** (subdivision and sale) – the official opening of the renovated Civic Building was held on 7 June 2022, which Eke Panuku attended. The building includes offices for Te Kawarau a Maki. Eke Panuku will work together with Laidlaw College on masterplanning the remaining 2ha of balance land. It is likely that this work will be initiated in FY23 and represents a significant regeneration opportunity for the town centre.

**Opanuku Link bridge and playground upgrade** – We are expecting to lodge resource consent application for this project in July 2022.

# AVONDALE

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

## Projects completed

- 1 24-26 Racecourse Parade (Set Apartments, Ockham Residential)
- 2 Trent Street/Whakawhiti Loop (Housing Foundation/Eke Panuku)
- 3 Waterview shared path (Auckland Transport)

## FY23

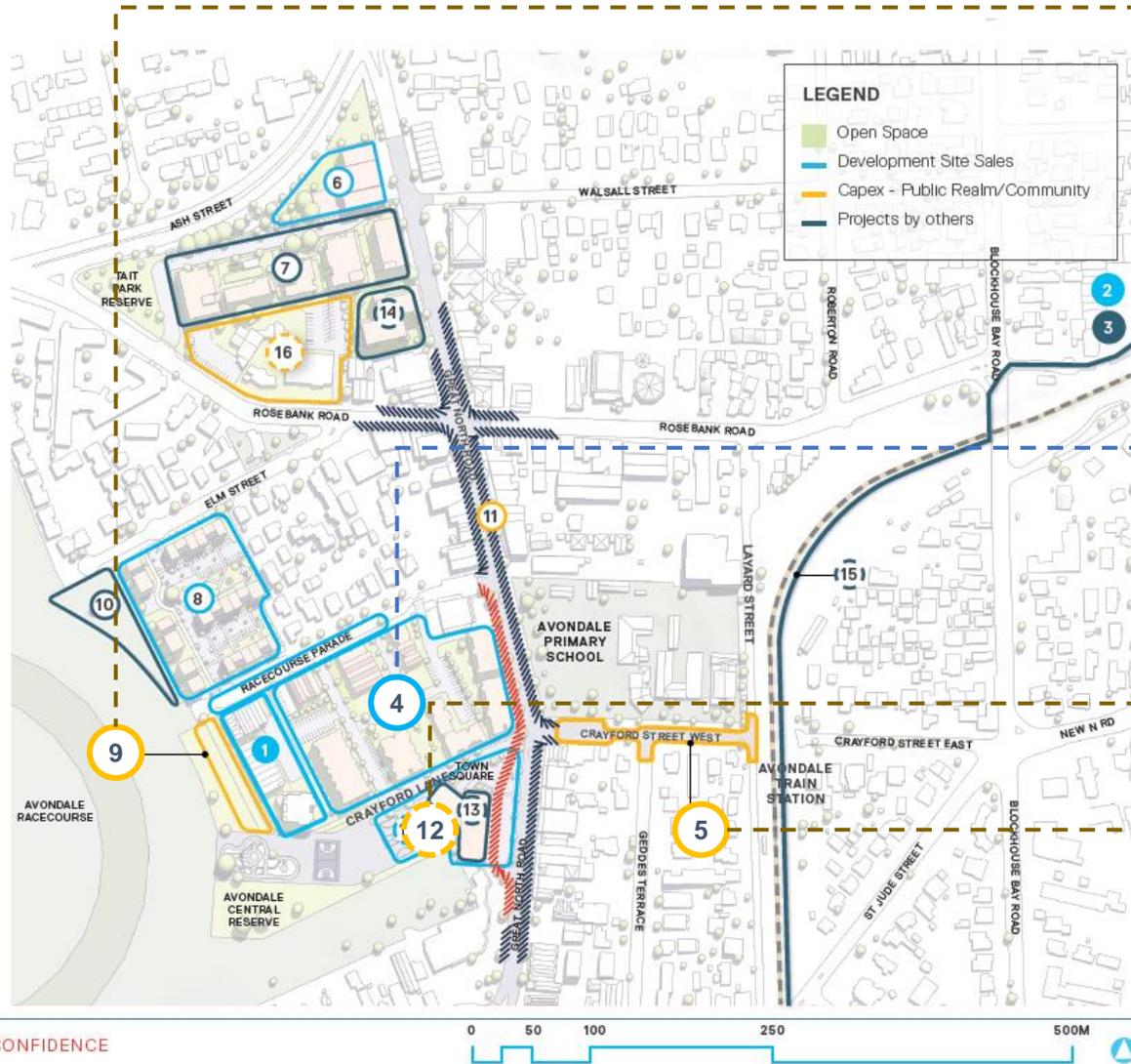
- 4 Avondale Central, 6 & 10 Racecourse Parade (development monitoring)
- 5 Crayford Street West
- 6 Aroha Apartments (Ockham Residential & Marutūhū Iwi)
- 7 Highbury Triangle - housing for older people (Kāinga Ora)
- 8 18 Elm Street (Kāinga Ora)
- 9 Public car parking facility to support the Avondale Library & Community Hub
- 10 26 Elm Street (Anson housing development)
- 11 Great North Road Paving Project
- █ Auckland Transport
- █ Eke Panuku

## FY24

- 12 Town Square & outdoor spaces upgrade
- 13 Avondale Library & Community Hub (Auckland Council)
- 14 1843 Great North Road (Nordic Apartments)
- 15 New Lynn to Avondale shared path (Auckland Transport)

## Long-term projects (FY25+)

- 16 93-99 Rosebank Road (Current Library & Community Centre)



**New parking spaces at 28 Racecourse Parade** – Works began in May 2022 on the additional 30 carpark spaces that we are providing to support Avondale’s upcoming library, community hub and upgraded town square. All land contouring work within the reserve has now been completed and works are expected to be completed later in FY23.

**Avondale Central, 6 & 10 Racecourse Parade** – A sale with development outcomes was reached in late May 2022. A very significant milestone for the wider programme with approximately 675 new homes expected to be built.

**Town square and playground upgrade** – This project is closely aligned with Community Facilities’ community hub and library project. Both projects are scheduled to start construction late in FY23.

Any delays with the community hub and library project are likely to impact the timeline of the Eke Panuku town square and outdoor spaces upgrade project.

**Crayford Street upgrade** – A project to strengthen the connection between the town centre and the train station. Works commenced in March 2022 and were completed in late June 2022. A significant milestone for the Avondale programme. It marked the achievement of one of our FY22 SOI capital milestone targets and also contributed to our public realm target being achieved.

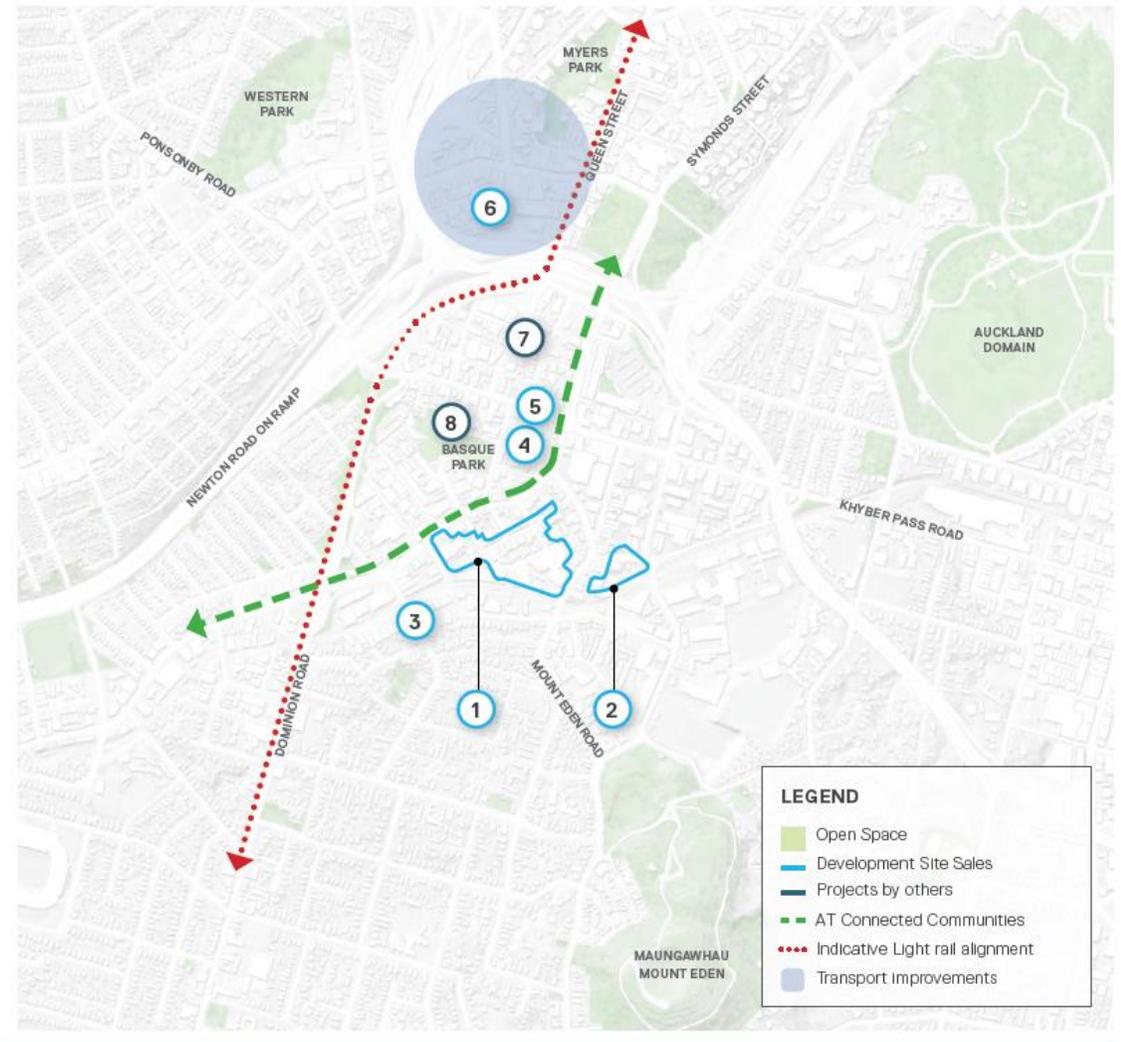
**Placemaking** – A number of low-key placemaking events were held to celebrate Matariki in Avondale. This included a night-time bike ride and members from The Auckland Astronomical Society inc. being on hand to help people locate the Matariki Stars and explain their significance to mana whenua.

# MAUNGAWHAU and KARANGA A HAPE

**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 Development sites
- 2 Development sites
- 3 Development sites
- 4 Development sites
- 5 Development sites
- 6 Development sites
- 7 70 Upper Queen Street (Kāinga Ora)
- 8 Basque Park upgrade (Auckland Council)



The development of the site around the CRL stations is a joint project with Kāinga Ora



We have completed infrastructure assessments for the precinct. These are now being analysed to determine what the funding and financing requirements, if any, are needed to enable development across the precinct. The development and public realm strategies are underway and expected to be completed in the first half of FY23.



**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.

## Projects completed

- 1 Northern Pathway enabling works
- 2 Westhaven promenade
- 3 Marine Village
- 4 Silo Park Extension - Phase 2
- 5 Tiramarama Way - Stage 2
- 6 Vos boat shed refurbishment
- 7 Eastern Viaduct Quay St Intersection
- 8 Precinct Commercial
- 9 Willis Bond residential
- 10 Park Hyatt Hotel
- 11 Site 18: Orams Marine

## FY23

- 12 Pile Berth Redevelopment and AC Pier
- 13 Site 6: 124 Halsey Street Precinct
- 14 Beaumont Street Upgrade (AT)
- 15 Westhaven ablutions replacement
- 16 Z Pier Boat share
- 17 Activation of Legacy Spaces
- 18 Market Square Public Realm upgrade
- 19 Wynyard Central Public Art
- 20 Water Edge Response Works (Queens Wharf, Halsey Wharf, Hobson Wharf, Wynyard Wharf)
- 21 Relocation of AC36 marine infrastructure
- 22 101 Pakenham Street (Lysaght building)

## FY24

- 23 West 2: Residential Willis Bond
- 24 Harbour Bridge Park public realm upgrade
- 25 Wynyard Point open space (North East)
- 26 Eastern Viaduct Te Wero Island - East West connection
- 27 Pile berth redevelopment (continued)
- 28 St Mary's Bay beach
- 29 Marina Operations building replacement
- 30 Westhaven Seawall upgrade
- 31 Vos shed slipway
- 32 Site 14: North Wharf Mixed Use

## Long-term projects (FY25+)

- 33 Westhaven North transformation
- 34 Wynyard Point open space
- 35 Queens Wharf redevelopment
- 36 Site 19: Jellicoe Street Mixed Use
- 37 East 1: 28 Madden St
- 38 Site 18: residential
- 39 Site 12: Silo 6
- 40 Wynyard Point redevelopment sites
- 41 Wynyard Crossing replacement bridge

**LEGEND**

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

## Westhaven

**12 Pile Berth Redevelopment** – The temporary carpark that was in place over the summer months on the northern reclamation was closed after Easter weekend. Works are now beginning on the next stage of the project, which will include a permanent car park and temporary public space. Permanent public space works will be able to take place following the outcome of the primacy hearing. On this matter [REDACTED] has indicated that it is open to entering into a tikanga-based alternative resolution process. It has sought confirmation from parties on this approach. Eke Panuku has indicated that it would not be entering into the tikanga-based alternative resolution process as our position is neutral. However, we have offered to assist the parties with drafting conditions that reflect the agreed way forward.

**3 Westhaven Marine Village** - Solar panels have been successfully installed on the roof of the Westhaven Marine Village. The solar energy generated from the installed PV panelling will pay for itself over time and the building will be more energy self-sufficient.

**Stakeholder engagement** - The Westhaven Marina user forum was held in June 2022. With over 100 in attendance, it was an opportunity to reconnect in person with the marina users after two years of lockdowns. The Marina team also met with the Saint Mary's Bay residents group to run through the Westhaven delivery plans, including the Harbour Bridge Park and seawall replacement.

**24 Harbour Bridge Park** – A hikoi with mana whenua and a design workshop were held in June 2022. After some initial delays we are moving positively through the design of this space and the treatment and recognition of the waahi tapu Te Routu o Ureia. Challenges remain with the status of property agreements that need engagement with Waka Kotahi and with Watercare Services Ltd in relation to the booster pump requirements.

## Wynyard Quarter

**25 Te Ara Tukutuku - Wynyard Point Precinct Plan** - A foundation document co-written with mana whenua, that sets the scene for the next phase of design and delivery on Wynyard Point over the next 15 years. Selection of a design team to deliver on the Te Ara Tukutuku Plan is underway with a contract expected to be awarded in August 2022. [REDACTED]  
Successful applicants will present their proposals to Eke Panuku and mana whenua in late June 2022.

**22 101 Pakenham Street (John Lysaght Building)** – The site has gone to the market for sale by tender, which is open until 21 July 2022. The building is fully tenanted by Tātaki Auckland Unlimited which operates GridAKL from the building and will remain as tenants after the sale.

**18 Market Square public realm upgrade** – The concept design was endorsed by the Waitematā Local Board on 17 May 2022. The timing and scope of the project is currently under review.

**4 Silo Park extension** – phase 2 of the project was completed in May 2022, a significant milestone for the Waterfront programme. It marked the achievement of one of our FY22 SOI capital milestone targets. A two day Matariki festival was also held at Silo Park in June 2022.

**Ūrunga Plaza** – Balustrades have recently been installed to make the edges along the public space of the plaza area safer for the public. This follows a health and safety review of the waterfront, which identified the area as a fall from height risk for the public.

**5 Tiramarama Way** – a people and bike-friendly laneway within Wynyard Quarter. Stage two of the works (between Daldy and Beaumont Streets) was completed in June 2022. The overall project stretches all the way from Halsey Street and Beaumont Street, offering an important link through Wynyard quarter. The completion of stage 2 was a significant milestone for the Waterfront programme. It marked the achievement of one of our FY22 SOI capital milestone targets.

**City of Colour exhibition** – The city-wide exhibition of over 50 art and light installations called 'City of Colour' took place from 6 – 22 May 2022, to attract visitation back into the city centre. The waterfront was featured on the trail and included the Night Lights Dragon Boat Festival, Tank 117 light installation, an exhibition called 'Echo' which was displayed inside one of the silos, and an outdoor photo exhibition on the bases.

# 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

- 1 Laneway 7
- 2 38 Neilson Street acquisition
- 3 Onehunga Port acquisition
- 4 Fabric development

## FY23

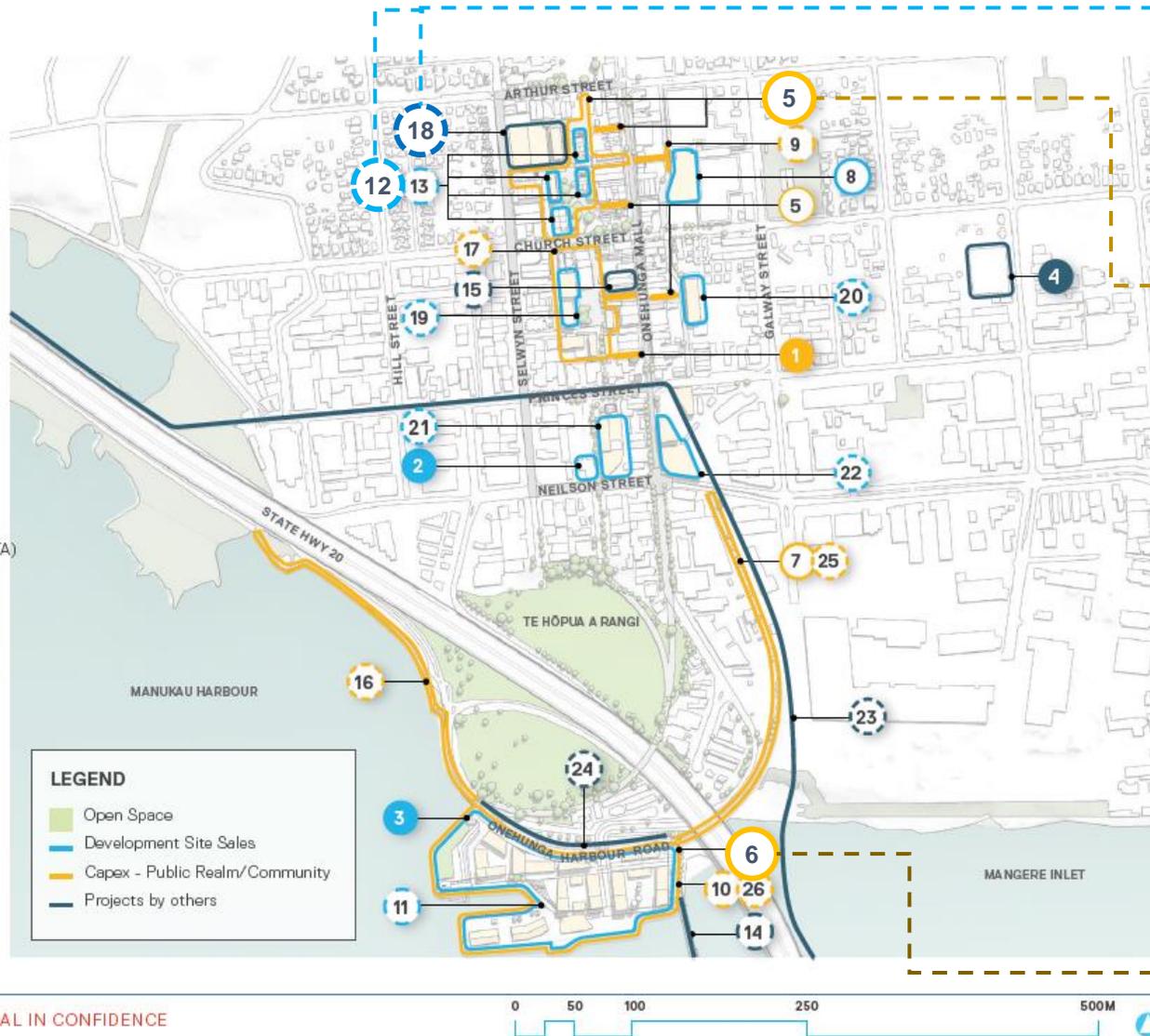
- 5 Waiapu Lane Public Realm
- 6 Onehunga Wharf Plan Change
- 7 Town Centre to Wharf Link Stage 1
- 8 DressSmart Precinct

## FY24

- 9 Laneway 8
- 10 Onehunga Wharf Public Realm Stage 1
- 11 Onehunga Wharf Building Upgrades
- 12 Waiapu Precinct Commercial Site Sale
- 13 Waiapu Precinct Residential Site Sale
- 14 Old Mangere Bridge Replacement (Waka Kotahi NZTA)
- 15 Onehunga Mall Club (Lamont & Co.)

## Long-term projects (FY25+)

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



### Waiapu Lane Precinct Stage 1 (supermarket development)

- Negotiations with [REDACTED] for the supermarket development remain live. The public realm and residential sites sale components of the precinct plan will progress in parallel with these negotiations being concluded.

### Waiapu Precinct (public realm)

- The subdivision resource consent application has been lodged with Auckland Council. An important step to enabling public realm and mixed use developments to progress. Once granted, it will provide a consent envelope under which infrastructure enabling works can be undertaken.

Plans for the public realm are being developed in conjunction with our mana whenua artist. Once costing works are complete, it will be released for public feedback. This is expected to be later in new financial year.

### Onehunga programme masterplan

- Work continues on the programme business case (PBC) update. This supports the masterplan which has an enhanced focus on the town centre precincts and seeks to leverage the planned investment in light rail. Feedback on the revised PBC will be sought from the Eke Panuku executive team in early in FY23, before going to the board. The Technical Advisory Group (TAG) recently reviewed a refreshed draft of the Transform Onehunga programme masterplan which received very positive feedback.

### Onehunga Wharf Master Plan & plan change

- Development plans for the wharf masterplan and staging are presently being costed, along with the remedial works options for the dilapidated wharf structures.

Mana whenua feedback on the refreshed wharf masterplan has been received. A Take Mauri Take Hono cultural values framework has been finalised by mana whenua for the Onehunga Wharf and Waterfront proposals.

**24 Upper Municipal Place site sale** – the site was sold with a residential development agreement in June 2022.

# PANMURE

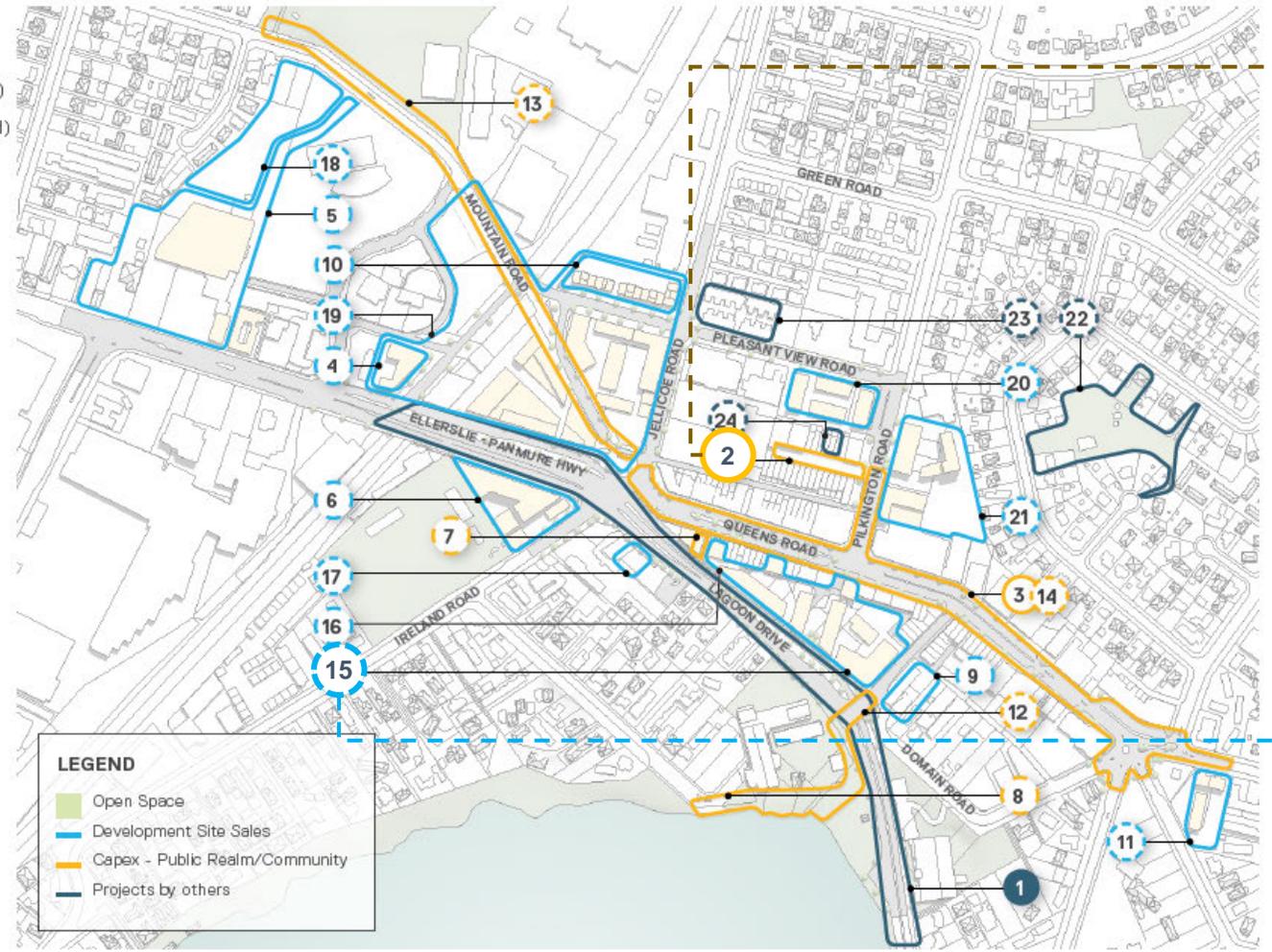
**Vision:** To create a vibrant centre that is a great place to live, visit, and do business; building on Panmure's distinct landscape, transport connectivity, family friendly community, and lifestyle amenities.

## Projects completed & underway

- 1 AMETI- Eastern Busway - AT
- FY23**
- 2 Streetscape Improvements Stage 1 (Clifton Court)
- 3 Streetscape Improvements Stage 2 (Queens Road)
- FY24**
- 4 3 Mountwell Crescent Site Sale
- 5 486-492 Ellerslie Panmure Highway Site Sale
- 6 535 Ellerslie Panmure Highway Site Sale
- 7 13-27 Queens Road - Gateway Activation
- 8 Lagoon Edge Reserve Upgrade
- 9 23 Domain Road Site Sale
- 10 9 Jellicoe Road Site Sale

## Long-term projects (FY25+)

- 11 3 Kings Road Site Sale
- 12 Basin View Pedestrian & Cycle Connection
- 13 Maungarei to Town Centre Connection
- 14 Streetscape improvements Stage 3
- 15 Basin View Precinct Staged Site Sales
- 16 13-27 Gateway West Site Sale
- 17 11-13 Lagoon Drive, Panmure Site Sale
- 18 59 & 59a Mountain Road Site Sale
- 19 Station Precinct Staged Site Sales
- 20 28-30 Pilkington Road Site Sale
- 21 7-13 Pilkington Road Site Sale
- 22 Maunaina Upgrade (TRC)
- 23 Pleasant View Road Development (TRC)
- 24 Development (Chinese Settler Trust)



**Clifton Court** – Construction of the streetscape upgrade is likely to start early in the in FY23. These works are the initial step in what will be a series of streetscape and public space enhancements.

**Basin View Precinct** – The masterplan was endorsed by the Maungakiekie-Tāmaki Local Board on 28 June 2022. A significant milestone for the Unlock Panmure programme and marked the achievement of one of our FY22 SOI capital milestone targets.

**Placemaking** – Panmure’s first outdoor dining installation, which was opened in February 2022 was recently removed to make way for a winter series of events and activations. Outdoor dining is set to return again once the warm evening weather returns.



# MANUKAU

**Vision:** Thriving heart and soul for the south

## Projects completed

- 0 Westfield Mall Carpark Site Sale
- 1 Vodafone Events Centre Carpark (partial sale)
- 2 20 Barrowcliffe Place Site Sale
- 3 Barrowcliffe Pond Shared Path
- 4 Barrowcliffe Bridge Works
- 5 Puhinui Wiri playground Works
- 6 Putney Way Stage 1

## FY23

- 7 52-54 Manukau Station Rd (MIT) Site Sale
- 8 Wiriwana Residential Development
- 9 Leases and Covenants Progressed
- 10 Hayman Park Playground Works
- 11 Wiri Bridge Capital Works

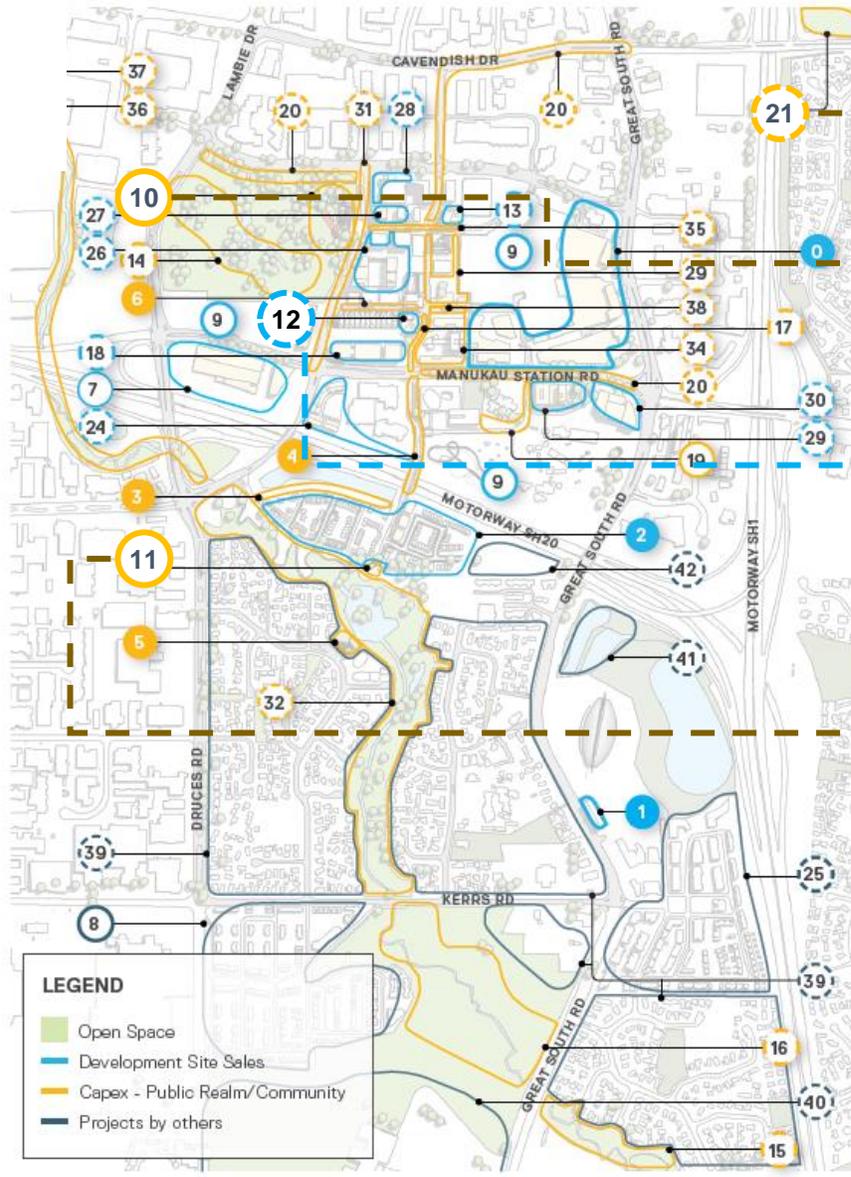
## FY24

- 12 10 Putney Way Site Sale
- 13 9 Osterley Way Site Sale
- 14 Hayman Park Wetland Works Contribution
- 15 Puhinui Stage 1 - Ratavine Reserve Works
- 16 Puhinui Stage 2 - CMDHB Walkway Works
- 17 Osterley Way at Civic Streetscape Works
- 18 33 Manukau Station Road Site Sale

## Long-term projects (FY25+)

- 19 Karina Williams Way Extention Works

- 20 Walking and Cycling Network Works
- 21 Manukau Sports Bowl Investigation
- 22 Manukau Public Art contribution (across the programme)
- 23 Parking Management Solutions (across the programme)
- 24 50 Wiri Station Road Site Sale
- 25 Pacific Gardens Residential Development
- 26 14 Davies Avenue Site Sale
- 27 8 Davies Avenue Site Sale
- 28 2 Davies Avenue Site Sale
- 29 12 Manukau Station Road carpark Site Sale
- 30 2 Clist Crescent carpark Site Sale
- 31 A2B Streetscape Contribution
- 32 Puhinui Stage 3 - Wiri Reserve Works
- 33 Manukau Square Works
- 34 Manukau Civic & Putney Way Contribution
- 35 Osterley + Amersham Way Works
- 36 Puhinui Stage 4 - Manukau Industrial Area Works
- 37 Puhinui Stage 5 - Puhinui Park Works (Flunket Ave)
- 38 Putney Way Stage 2
- 39 Kāinga Ora Investigations
- 40 Manukau Health Park development
- 41 Healthy Waters Upgrades
- 42 Ngati Tamaho development



**Manukau Sports Bowl Investment** – Community engagement which began in April 2022 was completed in May 2022. The concept design is now being finalised and is expected to be presented to the Ōtara-Papatoetoe Local Board in August 2022.

**Hayman Park playground works** – Construction works on the new playground, which began in March 2022 are progressing well. The playground is expected to be completed towards the end of FY23.

**10 Putney Way site sale** – A key development site located between the Manukau Town Square and the bus terminal. The go to market sales strategy was approved by the board in August 2021. It has been offered to mana whenua for their consideration to purchase. A response from mana whenua is expected early in FY23.

**Wiri walking and cycling bridge replacement** – Construction works started in May 2022. These works will improve access, safety, view into the reserve and create a connection between the Wiri Stream reserve, Kōtuitui housing development and the town centre. Works are expected to be completed in December 2022.

**Placemaking - Auaha ō Manukau** – A trial programme which began in quarter 3, consisting of four containers each representing a value: toi (creativity); taiao (environment); takiura (knowledge) and tākarokaro (play). The containers were well used for the Matariki celebrations in late June.

**Matariki Ki Uta (Manukau)** – A two-day festival centred around storytelling, kai and whānau was held in the Manukau Civic Square in Osterley Way on 23-25 June 2022. The festival was a great success.

**Puhinui Programme** – The Puhinui Regeneration Strategy Charter was signed by the Mayor, mana whenua and other signatories in May 2022. This follows the endorsement from the governing body in August 2021.

**Small T construction** – A project to investigate and deliver small renewal and upgrade projects within the Manukau city centre. Works to deliver Wi-Fi to Wiri, construct the CMDHB (Te Whatu Ora - Health NZ) stage 1 path and new basketball courts at the Inverrel Park are all progressing well.

# 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

## FY23

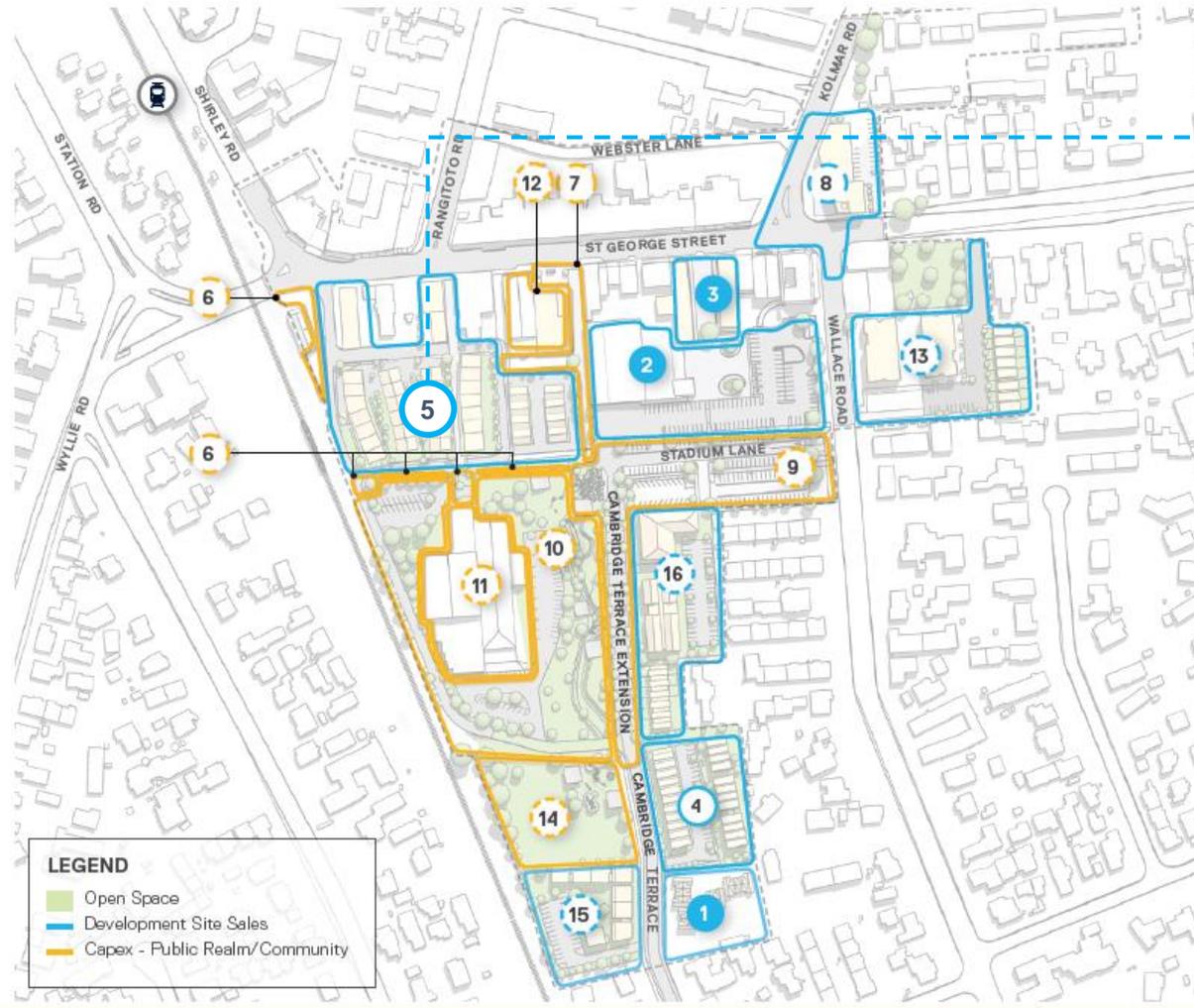
- 4 91 Cambridge Tce - The Depot
- 5 3 St George St - St George's Lanes

## FY24

- 6 St George's Lanes Integration Works
- 7 Chambers Laneway
- 8 98 St George St and 15 Kolmar Rd Site Sale + Intersection

## Long-term projects (FY25+)

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



**3 St George Street site sale (St George's Lanes)** - The resource consent for the residential development is expected to be approved shortly. Once received, construction works can begin.

The Human Rights Review Tribunal in relation to the former Tavern Lane site development agreement between Eke Panuku and Ngai Tai Waipareira Housing began on 9 May 2022 and concluded in June 2022. The Tribunal findings are yet to be released.

**Placemaking** - The Pacific Fusion Fashion show event, held on St George Street in May 2022 was a major success.

**The Food hub** - in May 2022, services and activities were reduced due to the impacts of covid and light foot traffic to the area.



# 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.

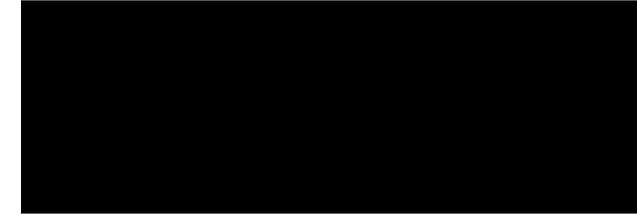
## Projects completed

- 1 Subject to disposal
- 2 Site for library/community centre

## FY23

- 3 Bellingham Road works (Auckland Transport)

Eke Panuku is seeking legal advice on termination of Development Agreement for both Ormiston town centre and 66 Flat Bush. Following receipt of that additional advice we will determine the future programme scope, timeframe and resource requirements.

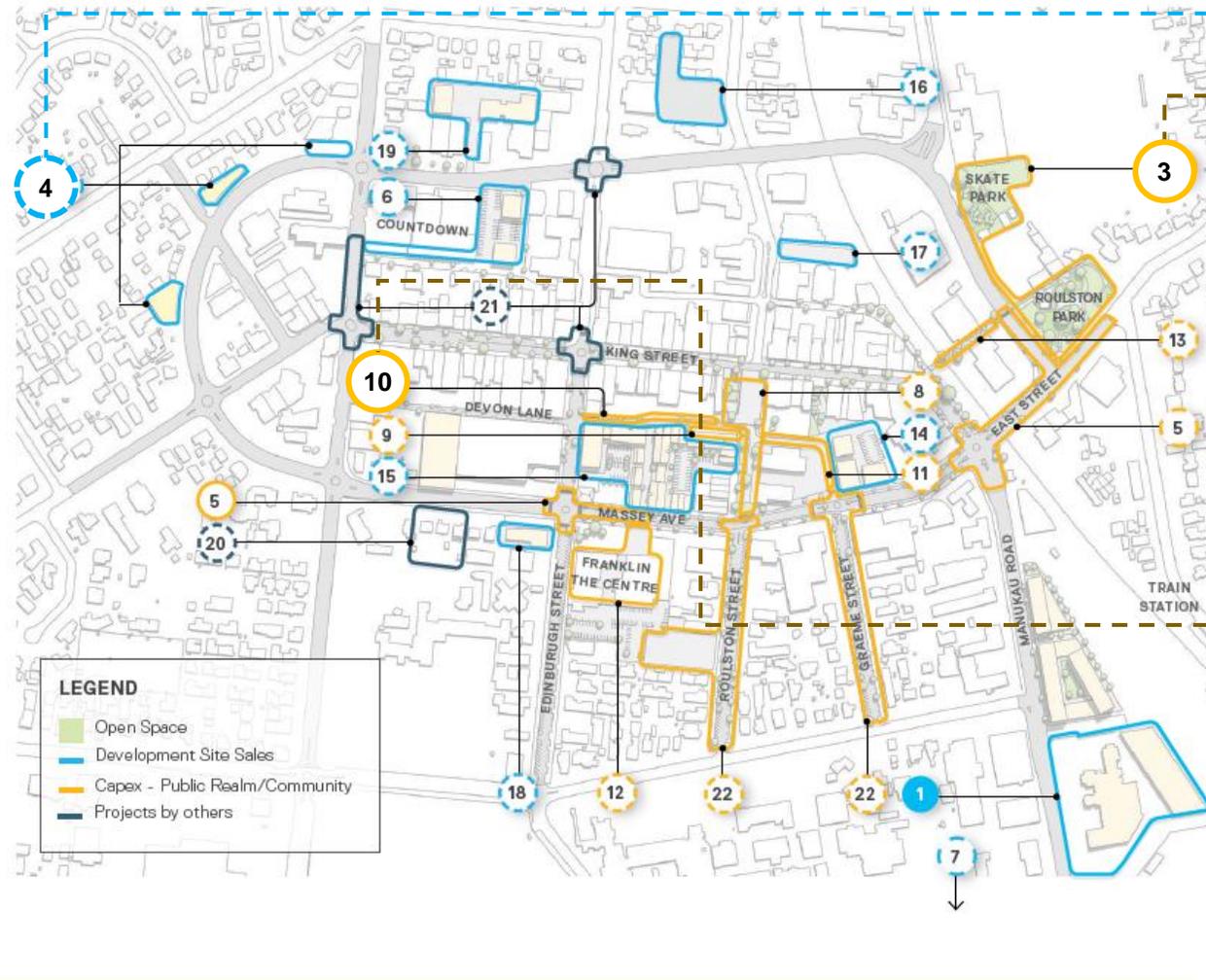


# PUKEKOHE

**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** 82 Manukau Road
- FY23**
- 2** Small T projects (across entire programme)
- 3** Roulston Skate & Park Enhancements
- FY24**
- 4** Small Site Sales w/o Development Outcomes
- 5** Safe Walkable Streets Phase 1 + 2
- 6** 4 Tobin Street
- 7** 172, 176a, 180 Manukau Road Stage 2
- Long-term projects (FY25+)**
- 8** Market Street Capital Works
- 9** Community and Market Hall Capital Works
- 10** Devon Lane Upgrade Capital Works
- 11** Roulston Lane Upgrade
- 12** Civic Hub Enhancements
- 13** Hall Lane - Stadium Drive Footbridge
- 14** 7 Massey Avenue
- 15** Edinburgh Street Superblock + Acquisition
- 16** 24 Hall Street
- 17** 9 Hall Street
- 18** 22 Edinburgh Street
- 19** 9 Tobin Street
- 20** Kāinga Ora Development
- 21** AT Intersection Improvements
- 22** Parking Management Solutions (across entire programme)

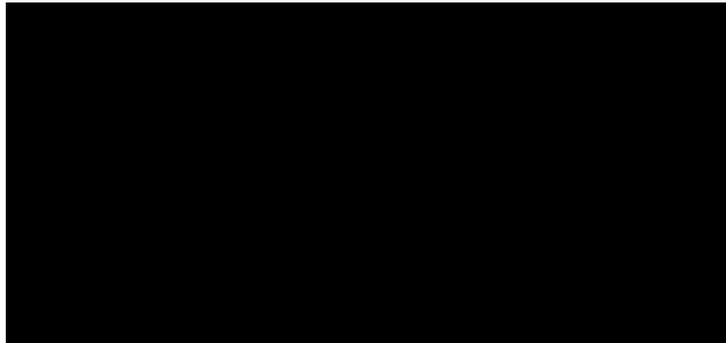


**Small site sales** – The Go to Market Strategy was approved by the Eke Panuku Board in May 2022. Expressions of Interest from mana whenua have recently been received.

**Roulston Park playground and skate park upgrade** – The concept design is 90% completed. This follows 3 community activation events to stimulate feedback which were held earlier in the year.

**Placemaking - Edinburgh Street parklet** – An expanded footpath space to accommodate eating areas continues to be a popular pick with locals. The parklet was opened in January 2022 as it aligned with the plans to futureproof Pukekohe. It was also in response to the needs of the local businesses which were working hard to get through these turbulent times.

**Devon Lane** – A trial to make the lane one-way was put in place in April 2022. This was to make it safer to walk around the town and to create outdoor dining spaces, bringing more people into the town centre. Feedback on the trial closed mid-June 2022 and will be considered in the final direction of Devon Lane.



# AT/EKE PANUKU TRANSIT ORIENTED DEVELOPMENT PROGRAMME

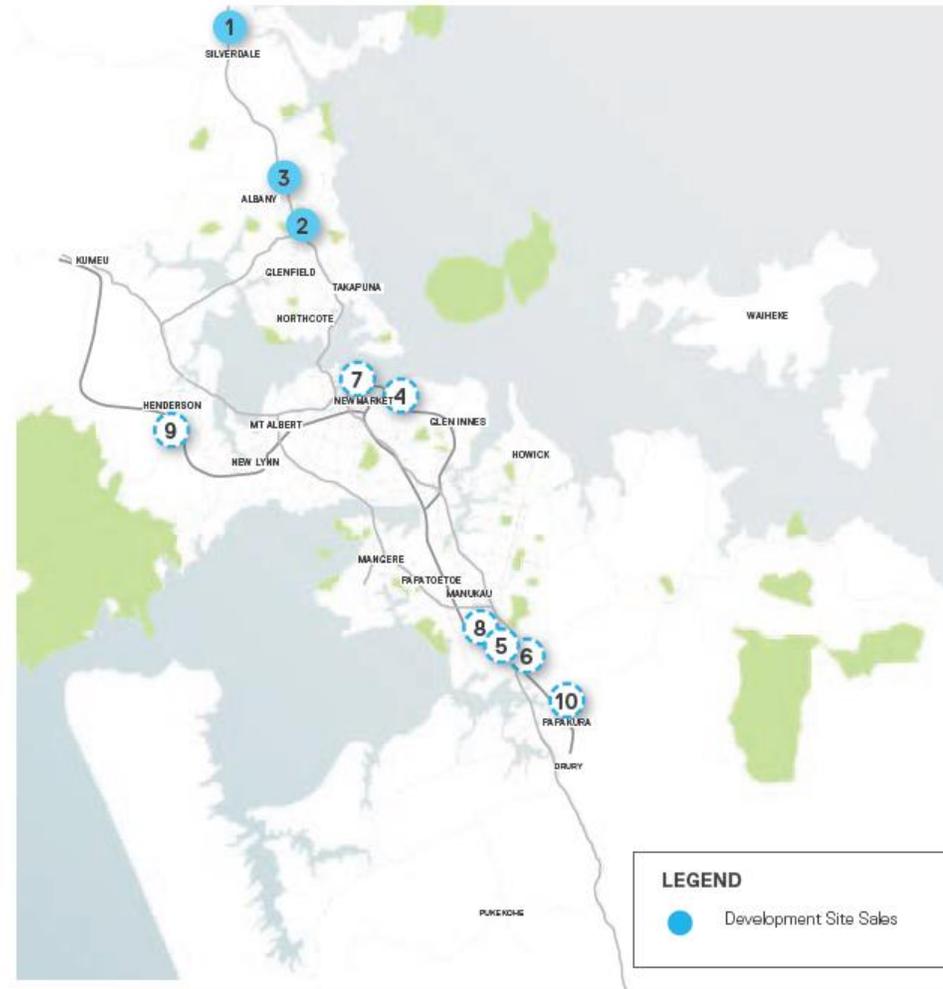
**Vision:** Build a fit for purpose park and ride asset portfolio that integrates transport with quality housing and urban regeneration, maximises land use outcomes and provides financial value from Auckland Council owned land.

## Sites under consideration

- 1 Silverdale bus station park and ride
- 2 Constellation bus station park and ride
- 3 Albany bus station park and ride

## Long-term projects (FY25+)

- 4 Orakei Train Station park & ride
- 5 33 Station Road, Manurewa
- 6 8 Selwyn Road, Manurewa train station park and ride
- 7 Grafton Gully (SH16 off ramp)
- 8 Homai train station park and ride
- 9 Sturges Road train station park and ride
- 10 Papakura train station park and ride



A review of the 2019 Programme Development Strategy is currently underway with a focus on the non-rail sites. [REDACTED]

AT Park and Ride Redevelopment is a joint venture between AT and Eke Panuku aimed at providing an appropriate strategy to accommodate transport service requirements at designated council owned park and ride sites while simultaneously exploring mixed use development options with positive urban regeneration and urban design outcomes.

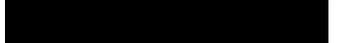




# SERVICE PROPERTY OPTIMISATION

**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.

## FY23



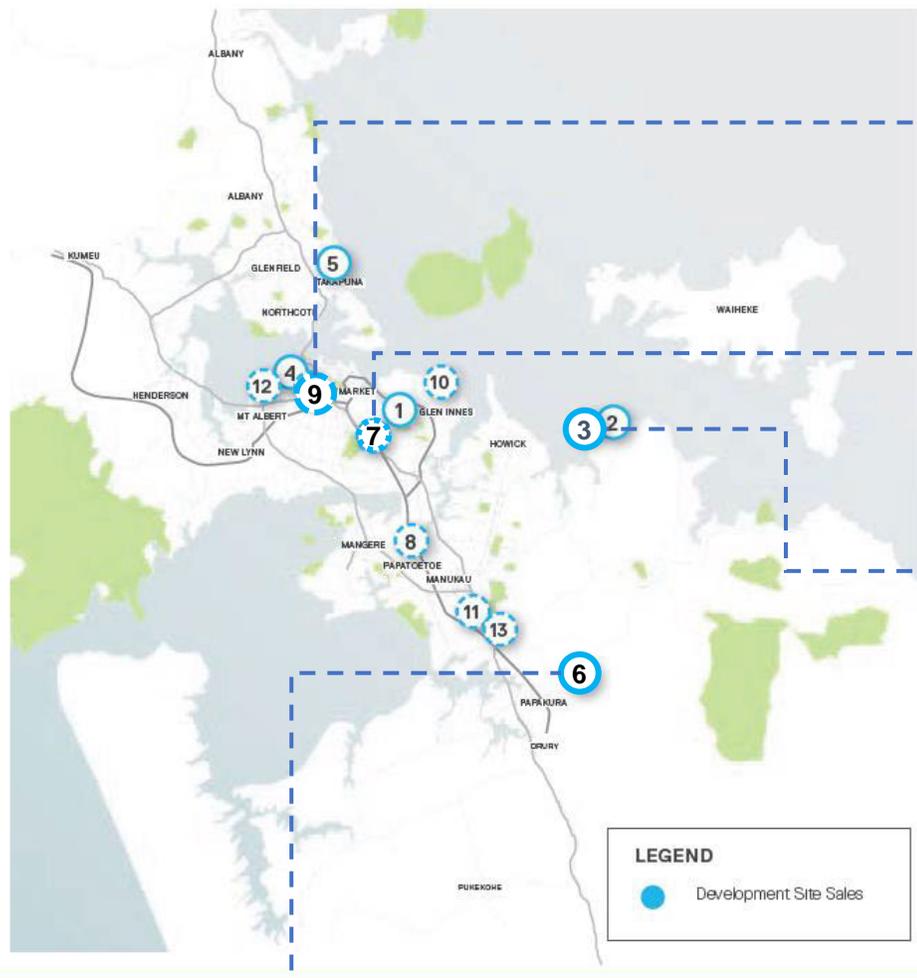
- 2 39R Pohutukawa Road, Beachlands
- 3 17W Hawke Crescent, Beachlands
- 4 19 Jervois Road, Herne Bay
- 5 3 Gibbons Road, Takapuna
- 6 Red Hill, Papakura

## Long-term projects (FY25+)



- 7 29-31 St Johns Road, Meadowbank
- 9 2 Pompellier Terrance, Ponsonby
- 10 22 Tahapa Crescent, Meadowbank
- 11 13 Maich Road, Manurewa
- 12 18 – 20 Hula Road, Point Chevalier
- 13 238R Great South Road, Manurewa

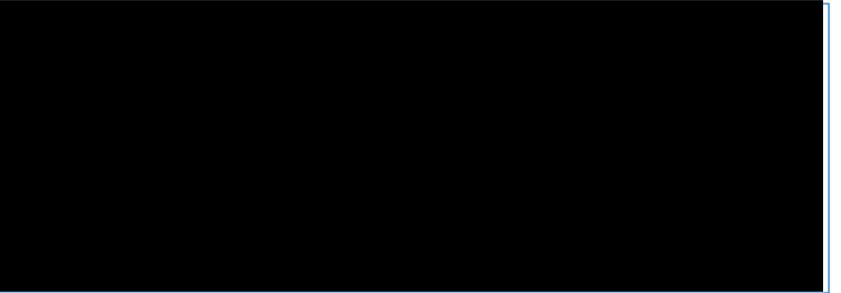
Service Property Optimisation - Eke Panuku, community services and local boards work together to identify and release value from underperforming service assets in order to fund local services while supporting urban regeneration. Projects must proceed on a cost neutral basis and any net proceeds are reinvested locally to advance approved projects.



**2 Pompallier Terrace, Ponsonby** - A meeting was held with mana whenua on 22 April 2022 to establish interest in working with the development partner, Urban Collective, on reflecting Māori outcomes and identity within the plaza. [Redacted]

**29-31 St Johns Road, Orakei** - Key stakeholder feedback and preferred concept plan for the internal fit-out design of the community centre were workshopped with the Ōrākei Local Board on 9 June 2022. Local board approval will be sought on 21 July 2022.

**17W Hawkes Crescent and 39R Pohutukawa Road** - Following completion of the reserve revocation process and approval by the Parks, Arts, Community and Events Committee, a request has been submitted to the Minister of Conservation to uplift the reserve status of both sites. Proceeds of sale to be reinvested into eligible local board priorities.



**Red Hill, Papakura** - The Eke Panuku Board has approved entering into exclusive negotiations with Kāinga Ora on the acquisition of 4 spite strips and part of Game Place park in Red Hill to enable its redevelopment programme. Papakura Local Board approval to be sought in July 2022. Proceeds of sale proposed to be reinvested into Papakura open space outcomes

# 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 50 Centreway, Orewa - sold June 20
- 2 6 Henderson Valley Road, Henderson - sold December 20
- 3 35 Graham Street, Auckland City - sold September 19
- 4 82 Manukau Station Road, Pukekohe - sold February 21

## FY23

- 5 4-10 Mayoral Drive, Auckland City

## Long-term projects (FY25+)



A Corporate Property Portfolio Strategy has been developed by Panuku and Auckland Council's Corporate Property team. That strategy was approved by Finance and Performance Committee in May 2018 and will contribute to a more efficient and operationally effective Corporate Property network. This is a self-funding programme of works which utilises the capital receipts from the divestment of seven properties that are no longer required for the Corporate Property office network and reinvests the sale proceeds to undertake a programme of works that delivers a more efficient hub and spoke Corporate Property model.



# 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.

## Intensify / Redevelop

- 1 81a Godley Road, Green Bay
- 2 1r Crawford, Mangere Bridge
- 3 22 -24 Marne Road, Papakura
- 4 7 Coronation Road, Mangere Bridge
- 5 18 Inverell Avenue, Wiri
- 6 25 Kolmar Road, Papatoetoe
- 7 100 West Coast Road, Glen Eden

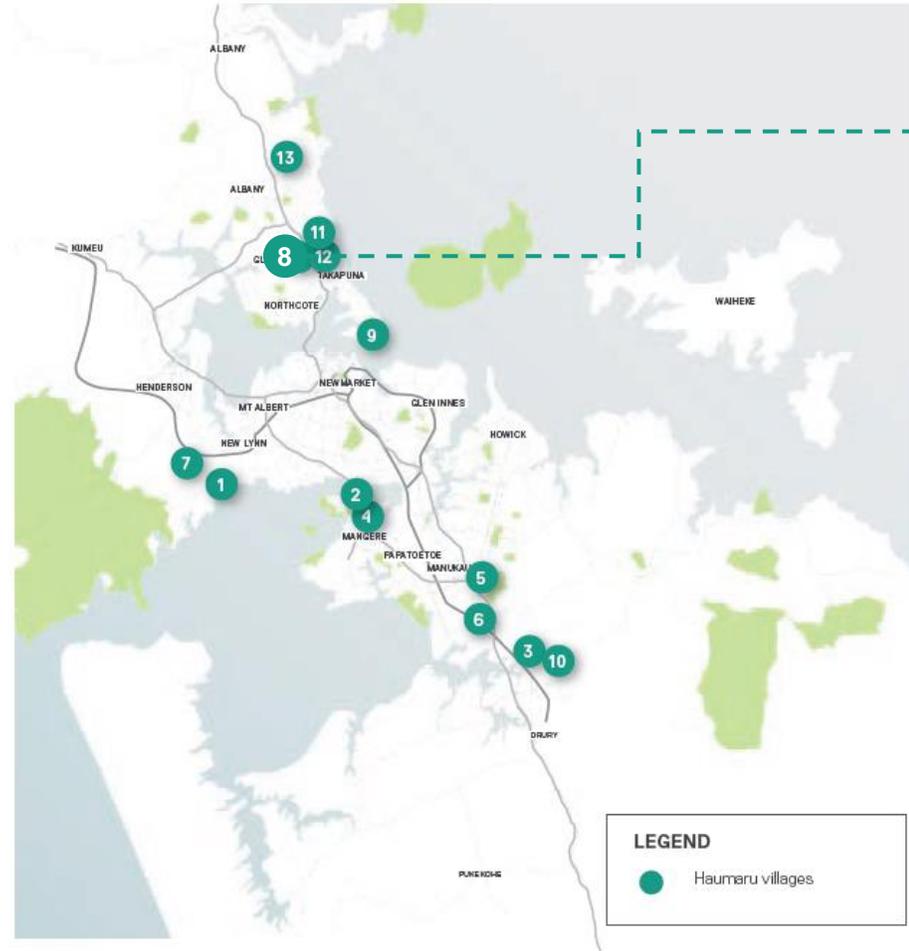
## Develop

- 8 31 Greenslade Crescent, Northcote

## Repurpose

- 9 33 Vauxhall Road, Devonport
- 10 14 Marne Road, Papakura
- 11 36 Taharoto Road, Takapuna
- 12 72 Dominion Street, Takapuna
- 13 33a Alma Road, Milford

Complete the 5-year review of 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



**27 - 31 Greenslade Crescent, Northcote** – A collaboration between Eke Panuku, Kāinga Ora and Haumaru Housing to develop the Auckland Council 12 unit site to deliver more homes for older Aucklanders. On 3 June 2022, resource consent was granted to Kāinga Ora, which will construct the new homes, for 52 new one-bedroom units. Work is expected to begin in early 2023. Once built, Haumaru Housing will manage the site.



# SUPPORTS SCOPE

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

## FY23

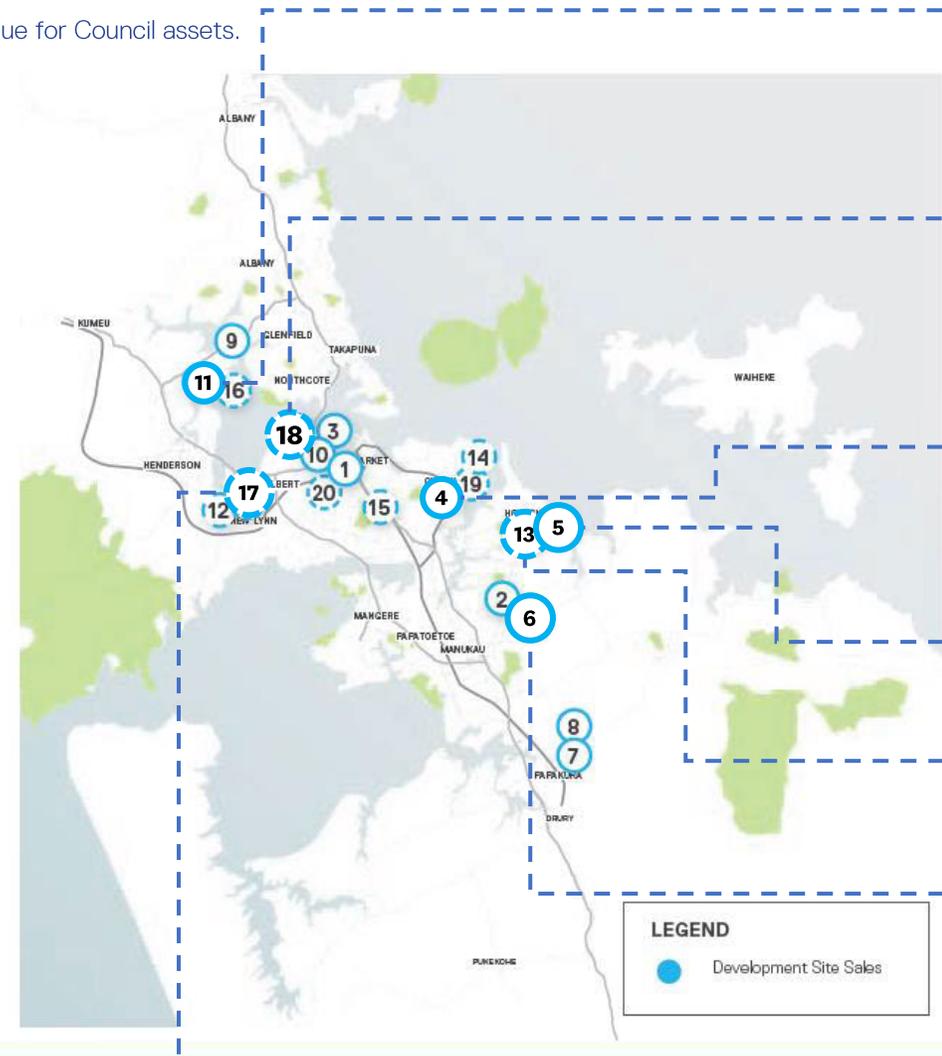
- 1 Civic Administration Building
- 2 187 Flat Bush School Road, Flat Bush
- 3 Central Post Office Station Plaza Over Site Development
- 4 84-100 Morrin Road, St. John's
- 5 34 Moore Street, Howick
- 6 65 Haddington Drive, Flat Bush
- 7 36 Coles Crescent, Papakura
- 8 26-32 O'Shannessey Street, Papakura
- 9 Pump station 6, Launch Road, Hobsonville
- 11 Hobsonville Airfields stage 3 - lots 5b, 6a, 6b & 6c

## FY24

- 12 10 Ambrico Place, New Lynn
- 13 16 Fencible Drive, Howick
- 14 84a Morrin Road, St. John's
- 15 132 Greenlane East, Greenlane

## Long-term projects (FY25+)

- 16 Hobsonville Airfields Stage 2 - Avanda
- 17 41 McCrae Way, New Lynn (site D)
- 18 Downtown carpark, city centre
- 19 78 Merton Road, St. John's



**Airfields Stage 2**, Lots 5B, 6A, 6B, Hobsonville - A preferred partner has been identified and the final stages of a sale and development agreement are being worked through.

**Downtown car park** - A high-quality mixed-use development in the city centre is planned for the site. The Request for Development Partner process began on 17 March 2022 and concluded on 5 July 2022. A preferred development partner is expected to be selected by September 2022.

**84 - 100 Morrin Road, St. John's** - The development partner has submitted a resource consent application for site remediation and earthworks.

**34 Moore Street, Howick** - was sold on 23 June 2022 with a residential development agreement.

**16 Fencible Drive, Howick** - was sold in Feb 2022 with a residential development agreement.

**65 Haddington Drive, Flat Bush** - No complying bids were received following the open market tender process earlier in the year. The essential outcomes and design guidance are currently being reviewed.

**41 McCrae Way, New Lynn** - An agent has been appointed and the site will be taken to the open market in August.2022.

**Own Your Own Home**, a shared equity home ownership scheme for older people of approximately 150 units across 14 villages - Eke Panuku has communicated with all affected home owners.

# 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

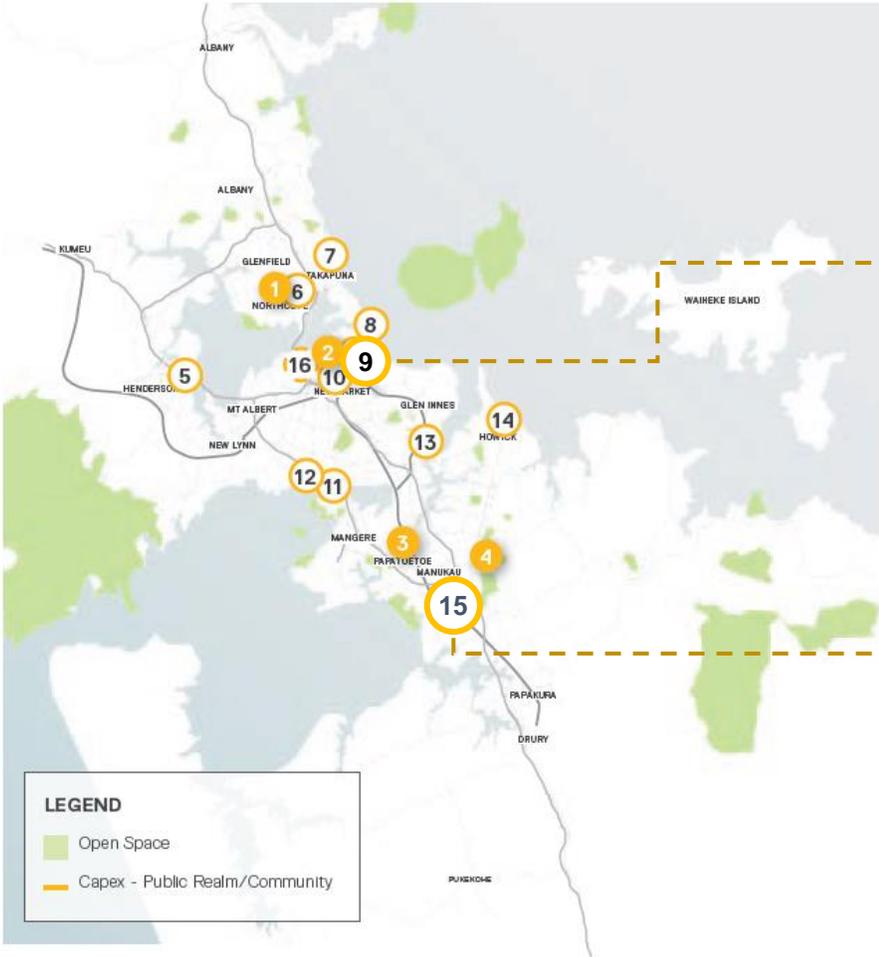
- 1 Northcote Renewals
- 2 **City Centre renewals 1:**
  - 321 Queen Street - Canopy & HVAC upgrades
  - Install roof anchors 23-29 Princes St
- 3 10 Lansdown Ave Papatoetoe
- 4 Beauford House - Totara Park, Manukau

## FY23

- 5 60 Glenmall Place, Glen Eden - Remedial works
- 6 **Northcote Renewals:**
  - Northcote Town Centre – Roof Renewals
  - 1/38 College Road, Northcote - Refurbishment Works
- 7 **Takapuna Renewals:**
  - 30 Hurstmere Road, Takapuna - Roof Replacement
  - Takapuna Holiday Park
- 8 3 Victoria Rd, Devonport - Seismic upgrades
- 9 **City Centre renewals 2:**
  - Queen Street seismic upgrades
  - 27 Princes Street Seismic Strengthening and Refurbishment
  - 21 Princes Street, Auckland City - Roof Replacement
  - 23 Princes Street – Interior Paint Works / Window Refurbs
- 10 Wintergarden Pavillion - Café
- 11 **Onehunga Renewals:**
  - Onehunga Wharf Renewals
  - Onehunga Wharf – Replace Access Ladders and Utilities Upgrades
  - Onehunga Wharf Renewals - Next Steps (post-IBC)
- 12 CCTV Rationalization and Upgrade - Onehunga
- 13 31 Cleary Road, Panmure - Roof Replacement
- 14 73R Selwyn Road, Howick (Shamrock Cottage) Renewals
- 15 **Manurewa Renewals:**
  - 7 Hill Road, Manurewa - External Refurbs
  - 7 Hill Road, Manurewa - HVAC / Internal fit-out

## FY24

- 16 21 Princes Street, Auckland City - Seismic Strengthening & Refurbishment



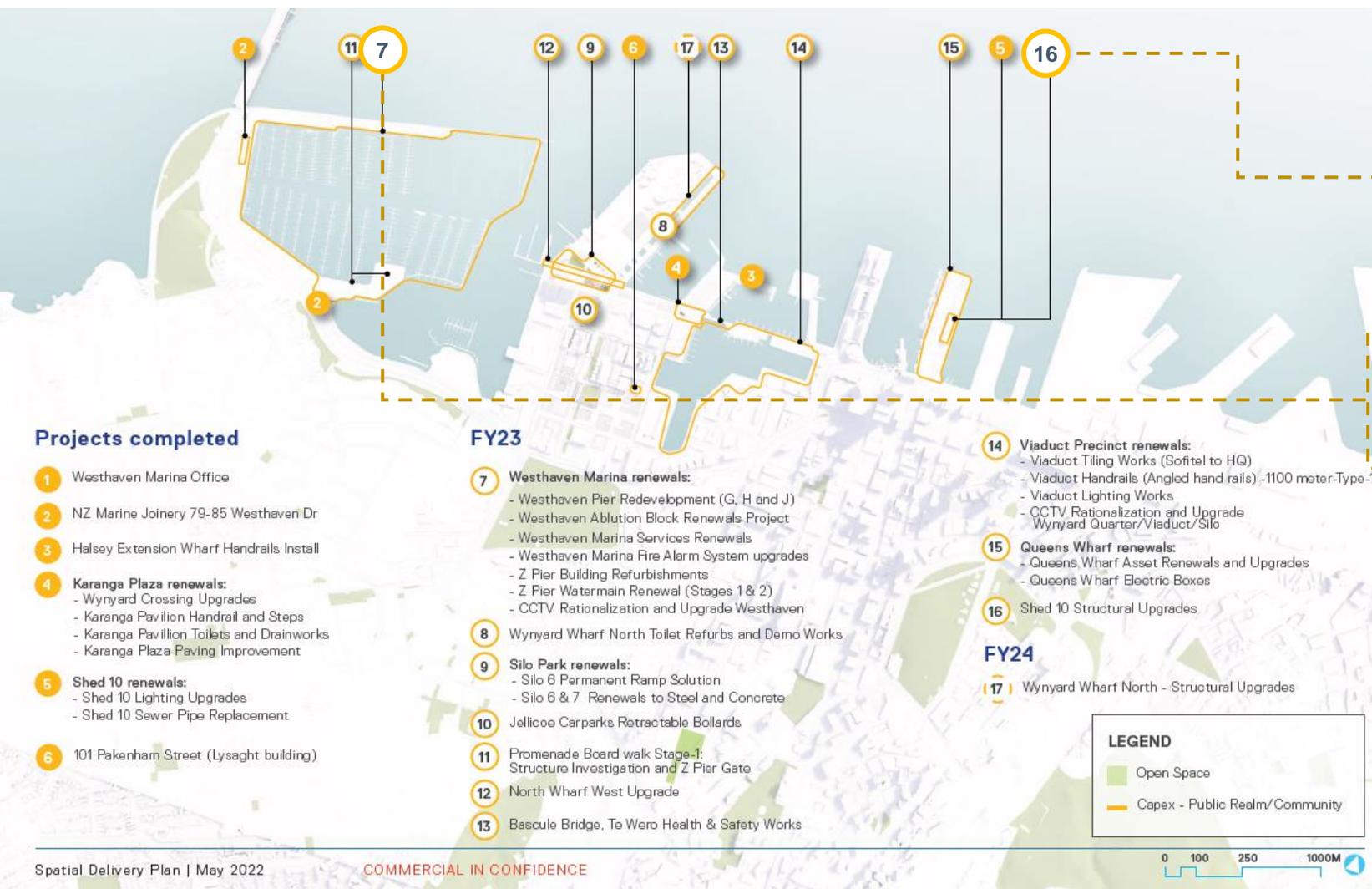
**27 Princes Street, Auckland City** - Seismic strengthening and refurbishment works are progressing with expected completion date in January 2023.

**7 Hill Road, Manurewa** – Construction works for the refurbishment of the building are now complete. Completion of the works was an FY22 capital works SOI targets.



# 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 Westhaven Marina Office
- 2 NZ Marine Joinery 79-85 Westhaven Dr
- 3 Halsey Extension Wharf Handrails Install
- 4 **Karanga Plaza renewals:**
  - Wynyard Crossing Upgrades
  - Karanga Pavilion Handrail and Steps
  - Karanga Pavilion Toilets and Drainworks
  - Karanga Plaza Paving Improvement
- 5 **Shed 10 renewals:**
  - Shed 10 Lighting Upgrades
  - Shed 10 Sewer Pipe Replacement
- 6 101 Pakenham Street (Lysaght building)

## FY23

- 7 **Westhaven Marina renewals:**
  - Westhaven Pier Redevelopment (G, H and J)
  - Westhaven Ablution Block Renewals Project
  - Westhaven Marina Services Renewals
  - Westhaven Marina Fire Alarm System upgrades
  - Z Pier Building Refurbishments
  - Z Pier Watermain Renewal (Stages 1 & 2)
  - CCTV Rationalization and Upgrade Westhaven
- 8 Wynyard Wharf North Toilet Refurbs and Demo Works
- 9 **Silo Park renewals:**
  - Silo 6 Permanent Ramp Solution
  - Silo 6 & 7 Renewals to Steel and Concrete
- 10 Jellicoe Carparks Retractable Bollards
- 11 Promenade Board walk Stage-1: Structure Investigation and Z Pier Gate
- 12 North Wharf West Upgrade
- 13 Bascule Bridge, Te Wero Health & Safety Works

## FY24

- 14 **Viaduct Precinct renewals:**
  - Viaduct Tiling Works (Sofitel to HQ)
  - Viaduct Handrails (Angled hand rails) -1100 meter-Type-1
  - Viaduct Lighting Works
  - CCTV Rationalization and Upgrade Wynyard Quarter/Viaduct/Silo
- 15 **Queens Wharf renewals:**
  - Queens Wharf Asset Renewals and Upgrades
  - Queens Wharf Electric Boxes
- 16 Shed 10 Structural Upgrades
- 17 Wynyard Wharf North - Structural Upgrades

**LEGEND**

- Open Space
- Capex - Public Realm/Community

**Shed 10, Queens Wharf** - Structural upgrade works have now commenced. Completion is expected in January 2023. Construction commencement was an FY22 capital works SOI target.

**Z Pier watermain renewal** – Stage 2 has commenced and is over 50% complete. Works are expected to be completed in July 2022.

**Westhaven G, H and J pier replacement** – Deconstruction has commenced for the berths, construction works are progressing and are expected to be completed in December 2022.

Four smaller projects are now in the construction phase, including: viaduct tiling, Westhaven ablution (T-block), bascule bridge health and safety works and the Viaduct handrails improvement works. There are also a number of other projects currently in design process, investigation or procuring construction contractors.

# Information paper: Health and Safety update July-August 2022

Document author: Paul Brown, Head of Health, Safety and Wellbeing

September 2022

## Whakarāpopototanga matua | Executive summary

1. A total of 27 health and safety events and 1191 safety observations were reported during July and August. Māori wardens, engaged to patrol the waterfront, raised 435 observations, security contractors raised 756 observations and 27 other events were reported into Noggin, Eke Panuku's Health and Safety reporting system.
2. The 27 events reported into Noggin included two safety concerns, eight near misses and 17 incidents. Eight minor first aid injuries were reported in July and August. Six of the injuries reported involved construction contractors and two injuries occurred to Eke Panuku employees.
3. Starting in July, Māori wardens were engaged by Eke Panuku to connect with the public on Friday and Saturday nights. The wardens were engaged in response to the increasing anti-social behaviour during these periods. Over July and August, the Māori wardens proactively raised 435 observations. Security contractors, engaged to patrol the waterfront seven days per week, raised 756 observations during the same period. Vehicle offences, alcohol consumption and noise disturbances were the three highest issues raised by both the Māori wardens and security guards. All issues were dealt with at the time of identification or passed on to the relevant authorities to address the issues.
4. There were three high risk events, five medium risk events and 19 low risk events reported in July and August.
5. A branch fell from a tree that was located in Hayman Park Manukau, near an Eke Panuku construction site. The branch landed on the construction site fence, which remained upright. The incident was rated as high due to the risk to members of the public using the Community Facilities controlled park. An arborist was contacted and checked the tree. Community Facilities was informed.
6. An explosion occurred in Wynyard Quarter on a site under development agreement between Eke Panuku and another party. Five people were injured as a result of the blast. The explosion is thought to have occurred due to a gas bottle or stove being left on. The site was under the control of the third party and its engaged contractor. Eke Panuku had no influence or control in relation to the incident.
7. A member of the public was observed on CCTV about to approach a group of people with a tyre iron. The member of the public retreated before reaching the group. The police were notified.

## Matapaki | Discussion

### Head of Health, Safety and Wellbeing Manager actions

8. As a result of incidents of assault and public disturbance involving Westhaven / Eke Panuku staff an independent review of the waterfront security processes was commissioned.

On 23 and 24 August, security consultants, CERT Systems Ltd, conducted an audit of our security processes across Westhaven Marina public spaces and Wynyard Quarter.

The audit included a review of our documented processes, visits to all waterfront sites and interviews with Westhaven dockmasters, security contractors, Westhaven's Logistics Team Leader, and the Eke Panuku Waterfront Ops manager.

CERT Systems Ltd is now compiling a report on its findings.

9. Eke Panuku's Health, Safety and Wellbeing plan is presented later in this month's board pack and was presented to ELT in August. The plan identifies improvement opportunities in five key areas with an action plan spanning the next three years.

The five key areas are:

- a. Risk Management - Including improvements to the Risk Management Framework in respect to HSW, building capability, providing clarity around critical risks, providing robust assurance and reporting around critical controls.
- b. Contractor Management – Reviewing and simplifying the guidance for the Safe Management of Contracts and Agreements (SMCA) framework, integrating maintenance into the framework, building capability of contract managers, providing assurance and reporting against contractor performance and against the SMCA and reviewing Safety in Design.
- c. Health, Safety and Wellbeing Framework – Developing the HSW committee remit and structure, building Eke Panuku specific HSW framework, improving Noggin capability, enhancing board reporting and developing stakeholder reports.
- d. Wellbeing – Implementing wellbeing strategy, introducing a wellbeing / mental health programme, introducing wellbeing into selection criteria for contractors.
- e. Consolidating other HSW programmes – Property risk profiling, lone working and security review

Progress of the plan and delivery of milestones will be reported on in each board paper.

## Health and safety key performance indicators

10. Health and safety key performance indicators (KPIs), featuring both lead and lag measures, are represented in table (Figure 1) and chart (Figure 2) format.

HEALTH AND SAFETY KEY PERFORMANCE INDICATOR TABLE						
	Measure	Performance July	Performance August	Critical or High Risks	Target	Previous Month
LEAD	Māori warden Observations	196	239	N/A		0
	Security Observations	300	456	N/A		0
	Safety Concerns	0	2	1 (Threat with weapon)		0
	Near Misses	3	5	0		4
	Public incidents	0	0	0		0
LAG	Lost Time Injuries	0	0	0		0
	Medical Treatment Injuries	0	0	0		0
	Other Incidents	7	10	2 (Explosion & Fallen Branch)		6
	Total Recordable Injury Frequency Rate	0.5	0.5	N/A		0.5
	<b>Total Incidents</b>	<b>10</b>	<b>17</b>	<b>0</b>		
	<b>Total events</b>	<b>506</b>	<b>712</b>	<b>2</b>		

Figure 1: Health and Safety Key Performance Indicator Table

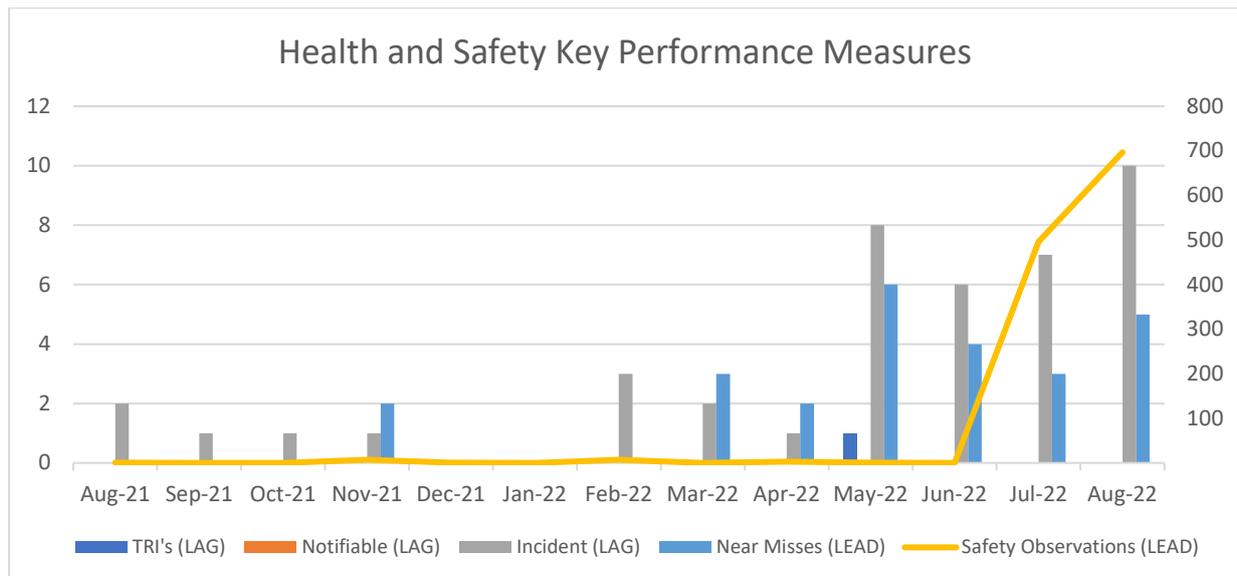


Figure 2: 12 Month Rolling H&S performance measures. TRI - Total Recordable Injuries includes lost time injuries and medical treatment injuries. Notifiable refers to incidents and injuries reportable to the health and safety regulator

### 11. Incident themes and trends

27 safety events and 1191 safety observations were reported during July and August. The safety observations were raised by both security contractors and Māori wardens. Both the security contractors and the Māori wardens patrol the Eke Panuku waterfront area.

One audit was carried out at Whitford quarry during August. No issues or actions were raised during the audit.

The Māori wardens, who patrol the waterfront on Friday and Saturday nights, raised 435 observations during July (196) and August (239). The majority of these observations related to vehicles speeding (28%), the consumption of alcohol (21%) and noise (21%).

Security contractors, who patrol the waterfront seven days per week, raised 756 observations during July (300) and August (456). The majority of these observations related to vehicle offences (42%), consumption of alcohol (24%) and noise (17%).

The remaining 27 safety events included ten events reported in July and 17 events reported in August. These include:

- Three high risk events
  - A large branch fell onto a construction fence.
  - Explosion on a development construction site
  - Potential threat with a weapon on the waterfront
- Five medium risk events
  - Redundant cables were struck by an excavator during excavation work

- Tenant accessed an area restricted for health and safety reasons
- Electrical short in a light fitting in tenant property
- Boat rescued from sinking at Westhaven Marina
- Altercation between cyclist and motorist following collision
- 20 low risk events. These included:
  - One minor calf strain injury to a Westhaven member of staff
  - One minor injury to Eke Panuku member of staff after falling from office chair
  - Six minor injuries to contractors
  - One parked vehicle blocking a tram route
  - Tram clipped a temporary sign
  - Two, contained, fuel / oil leaks on construction site
    - fuel pump leak
    - broken hydraulic hose on mobile plant
  - One planter sticking out into the road
  - Controls observed not being followed whilst concrete cutting on construction site
  - Attempted boat break-in
  - Car theft
  - Gaps identified in the electrical conduit on waterfront
  - Windbreaker signage removed from fence panelling after an observation of the fence leaning
  - One issue where a tenant suspected that timber on a canopy was rotten (further inspection determined that the timber was discoloured and not rotten).

12. Summary of high and medium risk incidents reported in July (please see Attachment A for details of incidents)

- Three high risk events reported (two in August, one in July):
  - Pakenham Street West - August

An explosion occurred on a construction site. Eke Panuku's Head of Health, Safety and Wellbeing and Waterfront Manager attended site. The incident occurred on a development site on Pakenham Street West in the Wynyard Quarter.

The explosion resulted in five people being taken to hospital, with two of those five people, suffering critical injuries. Not much is known about the incident beyond the

reports in the media. It appears that the incident occurred after either a gas bottle or gas stove had been left on overnight. All of the injured people are out of intensive care.

- *Although this area was under an Eke Panuku development agreement, Eke Panuku would not have had any influence or control over this incident.*

- Westhaven Car Park – August

A member of the public was observed on CCTV retrieving a tyre iron out of the boot of his car. The member of the public appeared as though he was about to approach a group of people drinking in the car park, with the intention of using the tyre iron as a weapon. The member of the public changed his mind before reaching the group and returned to his car and drove off.

- *The registration number was recorded and the incident reported to the police.*

- Davis Avenue Project (Manukau Project) - July

A branch fell from a tree located in Hayman Park Manukau. This part of the park is not managed by Eke Panuku. The branch fell onto a fence to a construction site managed by an Eke Panuku contractor. The construction site fence did not fall or collapse under the weight of the branch and stopped the branch from falling onto the worksite. The risk associated with the falling branch was largely to members of the public outside of the Eke Panuku worksite.

- *Summary of actions: An arborist was contacted and checked the branches of the tree. Community Facilities, who are responsible for the park, were informed of the hazard and incident.*

- Five medium risk events reported (four in August and one in July)

- Industrial leased property in Papatoetoe, 49 Station Road – August

A tenant accessed an area of the property that had previously been sealed off from use for health and safety reasons. Upon inspection, the room had a television set up and operational in the middle of the room, indicating that the tenant had accessed the room. The floor was isolated due to water damage from a leaky roof.

- *The room was re-secured and the tenant instructed.*

- Industrial leased property in New Lynn, 9 Crown Lynn Place – August

A property was left without power after a light short circuited. The short produced a loud noise which the tenant assumed had been a result of water ingress due to a known leaky roof. Upon further inspections, the cause of the short was due to a faulty light and not water ingress. The light fittings were repaired and replaced.

- *An electrician has been engaged to check the electrics in the property and a quote for roof repairs has been received.*

- Westhaven Marina – August

Dockmasters on Westhaven Marina were called out to a boat after it was identified that the boat was taking on water. The dockmasters immediately started

emergency pump out procedures until the owner arrived on site, who then took over the salvage operation.

- *The salvage operation was successful.*

- Curran Street – August

A car and cyclist collided at the roundabout at the end of Curran Street. The cyclist was abusive to the driver and slammed the car door shut on the driver as he attempted to open his car door. The cyclist left the scene when confronted by witnesses. Dockmasters assisted the driver.

- *The CCTV footage was saved and the incident was reported to the police.*

- 28 Racecourse Parade project - July

An excavator struck a small redundant power cable. The cable was not shown on service plans, nor was it picked up in any service mark out. Work stopped following the incident until Vector confirmed the cable was redundant.



### 13. Māori warden and security guard observations and actions

With an increase in anti-social behaviour on the waterfront, Eke Panuku proposed a multi-agency approach to help support the community and provide education to the public.

As part of this approach, Māori wardens were engaged to provide a public facing role in which they could connect with the community to educate and, where possible, intervene with people that may require community-based support.

Working alongside the security team, Eke Panuku staff and the police, the wardens began patrolling Eke Panuku managed waterfront areas on 9 July. The wardens continued every Friday and Saturday thereafter, patrolling from 7.00pm to 3.00am.

During July and August, the wardens raised 435 safety observations. 196 observations in July and 239 in August

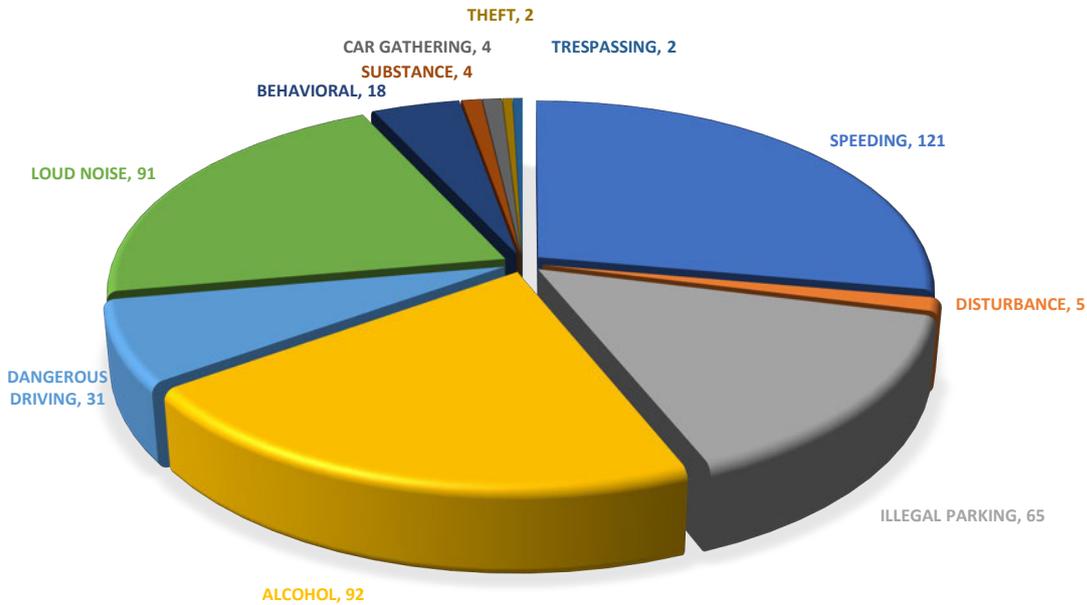
- 28% involved speeding (licence plates passed on to the police)
- 21% involved alcohol – typically groups (members of the public were moved on)
- 21% involved loud noise (moved on wherever possible and licence plates passed on to the police where vehicles were involved)
- 15% involved illegal parking (licence plates passed on, vehicles towed where possible)

Other observations raised included dangerous driving, behavioural issues including one fight, substance use, large gathering of cars, theft, trespassing and disturbances. All the observations were dealt with at the time where possible and details passed on to the police where not.

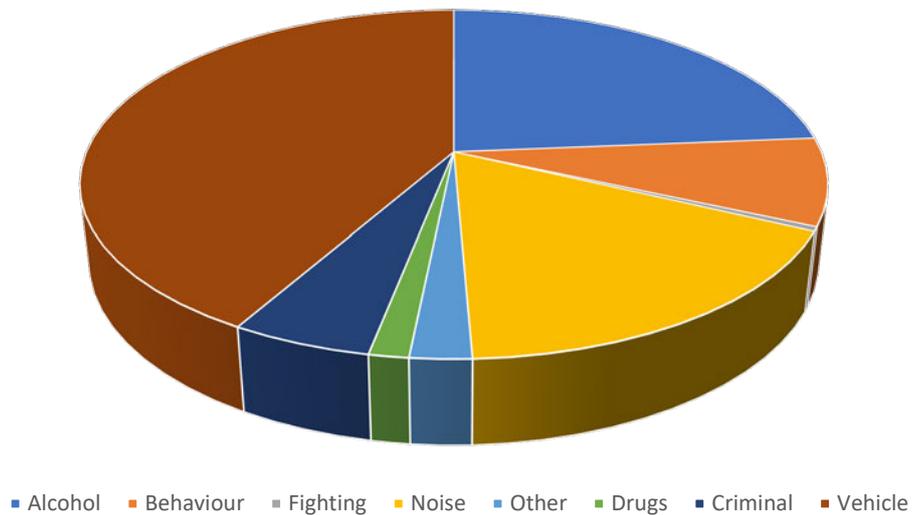
Details provided by the wardens were also passed on to other relevant agencies such as Auckland Transport.

Data from reports provided by the security contractors have also been collated for July and August with similar trends identified. The security contractors raised 756 observations for July and August. Similarly, driving offences were the highest observations at 42%. Consumption of alcohol followed, accounting for 24% of observations and loud noises representing 17% of all observations.

### MĀORI WARDEN OBSERVATIONS - JULY & AUGUST



### Security Observations - July & August



## Ngā tāpirihanga | Attachments



# Decision paper: Grants and Donations Plan 2022/2023

Author: Maxine Waugh, Manager Business Systems and Processes

September 2022

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board approve the detailed Grants and Donations Plan for the financial year 2022/2023.

## Whakarāpopototanga matua | Executive summary

1. Eke Panuku provides grants and donations to support a diverse range of activities and organisations which contribute to the delivery of the strategic objectives of the Executive Leadership Team (ELT) and the Board.
2. The criteria for providing grants and donations are stipulated in the Eke Panuku Grants and Donations Policy (Attachment A). These are either as a cash donation, i.e. a monetary contribution in support of an organisation, activity, or event; or in-kind support where we provide the use of council-owned property and marina assets managed by Eke Panuku and/or services for less than the market rates or usual fee charged.
3. Included in the plan this year for reporting purposes is the Iwi Investment Grant Fund totalling \$100,000. Also included are a mix of historic arrangements and support for activities which align with regeneration of the waterfront. At the 27 July 2022 Board meeting, the Eke Panuku Board approved financial delegation for the Chief Executive to approve individual funding grants up to \$5,300 to mana whenua who apply and are eligible under the Iwi Investment Grant Fund.
4. Provision for all grants and donations has been made in this year's financial budget as per the Eke Panuku Corporate Business Plan approved by the Board in June.
5. Details of the Grants and Donations Plan for 2022/2023 are provided in the discussion sections below.

## Horopaki | Context

6. The Grants and Donations Policy stipulates that Board approval is required for the annual plan each year, and that quarterly updates are provided for actual results against plan.

<b>Previous Board / Council engagement and decisions</b>		
<b>Date and meeting</b>	<b>Document</b>	<b>Decision / Outcome</b>
18 March 2020 Panuku Board	Decision paper - Grants and Donations Policy; 2019/2020 plan; and half year results	Approved revised policy and 2019/2020 plan
22 April 2020 Panuku Board	Decision paper - Amendment to the 2019/2020 Grants and Donations Plan; and third quarter results	Approved the revocation of the previous decision made in March 2020 regarding the Grants and Donation Plan for 2019/2020; and approved the amended 2019/2020 Grants and Donations Plan.
23 June 2021 Eke Panuku Board	Decision paper - Corporate Business Plan 2021/2022 including grants and donations	Approved
22 June 2022 Eke Panuku Board	Decision paper - Corporate Business Plan 2022/2023 including grants and donations in summary	Approved
27 July 2022 Eke Panuku Board	CE report - Q4 dashboard included FY22 grants and donations results against plan	Received

## **Nga whiringa me te taatai | Options and analysis**

### **Grants and Donations Plan 2022/2023**

7. A summary of the Grants and Donations Plan for the 12 months to 30 June 2023, for which we are seeking Board approval, is provided in the table below.

<b>Location/activity/type</b>	<b>Plan</b>	<b>Plan</b>	<b>Variation</b>
<b>\$000s</b>	<b>2022/2023</b>	<b>2021/2022</b>	
<b>Discretionary cash donations</b>	15.5	15.5	-
<b>Iwi Investment Grant</b>	100.0	-	(100.0)
<b>Marinas</b>	158.5	148.5	(10.0)
<b>Commercial property and car parks</b>	252.8	252.8	-
<b>TOTAL</b>	526.8	416.8	(110.0)

## Discretionary cash donations

8. Discretionary cash donations remain the same as last year.

9. [REDACTED]

## Marina grants

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

16. The net increase to the 2022/2023 financial year marina donations reflects increased market rates for forgone marina berth revenue. The recipients of grants remain the same.

## Commercial property and car parks

17. There is no change to the estimated revenue forgone for commercial property and car parks from last year.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

24. The financial implication of the Grants and Donations Plan is net operational expenditure totalling \$526.8k for the 2022/2023 year.

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

25. There are no risks to report

### **Tauākī whakaaweawe Māori | Māori impacts**

26. The introduction of the Iwi Investment Grant provides opportunities for mana whenua to access commercial development opportunities.

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

27. The Grants and Donations Policy and Plan has supported a number of organisations and waterfront stakeholders over many years. These organisations support a range of our environmental and social objectives such as retaining marine industry and activity at the waterfront (e.g. yacht clubs, classic yachts), enabling public access to the waterfront (e.g. Sailability) and improving water and environmental quality (e.g. Sea Cleaners and Sustainable Coastlines). Reducing this support will have some impact on these organisations, their consumers and users and potentially the wider outcomes.

### **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

28. Some of the smaller grants and donations support environmental and water quality initiatives and reflect wider objectives for the sustainable regeneration of the Wynyard Quarter (such as Sustainable Coastlines) and contribute to placemaking.

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

29. Actual expenditure of grants and donations against plan is reported quarterly.

## Ngā tāpirihanga | Attachments

Attachment A - Grants and Donations Policy



## Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

## GRANTS AND DONATIONS POLICY

### 1 Policy purpose and objectives

- 1.1 The purpose of this policy is to set the framework for Panuku Development Auckland (Panuku) in providing grants and donations to external organisations. The Panuku Constitution, dated 31 August 2015, states that Panuku will contribute to the implementation of the Auckland Plan. Whilst encouraging economic development through urban redevelopment, and managing council's non-service property portfolio, Panuku is to achieve an overall balance of commercial, strategic and public good outcomes.
- 1.2 The policy objectives are:
  - a) to ensure that any grant or donation provided supports the outcomes of the Panuku Corporate Strategy, Waterfront Plan and Auckland Plan; by doing so contributes to easy accessibility of public open space and facilities, and/or strengthens and broadens our relationship with key stakeholders and the community;
  - b) to ensure that there is increased transparency and consistency in terms of who receives grants or donations, clear identification of the financial and non-financial costs and benefits; and
  - c) to ensure regular reporting.
- 1.3 Provide clarity to related provisions of the Board Delegated Authority Policy and Standard (Board to CE).
- 1.4 Ensure that grants and donations are delivered in accordance with relevant provisions of the Local Government Act 2002 and Local Government Official Information and Meetings Act 1987, and policies and guidelines provided in the Council group 'Our Charter' and Panuku, related to expectations of conduct and finance procedures.
- 1.5 Make our requirements clear to the community and help grant and donation seekers present their proposals to Panuku clearly.

### 2 Scope

- 2.1 Covers grants and donations to external organisations in the form of financial and/or in-kind provision, with or without the use of assets and/or services managed by Panuku.
- 2.2 Covers the following types of outgoing support:
  - a) Grants, financial or in-kind
  - b) Donations, financial or in-kind
- 2.3 Excludes sponsorships through the purchase of rights or benefits, including naming rights, delivered through an association with the external organisation's name, products, services, or activities. Panuku will not enter into this type of agreement as the sponsor.
- 2.4 Excludes gifts given to individuals and organisations in recognition of service, achievement, established and recognised custom, and for corporate hospitality or entertainment purposes. These are covered by the gifting guidelines in Our Charter.

### 3 Principles

- 3.1 Panuku is not a funding body. However, from time to time, Panuku provides grants and donations to support a diverse range of activities and organisations, which contribute to the delivery of the strategic objectives of the executive leadership team (ELT) and the Board.
- 3.2 Grants and donations need to cater to a broader base of the community but should be confined to activities occurring within the Panuku area of influence and/or to organisations that contribute to Panuku's delivery of public good.
- 3.3 Providing grants and donations implies that Panuku endorses the organisation's specific activity, particularly on the waterfront. It does not imply that Panuku endorses the organisation's other products or services, not subject of the support.
- 3.4 Panuku will ensure probity, achieve value for money, maintain accountability, and implement effective risk management when providing grants and donations.
- 3.5 The approval, processing, and giving of grants and donations will need to comply with customary practice, protocols or traditions (e.g. Tikanga Maori for koha), financial reporting standards, and any other applicable legislative requirements placed on statutory entities.
- 3.6 Only authorised officers of Panuku may undertake grants and donations arrangements and they must comply with the provisions of this Policy.
- 3.7 Panuku may review and exit an arrangement at any time if it is deemed appropriate to do so, noting that legacy arrangements for grants and donations may be difficult to exit.

### 4 Definitions

- 4.1 **Donation** is a tax-deductible financial or in-kind support given for a worthy cause or customary activity (e.g. koha) of a worthy organisation, where Panuku does not expect an invoice, acknowledgement as a donor, and a reciprocal advantage.
- 4.2 **Grant** is given to assist with the services or projects of a worthy organisation, where Panuku expects an invoice, acknowledgement as a sponsor, and a reciprocal advantage. This may be in the form of:
  - a) **Financial support** i.e. a monetary contribution.
  - b) **In-kind support** i.e. assistance where Panuku provides the use of its managed-assets and/or services. This includes only those things for which Panuku would have charged a fee, if these did not form part of the grant.
- 4.3 **Koha** is an unconditional tax-exempt gift given to Maori at a tangi (funeral), powhiri, whakatau, hui (meetings/events) or other important Maori cultural events and obligations, and on marae, where the receiving individual, party or group is not obliged to provide services in exchange. A payment made relating to an activity off marae is not a koha.
- 4.4 **Revenue forgone** is the price of an in-kind support calculated as the difference between the market value of the rental or service and what was actually charged.

### 5 Appropriate association

- 5.1 Panuku may consider providing grants and donations to organisations that:
  - a) Are legal entities, individuals operating under an incorporated society or registered charitable trust, and
  - b) Have corporate values that align with those of Panuku and do not compromise the agency's reputation, public image, or probity, and
  - c) Do not pose a significant risk to Panuku or its staff perceived to have a current or future conflict of interest.
- 5.2 Panuku reserves the right to refuse a request for grant or donation from any party and terminate an existing agreement should the association cease to be appropriate.

## **6 Appropriate activity**

- 6.1 Panuku will consider providing grants for activities that:
- a) Contribute to the advancement of Panuku's strategic priorities and the vision and goals of the Corporate Strategy, Waterfront Plan and Auckland Plan, or deliver on specific public good objectives, and/or
  - b) Have measurable beneficial outcomes commensurate with the level of investment, and/or
  - c) Enhance public awareness of the contribution being made by Panuku to the creative, events, and entertainment sectors associated with activating a site e.g. as part of a transform location programme, and/or
  - d) Are able to communicate key messages to target audiences, engage or build relationships with key stakeholders and our tenants, and ideally lead an ongoing two-way partnership between Panuku and the stakeholders, and/or
  - e) Have demonstrated community support for the project.
- 6.2 Panuku will consider giving donations for activities and events that:
- a) Have no perceived or actual influence on decision making, integrity, and impartiality; and
  - b) Are undertaken in accordance with established and recognised custom; and
  - c) Promote Panuku's civic and social responsibility.

## **7 Budget approval, management and reporting**

- 7.1 An annual review of all grants and donations will occur and budget/plan prepared and presented to the Board for approval.
- 7.2 Grants and donations will be managed and reported by the General Manager of the business unit in accordance with the approved plan and this policy.
- 7.3 Allocation of grants and donations for priority locations in board approved plan is limited to \$5,000 per item for 'cash' donations; and \$5,000 per item value for grants 'in-kind'; and must be approved by the Chief Executive.<sup>1</sup>
- 7.4 Grants or donations provided as part of a reputation management strategy or to achieve communications objectives will be managed by the General Manager Corporate Affairs, regardless of type.
- 7.5 Grants and donations will be recorded in a Grants and Donations Register with information on the type of support given, name of the organisation, market value of the support, revenue forgone, and direct cost to Panuku.
- 7.6 Grants and donations will be reported to the Audit and Risk Committee and the Board on a quarterly basis.

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<sup>1</sup> Refer Delegated Authority Policy and Standard (Board to CE)

## 8 Written Agreement

- 8.1 All grants, financial or in-kind, entered into under this policy will be formally documented. The level of documentation will vary depending on the value of the agreement and will include, at a minimum:
- The description and timing of the activity
  - The amount of the grant or donation
  - How the grant will meet the requirements of an appropriate activity described in Section 6

## 9 Responsibilities

- 9.1 The Chief Executive is the overall manager in providing grants and donations to external organisations and will be provided with reports to monitor the delivery of the benefits, leverage the contracted benefits, and evaluate the success of the grant or donation based on the identified objectives.
- 9.2 The Chief Financial Officer is responsible for the implementation and review of this Policy, for reporting to the Audit and Risk Committee and Board and is custodian of the Grants and Donations Register.
- 9.3 All Panuku staff and those acting on behalf of Panuku must adhere to this Policy.

## 10 Approval and review of this Policy

This policy is reviewed every three years, or earlier if requested by the Board.

Business Owner	Chief Financial Officer		
Policy date	25 September 2013		
Last reviewed	25 May 2016		
Frequency of review	Three-yearly		
Date of this review	March 2020	Approved by Panuku Development Auckland Board	18 March 2020

# Decision paper: Approval of the Selecting Development Partners Policy

Authors: Brenna Waghorn, GM Strategy and Planning; Allan Young, GM Development

September 2022

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board approve the revised Selecting Development Partners Policy, noting that the implementation of the policy will be reviewed in 18 months.

## Whakarāpopototanga matua | Executive summary

1. Over the past ten months, Eke Panuku has reviewed the Selecting Development Partners policy. This process has involved extensive engagement with the Board and with mana whenua.
2. In March 2022, the Board supported the direction proposed by the Executive, updating the policy to establish two categories of sites within our property portfolio. In summary, sites that we seek development outcomes to support regeneration plans (Category A) will be sold via an open market process with a weighting for Māori outcomes. Sites that we do not seek specific development outcomes (Category B) will be offered exclusively to mana whenua first, and then sold on the open market if we receive no interest.
3. The Board noted that further engagement would be undertaken with mana whenua before the policy was presented for approval.
4. On 13 June 2022, Eke Panuku met with mana whenua to discuss the policy. While there was general support and little feedback, there has subsequently been detailed engagement and feedback with some iwi who have proposed changes to the policy. A number of these suggestions will increase clarity, are easy to accommodate, and have been included in the policy at Attachment A.
5. Some iwi have requested Eke Panuku weight mana whenua parties differently depending which group has a primary mana whenua status within each area. Previously, Eke Panuku has not considered which mana whenua groups have the strongest cultural and historical claim in an area before we have assessed commercial tenders. Instead, the essential outcomes have evaluated how strongly the bid will create positive outcomes for Māori.
6. The current policy refers generically to mana whenua and does not determine which mana whenua group has a primary status for either Category A or Category B sites. The current Eke Panuku engagement approach is consistent with the Auckland Council Group. We engage with the 19 iwi and hapū recognised by the Crown as having a connection to Tāmaki Makaurau. It is proposed we continue this approach.

## Horopaki | Context

7. In 2018, the Selecting Development Partners Policy was developed to guide Eke Panuku to select development partners. In 2021, the Board agreed to review this policy and reconsider the approach being taken to confirm that the objectives of the policy were being met.
8. The Selecting Development Partners Policy sets out how we engage with the development sector to achieve our objectives. It also outlines our commitment to enabling commercial opportunities for mana whenua iwi.
9. On 15 December 2021, at the Board Strategy Day, a discussion about how we select development partners highlighted a range of perspectives and considerations.
10. We discussed the implications of the current approach:
  - The current approach lacks predictability for development partners and transparency.
  - With 50% of our sites sold through direct or closed processes, fewer sites are going to open market than may be expected, and this relies on a small pool of current partners.
  - We have been achieving the strategic outcomes we seek – housing intensity and mix, sustainability, and design outcomes, but we may be missing out on innovation and value.
  - Closed and direct processes tend to achieve valuation, open market processes above valuation. There has been uncertainty and longer timeframes with closed processes.
  - The application of the current policy has supported only a small number of mana whenua to participate in commercial opportunities. There is a limited pool of mana whenua that we can transact with.
  - The opportunity is to attract a broader range of partners, to drive innovation and to increase revenue.
11. It was acknowledged that whilst the implementation of the current policy has been largely successful in terms of development outcomes and attracting partners, the implementation in practice lacks a consistent logic, and could be refined and improved.

<b>Previous Board / Council engagement and decisions</b>		
Date and meeting	Document	Decision / Outcome
March 2022 Board Meeting	Information Paper	<p>Allan Young, GM Development, introduced the report. Daniel Haines, Head of Māori Outcomes, joined the meeting for this item. The Board discussed the following matters:</p> <p>a. Opportunities for mana whenua and the need for clear processes and strategies around future engagement.</p>

		<p>b. Two categories put forward, A and B, and how these might attract more mana whenua groups to be involved in and benefit from developments, which is the desired outcome.</p> <p>c. The importance of building a review process with clear objectives, noting ELT will be conducting a review to identify issues and work out how best to progress this going forward.</p> <p>d. Transparency is important in formulating a decision.</p> <p>e. The Crown-administered Right of First Refusal (RFR) is an unwieldy and prescriptive tool.</p> <p>f. Urban development outcomes as the primary focus in critical locations.</p> <p>g. Potentially more opportunity for development sites where outcomes are required to be offered to mana whenua on a preferential basis to be given further consideration.</p> <p>The Eke Panuku Board received the report, noting it will be reported further for decisions.</p>
Dec 2021 Board Strategy Day	Presentation and discussion	<ul style="list-style-type: none"> <li>• There was broad support for increasing transparency, simplifying the policy criteria, increasing private sector opportunities, maintaining strong engagement and opportunities for mana whenua and continuing a pragmatic approach, including limited contestable and direct approaches in some situations.</li> <li>• The Board also supported a more planned approach rather than a case-by-case approach. The Board asked the Executive to explore how a mix of option two and option three might play out, based on a review of the pipeline of sites and defining categories setting out how sites would be dealt with.</li> </ul>
10 July 2018 Board meeting	Decision report	<p>The Board received the report, noting that Auckland Council procurement reviewed the proposed amendments and has endorsed the policy. It was resolved that the Board:</p> <p>Approves the Selecting Development Partners Policy, subject to amendments requested.</p>

		Delegates the final wording to be approved by the Chair.
May 2016 Board meeting	Decision report	<p>The Board received the decision paper, noting that it was an extension of what was in place at Auckland Council Property Ltd, incorporating mana whenua relationships and strategic partnerships with the Crown.</p> <p>It was resolved that the Board approves the Panuku Development Auckland Policy for the Selection of Development Partners.</p>

## Nga whiringa me te taatai | Options and analysis

### Options and proposed approach

12. A full report in March 2022 set out the policy review context and implications of current approach, options, objectives, preliminary direction, mana whenua opportunities and implications and proposed weighting.

13. A range of options have been considered:

- Option 1: No change - maintain the status quo.
- Option 2: Open market with parameters - stop creating closed-tender opportunities for mana whenua but upweight selection criteria to favour mana whenua iwi-led developments; majority of sites to market; minimal direct awards.
- Option 3: Mixed planned approach – identify “significant” sites for open market upfront and share pipeline with all, increasing transparency and predictability; continue to enable outcomes for mana whenua (through weighting and closed processes). Continue some direct awards.
- Option 4 - a mix of options 2 and 3, considering a review of the pipeline to see the implications

14. Following review of the pipeline of sites, the Executive proposed that development partners are selected in different ways depending on the nature of the sites, divided into two categories, illustrated below.

	Category A	Category B
Type of development site	Sites for which we will be seeking development outcomes in line with the regeneration strategy. These tend to be larger and more complex sites, the majority	Sites for which no development outcomes are sought. These are a diverse portfolio and tend to be smaller straight forward sales. We do not require essential outcomes - the highest price wins.

	located within the priority locations.  There are approx. 20 sites 2023-2027, with a further 20 TBC.	
Approach to selecting development partner	An open market process.  A 15% weighting for Māori outcomes.	A limited contestable process if there is interest from multiple mana whenua partners.  A direct approach if there is only one interested mana whenua party.  An open market process is there is no mana whenua interest.

15. This approach seeks to achieve wider market participation, increased level of innovation, increased value and increased transparency and certainty for all parties.

16. The Board supported this approach and noted that there would be further engagement with mana whenua prior to bringing the policy back for approval.

### Mana whenua feedback

17. At a hui on 13 June 2022, mana whenua broadly supported the proposed approach to updating the policy. The draft policy was subsequently circulated. The feedback from mana whenua is summarised below.

18. Mana whenua broadly endorse the aims of the policy to increase commercial development opportunities for mana whenua including collaborative property development between mana whenua and developers in the private sector.

19. Suggestions for the weighting and evaluation process included:

- Clarifying mana whenua developers - 'mana whenua developers' are bids that have an iwi partner with a financial interest in the consortium.
- Multiple iwi submissions - Within the weighting for Māori Outcomes, we could advantage a consortium made up of multiple iwi partners.
- Innovation - ensure that the 'track record' evaluation criteria does not disadvantage new parties, through lack of experience.
- Clarify that Auckland Council procurement/probity processes apply.

20. Edits have been made to the policy to address these issues and are shown in tracked changes.

21. In responding to the draft policy, three iwi, Ngāti Whātua o Kaipara, Te Kawerau ā Maki and Ngāti Whātua Ōrākei have asked Eke Panuku to adopt a weighting that will benefit mana whenua who have a primary mana whenua status in an area. This would require

Eke Panuku to determine which mana whenua parties participating in a procurement process have the strongest cultural connection to an area, and weight that iwi group higher. These iwi have suggested, all things being equal, a mana whenua group with a primary status in an area should have an advantage over a mana whenua group whose heartland is somewhere else in Tāmaki Makaurau.

22. The current policy refers generically to mana whenua and does not determine which mana whenua group has a primary status for either Category A or Category B sites. Auckland Council has not yet exercised its jurisdiction to decide which mana whenua group has ahi kā [continuous occupation] within different neighbourhoods in Tāmaki Makaurau. The current Eke Panuku engagement approach is consistent with the Auckland Council Group. We engage with the 19 iwi and hapū recognised by the Crown as having a connection to Tāmaki Makaurau. The recent Justice Whata decision, Ngāti Maru Trust v Ngāti Whātua Whai Maia Ltd encourages mana whenua to explore a tikanga-based solution to this question. It is not yet clear if an agreement will be reached or if this will provide a model for other projects.

### Ngā ritenga ā-pūtea | Financial and resourcing impacts

23. There are likely to be only minor resourcing impacts from the implementation of this policy that fit within current resources and budgets.
24. This policy will enable value for money approaches to procurement reducing compliance costs for both Eke Panuku and other parties and enabling flexibility to support innovation and balance commercial and strategic outcomes.

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

25. The key risks and mitigations are as follows:

1	Development sector is unclear of our policy and approach, or is unsupportive	Provide information about the policy on our website and inform mana whenua and current development partners that the policy has been updated and approved.
2	Some mana whenua and Māori representatives consider that all sites should be available to Māori on a first right of refusal basis	Track the implementation of the policy and achievement of Māori outcomes. Review the policy in 18 months. Direct concerns to the shareholder.
3	Some mana whenua seek direct engagement on development sites within their rohe on an exclusive basis, or that the relative strength of interests is a consideration in evaluating competing proposals from mana whenua.	Support mana whenua to develop an appropriate approach to determine which mana whenua group has a primary status in each neighbourhood.
4	Our “essential outcomes” including Māori outcomes are seen as too	Monitor the changing market and the response from the market to opportunities.

	onerous, reducing potential participants in a challenging environment.	
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## **Tauākī whakaaweawe Māori | Māori impacts**

26. This policy enables commercial development opportunities for mana whenua to enable economic development aspirations and wealth creation. The Māori weighting in open market processes is intended to deliver increased opportunities in development through partnerships with the private sector or amongst iwi, opportunities for education, employment, and engagement with Māori suppliers.
27. The sale process for Category A sites incentivises the private sector to partner with mana whenua due to the weighting and it gives mana whenua these 'points' should they make their own bid. The policy gives mana whenua access to all sites in Category B, through an exclusive process, if they identify interest. In addition, and as an exception, it is proposed that some sites in Category A be progressed through an EOI to mana whenua, as they have already signalled interest and we should honour that expectation already created.
28. To support these processes, we will continue to share the pipeline, give mana whenua early notice of Category A sites before they go to the market, and continue to operate an open door for mana whenua to discuss specific opportunities.
29. The policy also enables partnering with Kāinga Ora and CHPs to provide increased social and affordable housing opportunities for individuals and whānau with housing needs.

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

30. The key stakeholders are our current and future development partners, including private developers and their professional advisors, mana whenua iwi, community housing providers, Kāinga Ora and other government agencies interested in property development and landowners in our locations.
31. The policy is intended to clarify processes going forward in a more transparent way and will improve alignment between policy and practice.

## **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

32. The process for selecting development partners does not have any environment or climate change impacts as our essential outcomes, such as sustainable design requirements, remain the same. The policy continues to enable and support innovation.

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

33. Once the policy is approved, the next steps are:
  - Notify mana whenua and the Independent Māori Statutory Board (IMSB) of the approved policy.

September 2022

- Upload information about the purpose of the policy and key elements on the Eke Panuku website.
- Undertake internal engagement on the policy and its implementation.
- Establish a monitoring system to record the outcomes of site sale processes to enable a review in 18 months (March 2024).

## **Ngā tāpirihanga | Attachments**



## **Ngā kaihaina | Signatories**

Allan Young, GM Development

David Rankin, Chief Executive

## Decision paper: 3 Victoria Road, Devonport - go to market strategy

Author: Merelina Rasmussen, Senior Property Specialist

September 2022

### Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the divestment of 3 Victoria Road, Devonport via an exclusive sale to mana whenua in line with section 4.3 of Eke Panuku's Selection of Development Partners Policy and if this does not proceed then through an open market sale process.
- b. Delegate authority to the Chief Executive to select a preferred party, complete the negotiations and execute the required documentation to divest the land based on the following key terms:



- ii. The heritage status of 3 Victoria Road, Devonport is protected.

### Whakarāpopototanga matua | Executive summary

1. 3 Victoria Road, Devonport is a two-level character building that sits on a land area of 468m<sup>2</sup>. It was occupied by the former Devonport Borough Council Offices. The site was approved for disposal by the Finance and Performance Committee at its 16 July 2020 meeting.
2. On 21 October 2020, the Eke Panuku Board noted that an individual go-to-market strategy would be prepared for 3 Victoria Road, Devonport and the strategy would outline the heritage protection and strategic outcomes being sought.
3. The existing building is a Category A scheduled building sitting within the Devonport town centre's special character area, as prescribed in the Auckland Unitary Plan (AUP). Category A buildings are identified as having exceptional overall heritage significance to the locality or greater geographic area.
4. Under the AUP any new building on the site, or modification to the existing building including the removal of fixed items, will require a resource consent and specialist heritage design and architectural input.

5. Council Heritage has assessed the non-fixed / moveable items in the building and identified items with heritage significance. These items will be safely relocated by Auckland Council's Archives Management team prior to the building being sold.
6. The Executive is seeking Board approval to sell the property through exclusive negotiations with mana whenua or if this does not proceed then through an open market process noting that AUP planning controls will apply for the protection of the building's heritage values.

## Horopaki | Context

8. 3 Victoria Road is held on record of title NA743/206 and was held for the purposes of "Public Office", being the former council building. The building has been identified as a place of significant historic heritage and is a Category A scheduled building.
9. Auckland Council no longer requires the property for the purpose for which it was originally acquired, and the site has been approved for disposal.
10. The building has some weathertightness issues and some areas of the building contain asbestos. The building is earthquake prone with an NBS rating of approximately 25%. Any building upgrade would require a detailed seismic assessment.
11. The site is in a prime position in the centre of Devonport town centre in the "Business – Town Centre Zone". It has a base building height limit of 9m to the front of the site and 13m to the rear.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
July 2020 Finance and Performance Committee	Sale of 3 Victoria Road, Devonport	Approved
October 2020 Panuku Board Meeting	Emergency budget site sales	Go-to-market strategy will be prepared for 3 Victoria Road, with heritage protection and strategic outcomes.

## Matapaki | Discussion

12. The sale will contribute to Eke Panuku's SOI targets under council's general assets sales, to be transacted by the Chief Executive under delegation.
13. If the existing building is redeveloped, design outcomes will be determined by Unitary Plan controls. Any new building on the site, or modification to the existing building will require a resource consent and will need specialist heritage design and architectural input.

14. This will ensure any redevelopment of the site will align with the conservation of the buildings current heritage values as well as ensuring the amenity value of the area is maintained.
15. The open market sale process will be subject to procurement of suitable agency services in line with council procurement policy.

## **Hīraunga | Implications**

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



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

18. Current uncertainty in the property market may impact on the potential sale price, although this may be offset by the Devonport Town Centre being an established special character location to attract investment.
19. Dealing with the Heritage Overlay may incur additional time and cost as, if the building is redeveloped, heritage advice will be needed to provide guidance around physical and visual qualities such as the built form, scale, and urban structure to align with Unitary Plan requirements.
20. The future of this property and its use has attracted much attention from the community and the Local Board over the years including resistance to its sale. We will keep the Local Board updated on the disposal process.

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

21. Mana whenua were consulted on the site during the rationalisation process. Cultural significance interest was noted as the site offers an opportunity for a Kokiri development for future generations.
22. Eke Panuku will negotiate exclusively with mana whenua via expressions of interest in the first instance. If the property is not sold to mana whenua it will be sold on the open market.
23. This aligns with section 4.3 of the Eke Panuku Selecting Development Partners Policy (Revision May 2022) which enables mana whenua to signal interest in (Category B) sites for which development outcomes are not sought. Interest by one or more mana whenua parties will trigger a limited contestable or direct engagement. If there is no interest, the site will be sold on the open market.

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

24. The disposal of this site has been of interest to the Devonport-Takapuna Local Board. Eke Panuku will keep the local board informed on progress of the sale.

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

25. The project will be resourced by a Property Specialist, Heritage Specialist and, and a representative from the planning team through the sales process to ensure benefits realisation.

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

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

Eke Panuku Board approval	September 2022
Go-to-market	November 2022
Delegated authority approved	March 2023
Agreement of Sale and Purchase executed	March 2023
Site Settlement	June 2023

## **Ngā tāpirihanga | Attachments**

Attachment A - Heritage Assessment

Attachment B - North Shore City Heritage Inventory

Attachment C - Devonport Borough Civic Gifts

Attachment D – Site location

## **Ngā kaihaina | Signatories**

Allan Young, GM Development

David Rankin, Chief Executive

# Municipal Building

*Victoria Road*  
*Devonport*

## Heritage Assessment

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# Municipal Building

*Victoria Road*  
*Devonport*

## Heritage Assessment



**SALMOND  
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First Draft  
May 2001



**Figure 1** Street elevation of the present building known as the former Devonport Borough Council Building. *Salmond Reed 2001*

## INTRODUCTION

The former Devonport Borough Council Building is located on Victoria Street in Devonport. The building is scheduled in the North Shore City Proposed District Plan as Category A (no. 31/291). The Proposed District Plan identifies Category A Scheduled Items as having: “outstanding aesthetic beauty, or architectural, scientific or historical significance well beyond their immediate environment. It is of prime importance that items in Category A are protected.” (Sec. 11.4.1.6) The schedule specifically identifies the exterior and interior including main stair, upstairs, Victoria Road frontage offices and Council Chamber. The building is not Registered under the *Historic Places Act*.

Under **Section 11.4.1.2** of the North Shore City Proposed District Plan, a Discretionary Activity resource consent is required where an application involves significant work or alteration to a Scheduled Item and must be accompanied by a conservation plan. Exceptions to this provision will be considered if the proposed work involves: “repainting, repair and/or insignificant alteration of any existing fabric, or detailing carried out in a manner and design and with similar materials and appearance to those originally used...”

This study has been commissioned, by North Shore City Property Division, to assist in the process of repair, maintenance and reuse of the building for ongoing use as a Council facility. It consists of a brief historical outline, an appraisal of architectural values, and an evaluation of heritage values which survive. A discussion of conservation options is offered by way of guidance for ongoing maintenance and repair.

## HISTORICAL ACCOUNT

### Devonport Borough Council

The story of successive Devonport Borough Councils' endeavours to erect a Municipal building capable of both reflecting civic prestige and fulfilling the community's needs, is one of determination and stubbornness. For nearly twenty years a series of plans for two storeyed imposing building in Marine Square (where the

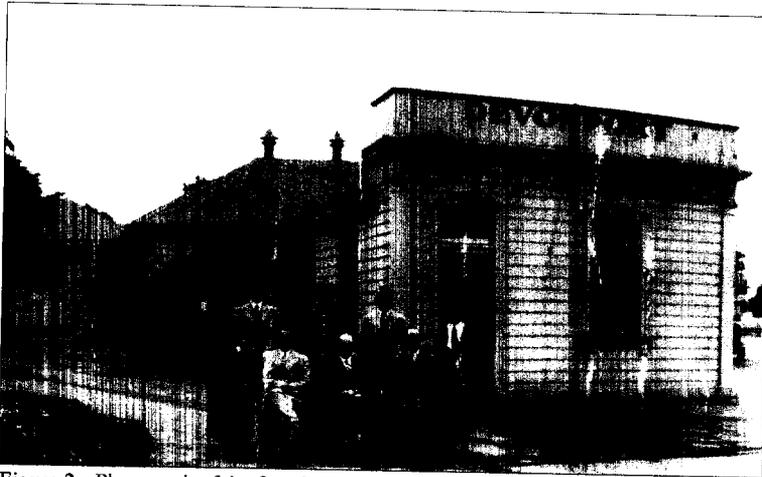


Figure 2 Photograph of the first Council building, circa 1900

Library now stands), which encompassed the Council Chambers and offices, the Library, Plunket rooms and women's rest-rooms fell by the wayside. The site was eminently suitable for a grand building as it afforded views and accessibility from all sides. These plans were thwarted by reluctant ratepayers and cautious councillors. The building now known as Devonport Ward Service Centre was originally built as the Devonport Post Office.

The first building used by the Devonport Borough Council was erected as a Jubilee Memorial to the Queen Victoria's 50 years reign in

1887. A wooden building, it was designed by Mr Edward Bartley and financed by public subscription (fig.2). The building contained Council offices as well as a free reading room, "to supply opportunities to young men of enjoying mental recreation and amusement".<sup>1</sup>

The triangular site had been designated for municipal building and from the turn of the century moves had been made for an impressive building.

### The Post Office

In 1902 the Mayor E. W. Alison wrote to the Chief Post Master proposing "to erect a new post office and telegraph office and telephone exchange combined with municipal offices including library, on the present triangle". Mr Bartley was asked for drawings (fig.3) This offer was declined on the grounds that Government business and Municipal affairs should not be combined.<sup>2</sup>

Three years later the section between the Esplanade Hotel and Lane's Bakery was bought from Mr Selwyn Mays for the Post Office (fig.4). The Ministry of Works designed a building which included upstairs living quarters for the post master's family and a tower. The engineer, Chas Nekerman, found that the plot was too small for the designed building and it was difficult to obtain sufficient light into the rooms because of the buildings on either side.<sup>3</sup> The design was modified and tenders let in June 1907. It was won by Ebenezer Morris for £2,159.0.0, including Australia walling of £69.

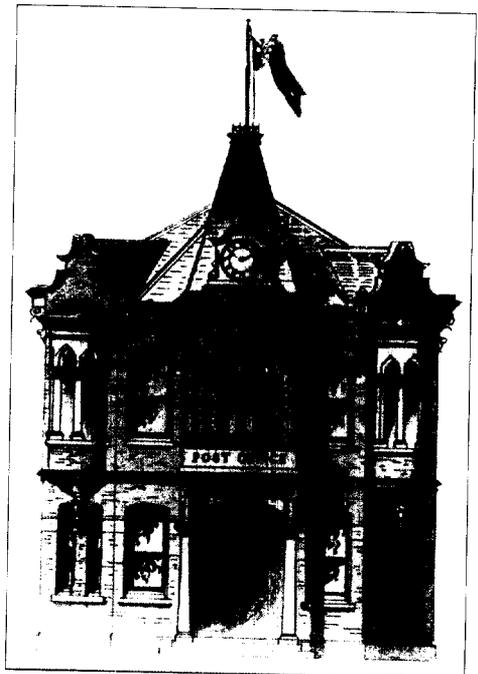


Figure 3 Edward Bartley's design for a new Post Office Devonport Museum Collection.



Figure 4 Site bought for new Post Office building, c1900. *Devonport Museum Collection*

Difficulty with finding solid ground for the foundations delayed commencement of the building.<sup>4</sup> Tonson Garlick Coy won the contract for the private letter boxes and the furniture.<sup>5</sup> Plans to have the building opened by the Prime Minister, Sir Joseph Ward on 28 March 1908 pressured the contractor to finish the building rather hastily.<sup>6</sup>

The opening ceremony took place in Marine Square with a large number of Devonport residents attending. Victoria Road was decorated with flags and bunting and a stand erected in Marine Square for the official party (fig.5). Sir Joseph Ward congratulated Devonport Councillors for their foresight in developing the amenities of the Borough and observed that the population had doubled since the incorporation in 1886. He hoped that the population would continue to increase so that, "in

*the course of two or three years the post office would be insufficient for them and they would have to have it extended, or even moved from its present site.*"<sup>7</sup> He also stated that he was sorry he was not also opening new Borough Council Chambers<sup>8</sup>.

The building was typical of post office buildings erected by the Public Works Department at that time, with pale coloured rough-cast plaster and dark coloured moulded trims and string courses.<sup>9</sup>

The haste in finishing the building soon began to show. A month after opening the plaster work was cracking and in eighteen months it was in "a very bad state due to distemper being put on when walls wet".<sup>10</sup> Repairs costing over £20 were authorized, but not before the Ministry of Works, Wellington, had demanded an explanation.<sup>11</sup>

The building design itself was found not to be satisfactory. The first post master Mr Turner had eight children and he needed more bedrooms so his sons and daughters could be separated.<sup>12</sup> Wind rushed in through the front door causing money and papers to fly and endangering the health of the workers.<sup>13</sup> The building was not well ventilated and the telephone girls who were in the rear of the building complained of heat and glare on summer afternoons. Another concern was that the passage between the Esplanade Hotel and the post office served both the entrance to the living quarters and the pub urinal. The problem with drunks using the passage caused unpleasantness.



Figure 5 Victoria Road, Devonport, 1908. Opening of the new Post and Telegraph Office by Prime Minister Joseph Ward. *Devonport Museum Collection*

*The hotel passage leads to the public urinal of the hotel and during the evenings and especially at race meeting times, men in various stages of intoxication, go along the post office passage in mistake for the hotel passage and commit nuisances.<sup>14</sup>*

Bill Aitken started his working life there at 13 in 1927 as one of the five telegram boys. Reporting for work at 8.50am they swept and dusted the whole office, cleaned the brass, the Post Master, Mr. Flett's fireplace, the windows and polished the floors. Then they delivered telegrams by bicycle in all weathers until the last telegrams of the day were delivered. For this he was paid 23/9 a week - reduced to 21/6 when wages were cut in the early 1930s<sup>15</sup> (fig.6).



Figure 6 Postmen outside rear of Post Office, 1909. *Devonport Museum Collection.*

### The Municipal Buildings

The Devonport Borough Council remained in the wooden building on the other side of Marine Square. By 1920s the building was nearly forty years old and facilities were inadequate. On several occasions plans were drawn up by Edward Bartley (figs. 7, 8 & 9). These designs utilized the triangular site to advantage: a building which could be viewed from all sides could establish its role as the centre of the community and reflect civic pride. Magnificent two-storeyed structures with towers and/or columns and variously including Plunket rooms, a Town Hall, women's rest rooms, public toilets and even a swimming pool, were proposed.



Figure 7 Bartley's proposal for the new Municipal Chambers, c1920. *Devonport Museum Collection*

*Devonport*

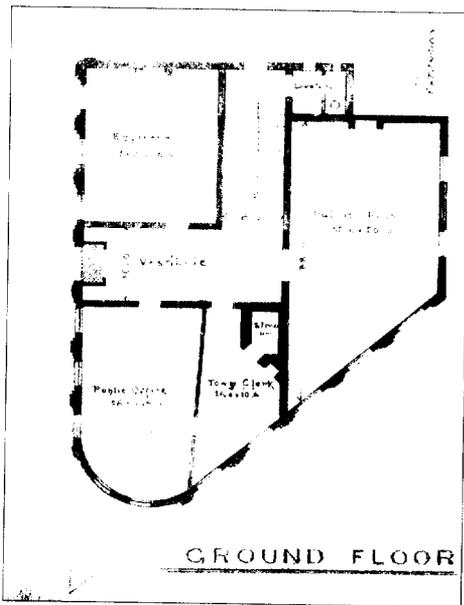


Figure 8 Bartley's ground floor plan. *Devonport Museum Collection.*

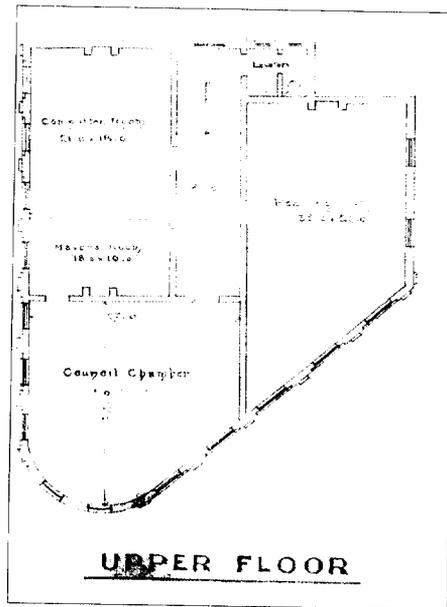


Figure 9 Bartley's first floor plan. *Devonport Museum Collection*

In February 1926 the Council appealed in a brochure for ratepayers to support its Loans Proposal for roading and the municipal buildings.

*Devonport should be modernized. It will well repay the effort. .... It is also an axiom of modern civics that every residential centre should be equipped with proper community facilities to adequately express the public life of the people. Parks and libraries town halls and municipal offices in which the administration of affairs can be properly conducted, are no longer luxuries, but essentials in every progressive district.<sup>16</sup>*

In the same pamphlet an architect's drawing of a large two story building is accompanied by "What an asset this would be for Devonport - proposed new Town Hall, Municipal Chambers, and Public Library" (fig.10). A photo of the existing building is captioned "The best argument for New Municipal Chambers - Devonport's ramshackle administrative building".

The vote on the building was defeated by the poll of ratepayers.

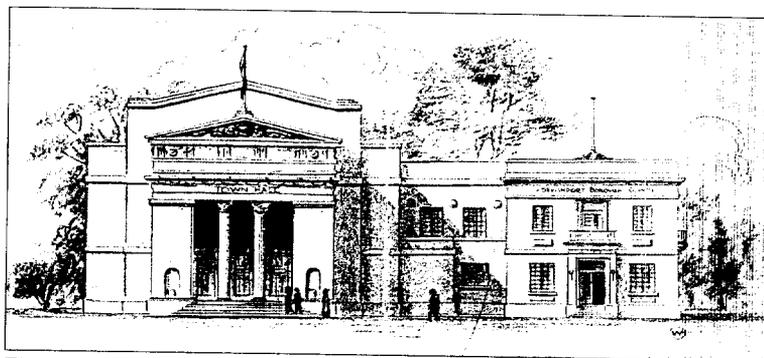


Figure 10 Another proposal, combining Town Hall, Municipal Chambers and Public Library, Feb 1926. *Modernising Devonport.*

Successive Councils discussed and planned how to get the project off the ground. In 1934 the proposed building included a hall, seating for 500, kitchen and supper room. It would also contain the Council

Chambers, offices, Library, Waitemata Power Board and Plunket. In June 1935 it was proposed to finance the building by:

- selling the site at 28 Victoria Road which had been bought in 1932 for the library;
- obtaining a 5% subsidy of cost from the Unemployment Board on the grounds that it would stimulate employment;
- using the Library funds of £1,100 and raising a loan of £6,000 at 3.5%.

The architects were to be H W L Bates and John Farrell. On revision the hall had been eliminated as it was too expensive. Voluminous protest was received from schools and clubs pleading for the hall to be included, however it was discovered that the hall would encroach on to Windsor Reserve and so could not be included.<sup>17</sup>

The problem festered on and early in 1936 the situation was critical. Of great concern to the Council was the fire risk in the existing wooden building. "Portions of the present Council chambers are over fifty years old, and the housing of so many valuable records in the old wooden building is a constant source of worry". New plans were commissioned which proposed the library and public facilities on the ground floor with the Council chambers and offices on the first floor. A brochure was published for four Loan Proposals:

- Street Works £15,000; Concrete Lining Mains £10,700; Municipal Buildings £7,000; Cheltenham Kiosk and Bathing Accommodation £4,000. All ratepayers and their wives were entitled to vote.<sup>18</sup> The accompanying drawing showed a building of Moderne style by H W Lloyd Bates and John Farrell. The Council had ensured that there would be no rates rise as the tenants - the Waitemata Electric Power Board, Library, and Plunket society would pay sufficient rents to cover the loan.



Figure 11 The Post Office building prior to being taken over by Council, 11 October 1936. AIML 3113.

The vote held on 1 May 1936 rejected the raising of the loan. The ratepayers were emphatic that the side streets should be permanently formed and in a proper state of repair before such a loan was raised.<sup>19</sup>

The Council was determined to try again, and a public meeting was held at the Masonic Hall on 20 October 1936. (fig.11) It was agreed to re-open the negotiations and the architects instructed to revise the plans and cost estimates. However, the matter was in abeyance for the next two years. In September 1938 Norman Wade was instructed to modify his 1936 plans. Although the floor area was reduced costs had risen in the meanwhile and estimated at £12,000. Again the proposed design showed a large imposing building well positioned on the site.<sup>20</sup> The Council applied to the Local Government Loans Board:

*The present buildings are inadequate, inconvenient, unsafe from a fire risk point of view, uncomfortable for members of the Council who had to attend meeting(s) and unhealthy for the Staff which has to work in the building.*<sup>21</sup>

Ratepayers wrote objecting to the raising of a loan without a ballot. The Loans Board approved the loan of £12,000 in June 1939 on condition the ratepayers were polled.<sup>22</sup>

Perhaps anticipating another citizen's rejection the Council was already investigating another solution. Early in 1937 the post office was erecting a new building in Victoria Road and the Council wrote enquiring what was intended for the old building.<sup>23</sup> They offered to buy the post office and Mr Bloomfield inspected the building.<sup>24</sup> The Post Office was unsure whether the building might be required for government business and it wasn't until May 1939 that tenders were called for the sale. The Council's first offer of £2,750 was considered insufficient and the purchase was made in August 1939 for £3,300.<sup>25</sup>

Mr Bloomfield's revised plans were accepted. The cost of conversion was estimated to be £4,250 which included £480 for central heating. Messrs. D & S Jack tendered for £4,770 and won the contract (Appendix).

The architect, William Swanson Reid Bloomfield ARIBA, ANZIA, FNZIA, Dip. Arch (Penn), was born in Auckland and studied in England, Europe and at the University of Pennsylvania. After service in the Royal Flying Corps during World War 1 he returned to New Zealand. He became a partner in Bloomfield and Hunt and in 1926 designed the Yorkshire Insurance Company Ltd in Shortland St., now housing the United States Consulate, and Queen's Arcade in 1927. He also designed Hotel Titirangi, now known as Lopdell House and the Station Hotel. He retired from practice in 1959.

The conversion of the building involved a complete remake of the façade. (fig.12,13) It changed from the cosy Edwardian exterior to the linear lines of Moderne. The public entrance moved from the southern end to the northern and windows added. The main staircase was dismantled and a new one built, along with complete re-arrangement of interior spaces. The ground floor was for public space and general offices while the Mayor, town clerks, engineers and building inspectors offices were located upstairs. The council chamber was also located on the first



Figure 12 Transforming the former Post Office into the new Devonport Municipal Chambers building, 1940. *Devonport Museum Collection*



Figure 13 Borough Council decorated for the Devonport VE Day Parade, *Pat Sherwood Collection*

floor and had a central skylight. The chamber, staircase, landing and upstairs corridor were all panelled in oak. The interior panelling and furniture were made by Mr Kenneth Fairgrave in his workshop at 28 Queens Parade.<sup>26</sup> They are now protected under the conditions of the listed building.

No opening ceremony accompanied the first meeting of the Devonport Borough Council in June 1940 as the Mayor Mr. Meikle considered it inappropriate in war time. He did however express his relief that the "*Council would not have to face another winter in the present draughty and dilapidated building*".<sup>27</sup> The old building would continue to be used for ambulance and Plunket Society work and local sports bodies, as a Centennial memorial for the district.<sup>28</sup>

The 'new' civic building had at last become a reality. Although it was somewhat over the estimates at £8,000, it had not been necessary to raise a loan. £5,100 had come from the sale of sections at Narrow Neck to the Government for housing and the balance was from revenue.<sup>29</sup>

For the next forty years, until amalgamation, the building served the Devonport Borough Council. Additions were made as more office space was required for council officers. In 1970 an extension to the building for the Building Inspectors Office at the rear of the first floor cost \$5,000. In June 1987 further alterations to the rear of the first floor were carried out.<sup>30</sup>

The richly appointed Council Chamber has been witness to the struggles of innovative and determined Borough Councils and Devonport citizens:

- Rejection of the Marineland proposal for Windsor Reserve.
- Rejection of Mt Victoria cable car
- Rejection of the Ngataranga Bay Marina which resulted in Devonport being the first Borough to be sued.
- Independent Devonport fight against amalgamation into North Shore City.
- The introduction of a public forum before Council meetings won an award.
- Declaration of Nuclear Free Borough.
- Heritage Protection measures.
- Tree Protection measures.
- First Borough to introduce cycle ways.

In 1986 Devonport Borough proudly celebrated its centenary. After a long and well-fought struggle Devonport lost the battle with the Local Government Commission to remain a Borough and was amalgamated into North Shore City Council in 1988. The Municipal building became a Service Centre with reduced staff. The Council chamber continues to be used as the venue for Devonport Community Board and other North Shore City meetings, and the room was re-arranged retaining the same furniture. The mayoral chair on a platform beneath the Queen's portrait was moved to the north wall and the councillors deep leather chairs turned appropriately. The sign 'Devonport Borough Council' was painted out and the steel and perspex canopy was added to the front façade. (fig.14)



Figure 14 Council Building today, Salmond Reed 2001

The plaque of the crest of the Devonport Borough Council on the front wall was donated in 1984 by Richard Tongs who was Deputy Town Clerk in the early 1980s. Many of the Council artifacts are on display in the Devonport Library.

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22. NCCA DBC 112/122.
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## CULTURAL HERITAGE SIGNIFICANCE

### GENERAL APPROACH

The cultural significance of a building or place comes from an appreciation of its physical character and from an understanding of its associations over time with persons and events. The nature and scope of this significance can be assessed on the basis of a number of characteristics - for example: the extent to which a building demonstrates design and/or construction techniques or knowledge of the time; or whether the building has aesthetic significance due either to its uniqueness, or its being representative of commonly held ideas of beauty, design and form; or whether the building or site has clear association with particular events or persons in history. Such analysis will account, not only for the overall significance of the place, but also for the contribution to that significance made by its constituent parts or some part of its setting.

The general approach used in this study for an assessment of the significance of the Devonport Municipal Building is adapted from the method proposed in J.S. Kerr's 1996 edition of *The Conservation Plan*. It relies on an examination of the building's architectural character, immediate context, an understanding of its place in the development of Auckland and of the associations of the building and site over time.

It is the nature of history that buildings evolve over time, and a history of change and addition develops which explains its historic use. These changes, while altering original constructed features, nonetheless add further layers of meaning and significance, which form part of the understanding of the value of the building or structure - ie. a measure of the cultural value of the building to the community at large.

### STATEMENT OF SIGNIFICANCE

The *Devonport Municipal Building* is a place of considerable significance in Auckland because of the following:

- Its associations with successive Mayors, Councillors, and ratepayers of Devonport;
- Its previous use as a purpose-built Post Office building with accommodation for the Postmaster and his family;
- Its associations with the architects Edward Bartley and William Bloomfield;
- Its associations with the development of Devonport Borough and its more recent battle to remain independent;
- Its largely intact and remodelled condition including interior finishes;
- Its collection of original purpose-built oak furniture and seating;
- Its contribution to the urban main street streetscape of the Devonport townscape.

### IDENTIFICATION OF SIGNIFICANT FEATURES

The preceding statement gives a general account of the significance of the *Municipal Building, Devonport* and its immediate surroundings. It is, however, desirable to identify individual parts of the building which contribute to (or detract from) that significance, and to give some measure of the *relative* contribution of each part. The purpose in making such an evaluation is to assist the development of a sound understanding of the building and its parts and, in the light of this understanding, to set out a reasonable and sustainable policy for its conservation, as well as its continuing use and adaptation. It will also

assist Council during the Resource Consent Process.

These assessments are necessarily made without particular regard to the practical considerations which must be acknowledged when developing conservation strategies - that is to say, the absolute *worth* of each element is considered rather than the practical consequences of its conservation. Consequently, the policy implication of a given assessment may not be invariably capable of practical application. The assessments remain, however, a key factor in determining policies for the treatment of principal elements and individual features in the building. As a general principle, items or features which have been added since completion of the building have been assessed as having minor significance.

The value of each part of the building may be defined by an assessment of its cultural significance. Value is by definition a subjective view, but it is susceptible to reasonably dispassionate analysis. It is most useful to assess the contribution made to the building as a whole by each major interior and external space or element. These in turn are made up of numerous constituent parts which may add to or detract from the net value of the relevant space or element.

In the assessment which follows, values are assigned to principal features, spaces or external elements of the building. These values are partially a result of expert judgement, but are principally informed by the findings of the research outlined earlier in this report, together with an intimate knowledge of the building and its history. Criteria which are taken into account in this assessment are those suggested by J.S. Kerr, and include the following:

#### **HISTORIC SIGNIFICANCE**

Whether a feature, element, or the building as a whole can be deemed to have significance, through its place in history or historic associations

#### **FUNCTIONAL SIGNIFICANCE**

Whether the item's particular function in the building helps to explain the use of the building.

#### **TECHNICAL SIGNIFICANCE**

The extent to which an item demonstrates design and/or construction techniques or knowledge of the time.

#### **AESTHETIC SIGNIFICANCE**

Whether the item has aesthetic significance due to its contribution to the overall unity of the design of the building.

#### **HERITAGE SIGNIFICANCE**

The degree to which the element or space as a whole can be said to have a heritage value comprised of the above qualities. This is the assessed cultural significance of that space or element.

### **ASSESSMENT VALUES**

The following schedule assigns values to principal elements individual features and spaces of the building including its setting, using a graduated scale of relative significance. It is acknowledged that in some instances 'intrusive' elements may be necessary for the present use of the building as a place of public access and for code compliance. Where a feature is considered to be hostile to conservation values in the building, the term 'intr' - intrusive - is used.

Primary spaces or building elements are assessed in UPPER CASE while components of such spaces or elements are assessed in lower case. The tabulation schedule uses five categories which have consequential conservation policy implications summarised as follows (terms are those defined in the *ICOMOS New Zealand Charter* refer **Appendix**) -:

#### **A, a** *items of exceptional significance*

Items or spaces which should be preserved and protected at all costs. Only processes of **maintenance, stabilisation, restoration, reconstruction** or **reinstatement** are appropriate for such features.

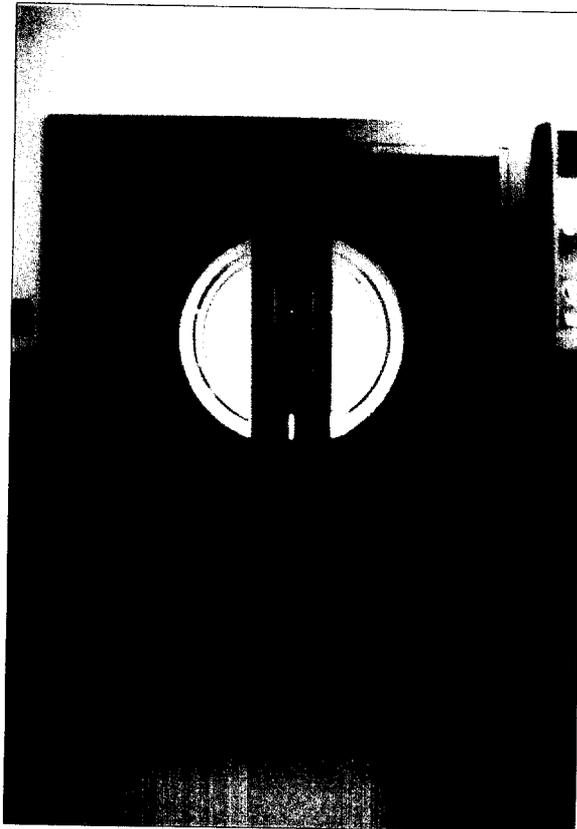
#### **B, b** *items of some significance*

Retention is preferred, but modification may be justified where there is no conflict with items of higher heritage

value. Removal of such items may be justified where this assists the recovery of overall significance.

**C, c** *items of little significance or not relevant*  
May be retained for functional reasons where there is no conflict with items of significance. Retention or removal of such items are options.

**intr** *items which are intrusive on conservation values*  
Should be replaced or concealed if practicable, where this will assist the recovery of heritage significance.



**Figure 12** Doors to the Council Chamber are considered to be of exceptional significance *Salmond Reed 2001*



Figure 13 The setting in Victoria Road. *Salmond Reed 2001*

## TABULATION OF CULTURAL SIGNIFICANCE

### *SITE / SETTING*

A

Assessment of items immediately surrounding the site of the building is intended to direct the development appropriate to the support or enhancement of the cultural significance of the *Devonport Municipal Building*.

views of the building from Victoria Road

a

streetscape quality (building line and proportion to neighbouring buildings)

a

The following site features are assessed according to whether an historic relationship with the site has been established or can be reasonably inferred from physical evidence.

rear wing (formerly toilets) (c1940)

b

ramp and steps to the front

intr

open rear area

a

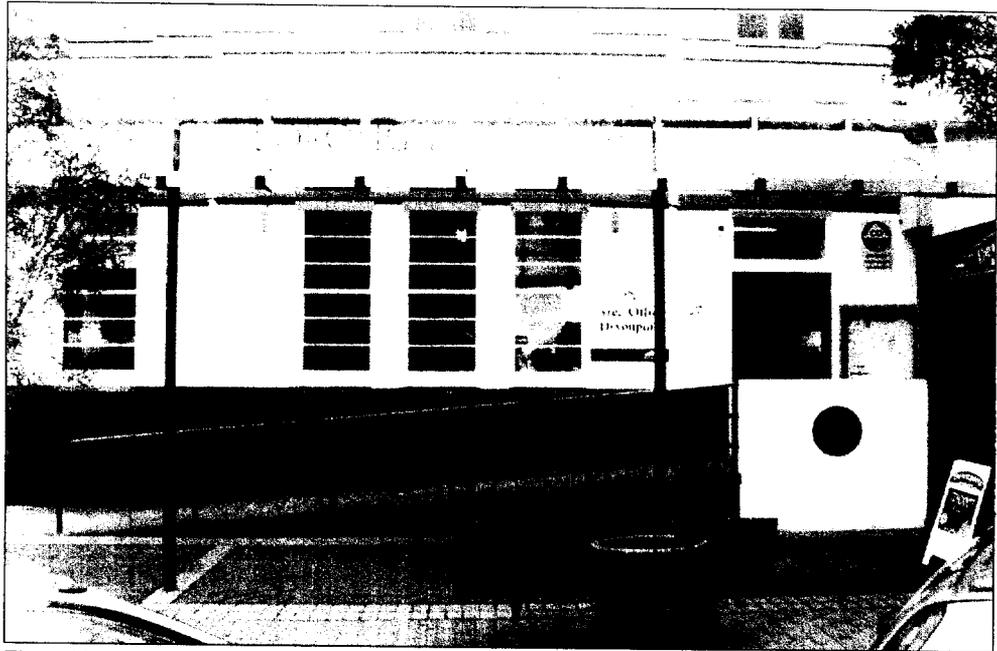


Figure 14 Main street elevation. *Salmond Reed 2001*

**SIGNIFICANT FEATURES**

**EXTERIOR FEATURES**

**WALL ELEVATIONS**

**A**

The external walls are crucial architectural elements of the building and establish its architectural form and character. The main elevation facing Victoria Road has the most significance as it expresses the formality and importance of Council business. The public relates primarily to this facade, the others being hidden from view. It is where the majority of the defining architectural characteristics are concentrated.

Specific features which have a bearing on cultural significance that are common to all wall elevations include:

- brick walls (1908) a
- plastered wall surfaces (1908 & 1940) a
- timber window joinery (1940) a

Features specific to each elevation include:

**East (Street Front) Elevation**

**A**

- timber double leaf front door a
- moulded plaster string courses a
- triple-light windows and frames including moulded architraves a
- flagpole a
- entrance with fanlight over c
- first floor glazed aluminium shutters intr
- glazed canopy intr

**South (Secondary Side) Elevation**

six-light window sashes and frames to the south side (1908)  
side door

B  
a  
b

**West Elevation**

no specific significant elements

B

**INTERIOR FEATURES**

The majority of the building was constructed in 1908 of rendered double-brick and is in a sound condition. In 1940 its interior was substantially altered in order to accommodate its change of function from a Post Office to the Devonport Borough. The building was extended at that time by enclosing the rear verandah and incorporating the former battery room, toilets and wood store into the plan. The arrangement and functions of rooms were significantly altered to provide for various new Council operations. A new main staircase to the Council Chamber on the first floor was added, and the secondary rear stair was replaced and relocated, and modern interior design replaced the old Arts and Crafts finishes.

Of the original building, the walls and strong room remain intact. Elements of the former downstairs bedroom can be seen in the former records room, and may still be present above the lowered ceiling in the rear toilet. Architraves to some of the rooms at the rear of the building (former Traffic Inspector's and enquiry offices) are of the moulded timber villa type. These rooms were completed on or after the 1940s remodelling and the architraves are not consistent with those used in the rest of the interior at that time. They were possibly recycled from the earlier detached structure at the rear.

Furniture was ordered especially for the newly refurbished building in 1940. This included oak desks and chairs, leather chairs for the Council Chamber, and shelving. Much of this furniture still remains in the building and is in good condition.

Since the 1940s alterations there have been a number of further changes to the interior, particularly to the entrance and ground floor public spaces. The lobby has been altered to incorporate a set of glazed sliding doors in the entrance lobby, a door which closes off the main staircase to the first floor, and a further set of doors into the public enquiries office. (fig.16) This open-plan office has built-in counters which separate the public from the rest of the main office area.

On the first floor an addition to the rear of the former Building Inspector's office (1970) links to the 1940 extension originally used as a Drawing Office.

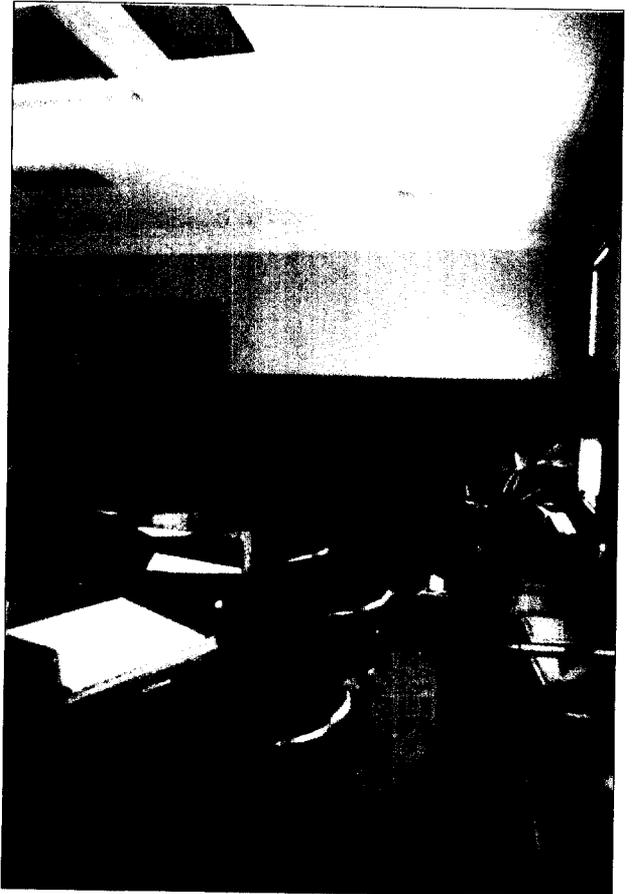


Figure 15 The oak furniture in the Council Chamber *Salmond Reed 2001*

Specific common features which have a bearing on cultural significance that are common to all interiors include:

- rendered wall surfaces (paint finished) b
- original ceilings and plaster cornices (1940) a
- stained oak timber skirtings and architraves (1940) a
- radiators c
- original light switches (1940) c
- exposed electrical conduit intr
- fluorescent light fittings intr

### GROUND FLOOR

#### Entrance Lobby B

The lobby, moved to this position in 1940, has been altered several times since then. The ceiling has been lowered and original partitioning removed. The staircase was originally open to this space and has now been separated from it by a glazed door. Entry into the public office is via a set of doors angled into the west corner. (fig. 16) Specific elements that effect the significance of this space are:

- post 1940 doors and door frames c
- lowered ceiling intr
- glazed sliding entrance doors intr

#### General Office B

The general office is a large open plan area with a partition down the south side of the space creating four offices. This partitioning is half-height along the two offices in the centre, and full wall height for the other two. The position of the original walls (1908) can be seen at ceiling level where two beams cross the width of the room. Later wall partitioning has been scribed around the plaster cornices of these beams. Specific elements that effect the significance of this room are:

- fitted timber counters, shelving c
- partitioning c
- lowered softboard ceiling over entry intr
- under-stair cupboard door a
- panelled doors to rear corridor and records room (timber veneer on one side, intr) a



Figure 16 View from entrance lobby into the General Office  
Salmond Reed 2001

**Offices (south side of General Office)**

**B**

The partitioning to these office spaces has been altered since 1940. Half-height partitions consisting of glazed rimu framing are a later addition or replacement. Windows generally have been glazed with bubble or ridged glass. (fig. 17) Specific elements that effect the significance of this room are:

- |                       |             |
|-----------------------|-------------|
| windows and frames    | <b>b</b>    |
| later partitioning    | <b>c</b>    |
| air-conditioning unit | <b>intr</b> |

**Former Enquiry Office**

**B**

This space was originally a separate office which had an external door opening from the south alleyway. This door is still present, however access into the room is via a sliding door in the east wall from the General Office and was made at a later stage. The room has a further doorway into the adjacent corridor which has since been blocked up with shelving. A door to the next room in the west wall has been filled in. Evidence of its original position can be seen in the skirting board. Architraves in this room may possibly be from the original 1908 room. Specific elements that effect the significance of this room are:

- |                          |          |
|--------------------------|----------|
| moulded architraves      | <b>a</b> |
| windows and frames       | <b>b</b> |
| later partitioning       | <b>c</b> |
| 6-panelled exterior door | <b>a</b> |

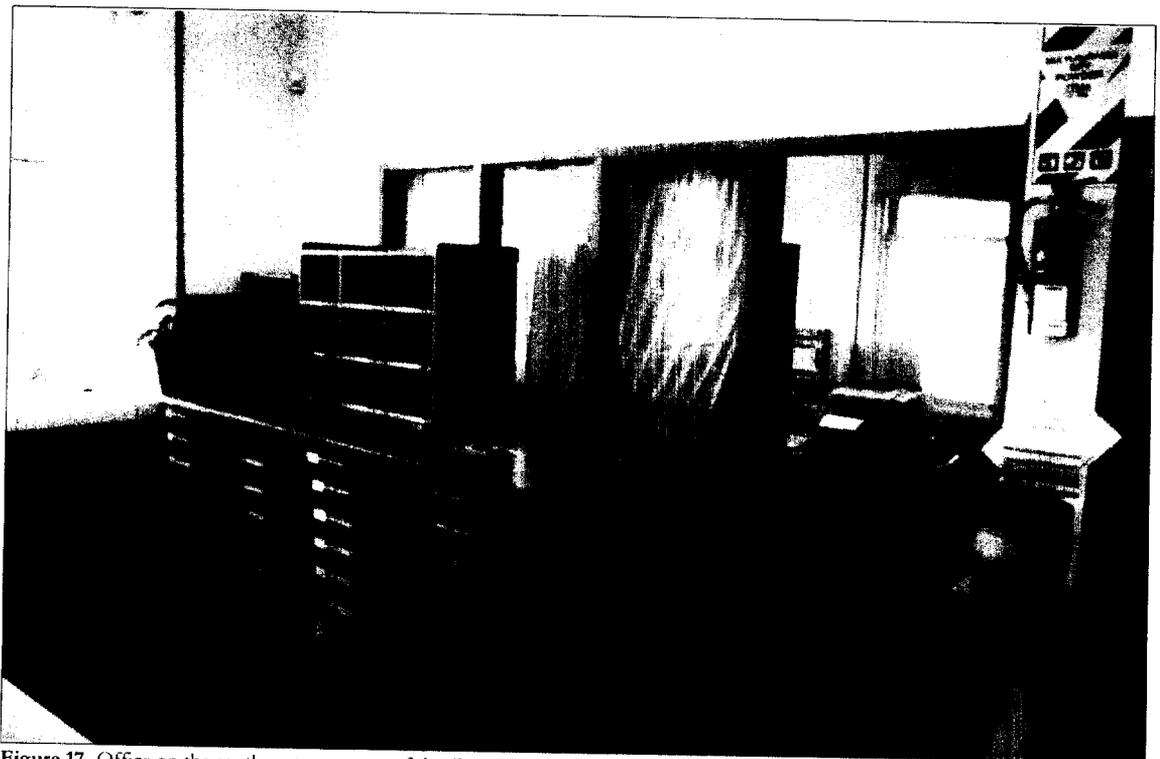


Figure 17 Office on the south-eastern corner of the General Office *Salmond Reed 2001*

**Former Records Room****A**

This room was originally a bedroom dating from the original 1908 building. It was converted into a Records room in the 1940 remodelling, however much of the original fabric remains, including skirtings, architraves, and a pressed metal ceiling complete with cornice, decorative leaf plates at the corners, and a central ceiling rose. The room was divided in two by the addition of a partition wall on the west, with the space on that side forming part of the women's toilet which was accessed from the corridor at the rear of the General Office. The addition of this partition has meant that the records room has no window to the exterior. Entry into the records room from the General Office is via a short passage which has been formed by a masonry partition to the south. It is not known when this was constructed as it was not drawn on the 1940s plans. During these alterations a new steel door and frame was fitted to the existing timber door frame into the room. The original moulded architraves have been cut through to fit the steel hinges. The room was fitted out with shelving, and a dark brown linoleum covers the floor, probably dating from 1940. There appears to have been some water leaking into this room as the ceiling has rusted in places. On the north wall is a large area where plaster has flaked off, possibly due to damp. Specific elements that effect the significance of this room are:

skirtings and architraves (1908)  
 pressed metal ceiling, cornice, ceiling rose (1908)  
 steel door, frame, and hinges (1940)  
 linoleum floor covering (1940)

**a**  
**a**  
**a**  
**b**



**Figure 18** The Records room pressed metal ceiling *Sammond Reed*  
 2001

**Strong Room****A**

This room was originally constructed as a strong room for the Post Office and hasn't changed its function since. During the 1940s alterations shelving was added. There has been some later cement plaster patching to the wall in the south-west corner of the room. The floor is covered with brown linoleum matching that in the Records room. (fig. 16) The light switch to this room is located out in the General Office. Specific elements that effect the significance of this room are:

steel door (1908)  
 light switch  
 linoleum floor covering (1940)

**a**  
**a**  
**b**

**Rear Corridor**

**B**

This corridor was part of the 1940 extension to the rear of the building, which created access to the rooms added on to the south and north. At the time the partition was added between the Records room and this space, a further door opening was made from the General Office allowing access into this corridor. A new staircase to the first floor was also added at this time. Specific elements that effect the significance of this room are:

- moulded architraves to south wing offices & store room **b**
- timber staircase (1940) **a**
- panelled exterior door **b**
- panelled under-stair cupboard door **b**

**Staff Room (Former Traffic Inspector's Office)**

**C**

This room was added to the building in the 1940s alterations. It is now a staff room and has been fitted with a sink and stainless steel bench unit with cupboards above. French doors open out onto the rear grassed area. Specific elements that effect the significance of this room are:

- panelled door **b**
- kitchen units **d**
- French doors **d**

**Store Room (Former Women's Lavatory)** **C**

This room was created as the result of a partition dividing the former bedroom. It has a lowered ceiling and the original pressed metal ceiling is probably still above this. An door on the west wall opens into the toilet. Specific elements that effect the significance of this room are:

- panelled door & door furniture **b**
- moulded plaster dado to toilet **b**

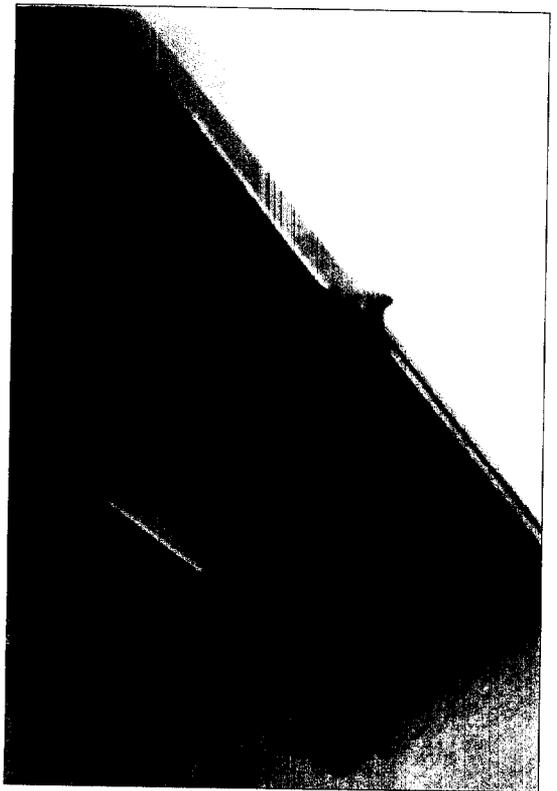


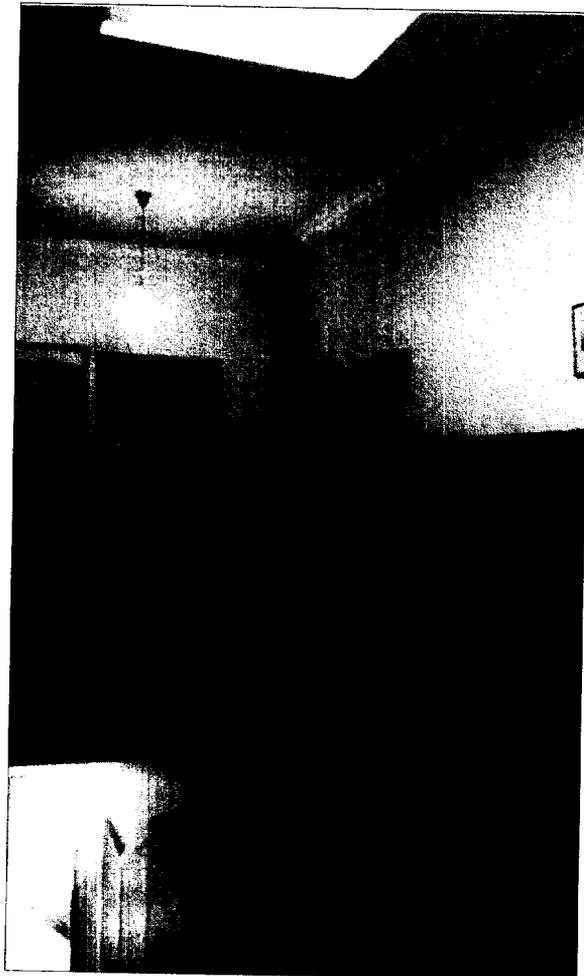
Figure 19 Rear staircase *Salmond Reed 2001*

**Main Staircase, Landing and First Floor Corridor**

**A**

The main staircase to the first floor was constructed in 1940. Prior to this, access to the first floor was via a staircase opening from the rear verandah. The reason for this was that the first floor was originally accommodation for the Postmaster and his family, so the private stair was required to be located away from the public entrance. The later main staircase was originally open to the entrance lobby, but at some stage a door was added so that access could be restricted as required. Stained oak panelling up the staircase, around the first floor landing and the corridor reflects the importance and formality of this main entry into the Council Chamber. Specific elements that effect the significance of this space are:

- |   |      |
|---|------|
| stained oak panelling                         | a    |
| glazed door at foot of stair                  | b    |
| timber handrail                               | a    |
| laylight in ceiling                           | b    |
| plaster cornice                               | b    |
| lowered section of ceiling (at foot of stair) | intr |



**Figure 20** Oak panelled main staircase and first floor landing *Salmond Reed 2001*

**Council Chamber**

A

The Council Chamber was constructed in 1940 and opens through doors located off the landing. The room is panelled in stained oak and has a centrally located laylight with ventilators to allow natural light and ventilation in to the space and is a distinctive feature. Along the west wall is a raised section of the floor with three oak framed leather-upholstered benches. A further two benches are arranged along the south and east walls. These presumably provided seating for the public. The room is furnished with oak desks, tables and leather upholstered chairs. These date from 1940 and were specifically bought for the building. The elements in this room are intact and original. Specific elements that effect the significance of this space are:

stained oak panelling  
glazed double doors  
laylight in ceiling  
plaster cornice moulding

a  
a  
b  
b

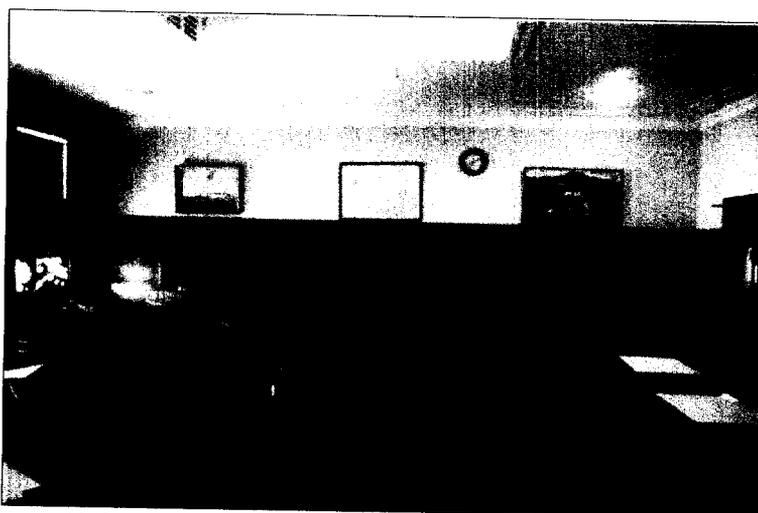


Figure 21 Council Chamber showing the benches and laylight *Salmond Reed 2001*

**Former Mayor's Office**

B

This room has been reduced in size from its original dimensions in order to create a further office, possibly for a secretary or receptionist, between it and the former Town Clerk's office. It is not known when this alteration was carried out. Specific elements that effect the significance of this space are:

stained oak veneer door and door furniture

b

**Office**

C

This room has been created by removing the former wall separating the Mayor's and Town Clerk's Offices, and constructing two new walls encompassing two windows. The position of the original wall can be seen at ceiling level.

**Former Town Clerk's Office**

B

This room has been reduced in size from its original dimensions in order to create the adjacent office. Specific elements that effect the significance of this space are:

built-in book shelves and cupboards  
light fitting

b  
intr

**Former Building Inspector's Office**

B

The door in the east wall, opening from the landing has been altered to incorporate glass panels. The original door has been replaced and the opening has been moved from its original location. A later addition to the rear of the building can be accessed from this room also. Specific elements that effect the significance of this space are:

glazed wall

d

**Rear Stair Landing and Toilet**

B

The rear staircase landing opens to two offices along the south side of the building and a toilet to the west. The toilet spaces and fittings are largely original and intact. Two skylights, one in the toilet ceiling, the other over the staircase are later additions to the spaces. Specific elements that effect the significance of this space are:

timber balustrade  
skylights  
mosaic tile flooring to toilet  
WC pan and wash basin  
moulded plaster dado to toilet  
panelled door and door furniture

a  
d  
b  
b  
b

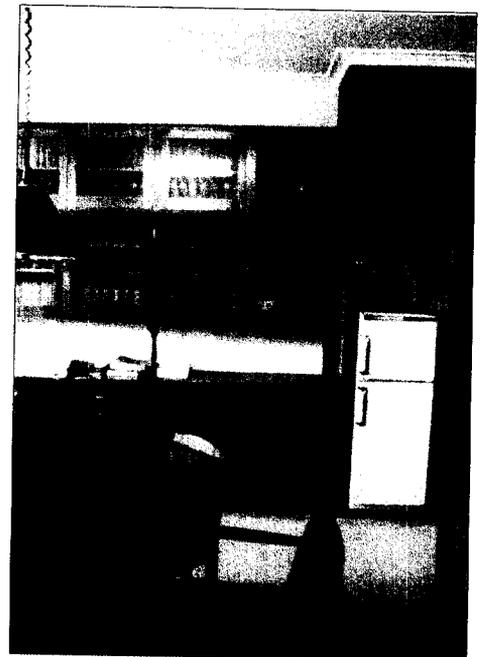


Figure 22 Former Town Clerk's office *Salmond Reed 2001*

**Former Engineer's Office**

B

This room was added in the 1940 alterations and is largely intact. A glazed opening to the adjacent office has been added. Specific elements that effect the significance of this space are:

panelled door and door furniture  
glazed wall opening

c  
d

**Former Drawing Office**

B

This room was added in the 1940 alterations and is largely intact. A door has been added into the north wall to allow access into the later rear addition to the building. Specific elements that effect the significance of this space are:

panelled door and door furniture

c

**Storeroom**

C

This room was added in 1970. Two original window openings from the adjacent toilet are exposed in the east wall lining.

**Devonport Municipal Building Furniture**

A

The original furniture was purpose made for use in the Borough Council Building. The contract for their construction was carried out by local master cabinet maker Kenneth Fairgray. This work was undertaken in his backyard factory at 28 Queens Parade. From family records Fairgray carried out work for the Council between 1933 and 1962. The present description and position of the furniture is as follows:

**General Office**

- 1 oak plan chest with 6 drawers
- 1 (oak?) stool (tall with plant on it)

**Side office**

- 1 oak desk

**Enquiry office**

- 2 oak desks
- 1 oak-framed fabric-upholstered chair (upright dining type) not original fabric

**First floor landing**

- 2 plan chests, 1 5-drawer, 1 6-drawer (confirm if original)
- 1 oak desk
- 2 oak-framed leather-upholstered chairs with round backs

**Council Chamber**

- 3 oak desks
- 2 oak tables
- 9 oak one-person desks with sloping tops (fig.23)
- 5 oak benches with leather upholstered seats
- 11 oak-framed leather-upholstered chairs with round backs
- 7 oak-framed fabric-upholstered chairs (upright dining type) not original fabric

**Mayor's Office**

- 1 oak desk
- 1 oak-framed leather-upholstered chair with round back

**Secretary's Office**

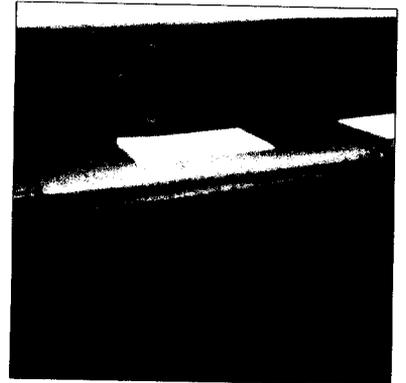
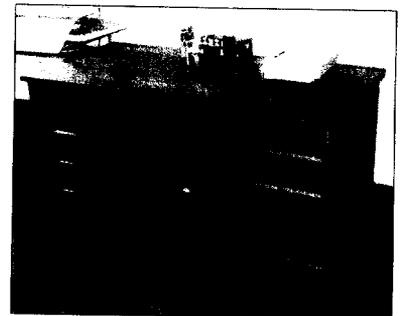
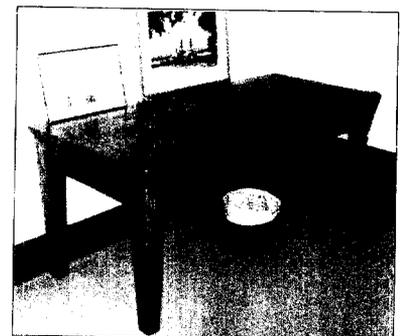
- 1 oak desk (fig.24)

**Town Clerk's Office**

- 1 oak table (desk?)
- 7 oak-framed fabric-upholstered chairs (upright dining type) not original fabric

**Engineer's Office**

- 1 oak desk (fig.25)

Figure 23 Council Desk, *Salmond Reed 2001*Figure 24 Oak Desk, *Salmond Reed 2001*Figure 25 Oak Table, *Salmond Reed 2001*

## CONSERVATION APPROACH

### GENERAL

The purpose of a section is to clearly set out a course of action which takes account of all relevant constraints and requirements which affect the building, which recognises its intrinsic significance, which is sustainable and which is capable of being successfully implemented. This approach should also be recognised by heritage authorities as the basis upon which all consents should be considered.

The strategies set out in this section derive from an understanding of the building's provenance, its present condition, and the assessments of cultural significance set out earlier. These policies should, therefore, guide the conservation of the former Council Building, all further development on the site and all on-going maintenance and repair of the building including its immediate surrounds. The recommended strategies have the following principal objectives:

- the preservation and enhancement of the intrinsic character of the former Council Building and its component parts - including its immediate setting;
- the management of the design and location of any alteration or additions to the building including its setting should be carried out so its significance is not unnecessarily diminished;
- the maintenance of the essential character and appearance of the building in order to retain its most significant developed form, and to address present and long term physical deterioration;
- the discreet incorporation of necessary new works or elements which will enable the building and its immediate surrounds to continue to be used for the purpose for which it was designed, as a Municipal building, with minimal loss of its cultural significance;

- the establishment and implementation of a conservation and maintenance process which will manage the on-going repair and restoration of damaged, deteriorated or missing elements;
- to ensure that all administrative, design and maintenance decisions for the building are based on sound conservation practices and on expert professional advice.

In order to ensure that cultural heritage values are properly and successfully preserved over time, it is essential that internationally and nationally recognised techniques and methodologies for conservation should be adopted and implemented in a systematic way. The recommendations of this study are based on such methods and techniques and these are recognised by the New Zealand Historic Places Trust and as acceptable international conservation practice. The following general policies are advanced to guide the conservation process:

#### Policy 1.1

All adopted conservation policies should be based implicitly on the *ICOMOS New Zealand Charter* for the Conservation of Places of Cultural Heritage Value. (see Appendix)

#### Policy 1.2

The Statement of Cultural Significance and the associated detailed assessments should be acknowledged as a basis for overall and detailed planning for all maintenance, repair and conservation of fabric including the planning of new work.

#### Policy 1.3

The conservation policies are of value only if they are formally adopted by those responsible for the on-going care and maintenance of the building and only if a process is adopted to ensure their implementation and periodic review.

## USE OF THE FORMER COUNCIL BUILDING

The building was originally constructed as a Post Office for Devonport and was renovated between 1936 and 1940 to accommodate its new use as the *Devonport Borough Council Building*. It has been used for this purpose since this time and after Devonport's amalgamation with North Shore City has operated as a ward area office.

The continuing use of the building may, however, conflict in part with the need to conserve it intact, as some minor alterations may be required to adapt it for its continued use as a public building.

The building has undergone some change as a result of its use as a Council building.

Because of its historic significance, the building merits preservation in a form which as far as possible does not alter its present architectural form. The building remains operational and continues to be used for its function as a Municipal building. Its use is an important part of the building's significance and it is desirable that this function as a public building continues.

It is therefore appropriate that the primary purpose of the building remains as a Municipal building.

The suitable continued use for the building will be that which enables it to continue to be used with minimum physical change while allowing ongoing activity.

In order that the building continue indefinitely to serve its primary purpose while preserving heritage values intact, the following conservation policies are proposed:

### Policy 3.1

The conservation policies proposed in this document should guide all works on the building which are concerned with repair, maintenance or new work.

### Policy 3.2

The building should continue to be used for its present function or similar.

### Policy 3.3

No use should be considered which will intrude on the principal heritage elements of the building or lead to its whole or partial subdivision.

### Policy 3.4

All planning decisions should be made in the context of an integrated development plan for the building including its immediate surroundings and should be subject to a formal periodic review process.

Where changes are required to accommodate the new functional requirements of the building, it is recommended that these should:

### Policy 3.5

Require minimum physical change to the building in general, and especially to the principal features and elements identified in this report as having cultural significance;

### Policy 3.9

Original fittings associated with the building, if located, should be retained insitu where possible.

### Policy 3.10

All original furniture should be catalogued and their locations monitored regularly (yearly) and photographed. This should include a regular assessment of condition.

## STATUTORY PROCEDURES AND APPROVALS

The public interest in the property is asserted by its inclusion in the schedule of historic buildings in the North Shore City Proposed District Plan as Category A (no. 31/291).

The inclusion as a scheduled item under the Proposed District Plan obliges the Council to regulate all works on the building in the public interest and ensure the maintenance of cultural heritage values.

Certain obligations are imposed by the *Building Act 1991*. It is likely that the building falls short of some of the provisions of the Act, and the

changes would be difficult to achieve without substantial effect to the original building. Where this is the case appropriate exemption should be sought from the Council and that any changes are made in this respect they should be reversible and should not compromise heritage values.

Council has responsibility under the Resource Management Act to manage the historic resources of the district. The Council is also expected to act with due regard when exerting its power under the **Building Act** "in the case of an existing building, any special historical or cultural value of that building." **Sec.47(j)** This section allows the Council to exercise its discretion in terms of code compliance for historic buildings. The following policies are recommended:

**Policy 4.1**

Copies of development and conservation proposals should be lodged with special interest groups with specific interest in the effects of the planning process on the building.

**Policy 4.2**

If necessary specific exemption should be sought from compliance with those provisions of the *Building Act* which relate to disabled access where such change will otherwise result in non-reversible change to the building or damage to parts of the building or with cultural heritage significance.

## MANAGEMENT OF THE BUILDING

The primary challenge of a conservation programme for the building is to balance the demands of sound conservation principles against the needs associated with continuing use.

In addition to conservation repairs carried out as outlined below, a programme of planned ongoing maintenance is essential to ensure the continuing stability of all features of historic significance and the continued well-being of the building structure and . Measures to eliminate physical shortcomings should be consistent

with sound conservation practice and the principles of the *ICOMOS New Zealand Charter*. The following policies are, therefore, recommended for conservation maintenance of the building and its immediate surroundings:

**Policy 5.1**

All causes of physical deterioration of original building fabric should be identified and arrested and measures taken to reinstate it where possible

**Policy 5.2**

All techniques used for the repair of the building should, as far as practicable, be founded in traditional technologies (consistent with its overall well-being) with recourse to modern technological intervention only where this can be wholly concealed or reversible, and where demonstrably indispensable for its continued satisfactory maintenance. These processes should be consistent with sound conservation practice and with the principles of the *ICOMOS New Zealand Charter*,

**Policy 5.3**

A planned programme of systematic maintenance for the building, and their immediate surroundings, should be commissioned and adopted. Following its implementation, such a plan should be regularly monitored and reviewed at intervals of no greater than five years.

## CONSERVATION OF SIGNIFICANT FEATURES AND FABRIC

The Former Council Building is a result of a substantial refurbishment of the earlier Devonport Post Office. Over this time it has acquired a patina of use and appearance which epitomises the natural character and ambience of heritage buildings of this type.

The present building is largely intact is suffering from some deferred and inappropriate maintenance. As with many buildings of its age, it has suffered from localised material decay mitigated partially by the soundness of its original design and construction. Conservation maintenance and repair of the building

including exterior and interior should be undertaken as part of any refurbishment of the building.

The present arrangement of the building (c1939) has been modified over time, most notably interior refurbishment undertaken between 1960 and the 1970s.

Original parts of the building are intrinsically valuable and conservation of these should aim to intervene as little as possible, and then, only where necessary for their physical preservation, protection or essential ongoing use. Where it is necessary to carry out maintenance or repair of historic fabric or to remove or replace any part of the building's structure for this purpose, the following policies should apply:

#### Policy 6.1

The essential architectural character of the building should be preserved and restored intact, and any new alteration or upgrading must not in any way diminish that character;

#### Policy 6.2

The form and appearance of the Former Council Building should be retained as it was built in 1940.

#### Policy 6.3

Except as anticipated in policy 5.2, all fabric which is original to the building and or which is identified as having cultural significance value A, should remain as part of the building and should be conserved. For such items, processes of **maintenance, stabilisation, restoration, reconstruction** or **reinstatement** should be employed in their conservation. Category B items may be **adapted** to new uses.

#### Policy 6.4

Original or significant fabric should only be removed when there is no practicable appropriate alternative, and only that which is absolutely necessary for the ongoing use of the building.

#### Policy 6.5

Any significant original features which have been altered, removed or lost should, where practicable, be reinstated, or refurbished, consistent with the above Policy.

#### Policy 6.6

Significant materials which are removed should be recorded, catalogued and safely stored until reinstated, or until relocated in an appropriate alternative location in the building.

#### Policy 6.7

Significant original parts of the building should only be replaced with new material where:

- a. the original material is structurally unsound, or no longer performs its intended function, or is a hazard,
- b. the material is so badly decayed or damaged that its appearance will be unacceptable,
- c. the behaviour of the material or element has a deleterious effect on other materials or elements, or on the building as a whole,
- d. building elements no longer fulfill their intended purpose or fall seriously short of modern standards of safety.

A maintenance plan is commissioned so as to programme to eliminate physical shortcomings which is consistent with sound conservation practice and the principles of the *ICOMOS New Zealand Charter*.

## THE SURROUNDS

The immediate streetscape of the former Council Building is also of historic interest because of their association with the urban development of the main street.

The following strategies are recommended for the on-going conservation maintenance of the building's immediate surrounds:

**Policy 7.1**

The surrounds of the former Council Building should be maintained in their present configuration.

**CONSERVATION EXPERTISE AND PRACTICE**

The conservation of historic buildings requires special skills and training in the analysis and evaluation of heritage fabric. It also demands the sensitive and knowledgeable application of modern technologies combined with an understanding of traditional forms of building construction. This work has become the domain of the specialist professional. Similarly, contract methods, site practices and construction techniques for conservation works require higher than usual standards of skill and care, which will not be typical of the construction industry as a whole.

The following strategies are proposed to encourage a coordinated approach to the management of the Former Council Building and its surrounds as an historic building and as a place of cultural significance:

**Policy 8.1**

All work concerned with the conservation of historic elements in the building and surrounds should be carried out under the direction of an architect with recognised training, specialist skills and proven experience in conservation design and technology.

**Policy 8.2**

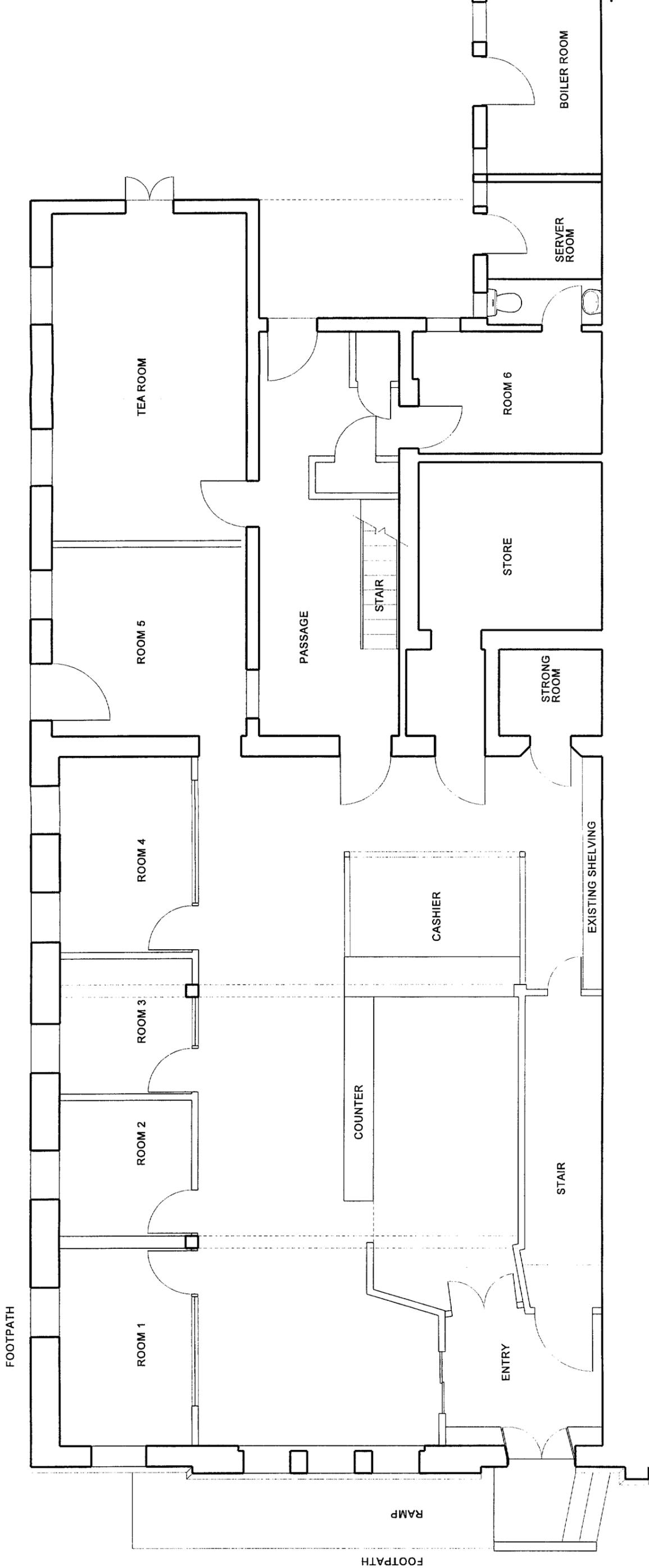
There should be continuity and consistency of relevant conservation advice for all work on the building and interior finishes including furniture.

**Policy 8.3**

The selection of contractors and other advisors for work on the building, and in their immediate surrounds should be limited to firms, consultants or tradespersons with proven expertise in their respective fields. This should extend to contract management and administration.

## APPENDIX

Devonport Area Office, ground floor Plan, May 2001  
Devonport Borough Council Building, Proposed Alterations, June/July 1987  
Devonport Borough Council Chambers, New Glazed Canopy, Feb. 1985  
Devonport Borough Council Chambers, New Layout, Jan. 1977  
Devonport Borough Council Building, Proposed alterations, Feb. 1969  
ICOMOS New Zealand Charter



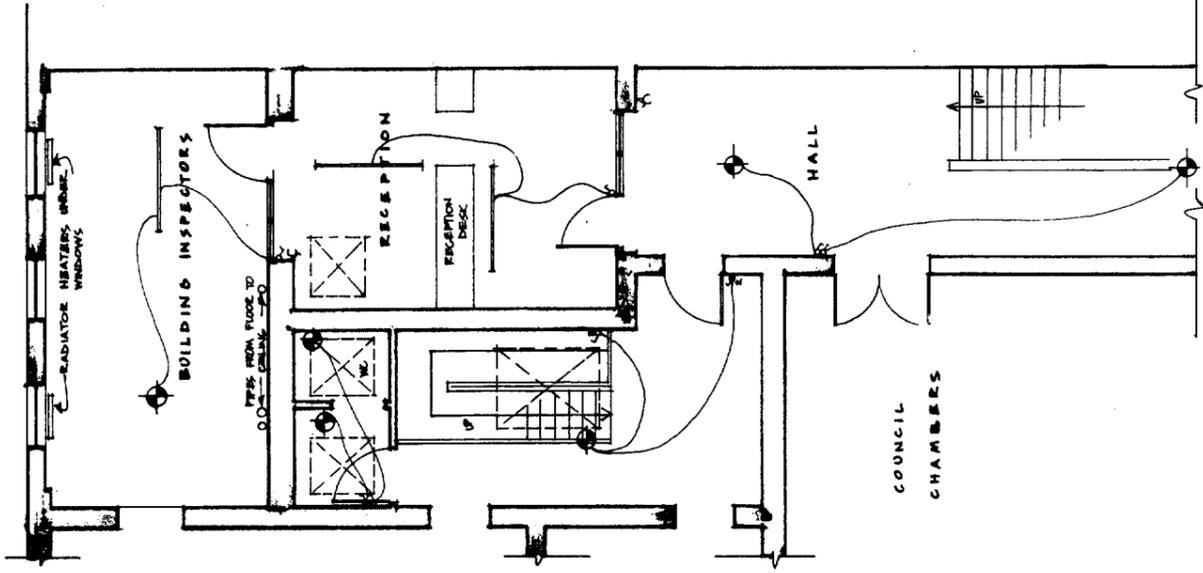
JOB NO: 1008  
 DRAWING NO: 1008  
 DATE: MAY 2001  
 DRAWN BY: [blank]  
 CHECKED BY: [blank]

DEVONPORT AREA OFFICE  
 DEVONPORT  
 DRAWING TITLE: EXISTING FLOOR PLAN  
 SCALE: A1 SIZE 1:50

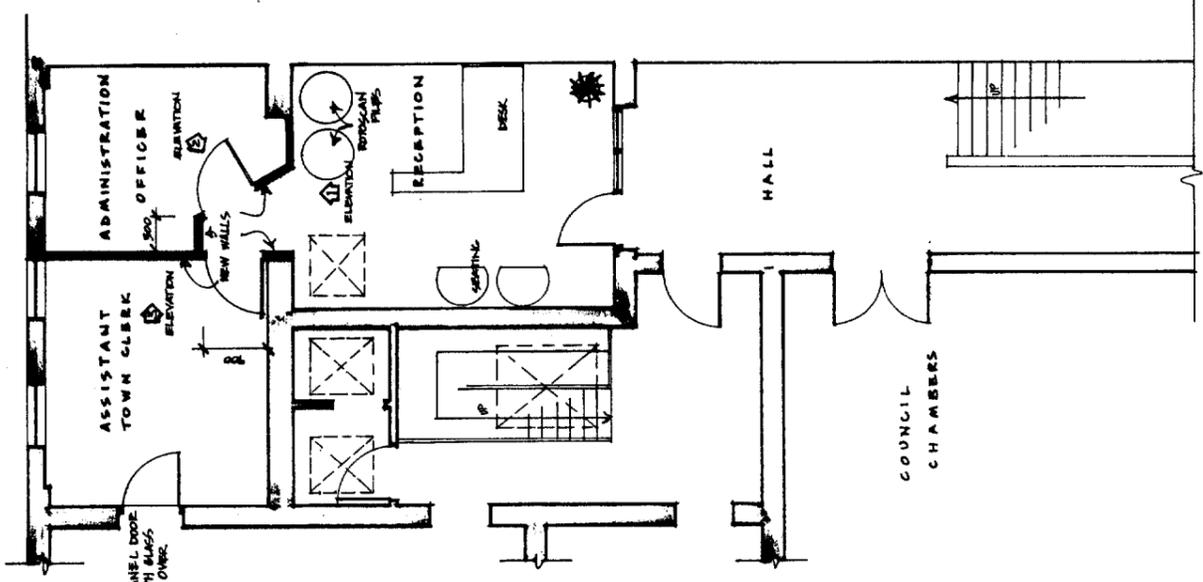


**SALMOND ARCHITECTS**  
 54 VICTORIA ROAD  
 DEVONPORT  
 AUCKLAND 1389  
 NEW ZEALAND  
 PH (04-9) 443 4945  
 FAX (04-9) 443 4111  
 salmond@xtra.co.nz

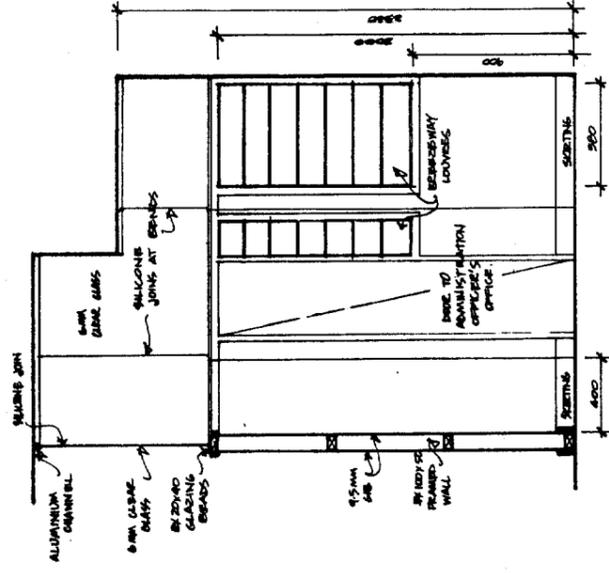
NO	DATE	ISSUE



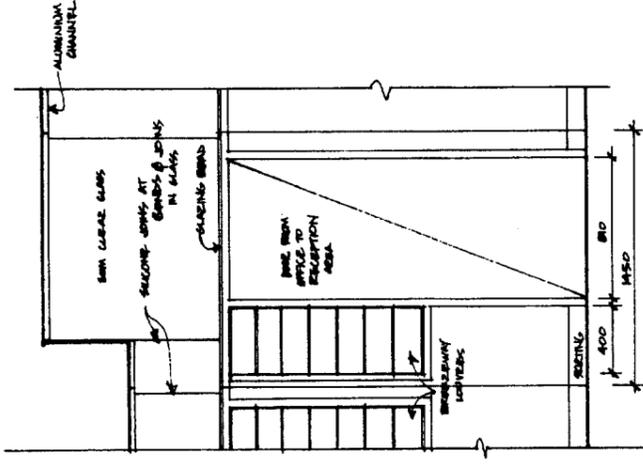
EXISTING FLOOR PLAN



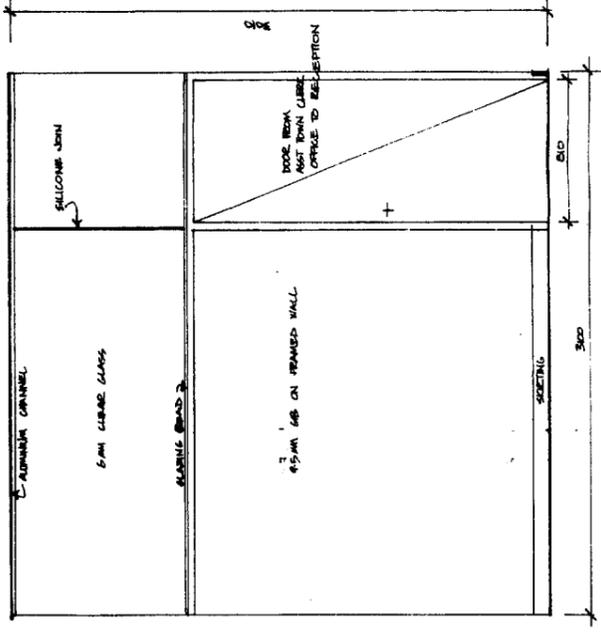
PROPOSED FLOOR PLAN



ELEVATION 1



ELEVATION 2



ELEVATION 3

**DEVONPORT BOROUGH COUNCIL**  
**OFFICE ALTERATION**

**SMITH GRANT AND ASSOCIATES**  
178 CALLIOPE ROAD, AUCKLAND 9 PH. 09 482240  
15 WATER STREET, P.O. BOX 300, WHANGAREI PH. 098 812778  
**REGISTERED AND CHARTERED ARCHITECTS**

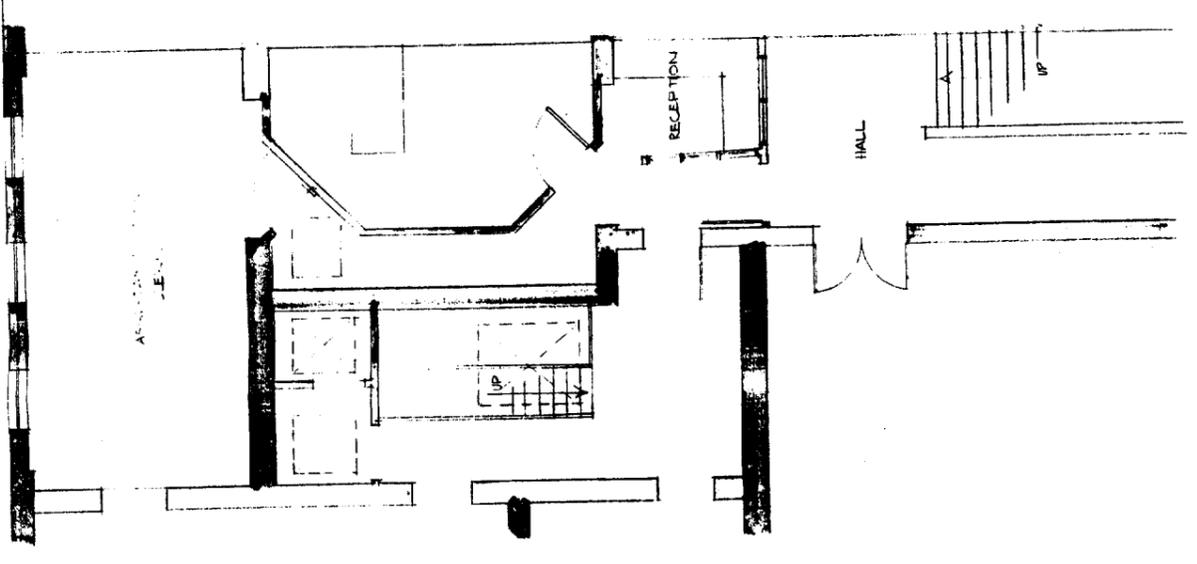
DRAWN: J.P. GIBSON  
TRACED: J.P. GIBSON  
DATE: JULY 1987  
SCALE: 1:50 1:20  
C/1118

**PLANS & ELEVATIONS**

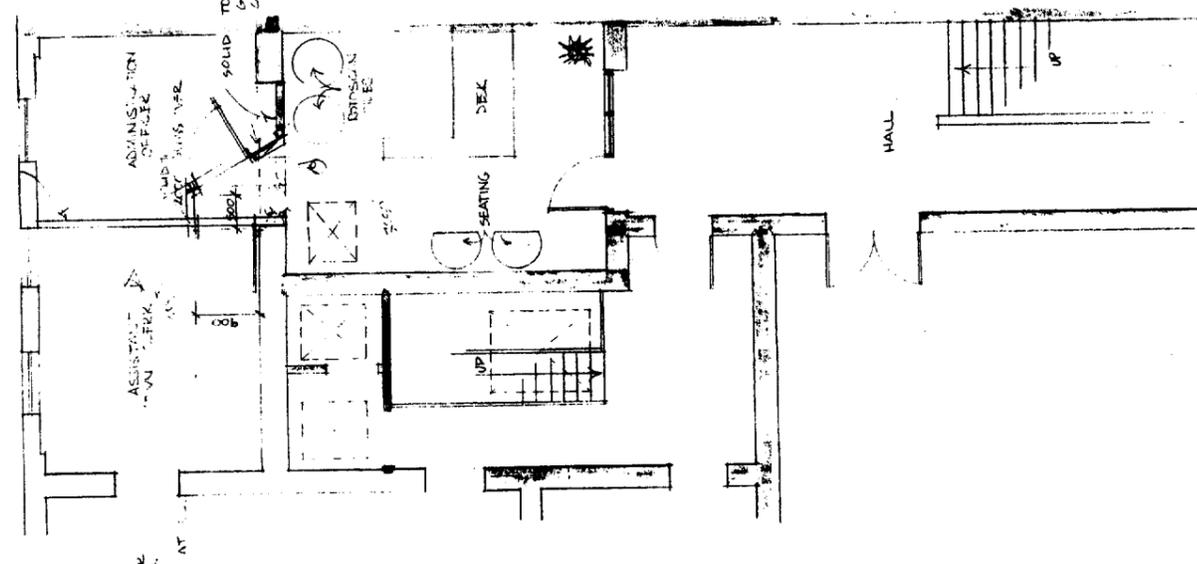
JOB NO. **8713**

SHEET NO. **AO1**

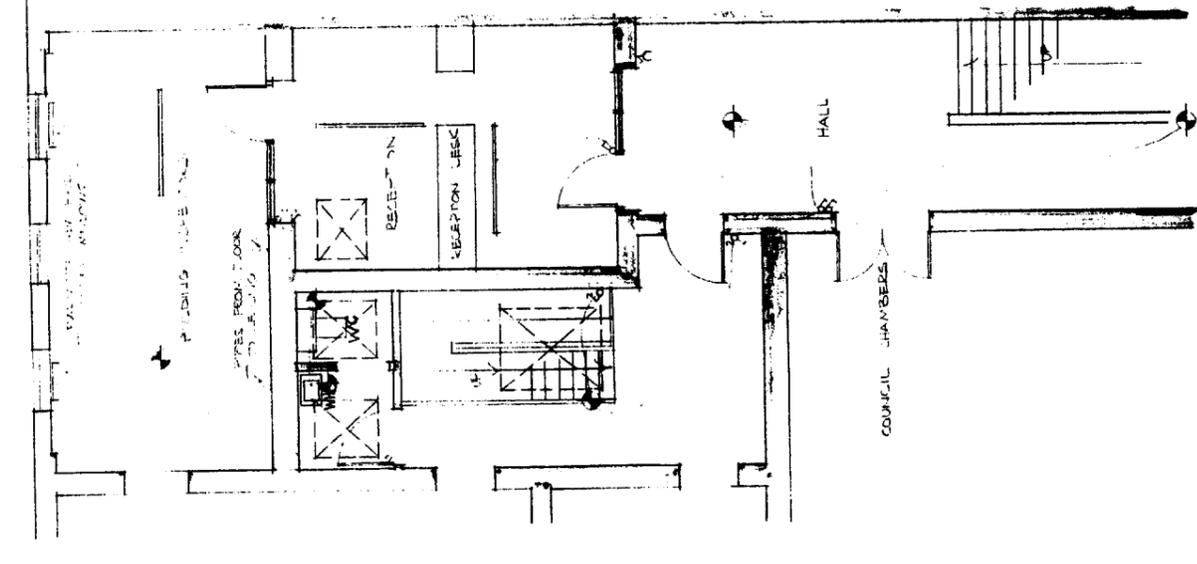




OPTION 2



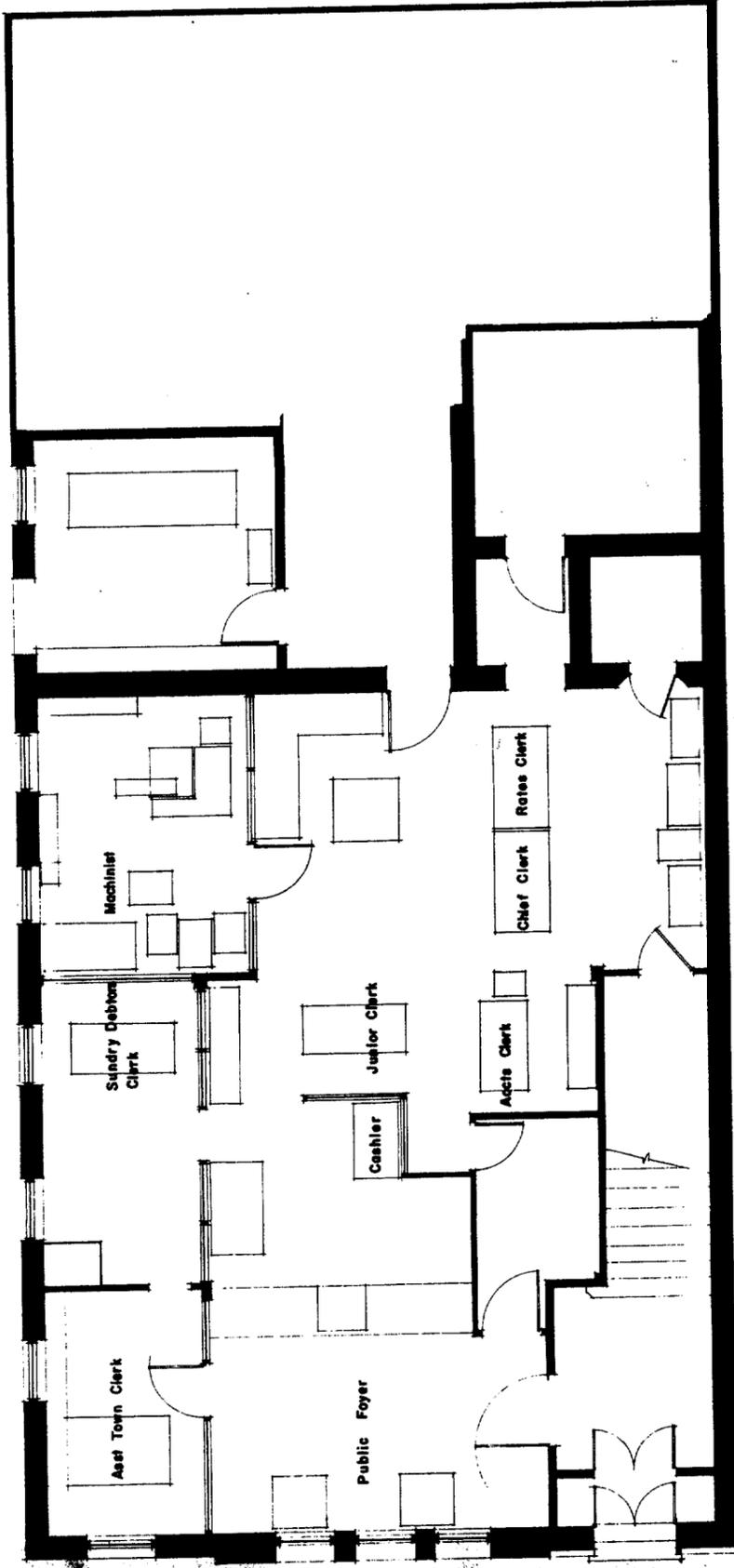
OPTION 1



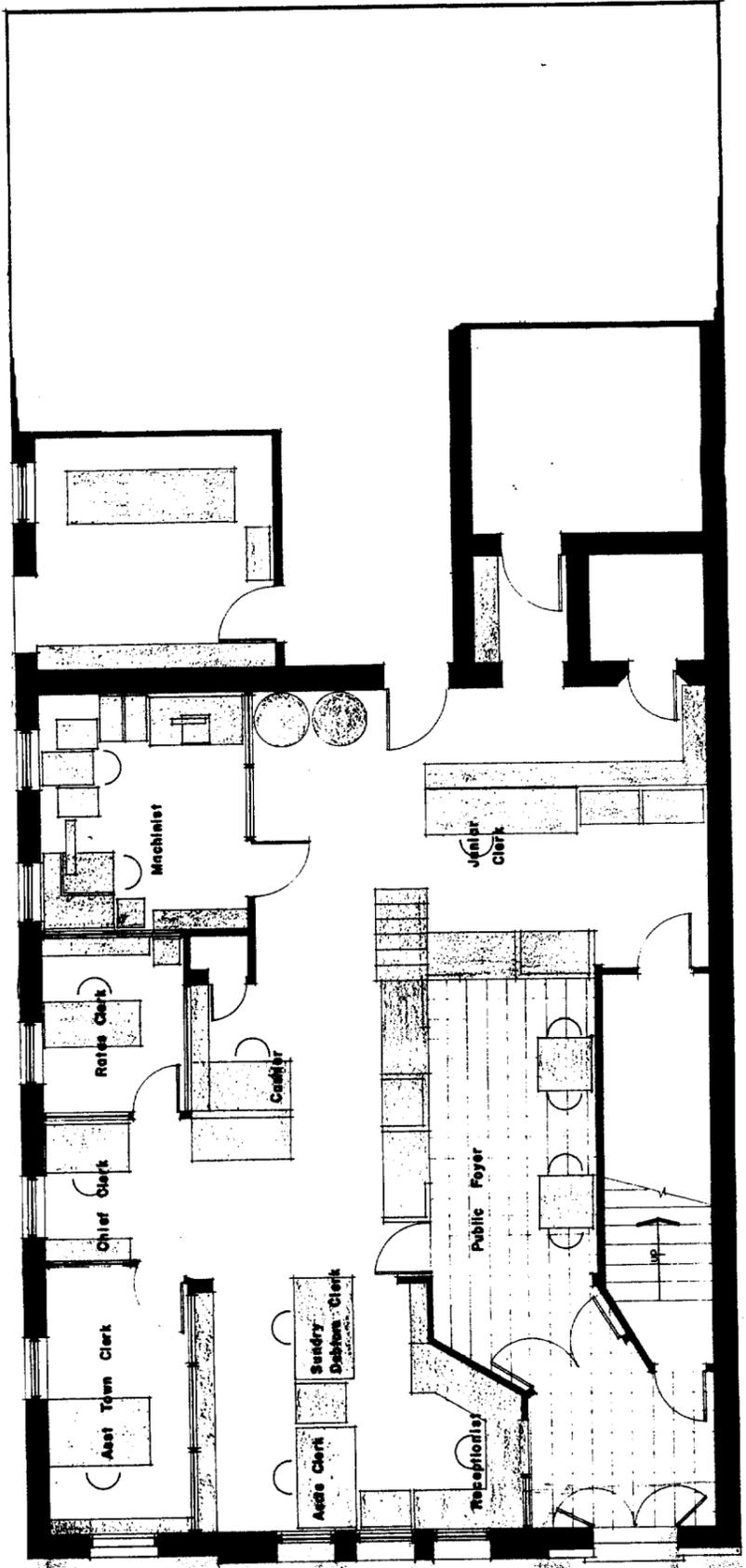
EXISTING FLOOR PLAN

**DEVONPORT BOROUGH COUNCIL**  
**OFFICE ALTERATION**

<b>SMITH GRANT AND ASSOCIATES</b>	<b>SKETCH DESIGN</b>	<b>JOB NO.:</b>	<b>SHEET NO. A01</b>
178 CALLOP ROAD, AUCKLAND 8.	DRAWN: P. GIBSON	DATE: JUNE 57	CITY:
18 WATER STREET, P.O. BOX 306, WHANGAREI.	TRACED: P. GIBSON	SCALE: 1:50	
REGISTERED AND CHARTERED ARCHITECTS			



EXISTING FLOOR PLAN



PROPOSED FLOOR PLAN

57





# ICOMOS NEW ZEALAND CHARTER FOR THE CONSERVATION OF PLACES OF CULTURAL HERITAGE VALUE

## PREAMBLE

New Zealand retains a unique assemblage of places of cultural heritage value relating to its indigenous and its more recent peoples. These areas, landscapes and features, buildings, structures and gardens, archaeological and traditional sites, and sacred places and monuments are treasures of distinctive value. New Zealand shares a general responsibility with the rest of humanity to safeguard its cultural heritage for present and future generations. More specifically, New Zealand peoples have particular ways of perceiving, conserving and relating to their cultural heritage.

Following the spirit of the International Charter for the Conservation and Restoration of Monuments and Sites (the Venice Charter 1966), this charter sets out principles to guide the conservation of places of cultural heritage value in New Zealand. It is intended as a frame of reference for all those who, as owners, territorial authorities, tradespeople or professionals, are involved in the different aspects of such work. It aims to provide guidelines for community leaders, organisations and individuals concerned with conservation issues. It is a statement of professional practice for members of ICOMOS New Zealand.

Each section of the charter should be read in the light of all the others. Definitions of terms used are provided in section 22.

Accordingly this charter has been adopted by the New Zealand National Committee of the International Council on Monuments and Sites at its meeting on 7 March 1993.

## 1. THE PURPOSE OF CONSERVATION

The purpose of conservation is to care for places of cultural heritage value, their structures, materials and cultural meaning. In general, such places:

- (i) have lasting values and can be appreciated in their own right;

- (ii) teach us about the past and the culture of those who came before us;

- (iii) provide the context for community identity whereby people relate to the land and to those who have gone before;

- (iv) provide variety and contrast in the modern world and a measure against which we can compare the achievements of today; and

- (v) provide visible evidence of the continuity between past, present and future.

## 2. INDIGENOUS CULTURAL HERITAGE

The indigenous heritage of Maori and Moriori relates to family, hapu and tribal groups and associations. It is inseparable from identity and well-being and has particular cultural meanings.

The Treaty of Waitangi is the founding document of our nation and is the basis for indigenous guardianship. It recognises the indigenous people as exercising responsibility for their treasures, monuments and sacred places. This interest extends beyond current legal ownership wherever such heritage exists. Particular knowledge of heritage values is entrusted to chosen guardians. The conservation of places of indigenous cultural heritage value therefore is conditional on decisions made in the indigenous community, and should proceed only in this context. Indigenous conservation precepts are fluid and take account of the continuity of life and the needs of the present as well as the responsibilities of guardianship and association with those who have gone before. In particular, protocols of access, authority and ritual are handled at a local level. General principles of ethics and social respect affirm that such protocols should be observed.

## 3. CONSERVATION PRACTICE

Appropriate conservation professionals should be involved in all aspects of conservation work. Indigenous methodologies should be applied as

Conservation projects should include the following:

- (i) definition of the cultural heritage value of the place, which requires prior researching of any documentary and oral history, a detailed examination of the place, and the recording of its physical condition;
- (ii) community consultation, continuing throughout a project as appropriate;
- (iii) preparation of a plan which meets the conservation principles of this charter;
- (iv) the implementation of any planned work; and
- (v) the documentation of any research, recording and conservation work, as it proceeds.

## GENERAL PRINCIPLES

### 4. CONSERVATION METHOD

Conservation should:

- (i) make use of all relevant conservation values, knowledge, disciplines, arts and crafts;
- (ii) show the greatest respect for, and involve the least possible loss of, material of cultural heritage value;
- (iii) involve the least degree of intervention consistent with long term care and the principles of this charter;
- (iv) take into account the needs, abilities and resources of the particular communities; and
- (v) be fully documented and recorded.

### 5. RESPECT FOR EXISTING EVIDENCE

The evidence of time and the contributions of all periods should be respected in conservation. The

material of a particular period may be obscured or removed if assessment shows that this would not diminish the cultural heritage value of the place. In these circumstances such material should be documented before it is obscured or removed.

### 6. SETTING

The historical setting of a place should be conserved with the place itself. If the historical setting no longer exists, construction of a setting based on physical and documentary evidence should be the aim. The extent of the appropriate setting may be affected by constraints other than heritage value.

### 7. RISK MITIGATION

All places of cultural heritage value should be assessed as to their potential risk from any natural process or event. Where a significant risk is determined, appropriate action to minimise the risk should be undertaken. Where appropriate, a risk mitigation plan should be prepared.

### 8. RELOCATION

The site of an historic structure is usually an integral part of its cultural heritage value. Relocation, however, can be a legitimate part of the conservation process where assessment shows that:

- (i) the site is not of associated value (an exceptional circumstance); or
- (ii) relocation is the only means of saving the structure; or
- (iii) relocation provides continuity of cultural heritage value.

A new site should provide a setting compatible with cultural heritage value.

### 9. INVASIVE INVESTIGATION

Invasive investigation of a place can provide knowledge that is not likely to be gained from any other source. Archaeological or structural investigation can be justified where such evidence is about to be lost, or where knowledge may be significantly extended, or where it is necessary to establish the existence of material of cultural heritage value, or where it is necessary for conservation work. The examination should be

carried out according to accepted scientific standards. Such investigation should leave the maximum amount of material undisturbed for study by future generations.

## 10. CONTENTS

Where the contents of a place contribute to its cultural heritage value, they should be regarded as an integral part of the place and be conserved with it.

## 11. WORKS OF ART AND SPECIAL FABRIC

Carving, painting, weaving, stained glass and other arts associated with a place should be considered integral with a place. Where it is necessary to carry out maintenance and repair of any such material, specialist conservation advice appropriate to the material should be sought.

## 12. RECORDS

Records of the research and conservation of places of cultural heritage value should be placed in an appropriate archive and made available to all affected people. Some knowledge of places of indigenous heritage value is not a matter of public record, but is entrusted to guardians within the indigenous community.

# CONSERVATION PROCESSES

## 13. DEGREES OF INTERVENTION

Conservation may involve, in increasing extent of intervention: non-intervention, maintenance, stabilisation, repair, restoration, reconstruction or adaptation. Where appropriate, conservation processes may be applied to parts or components of a structure or site.

Re-creation, meaning the conjectural reconstruction of a place, and replication, meaning to make a copy of an existing place, are outside the scope of this charter.

## 14. NON-INTERVENTION

In some circumstances, assessment may show that any intervention is undesirable. In particular, undisturbed constancy of spiritual association may be more important than the physical aspects of some places of indigenous heritage value.

## 15. MAINTENANCE

A place of cultural heritage value should be maintained regularly and according to a plan, except in circumstances where it is appropriate for places to remain without intervention.

## 16. STABILISATION

Places of cultural heritage value should be protected from processes of decay, except where decay is appropriate to their value. Although deterioration cannot be totally prevented, it should be slowed by providing stabilisation or support.

## 17. REPAIR

Repair of material or of a site should be with original or similar materials. Repair of a technically higher standard than the original workmanship or materials may be justified where the life expectancy of the site or material is increased, the new material is compatible with the old and the cultural heritage value is not diminished. New material should be identifiable.

## 18. RESTORATION

Restoration should be based on respect for existing material and on the logical interpretation of all available evidence, so that the place is consistent with its earlier form and meaning. It should only be carried out if the cultural heritage value of the place is recovered or revealed by the process.

The restoration process typically involves reassembly and reinstatement and may involve the removal of accretions.

## 19. RECONSTRUCTION

Reconstruction is distinguished from restoration by the introduction of additional materials where loss has occurred. Reconstruction may be appropriate if it is essential to the function or understanding of a place, if sufficient physical and documentary

evidence exists to minimise conjecture, and if surviving heritage values are preserved. Reconstruction should not normally constitute the majority of a place. Generalised representations of typical features or structures should be avoided.

## 20. ADAPTATION

The conservation of a place of cultural heritage value is usually facilitated by it serving a socially, culturally or economically useful purpose. In some cases, alterations and additions may be acceptable where they are essential to continued use, or where they are culturally desirable, or where the conservation of the place cannot otherwise be achieved. Any change, however, should be the minimum necessary and should not detract from the cultural heritage value of the place. Any additions and alterations should be compatible with original fabric but should be sufficiently distinct that they can be read as new work.

## 21. INTERPRETATION

Interpretation of a place may be appropriate if enhancement of public understanding is required. Relevant protocol should be complied with. Any interpretation should not compromise the values, appearance, structure or materials of a place, or intrude upon the experience of the place.

## 22. DEFINITIONS

For the purposes of this charter:

*adaptation* means modifying a place to suit it to a compatible use, involving the least possible loss of cultural heritage value

*conservation* means the processes of caring for a place so as to safeguard its cultural heritage value

*cultural heritage value* means possessing historical, archaeological, architectural, technological, aesthetic, scientific, spiritual, social, traditional or other special cultural significance, associated with human activity

*maintenance* means the protective care of a place

*material* means physical matter which is the product of human activity or has been modified by human activity

*place* means any land, including land covered by

water, and the airspace forming the spatial context to such land, including any landscape, traditional site or sacred place, and anything fixed to the land including any archaeological site, garden, building or structure, and any body of water, whether fresh or seawater, that forms part of the historical and cultural heritage of New Zealand

*preservation* means maintaining a place with as little change as possible

*reassembly* (anastylosis) means putting existing but dismembered parts back together

*reconstruction* means to build again in the original form using old or new material

*reinstatement* means putting components of earlier material back in position

*repair* means making good decayed or damaged material

*restoration* means returning a place as nearly as possible to a known earlier state by reassembly, reinstatement and/or the removal of extraneous additions

*stabilisation* means the arrest of the processes of decay

*structure* means any building, equipment, device or other facility made by people and which is fixed to the land

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ENGLISH LANGUAGE TEXT FIRST PUBLISHED 1993

BILINGUAL TEXT

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# North Shore City Heritage Inventory

Attachment B



3 Victoria Road  
Devonport

<b>ID</b>	00291	<b>Category</b>	A	<b>Use</b>	Commercial	<b>DPMAP</b>	32A
<b>Material 1</b>	Brick	<b>Condition</b>	Good	<b>Cultural Heritage</b>	High	<b>Streetscape</b>	High
<b>Material 2</b>		<b>Integrity</b>	Good				

## Construction Dates

**From** 1908      **To** 1940      **Alteration Date(s)** 2002

## Legal Description

**Zoning** Special Purpose - Com

## Architect/Designer/Contractor

The original Devonport Post Office was designed by the Public Works Department. The design to convert the building for use by the Devonport Borough Council was undertaken by W. S. R. Bloomfield of architects Bloomfield and Hunt. The original building was constructed by Ebenezer Morris, and altered for municipal use by D & S Jack.

## Architectural Style

Originally Edwardian Free Classical, but remade as Moderne in 1940

## Reference Sources

Devonport Commercial Area Heritage Study

'Municipal Building, Victoria Road, Devonport: Heritage Assessment'. Salmond Reed Architects, 2001 (First draft).

## NZHT Listing

Not registered by the NZ Historic Places Trust, although within an area previously identified by the Trust as the 'Devonport Historic Area', but now considered to be a 'deficient registration'.

## Significant Elements

1940 form, materials and detailing.

## Extent Of Listing

Building only

## History

The building which became the Devonport Borough Council buildings started life as the Devonport Post Office, after its completion in 1908 on a site formerly owned by Oliver Mays, which had previously been occupied by buildings housing Mr Wadell's confectionary and Benjamin Lane's bakery. Residential occupation of the site dated back to at least the 1870s.

In 1908 the Devonport Post Office was constructed to a design by the Public Works Department, at a cost of 2,159 pounds. Stylistically, this building followed the typical approach to post offices in the Edwardian era, with an aesthetic influenced by the Queen Anne style, but it also demonstrated the growing influence of the Edwardian Baroque style, which found its full flowering in large and slightly later examples such as the Auckland Chief Post Office, designed by John Campbell.

Shortcomings related to the size of the site and the finished building in Devonport caused concern as soon as the building was opened, and it was replaced by a larger building in the Moderne style, on the opposite side of Victoria Rd, within 30 years. This later building, now adapted for other uses, is at 10 Victoria Rd.

Grand schemes for new municipal buildings at Devonport had been under consideration since shortly after the turn of the twentieth century, in recognition of the inadequacy of the small wooden council building dating from 1887. In 1902 E. W. Allison, the Mayor of Devonport, proposed a building to house a post office, telegraph facilities, a telephone exchange, municipal offices and a library. A scheme was drawn up by local architect Edward Bartley, but this did not find favour with The Chief Post Master, who sought to retain the separation of Government and Municipal Affairs. Another scheme for new Municipal Chambers in Maritime Square, designed by Bartley some years later also remained unbuilt, as did a further scheme in the 1920s. Progress was not made until the Government agreed to relinquish the now disused 1908 former Post Office building. In 1940, this building was converted to house the Offices and Council Chamber of the Borough of Devonport, to the design of W. S. R. Bloomfield, of Auckland architects Bloomfield and Hunt.

Local body amalgamation in 1989 saw the Borough of Devonport become part of the New North Shore City. After that time, the Devonport Community Board met in the former Council Chamber, which also continued to be used for hearings. In 2002 the ground floor of the building was altered to accommodate a visitors centre.

## Statement of Significance

ARCHITECTURAL SIGNIFICANCE

## 3 Victoria Road Devonport

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In its current form (which is highly modified from its original 1908 form) this building is an example of the Moderne style. Perhaps due to restrictions imposed by the planning and form of the existing building, its façade does not have the same dynamic character as some examples of the Moderne style, but as completed as the Devonport Borough Council building, this building is a competent example of design in the late Inter-War period. Although architect William Bloomfield had inspected the building for the Council as early as 1937, the Councils revised bid for the building was not accepted until August 1939, on the eve of the Second World War. By this time, the optimism which underpinned earlier Moderne designs had been lost as the world descended into another widespread conflict, and the Moderne style was in decline.

Before Auckland-born William Bloomfield joined the Royal Flying Corps during the Great War, he had studied in England, Europe and at the University of Pennsylvania, where he obtained a Diploma in Architecture. In 1926, as a partner in the firm of Bloomfield and Hunt, he designed a building for the Yorkshire Insurance Company in Shortland St. The following year he designed the Queen's Arcade. He was also the architect for Hotel Titirangi, now known as Lopdell House, and the Station Hotel.

As originally constructed, the building had an Edwardian Free Classical style, but also demonstrated the influence of styles such as Queen Anne Revival and Arts and Crafts, and the early English tradition on which the Arts and Crafts movement built. This style was less ornate and visually heavy than the contemporaneous Edwardian Baroque style, and more suited to smaller commercial centres and suburban settings. The eclecticism demonstrated in this building was common in the early years of the twentieth century.

### HISTORICAL SIGNIFICANCE

The historical significance of this building begins with its first life as the Devonport Post Office in the period 1908 to 1937. A new façade was added and extensive reconstruction undertaken to convert the building for its next life as the Devonport Municipal Chambers, in respect of which it holds strong and significant associations. Despite local body amalgamation in 1989, it has continued as a centre of local democracy as the meeting place of the Devonport Community Board, and a venue for hearings regarding local development. Also as a visitors centre, it continues its role as a public building. It embodies strong political associations in regard to local democracy in a fiercely independent part of what is currently known as North Shore City.

### CONTRIBUTION TO CONTEXT

The former Devonport Borough Council building occupies a central site at the lower end of the commercial area of Devonport, near the waterfront, and makes a fundamentally important contribution to its historic character. It is a good representative of one of a number of period architectural styles in the immediate context.

# NORTH SHORE HERITAGE INVENTORY RECORD FORM

**LOCATION/ADDRESS:** COUNCIL CHAMBERS  
 NAME (IF ANY) NUMBER, STREET, LOCALITY, WARD  
 3 VICTORIA RD, DEVONPORT

**ITEM NUMBER**  
**CATEGORY** A

**LEGAL DESCRIPTION**

**BUILDING/STRUCTURE/OBJECT/SITE USE:**  
 RESIDENTIAL     COMMERCIAL     OTHER  
 INDUSTRIAL     INSTITUTIONAL  
 RECREATIONAL     AGRICULTURAL

**OTHER LISTINGS**

**ZONING**

**HISTORY** FORMERLY THE POST OFFICE. OPENED 1908 AT COST OF £2,159  
 Originally Edwardian Classical style. Completely refurbished  
 inside & out 1940 in 'Moderne' style. Rare example of this. The  
 SITE ORIGINALLY OCCUPIED BY TWO STOREY WOODEN HOUSE 1870's. POSSIBLY AT  
 THIS TIME IT WAS THE POLICEMAN'S RESIDENCE. P.T.O.

**REGISTERED OWNER  
 ADDRESS**

**REFERENCE SOURCES**

**ARCHITECT / DESIGNER**

**PHOTOGRAPHS (HISTORICAL)**

**PERIOD/DATE OF  
 CONSTRUCTION** opened 1908

**STATEMENT OF SIGNIFICANCE**

**MATERIALS** BRICK. ↗

**CONDITION**

**REASONS FOR LISTING:**  
 HISTORICAL     ARCHITECTURAL     TECHNOLOGICAL  
 AESTHETIC     SCIENTIFIC     SPIRITUAL  
 SOCIAL     TRADITIONAL     SPECIAL  
 RARITY VALUE     GROUP VALUE     OTHER

**INTEGRITY**  
 ORIGINAL Pale coloured  
 rough cast plaster &  
 dark moulded trim &  
 string courses now remodelled  
 in 'moderne' style.

**VISUAL**

**SIGNIFICANT ELEMENTS**

**CULTURAL HERITAGE VALUE**

**STREETSCAPE VALUE**

**DATE OF SURVEY**  
 EXTERIOR:  
 INTERIOR:  
 BY:

**PREPARED BY: DINAH HOLMAN AND JAMES LUNDAY  
 FOR: NORTH SHORE CITY COUNCIL**

**CHECKED:  
 PHOTOGRAPHED:**

- 1903 Wise's recorded that the building housed Mr WADELL'S CONFECTIONERY
- 1906 BENJAMIN LANES BAKERY
- 1907 WOODEN HOUSE REMOVED OR DEMOLISHED TO MAKE WAY FOR NEW POST OFFICE  
(Lane moved next door to previous post office property)
- 1908 Building opened by Sir Joseph Ward  
Typical of post office buildings erected by Public Works Dept. of the time  
pale coloured rough-cast plaster & dark coloured moulded trims  
& string courses
- 1936 - post office moved
- 1940 - building remodelled in modern style as new council chambers

## Civic Gifts and Council Artefacts Search Results

75 record(s) found.



[ 1 of 75 ]	<b>Reference No.</b>	GA 2017 014 393
<b>Collection</b>	Council artefact	
<b>Description Level</b>	Item	
<b>Status</b>	<b>Displayed</b>	
<b>Originating Council</b>	Devonport Borough Council	
<b>Accession No</b>	2017 014	
<b>Item No</b>	393	
<b>Name / Title</b>	Oak Grandmother Clock	
<b>Description</b>	Manufactured by Coltman, Auckland	
<b>Former Reference</b>	CC394, North Shore City Council Gift and Artworks Register, Civic Collection	
<b>Location</b>	<b>Devonport Borough Council Building 3 Victoria Road Devonport</b>	



[ 2 of 75 ]	<b>Reference No.</b>	GA 2017 014 395
<b>Collection</b>	Civic gift	
<b>Description Level</b>	Item	
<b>Status</b>	<b>Displayed</b>	
<b>Originating Council</b>	Devonport Borough Council	
<b>Accession No</b>	2017 014	
<b>Item No</b>	395	
<b>Name / Title</b>	Plaque - Cook	
<b>Description</b>	Plaque	
<b>Former Reference</b>	CC396, North Shore City Council Gift and Artworks Register, Civic Collection	
<b>Location</b>	<b>Devonport Borough Council Building 3 Victoria Road Devonport</b>	



[ 3 of 75 ]	<b>Reference No.</b>	GA 2017 014 396
<b>Collection</b>	Civic gift	
<b>Description Level</b>	Item	
<b>Status</b>	<b>Displayed</b>	
<b>Originating Council</b>	Devonport Borough Council	
<b>Accession No</b>	2017 014	
<b>Item No</b>	396	
<b>Name / Title</b>	Plaque - Rothesay	
<b>Description</b>	Plaque	
<b>Former Reference</b>	CC397, North Shore City Council Gift and Artworks Register, Civic Collection	
<b>Location</b>	<b>Devonport Borough Council Building 3 Victoria Road Devonport</b>	



[ 4 of 75 ]  
**Collection** Civic gift  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 400  
**Name / Title** Tumblers (2)  
**Description** Clear glass tumblers x2  
**Provenance** NZ Institute Town Clerks and Municipal Treasurers.  
**Former Reference** CC401, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport**



[ 5 of 75 ]  
**Collection** Civic gift  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 401  
**Name / Title** HMAS Onslow  
**Description** Photograph of submarine in wooden frame  
**Provenance** Auckland visit 14-19 June 1985  
**Former Reference** MI402, North Shore City Council Gift and Artworks Register, Miscellaneous  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport**



[ 6 of 75 ]  
**Collection** Civic gift  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 402  
**Name / Title** Plaque - Wellington  
**Description** Plaque  
**Former Reference** CC403, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport**



[ 7 of 75 ]  
**Collection** Civic gift  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 403  
**Name / Title** Plaque - HMNZ Dockyard  
**Description** Plaque  
**Provenance** Presented to His Worship The Mayor of Devonport by Captain R.N.M. Lea R.N.Z.N. Captain Superintendent H.M.N.Z. DOCKYARD on 7 February 1979  
**Former Reference** CC404, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport**



[ 8 of 75 ]  
**Collection** Civic gift  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 404  
**Name / Title** Paperweight - Babcock New Zealand  
**Description** Glass paperweight  
**Former Reference** CC405, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport**



[ 9 of 75 ]  
**Collection** Civic gift  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 405  
**Name / Title** Plaque - Ovens  
**Description** Plaque  
**Former Reference** CC406, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport**



[ 10 of 75 ]  
**Collection** Civic gift  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 407  
**Name / Title** Plaque - Royal New Zealand Navy  
**Description** Plaque mounted on wooden plinth  
**Provenance** Presented by Commodore R.H.L. Humby R.N.Z.N.  
**Former Reference** CC408, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 435  
**Name / Title** Photograph of Queen Elizabeth II and Prince Phillip  
**Description** Framed photograph  
**Former Reference** CC436, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 436  
**Name / Title** Oak Grandmother Clock  
**Description** Manufactured by Temco, Made in England  
**Former Reference** CC437, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 437  
**Name / Title** Chairperson desk x 1

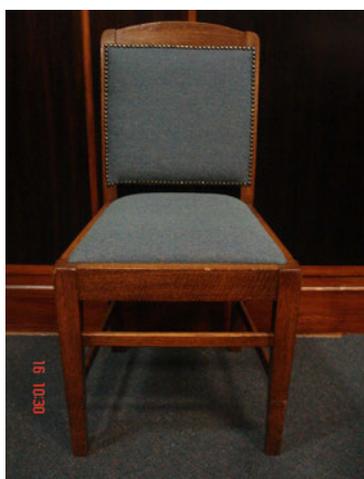
**Description** 2 drawer large desk  
**Former Reference** CC438, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



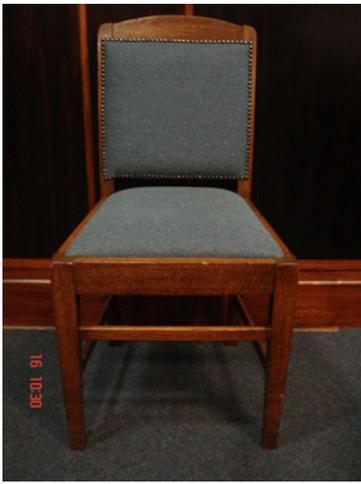
[ 14 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 438  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC439, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 439  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC440, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 16 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 440  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC441, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



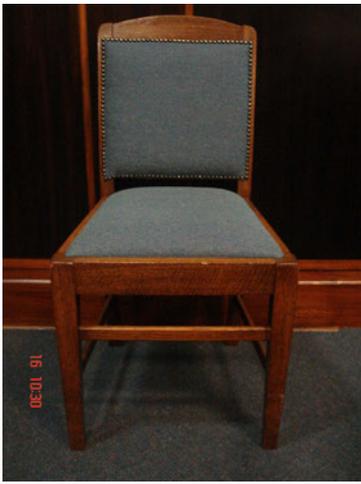
[ 17 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 441  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC442, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 442  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC443, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 443  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC444, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



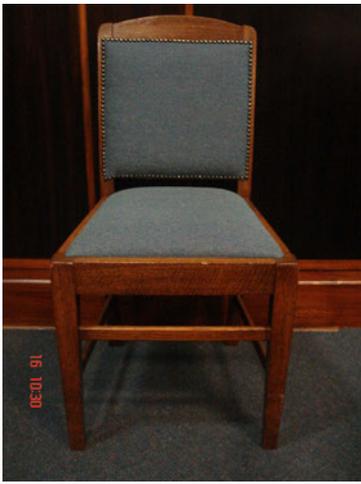
[ 20 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 444  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC445, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 445  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC446, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



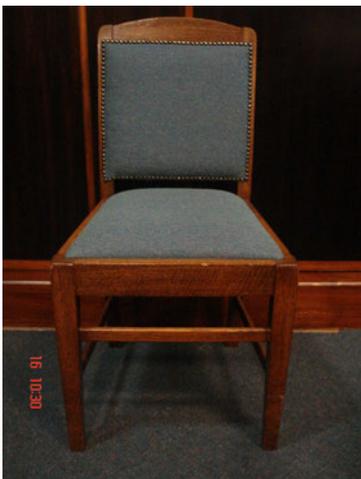
[ 22 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 446  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC447, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 447  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC448, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



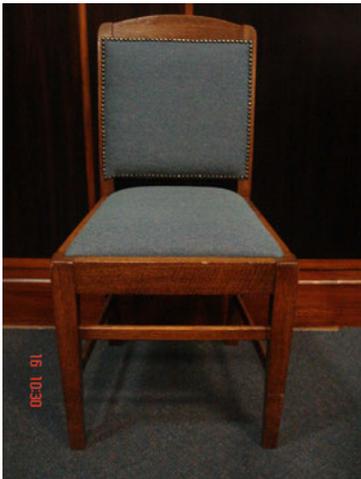
[ 24 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 448  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC449, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 449  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC450, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 450  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC451, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 451  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC452, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 452  
**Name / Title** Chair - oak, straight back  
**Description** Teal blue fabric upholstery  
**Former Reference** CC453, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 453  
**Name / Title** Public bench  
**Description** Oak bench with teal blue fabric upholstery

**Former Reference** CC454, North Shore City Council Gift and Artworks Register, Civic Collection

**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection**

**Description Level** Item

**Status** **Displayed**

**Originating Council** Devonport Borough Council

**Accession No** 2017 014

**Item No** 454

**Name / Title** Public bench

**Description** Oak bench with teal blue fabric upholstery

**Former Reference** CC455, North Shore City Council Gift and Artworks Register, Civic Collection

**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection**

**Description Level** Item

**Status** **Displayed**

**Originating Council** Devonport Borough Council

**Accession No** 2017 014

**Item No** 455

**Name / Title** Public bench

**Description** Oak bench with teal blue fabric upholstery

**Former Reference** CC456, North Shore City Council Gift and Artworks Register, Civic Collection

**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection**

**Description Level** Item

**Status** **Displayed**

**Originating Council** Devonport Borough Council

**Accession No** 2017 014

**Item No** 456

**Name / Title** Public bench

**Description** Oak bench with teal blue fabric upholstery

**Former Reference** CC457, North Shore City Council Gift and Artworks Register, Civic Collection

**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 457  
**Name / Title** Public bench  
**Description** Oak bench with teal blue fabric upholstery  
**Former Reference** CC458, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 458  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Khaki mustard brown colour  
**Former Reference** CC459, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 459  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Khaki mustard brown colour  
**Former Reference** CC460, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 460  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC461, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 461  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC462, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 462  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC463, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 463  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC464, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 464  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC465, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 465  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC466, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 466  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC467, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 43 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 467  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC468, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 44 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 468  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC469, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 45 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 469  
**Name / Title** Oak Boardroom Furniture - Councillors desk  
**Description** Oak desk with 1 drawer  
**Former Reference** CC470, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 46 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 470  
**Name / Title** Oak Boardroom Furniture - Councillors desk  
**Description** Oak desk with 1 drawer  
**Former Reference** CC471, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 47 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 471  
**Name / Title** Oak Boardroom Furniture - Councillors desk  
**Description** Oak desk with 1 drawer  
**Former Reference** CC472, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 472  
**Name / Title** Oak Boardroom Furniture - Councillors desk  
**Description** Oak desk with 1 drawer  
**Former Reference** CC473, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 49 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 473  
**Name / Title** Oak Boardroom Furniture - Councillors desk  
**Description** Oak desk with 1 drawer  
**Former Reference** CC474, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 50 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 474  
**Name / Title** Oak Boardroom Furniture - Councillors desk  
**Description** Oak desk with 1 drawer  
**Former Reference** CC475, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 51 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 475  
**Name / Title** Oak Boardroom Furniture - Councillors desk  
**Description** Oak desk with 1 drawer  
**Former Reference** CC476, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 52 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 476  
**Name / Title** Oak Boardroom Furniture - Councillors desk  
**Description** Oak desk with 1 drawer  
**Former Reference** CC477, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 53 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 477  
**Name / Title** Oak Boardroom Furniture - Councillors desk  
**Description** Oak desk with 1 drawer  
**Former Reference** CC478, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 54 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 478  
**Name / Title** Secretary desk x 1  
**Description** 1 drawer large desk

**Former Reference** CC479, North Shore City Council Gift and Artworks Register, Civic Collection

**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



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**Collection** Council artefact

**Description Level** Item

**Status** **Displayed**

**Originating Council** Devonport Borough Council

**Accession No** 2017 014

**Item No** 479

**Name / Title** Table - oak, rectangle

**Description** Small table

**Former Reference** CC480, North Shore City Council Gift and Artworks Register, Civic Collection

**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 56 of 75 ]

**Collection** Council artefact

**Description Level** Item

**Status** **Displayed**

**Originating Council** Devonport Borough Council

**Accession No** 2017 014

**Item No** 480

**Name / Title** Table - oak, rectangle

**Description** Small table

**Former Reference** CC481, North Shore City Council Gift and Artworks Register, Civic Collection

**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**



[ 57 of 75 ]

**Collection** Council artefact

**Description Level** Item

**Status** **Displayed**

**Originating Council** Devonport Borough Council

**Accession No** 2017 014

**Item No** 481

**Name / Title** Table x 1 - oak, rectangle

**Description** Large table

**Former Reference** CC482, North Shore City Council Gift and Artworks Register, Civic Collection

**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1**



[ 58 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 482  
**Name / Title** Chair x 1 - rounded back, leather upholstery  
**Description** Khaki mustard brown colour x 1  
**Former Reference** CC483, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1**



[ 59 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 483  
**Name / Title** Large desk - 6 drawer, 1 cupboard  
**Description** Oak desk  
**Former Reference** CC484, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1**



[ 60 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 484  
**Name / Title** Large desk - 2 drawer x 1  
**Description** Oak desk  
**Former Reference** CC485, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1**



[ 61 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 485  
**Name / Title** Large desk - 4 drawer, 1 cupboard x 1  
**Description** Cupboard has 5 built in wooden drawers inside. Back of desk

has 2 more cupboards. Looks like it should be a 5 drawer desk. Runners are there but drawer is missing

**Former Reference** CC486, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1**



**[ 62 of 75 ]**  
**Reference No.** GA 2017 014 486  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 486  
**Name / Title** 5 drawer plans unit  
**Description** 5 drawers, brass handles

**Former Reference** CC487, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1**



**[ 63 of 75 ]**  
**Reference No.** GA 2017 014 487  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 487  
**Name / Title** 6 drawer plans unit  
**Description** 6 drawers, brass handles

**Former Reference** CC488, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1**



**[ 64 of 75 ]**  
**Reference No.** GA 2017 014 488  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 488  
**Name / Title** Oak File Drawers  
**Description** 6 drawers. One of a pair - see CC971

**Former Reference** CC489, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Ground Floor**



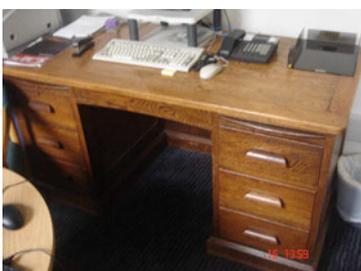
[ 65 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 489  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC490, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Ground Floor**



[ 66 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 490  
**Name / Title** Chair - rounded back, leather upholstery  
**Description** Burgundy colour  
**Former Reference** CC491, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport**



[ 67 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 491  
**Name / Title** Large desk - 2 drawer x 1  
**Description** Oak desk  
**Former Reference** CC492, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Ground Floor**



[ 68 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 492  
**Name / Title** Large desk - 6 drawer  
**Description** Oak desk

**Former Reference** CC493, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport**



**[ 69 of 75 ]**  
**Reference No.** GA 2017 014 503  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 503  
**Name / Title** Large desk - 1 drawer  
**Description** Oak desk  
**Former Reference** CC504, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport**



**[ 70 of 75 ]**  
**Reference No.** GA 2017 014 504  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 504  
**Name / Title** Large desk - 2 drawer  
**Description** Oak desk  
**Former Reference** CC505, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport**



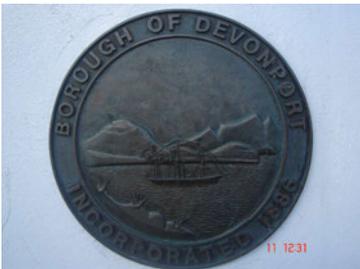
**[ 71 of 75 ]**  
**Reference No.** GA 2017 014 505  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 505  
**Name / Title** Large desk - 6 drawer  
**Description** Oak desk  
**Former Reference** CC506, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport**



[ 72 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 506  
**Name / Title** Large desk - 8 drawer  
**Description** Oak desk  
**Former Reference** CC507, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport**



[ 73 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 507  
**Name / Title** Chair x 1 - oak, straight back  
**Description** Leather upholstery  
**Former Reference** CC508, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport**



[ 74 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 511  
**Name / Title** Brass Round Plaque  
**Description** Borough of Devonport Incorporated 1886  
**Former Reference** MI512, North Shore City Council Gift and Artworks Register, Miscellaneous  
**Location** **Devonport Borough Council Building 3 Victoria Road Devonport Ground Floor**



[ 75 of 75 ]  
**Collection** Council artefact  
**Description Level** Item  
**Status** **Displayed**  
**Originating Council** Devonport Borough Council  
**Accession No** 2017 014  
**Item No** 1241  
**Name / Title** Rimu framed round clock  
**Description** Rimu framed round clock  
**Former Reference** CC2001, North Shore City Council Gift and Artworks Register, Civic Collection  
**Location** **Devonport Borough Council Building 3 Victoria Road  
Devonport Floor 1 Boardroom**

Reference No. GA 2017 014 1241

**Attachment D – Site location 3 Victoria Road, Devonport**



# Decision paper: Downtown Car Park request for development proposal evaluation

Author: Allan Young, GM Development

September 2022

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

[Redacted text block]

## Whakarāpopototanga matua | Executive summary

[Redacted text block]

[Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## Horopaki | Context

9. Previous council and Board engagement and decisions relating to this Site have been summarised in Attachment B.
10. The approved divestment process includes a three-stage process:
  - a. Stage 1 - Market soundings with selected parties. This was completed in July 2021.
  - b. Stage 2 - EOI process which was an open market process completed in November/December 2021 and reported to the in December 2021.

[REDACTED]

### Stage 3 RfDP process

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text block]

### **Nga whiringa me te taatai | Options and analysis**

[Redacted text block]

[Redacted text block]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

**Ngā ritenga ā-pūtea | Financial and resourcing impacts**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

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

[Redacted text block]

[Redacted text block]

[Redacted text block]

### **Tauākī whakaaweawe Māori | Māori impacts**

31. The redevelopment opportunity was discussed in the Eke Panuku Mana Whenua Governance hui at its March 2021 meeting. An update on the strategic outcomes for the site was provided at the June 2021 meeting with an invitation to all 19 iwi to participate in the market testing process.

[Redacted text block]

33. Once a preferred development partner has been selected, Eke Panuku will return to the Eke Panuku mana whenua governance forum to discuss next steps for commercial and cultural opportunities for all iwi.

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

34. Key stakeholders, including the Waitemata Local Board, Heart of the City and ACCAB have been consulted. An update to these parties will be issued once a preferred partner is selected.

### **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

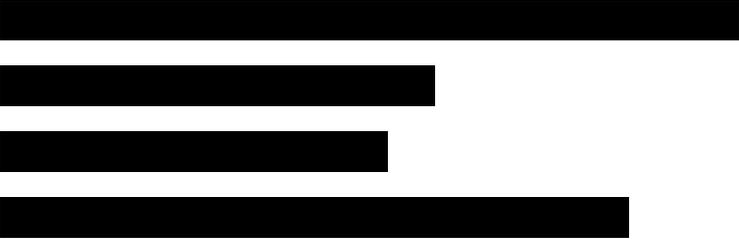
[Redacted content]

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

[Redacted content]

### **Ngā tāpirihanga | Attachments**

[Redacted content]



**Ngā kaihaina | Signatories**

Allan Young, GM Development

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

# Decision paper: Health, Safety and Wellbeing Plan

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

September 2022

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the three year draft health, safety and wellbeing plan, FY23 to FY25
- b. approve the draft milestone objectives for FY23.

## Whakarāpopototanga matua | Executive summary

1. The health, safety and wellbeing (HSW) plan sets out important improvements in several key areas. These include HSW risk management, contractor management, the HSW framework, and wellbeing.
2. The plan also consolidates other ongoing health and safety projects into the plan to establish objectives and milestones to provide greater visibility around delivery.
3. The plan includes initiatives that will:
  - a. Build capability in HSW risk and contractor management
  - b. Provide assurance against the performance of key risk areas
  - c. Provide clarity around critical risk performance
  - d. Implement an all-inclusive wellbeing strategy
  - e. Reduce complexity, particularly in contractor management
  - f. Build an Eke Panuku specific HSW system
  - g. Improve HSW reporting at all levels.
4. The plan has been scheduled to be delivered over a three year period with key milestones and deliverables set for delivery within the current financial year.

## Ngā tāpirihanga | Attachments

Attachment A - Health, Safety and Wellbeing Plan presentation

September 2022

## **Ngā kaihaina | Signatories**

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

eke panuku

# HSW PLAN

AUGUST 2022

# HSW Planning

Creating amazing places also means designing, maintaining and operating safe spaces

We've been on a journey and now need to strengthen our HSW risk management, provide leaders with the tools and information to make great decisions, provide robust assurance around our key risk areas, build capability and build our system. This also needs to be done with a consideration for the Wellbeing of our people.

# Opportunities

- HSW Risk
  - The risk management framework could better reflect HS&W
  - Critical Risks could be clearer and critical controls measured more effectively
  - The coordination of risk actions could be better governed
  - The understanding around principles of prevention could be improved
  - Reporting against the testing of critical controls could be improved
- Contractor Management
  - SMCA is not universal and should be consistently applied
  - HSW Capability of contract managers could be improved
  - Safety in Design should be aligned to the RMF and should emphasise appropriate risk control

# Opportunities

- Eke Panuku operates under a health and safety framework that is not Eke Panuku specific
- Noggin could be configured better to suit the needs of Eke Panuku
- Improved assurance against key aspects of HSMS will inform key decision makers
- Wellbeing strategy has been developed and is ready for implementation
- Proactive measures and more meaningful KPI's would provide better performance measures of HSW

# How

- Improve Risk Management and contractor management capability
- Improve Governance, and assurance around Critical Risks, Contractor Management and contractor performance
- Build a Health, Safety and Wellbeing Framework around Eke Panuku
- Improve reporting with assurance built in to provide insights into the performance of our health, safety and wellbeing management system
- Implement Wellbeing strategy with a bottom up/top down approach

# Plan Summary

## Risk Management

- Review Risk Management Framework in relation to HSW
- Review and enhance HSW Critical Risks
- Build assurance
- Build risk capability
- Consolidate Risk registers

## Contractor Management

- Review SMCA and produce simple guidance
- Build capability
- Build assurance
- Develop framework for Maintenance / Service and event contractor
- Review Safety in Design

## HSW Framework

- Review and develop the committee structure
- Build Eke Panuku HSW framework
- Improve Noggin capability
- Enhance board reporting and develop stakeholder reports

## Wellbeing

- Implement Wellbeing strategy
- Introduce 'I am Here' initiative
- Introduce Wellbeing into selection criteria for contractor procurement

## Consolidate other HSW programmes

- Property Risk Profiling
- Lone Working
- Security review

# HSW RISK MANAGEMENT

## Review Risk Management Framework (HSW)

- Create a HSW specific Matrix factoring in Critical Risk performance
- Develop focus on Principles of prevention, hierarchy of controls and reasonably practicable

## Review and enhance HSW Critical Risks (CR's)

- Consolidate and summarise current CR's into easy to digest format
- Socialise CR's with committee, ELT and Board
- Test controls through analysis
- Produce guidance for each CR

## Build Assurance

- Develop assurance programme to measure effectiveness of critical risk performance
- Create automatic reporting on open actions vs risk (Noggin)
- Provide regular reporting on performance of open/ outstanding actions

## Build Risk Capability

- Work with provider to develop Eke Panuku specific Risk course (for Governance, review and delivery)
- Schedule Delivery of the courses
- Introduce KPI's for training delivery

## Consolidate Risk Registers

- Bring all of the risk registers together into one platform (Noggin)
- Provide reporting outputs from the system

# CONTRACTOR MANAGEMENT

## Review the SMCA and provide simple guidance

- Produce simple one pager guidance for SMCA and HSW requirements
- Improve underpinning tools of the SMCA
- Workshop guidance with contract managers to socialise and develop
- Review procurement processes to better suit our needs and include Wellbeing

## Build Capability

- Work with external parties (CHASNZ, Learning developer, learning provider, AC, Tech) to develop a verifiable framework for contract managers
- Identify any interim training requirements (TNA)
- Procure and schedule any training identified

## Build Assurance

- Create an assurance programme for Contractor Performance
- Create an assurance programme for application of the SMCA

## Develop Framework for F&M / Placemakers etc..

- Work with the FM and Assets team to review contractor management for their areas
- Enhance SMCA to include all contractor arrangements or develop separate framework if appropriate

## Review Safety in Design

- Review SiD and align to our Risk Management Framework
- Provide the addition of principles of prevention to ensure that it is a key focus of the process and document.

# HSW FRAMEWORK

## Build Committees

- Review current structure in consultation with the committee members
- Develop Committee structure standard and Roles for HSR's and members throughout Eke Panuku
- Review resource and recruit members
- Introduce and implement new structure

## Develop Eke Panuku HSW Framework

- Review AC framework and develop an Eke Panuku specific framework
- Identify immediate gaps
- Develop flow charts and guidance for basics (i.e. injury management and other items not covered in the framework.
- Consult and Introduce the framework into Eke Panuku as it develops

## Improve Noggin capability

- Employ a systems person
- Develop Noggin in line with the requirements of Eke Panuku to include Risk, escalations, auto notifications, contractor management and cross functional reporting
- Consider Noggin vs Donesafe

## Enhanced reporting

- Develop a reporting standard, identifying a tiered approach to the production of reports and information provided to Eke Panuku staff (Managers, department leaders, PLD's etc..)

# WELLBEING

## leadership

- Elevate leadership focus and role modelling of wellbeing
- Build leadership capability
- Recruitment considerations for leaders around wellbeing

## Empowering our people

- Raise profile of wellbeing with annual plans etc..
- Provide and promote programme of engaging material, resources and training
- Strengthen wellbeing support mechanisms
- Encourage involvement and contribution of staff in Wellbeing

## Mental Health

- Improve understanding of mental health, support and resources
- Mitigate excessive workload pressures
- Normalise conversations about mental health
- Identify potential challenges to mental health
- 'I am here' - Promote cross functional and pier to pier discussions around mental health

## Organisational environment

- Enable and promote growth and development
- Strengthen the inclusive culture
- Seek ways to simplify operating model and improve planning processes to improve potential stressors

# CONSOLIDATE EXISTING HSW PROGRAMES

## Property Risk Profiling

- Coordinate all current property information into one location (seismic, structural, asbestos, etc..)
- Project to profile properties into risk categories to provide optics around property performance
- Management of high risk properties to be project managed
- Reporting on high risk areas
- Risk registers to be centralised and accessed through QR codes

## Lone Working

- Lone Working Policy to be developed
- Lone working guidance to support the policy to be created, exploring current practices and new opportunities to provide controls for risk assessments that identify lone risk as an issue
- Implementation of controls where lone working has already been identified in risk registers

## Security safety

- Resilience training to be delivered for all public facing staff
- Security review to be conducted
- Improvement opportunities from the security review to be implemented

# Milestone objectives for this year

Item	Content	Date	Who	Priority
RIKS MANAGEMENT	• Review and update Risk Management Framework (RMF) (present to ELT)	13/10/22	HSW RISK	1
	• Review, consolidate and simplify Critical Risks (present to HSW com and ELT)	28/11/22	HSW RISK	1
	• Develop Eke Panuku HSW Risk courses for Assessors, reviewers, decision makers and designers (working with training provider) (include RMF and CR)	07/02/23	HSW	
	• Set training targets for Risk training for delivery before end of FY (XX% by end of FY) and track KPI through Board and ELT reporting	07/02/23	ELT HSW	1
	• Review all Risk Registers in line with updated RMF and consolidate registers into Noggin	04/05/23	HSW	3
	• Identify provider and arrange delivery of Risk and HSW System training for Board members and ELT	TBC	HSW ELT	1
Contractor Management	• Review SMCA and provide simple to follow guidance and HS requirements	30/10/22	HSW OPS	1
	• Review Safety in Design in line with the updated RMF	16/12/22	HSW	1
	• Build assurance programme for Contractor performance and Performance of Contractor Managers	20/02/23	HSW	1
	• Review and update Procurement processes to include better selection scoring, Wellbeing and feedback	14/03/23	HSW OPS	2
	• Identify off the shelf training package for contract managers and arrange delivery, incorporating with P&C development training	30/03/23	HSW	2
HSW Framework	• Introduce key deliverable milestones for Noggin development	06/10/22	HSW	2
	• Improve in house capability for the development of Noggin (developer training delivery)	14/10/22	HSW	2
	• Develop Committee structure standard in consultation with HS Committee	14/04/23	HSW	3
	• Establish HSW directorate reports, Line reports etc.. (Creation of a Eke Panuku HSW reporting standard)	01/06/23	HSW	3
Wellbeing	• Introduce mental health programme	01/11/22	HSW	1
	• Introduce training targets for Mental Health training (Tribe, Ambassadors and MHFA) and measure KPI through Board and ELT reporting	07/11/22	ELT HSW	2
	• Develop calendar of events for Wellbeing	28/12/22	HSW P&C	2
	• Develop dedicated Wellbeing section for Info Hub	28/02/23	HSW & P&C	3
Consolidate	• HSW Risk Profile all properties	15/04/23	A&D HSW	1
	• Incorporate property health and safety performance into reporting (as part of the risk profiling project)	15/04/23	A&D HSW	1
	• Complete Lone working policy and present to ELT	02/02/23	A&D HSW	3
	• External security review for Eke Panuku	16/02/23	A&D HSW	2

# Decision paper: 2 Pompallier Terrace, Ponsonby go to market strategy

Author: Gavin Peebles, Head of Development; Andrew Elcoat, Portfolio Specialist

## September 2022

### Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Note the Eke Panuku Board approved in November 2021 exclusive negotiations with Urban Collective (the developer) to utilise the service property optimisation policy for the redevelopment of 2 Pompallier Terrace, Ponsonby, aligning with section 4.4 of the 2022 Eke Panuku Selecting Development Partners Policy;
- b. Approve the following essential design outcomes required for the site's redevelopment:
  - i. Pedestrian and universal connectivity that demonstrates best practice universal design, including design that is sensitive to the streetscape;
  - ii. Car parking within the development must not be visible from the public realm, the car park entry needs to be considered as part of the streetscape composition and of high quality. Provision for micro-mobility parking and EV charging infrastructure should be included;
  - iii. The plaza must be visible from the street and be designed in line with design standards suitable for a public space in a town centre. It must include planting, hardscape and seating, shade and lighting must be considered;
  - iv. The development must demonstrate climate mitigation and adaption measures. Any residential development must achieve a minimum 6 Homestar rating certification and if more than 1000m<sup>2</sup> of commercial space is developed, it must achieve a minimum 5 Green Star rating; and
  - v. The final concept design for the plaza and car park development is to be approved by Eke Panuku Head of Design prior to the Resource Consent application.
- c. Delegate authority to the Chief Executive to execute the sale and purchase documentation on terms and conditions generally in accordance with those outlined in this paper.

## Whakarāpopototanga matua | Executive summary

1. A redevelopment proposal for 2 Pompallier Terrace, Ponsonby was approved by the Eke Panuku Board in November 2021. It approved exclusive negotiations with Urban Collective (the developer) in accordance with independent valuation advice but subject to the Board approving the essential outcomes.
2. The Executive has negotiated with the developer to enable redevelopment of the site. Auckland Council will continue to retain ownership of a fee simple strata title to operate an Auckland Transport (AT) car park and public toilets. This will allow for improvement of the existing facilities and better urban design outcomes for the community.
3. Essential service outcomes noted by the Eke Panuku Board in November 2021 have now been confirmed with AT and Community Facilities. These requirements are for a 43-space public car park and two public toilets to remain on the site. The preliminary plans for these facilities have been approved by AT and Community Facilities as the final asset owners.
4. The essential design outcomes include the provision of a publicly accessible pedestrian plaza adjacent to Pompallier Terrace. The plaza will sit above the combined carpark and toilet strata title, along with other mixed-use development. The public's right to access and use the pedestrian plaza will be legally protected via an easement instrument on the developer's strata title.
5. The preliminary designs for the car park and toilet facilities, and concept plans for the pedestrian plaza have been completed by the developer and are included in Attachment A.
6. The redevelopment of the site has been approved by the Waitemātā Local Board as it utilises the service property optimisation policy, whereby the sale proceeds are reinvested to deliver an improved level of service provision at no cost to ratepayers.
7. Approval is sought from the Board for the essential outcomes to allow the development agreement to be completed with the developer.

## Horopaki | Context

8. 2 Pompallier Terrace, Ponsonby is a 1,330m<sup>2</sup> site operated by AT as a public car park and includes public toilet facilities managed by Community Facilities. There are no planned upgrades or future expansion of the facility forecast, so a redevelopment opportunity has been approved that utilises council's service property optimisation policy.
9. The service property optimisation policy was approved by the Finance and Performance Committee in March 2015. It seeks to maximise efficiencies from service assets while maintaining levels of service and releasing some or all that property for sale or development. In 2018, the policy was extended to AT to enable the delivery of urban redevelopment outcomes in partnership with Eke Panuku.
10. This proposal unlocks the latent land value and enables the achievement of essential outcomes that link with Eke Panuku, AT and Auckland Council objectives.
11. Section 4.4 of the 2022 Eke Panuku Selecting Development Partners Policy allows for exclusive negotiations with the owner of adjacent land (4.4.a) and where there is an

opportunity to capture real and present opportunities to achieve strategic outcomes (4.4.c). The redevelopment and intensification of the combined land area will deliver more comprehensive development, access, and urban design outcomes, at no additional cost to ratepayers.

### Previous decisions supporting the opportunity

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
March 2015 Finance and Performance Committee	Service Property Optimisation	Approved the service property optimisation policy to deal with under-utilised service property (FIN/2015/16)
March 2018 Finance and Performance Committee	Progressing urban development	Approved the extension of the service property optimisation policy to include AT properties (FIN/2018/39)
October 2020 AT Board meeting	Property Rationalisations Tranche 17 and 18	Approved the transfer of property to Auckland Council
November 2021 Waitemata Local Board meeting	Redevelopment proposal for 2 Pompallier Terrace, Ponsonby	Endorsed the proposed redevelopment (WTM/2021/268)
November 2021 Eke Panuku Board Meeting	Redevelopment proposal for 2 Pompallier Terrace, Ponsonby	Approved the exclusive negotiation with Urban Collective through a non-contestable site sale process
December 2021 Finance and Performance Committee meeting	Redevelopment proposal for 2 Pompallier Terrace, Ponsonby	Approved the proposal utilising the service property optimisation policy (FIN/2021/114)

## Nga whiringa me te taatai | Options and analysis

12. Eke Panuku, AT and Community Facilities have determined outcomes to be achieved through the redevelopment of 2 Pompallier Terrace. These outcomes will be incorporated within the Development Agreement to ensure they are met.

13. AT's approved car parking requirements are:

- a minimum of 43 public car parks must be delivered to Auckland Transport's requirements as part of any future development of the site;
- the public car parks must remain in Auckland Council ownership and under Auckland Transport's management pursuant to the Auckland Council's Off-Street Parking Delegations - June 2015;

- the public car parks must be easily accessible and identifiable as public parking; and
  - Auckland Transport's car park designation is to be retained to protect the public car parks.
14. Community Facilities require the existing public toilet facilities be replaced in accordance with Auckland Council's Design Guidelines for Changing Rooms and Public Toilets 2015 and be accessible from Pompallier Terrace.
  15. To ensure the final design of the plaza and the wider development of 2 Pompallier Terrace meets Eke Panuku design standards, the essential design outcomes have been identified in paragraph b. of the recommendation.
  16. The car park is to be managed and operated by AT and the public toilets maintained by Community Facilities. The plaza will be managed by the development's body corporate. Council will have no responsibility to maintain or financially contribute to its upkeep.
  17. Diverse supplier outcomes will be incorporated within the development agreement to support and enable Māori and minority owned businesses to have the opportunity to participate in the redevelopment of the site.
  18. The Executive and the developer have been working closely together to ensure that these essential outcomes can be demonstrated prior to the Development Agreement being reached.

### **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

24. The following table outlines the main risks and mitigations associated with the recommendations in this report.

Type of risk	Risk	Risk Level	Mitigation
Financial	The developer being unable to deliver the required outcomes due to financial failure.	Medium	Development agreement provides for cancellation for non-performance.  Developer is well capitalised, experienced and has a pre-leasing requirement from their own funders.
Sustainability	The developer is committed to delivering a sustainable development that exceeds Homestar 6 but has expressed a preference to demonstrate this through an alternative system.	Medium	Continue to negotiate with the developer to understand what will be built in the air space.  Understand how the developer will demonstrate it exceeds the Homestar 6 rating through an alternative system.
Long term public benefit	Plaza being maintained and meeting necessary guidelines for use by the public into the future.	Medium	An easement will be placed on the title to ensure designated space is utilised as a public plaza and maintained by the owners of adjoining sites.

## Tauākī whakaaweawe Māori | Māori impacts

25. Mana whenua have been consulted on the proposed redevelopment via the Eke Panuku Mana Whenua Forum with Māori outcomes and identity to be reflected within the design of the plaza.

## Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

### Council group impacts

26. Staff from throughout the council group have contributed to the investigations regarding the proposed redevelopment. AT, Eke Panuku and Community Facilities have been working closely together with the developer to ensure alignment and that fully informed decisions can be made.

### Local impacts and local board views

27. The proposed redevelopment of 2 Pompallier Terrace was endorsed by the Waitemātā Local Board at a business meeting on 16 November 2021.

28. There will be short-term local impact during the construction phase. AT has confirmed no temporary car parks will be required during this time (6-11 months) due to the availability of on-street car parking in the vicinity.
29. The Ponsonby Business Association has been informed of the proposal and will be updated on timeframes once known.

## **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

30. The site is not flood prone nor is it subject to any other environmental instabilities.
31. Utilising best practice universal design, the plaza will demonstrate climate mitigation and adaptation measures through discussion with the developer.
32. The new basement public car park will be flexible enough to allow for future changes or re-configuration to suit changing transport habits. This includes but is not limited to the ability to swap car parks for bike facilities, addition of EV infrastructure and support ride share initiatives as required.

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

33. The steps and timeframes to implement the decision are proposed as follows:
  - a. Finalisation of commercial terms and execution of the Development Agreement;
  - b. AT to arrange for the amendment of the parking designation to enable the developer to proceed.

## **Ngā tāpirihanga | Attachments**



## **Ngā kaihaina | Signatories**

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

David Rankin, Chief Executive

# Decision paper: City Centre Integrated Implementation Plan: Preliminary Scope and Approach

Authors: Simon Oddie, Priority Location Director City Centre; Naomi Craymer, Principal Strategic Advisor

September 2022

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Endorse the development of an integrated implementation plan for the city centre to deliver on the vision, outcomes and transformational moves of the City Centre Masterplan 2020.
- b. Provide feedback on the preliminary scope and approach.
- c. Note the decisions of the joint city centre steering committee (Steerco) which support the development of this plan and the matrix city centre team.
- d. Note that a communications and engagement plan will be drafted to support this work.
- e. Note that the integrated implementation plan will provide input to the next Long-Term Plan (LTP) process and will be aligned with proposed LTP timeframes.

## Whakarāpopototanga matua | Executive summary

1. A new integrated implementation plan for the city centre is proposed to support Eke Panuku's role as the lead agency for the city centre. This plan formed part of the original Planning Committee decision in November 2021. It will bring together work programmes and council group interventions in the city centre into a coherent and easy to understand format, to demonstrate how and when the group will support outcomes of the CCMP. It will also help to identify areas of opportunity and conflict.
2. Work has commenced with a cross-council team to assemble the plan, following the Steerco endorsement of proposed lead agency priorities and resourcing in early August. The initial proposal is that the integrated implementation plan will encompass the standard geography of our city centre bounded by the motorway network and Waitematā harbour. It will cover a ten-year period, using the City Rail Link (CRL) station openings as a short-term milestone and the LTP ten-year budget timeframes as a way to frame staging and sequencing.
3. It will not be a review of the City Centre Masterplan 2020 (CCMP). However, it will be an opportunity to consider the change in context since the plan was adopted. The impacts of Covid-19 and climate, lifestyle, business and demographic trends on the city centre are important considerations. Developing the integrated implementation plan provides an

opportunity to reflect on the updated context, the strategic role of the city centre and what it means for implementation programmes and priorities.

4. While Eke Panuku will lead the development of this plan and the Board will play the principal approval function, it will require active input, endorsement and ongoing commitment from across the council family. Therefore, the need to work collaboratively underpins the proposed approach for this plan.
5. The plan will also improve the council family's ability to work effectively externally. It enables us to work alongside our partners and stakeholders to ensure co-ordination, alignment and greater levels of synergies are achieved, focused on delivering on our shared outcomes. A communications and engagement plan will be drafted to support this.
6. While the outputs will be critical in terms of being able to clearly and succinctly communicate the plan, the process of working together as a cross-agency team will be equally key to success. As such, through the development of the plan, processes and ways of working together will be developed and refined to support the ongoing iterative nature of the integrated implementation plan.

## Horopaki | Context

7. An update on the city centre priority location was provided to the Board at its July meeting, following formal commencement of Eke Panuku in its new role as lead agency for the city centre on 1 July 2022. That paper outlined recommendations being considered by the joint City Centre Steering Committee (Steerco). It proposed that final agreed recommendations and an overview of the scope and programme for the integrated implementation plan for the city centre come back to the Eke Panuku Board, targeting the August meeting. This Board meeting was subsequently shifted to September 2022. Steerco decisions are provided in Attachment A.
8. Through the discovery phase, the lack of an implementation plan for the city centre was reinforced as both an issue and an opportunity. This plan would demonstrate how the council family planned to deliver on the outcomes outlined in the City Centre Masterplan 2020 (CCMP).
9. The council is facing a significantly constrained funding environment as it prepares its next LTP. There will be a need to prioritise and focus on areas that are critically important to the city centre over the next ten years, as delivery of the CCMP is subject to availability of funding.

<b>Previous Board / Council engagement and decisions</b>		
Date and meeting	Document	Decision / Outcome
7 July 2022, Eke Panuku Board	Priority location city centre update	Information paper
30 November 2021, Planning Committee	City Centre Lead - Implementation of the City Centre Masterplan	Endorse Eke Panuku as the lead agency for the implementation of the City Centre Masterplan 2020

## Matapaki | Discussion

10. The following context is a starting point for the scope of the Integrated Implementation Plan. This is likely to evolve through discussions with partners and stakeholders and analysis of current work programmes. Early feedback and advice from the Board is welcomed on the proposed scope and approach.
11. The purpose, scope and prior learnings to inform this plan have been discussed through an initial workshop with participants from Eke Panuku, Auckland Council, Auckland Transport and Tātaki Auckland Unlimited. A smaller cross-agency working group has been formed to take the development of the integrated implementation plan forward. It will ensure that we bring together the knowledge and thinking from across the group and develop a truly integrated process and output.

### Governance

12. Under the lead agency model, City Centre leadership is mandated to Eke Panuku with overall accountability for leading implementation of the City Centre Masterplan.
13. As is the case currently with Eke Panuku programmes, the Board will approve the integrated implementation plan. It will provide regular reporting to council's CCO committee and matters of planning and regeneration significance will be reported to Planning Committee. City centre reporting will also occur through existing council reporting mechanisms, such as Finance and Performance Committee, as required.
14. While Eke Panuku will lead the development of this plan and the Board will play the principal approval role, it will require active input, endorsement and ongoing commitment from across the council family and therefore the need to work collaboratively underpins the proposed approach for this plan.
15. A joint city centre steering group has been established to guide plans and provide direction for the implementation of the city centre masterplan. This steering group has been convened by Eke Panuku and will provide the "day-to-day" governance and direction setting.
16. As stated in the Planning Committee paper, decision making for investment and rates follow the existing mechanisms and these decision-making processes are not proposed to change:
  - a. Eke Panuku will follow its governance and decision-making framework through to its Board.
  - b. Decisions in relation to specific projects such as Auckland Transport works will follow their governance and decision-making process.
  - c. Auckland Council projects and programmes and funding will remain the decision making of the Governing Body and reported as appropriate.
17. A governance workstream is being established to consider and advise on options for improving the integration of the existing internal governance and management arrangements across the council group to support the lead agency role.
18. All council group entities, projects and programmes will follow one integrated strategy and plan (i.e. the Integrated Implementation Plan) for the city centre led by Eke Panuku and approved by its Board to give effect to the City Centre Masterplan 2020.

19. The role of the local boards and the Auckland City Centre Advisory Board will not change under this arrangement. It is the intention that a more integrated approach under the lead agency model will enhance the effectiveness of these bodies as it pertains to the implementation of the City Centre Masterplan.

### **Purpose and objectives**

20. The overarching purpose of the integrated implementation plan is to bridge the gap between the high-level outcomes sought in the City Centre Masterplan 2020 and the delivery of outcomes through programmes, projects and other initiatives and activities.

21. It is intended to place city centre regeneration and the work of the council group at the heart of delivering on key CCMP outcomes including climate action, Māori outcomes, a vibrant place for people - residents, visitors, workers - with access for everyone. These themes reflect important council strategies and priorities.

22. The implementation plan will therefore aim to respond to the following objectives:

- a. set a clear place-based vision to anchor and support the implementation of outcomes and provide a coherent overview and associated narrative for how we will realise the vision, outcomes and transformational moves of the CCMP over time;
- b. ensure the council family's programme responds to the current and future city centre context and requirements;
- c. provide the framework for enabling strategic alignment and prioritisation across the council group, including the resolution of conflicting priorities;
- d. create a clear pathway for delivery and implementation of CCMP by identifying areas of focus and priorities for implementation;
- e. develop an integrated investment proposition for the city centre to inform input to the Long Term Plan, Regional Land Transport Plan and City Centre Targeted Rate conversations;
- f. increase understanding of our different and collective roles amongst internal and external stakeholders and clarify the scope and limitations of those roles;
- g. provide clarity for the council family to engage with key partners and stakeholders who can support delivery of CCMP outcomes.

### **Preliminary scope**

23. The integrated implementation plan for the city centre will adopt a place-based approach integrated with a system thinking model. This will enable a focus on "place and people" while bringing together system-wide land use and transport outcomes and holistic consideration across cultural, environmental, social and economic dimensions.

24. The scope of the integrated implementation plan is proposed as follows:

#### Geography

- the geographic area covered by the City Centre Master Plan (CCMP) defines the spatial scope of the City Centre Programme. In physical boundaries terms, this covers the area between the motorways and harbour edge and includes Newton.

Refer CCMP - <https://www.aucklandccmp.co.nz/explore-the-city-centre-masterplan-area/>.

- The geographic scope of the integrated implementation plan will therefore need to include the waterfront programme to ensure a fully holistic approach to city centre regeneration.

#### Temporal

- The plan will cover a ten-year period, using the CRL station openings as a short-term milestone and the LTP ten-year budget timeframes to frame staging and sequencing.
- The implementation plan will be contextualised in the longer-term view aligned to the vision of the CCMP and Auckland Plans, to ensure that the 10-year implementation view is delivering on this long-term vision.

#### Activities

- The plan will take an outcomes focus and will therefore assemble both physical/capex and key opex investment. This will include taking a systems view by integrating programmes, projects and initiatives that cover land use, transport operations, placemaking and activation as well environmental, social, economic and cultural initiatives.
- These activities will be assembled from across Eke Panuku, Auckland Council, AT and Tātaki Auckland Unlimited to create an integrated overview of the pipeline for council family investment in the city centre and how this connects to the CCMP outcomes.
- It will include a high-level overview of key partner programmes. It will include, for example, Watercare Services, City Rail Link, Future Auckland Light Rail, Ports of Auckland and private development where they are critical dependencies or enablers of city centre outcomes.
- The focus will be activities which are funded and will highlight any that are not, so it paints a realistic picture of the forward trajectory.
- It is noted that the investment and delivery programmes for the three years leading up to the opening of CRL are already committed with little scope for change. The focus for these three years will be to maintain momentum and to support the delivery of outcomes in conjunction with CRL. Opportunities to deliver additional benefits within these timeframes will be considered as part of the integrated implementation plan process, within the context and confines of the current funding environment.

#### Outputs

25. The output is proposed to be made up of two documents, both easy to understand and communicate simply and clearly:
  - a. a public-facing document that is intended to be highly visual, spatial and concise, approximately 10-30 pages, similar in format to the Eke Panuku programme business case overview for priority locations. Likely supported by additional formats, potentially including video, and certainly optimised for online.

- b. a more detailed internal-facing set of documents that will support implementation through programme and project delivery. This is to be a key guiding document that can be refreshed frequently in order to stay current, so it too is intended to be supported by additional editable formats, likely primarily based online.

26. An outline of what the integrated implementation plan is likely to cover is included below:

- a. A clear, coherent inspiring narrative for the council family's work in the city centre which reflects the CCMP vision and outcomes, including why we love our city centre and why it matters to Tāmaki Makaurau Auckland and Aotearoa New Zealand.
- b. Updated context - key changes since 2020, city centre as ecosystem of constant change, progress to date, Covid-19 impacts, short-medium-long term influences of change, new and emerging issues and priorities.
- c. A series of precinct/place-based plans which embed the outcomes and transformational moves into implementation planning - alignment of land use and transport, systems approach - environmental, social, economic and cultural wellbeing.
- d. Identify areas of focus - key investment priorities for next LTP.
- e. How we will get there - headings include partners and collaborators, priority delivery programmes, staging plan and pathway for delivery, investment proposition, monitoring and evaluation approach.

### **Proposed programme**

Phase 1 - Scoping and alignment (August-September 2022)

- Scope, structure and programme for the integrated implementation plan agreed.

Phase 2 - Consolidation (August-December 2022)

- Cross-council team consolidate current plans and programmes to provide a high-level overview of city centre activities and delivery of outcomes aligned to a place-based approach.
- Refresh context, i.e. what has changed in the city centre which our plans must consider.

Phase 3 - Review and future planning (Jan-June 2023)

- Develop overview of planned and funded activity and identify gaps, opportunities, conflicts and issues to inform immediate decision-making as well as future planning.
- Integrate outputs from council group work programmes such as Access for Everyone, Servicing and Loading and economic development strategies.
- Begin engagement with council, elected representatives, advisory boards and key stakeholders.

Phase 4 - LTP 2024 (June 2023)

- Final approved and endorsed plan ready to inform LTP 2024 process along with informing immediate discussions and narrative.

## Other workstreams

27. Engagement - A key benefit of the integrated implementation plan will be to enable more joined up engagement on city centre initiatives across the council group. The city centre matrix team will develop a communications and engagement plan to support this project and associated programmes, noting that the level of engagement and scope is to be confirmed. The plan will benefit from early and ongoing conversations with the following partners and stakeholders:

- Waitematā Local Board (following election period)
- Mana whenua
- Auckland City Centre Advisory Board (following election period)
- City Centre Residents Group
- Heart of the City
- CRL, Light Rail, Ports of Auckland
- Crown agencies - such as Kāinga Ora, Waka Kōtahi, MBIE, Ministry of Education
- Development partners and Design community (including our Technical Advisory Group)
- Tertiary education sector

28. Working together - The process of working together as a cross-agency team will be key to the success of the implementation plan. Through the development of the plan, processes and ways of working together will be developed and refined to support its evolving and iterative nature. Shared values are important in this process. The value of developing strong and collaborative ways of working together should not be underestimated.

29. Recovery to regeneration - Eke Panuku has been leading through an integration role for the city centre recovery programme. A number of the issues and challenges being responded to through this programme are systemic and will need to be addressed long-term through our regeneration programme and captured in the implementation plan. In the short term, focus needs to be maintained on the recovery initiatives.

## Hīraunga | Implications

### Ngā ritenga ā-pūtea | Financial implications

30. A budget for any external costs will be sourced from the FY22/23 operational budget for the city centre priority location.

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

31. Key risks include:

- a. Resource commitment - there is a significant amount of work required to consolidate existing information (Phase 2) and to support the review and future planning elements (Phase 3) of the plan. Current resourcing allocation is unlikely to be sufficient. While we will work with the city centre matrix team to address this collectively, we will need to prioritise spatial areas within the city centre.
- b. Stakeholder expectations - there are a range of differing expectations from stakeholders on what the implementation plan is, what it will do and enable, and what problems it will solve. Further, there is an expectation to see tangible outputs associated with the implementation plan by the end of the year. There is a risk that what we are realistically able to achieve in the short term is not in alignment with stakeholder expectations.

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

32. Development of the integrated implementation plan will include engagement with mana whenua. This will be captured in the engagement plan.

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

33. A communications and engagement plan will be developed as part of the project to identify the relevant stakeholders and appropriate engagement approach.

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

34. The core team will be resourced from the city centre matrix team. Eke Panuku staff have been identified to support this workstream. Additional resources will be drawn in from across the business to provide expertise as required.

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

35. The integrated implementation plan will embed Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and Eke Panuku's Climate Change Strategy and support objectives to establish low carbon, climate resilient city centre communities and businesses.

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

36. Following Board approval, the next steps are to work collaboratively with the cross-council agency group to consolidate current plans and programmes. This will provide a high-level overview and help to identify any gaps. The communications and engagement plan will also be developed together with presentation material. The priority location director will provide the Board with regular updates on progress.

## **Ngā tāpirihanga | Attachments**

Attachment A - City Centre Steering Committee Establishment Recommendations

**Ngā kaihaina | Signatories**

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

## Attachment A

### City Centre Steering Committee – Establishment Recommendations

**a. Establish the core city centre leadership team as part of the city centre matrix reporting structure agreed in the November 2021 planning committee report, noting that:**

- The city centre leadership team will initially comprise of the following 13 people to ensure strong coverage across key functional areas and teams/departments through the establishment phase. As this is a large group, it is intended that the makeup will be reviewed and refined over time:
  1. City Centre Priority Location Director (EP) – Simon Oddie
  2. Comms, Engagement and Marketing Integration Lead (EP) - Nahri Salim
  3. City Centre Design Lead (EP) - Vacant (in recruitment)
  4. Strategy and Planning Integration Lead (EP) - Naomi Craymer
  5. Head of City Centre Programmes (AC) - Jenny Larking
  6. Manager Development Response (AC) - Natalie Hansby
  7. Manager Investment Programmes (AC) - Liz Nicholls
  8. Manager Programmes Delivery (AC) - Oliver Smith
  9. Manager Tāmaki Makaurau Design (AC - CPO) – Lisa Dunshea
  10. Programme Director City Centre Delivery (AT) - Eric Van Essen (AT)
  11. Head of Access for Everyone (AT) – Vacant (Andrew Mein interim)
  12. Planning and Investment lead (AT) – Andrew McGill
  13. Head of Economic Transformation (TAU) - John Lavery
- The purpose and role of the leadership team will be refined with the members and through the governance workstream. It is envisaged that they will be responsible for direction setting, alignment, integration, and prioritisation of council group activities in relation to the establishment priorities. This will include developing and delivering on the integrated implementation plans, as well as monitoring progress against key outcomes and KPIs. They will also have collective accountability for the “experience” of people in the city centre.
- The development of RASCIs to define clear roles, responsibilities and accountabilities within the matrix working structure will be a key priority for the leadership team.
- Involvement in the city centre matrix team (both leadership and wider team) should be recognised in people’s annual performance development plans or annual agreed goals and in position descriptions.

**b. Commit city centre resources to work collaboratively in a matrix team structure to deliver on the priority workstreams outlined in the establishment plan, noting that:**

- This is an in-principle commitment at present until detailed work programmes for each workstream are developed and longer-term resource requirements for delivery are identified. The leadership team will be responsible for reporting to SteerCo on resourcing requirements for workstreams as this is built up.

- This commitment includes an agreement from all parties to engage with each other going forward regarding any proposed changes to people resources or recruitment which impact the city centre, to ensure resourcing impacts are understood, that resources are responding to key requirements and priorities, and to avoid role duplication. Steerco to act as escalation point for unresolved resource issues.
  - Each agency will continue to manage their respective teams and portfolios to respond to the agreed work programmes and will be accountable for reporting progress to Eke Panuku as lead agency.
  - Day-to-day business operations such as team management will remain the responsibility of business managers and team leaders.
  - The development of the integrated work programmes needs to be mindful of operational impacts, such as whether they override the model of operations already in play within organisations, with good change practice applied and a do-learn-do approach taken to ensure we are constantly learning from and improving how we work together.
- c. Co-location is seen as important from a team and culture building perspective and should be encouraged where possible and therefore Steerco supports the co-location of the city centre matrix leadership team (and workstream/programme teams as agreed) at Eke Panuku with details of frequency etc to be agreed by the leadership team and the priority location director, noting that:**
- Consideration will need to be given to home organisation commitments with a recognition that individuals will all have different ability to manage co-location requirements.
  - Co-location does not always need to be at Eke Panuku, and that the leadership team (and Steerco) should look for opportunities to spend time at the other organisations.
- d. Endorse Eke Panuku as Lead Officer for the Auckland City Centre Advisory Board, with support continuing from the council's city centre programmes team, noting that:**
- The details and mechanics, including agreeing roles, responsibilities, and day-to-day management need to be worked through and agreed with relevant agency teams including Auckland Council's Governance and CCO Partnerships, and the Development Programme Office prior to the new ACCAB term starting.
  - Advice and recommendations to the new Mayor for shaping the formation of the ACCAB on the back of the recent review should be a priority for the leadership team.
  - This forms part of the wider governance discussion and will be included in the scope of the governance workstream. Mechanics around the integration of information flows from across the organisations to groups such as the ACCAB should be an initial focus.

**e. Support the participation of SteerCo, city centre matrix leadership team and others as nominated by the SteerCo in a collaborative process to refine city centre decision flows and terms of reference for the SteerCo. This includes collaboration with council's Governance and CCO Partnerships team, noting that:**

- There is a need to consider statutory obligations and existing operating systems of each of the agencies and how best to manage information flows in an integrated way.
- To ensure strategic alignment and enable effective prioritisation, Karangahape (including Newton) and Wynyard/Waterfront will form part of the "integrated implementation plan" overseen by the City Centre SteerCo.
- The governance workstream will need to consider how established governance structures which include external agencies are best aligned as part of the city centre decision flows.

**f. Acknowledge that this new way of working involves change, specifically to ways of working, systems and processes and building the team culture, noting that:**

- The leadership team will collectively confirm and refine the requirements for change and co-develop a plan which will be reported back to SteerCo for endorsement and support for implementation across the organisations.
- Dedicated resource to help the leadership team and SteerCo develop and deliver on the change requirements is supported by the SteerCo.
- The change requirements need to consider that change extends beyond the leadership team and into the organisations, and the way we work as our respective organisations will need to change to support our collective success.
- The proposed changes are not structural but do represent changes to how some roles work. Those changes need to be established over time.
- The leadership team will develop messaging to support direction with their wider teams.
- The SteerCo thanks AT and Auckland Council change leads for their extensive support of this project and acknowledges the change plan offers a strong basis for the lead team to take and make their own.

**g. Endorse in principle the proposed establishment priorities for the lead agency as outlined in the establishment plan, noting that:**

- These may shift following more detailed co-design work with the new city centre matrix team.
- Some of these priority areas have existing governance arrangements and should be an early consideration for the governance structure to avoid duplication and confusion.

#### 4.8 - 101 Pakenham Street West, Wynyard Quarter

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *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).*

# Information paper: Update on engagement with mana whenua

Document author: Angelika Cutler, General Manager Community and Stakeholder Relations

September 2022

## Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to update the Eke Panuku Board on our work with mana whenua.
2. Eke Panuku achieved both of its Statement of Intent (SOI) commitments in the last financial year. We were required to deliver 50 initiatives that support Māori outcomes and we have completed 51 initiatives. We were also required to undertake an independent survey of mana whenua satisfaction to establish a new baseline, and this has been completed by Kantar Public.
3. Eke Panuku still enjoys close relationships with its mana whenua partners and maintains a regular and positive engagement schedule. Eke Panuku has hosted 141 meetings with mana whenua since November 2021. We have maintained business continuity with no significant interruptions.
4. Eke Panuku completed 18 out of 23 year two actions in the Mana Whenua Outcomes Framework. We have one more year of actions to complete in the Mana Whenua Outcomes Framework before developing a new Achieving Māori Outcomes plan aligned with the Auckland Council measurement framework called Kia Ora Tāmaki Makaurau.

## Matapaki | Discussion

### Statement of Intent commitments

5. Eke Panuku achieved both of its Statement of Intent (SOI) commitments in the financial year 2021/2022. We were required to achieve two outcomes:
  - a. Create 50 initiatives that support Māori outcomes
  - b. Establish a new baseline of mana whenua satisfaction.
6. Each of these Statement of Intent outcomes are described in more detail below.

### Creating 50 initiatives that support Māori outcomes

7. In the last financial year, Eke Panuku was required to deliver 50 initiatives that support Māori outcomes and we achieved our goal, delivering 51. In the previous year, we were required to deliver 40 initiatives and we delivered 45. The lower target was in recognition of the impact of COVID-19.

8. The initiatives on the list are derived from actions that we have undertaken delivering our regeneration strategies, and through our work implementing the Mana Whenua Outcomes Framework.
9. Most of the initiatives are in the cultural and identity pou (26/51). For example, we facilitated 16 expression of interest processes last year to select mana whenua designers, artists, and experts. We also created several promotional videos and celebration events.
10. Eke Panuku created ten commercial opportunities in the last year. Seven of them were development or disposal sites with a limited contestable process limited to iwi parties, or an open market process with a 15% weighting.
11. Eke Panuku created 11 governance opportunities in the last year. For example, naming the Waiwharariki ANZAC town square, appointing a technical expert to work on the Thriving Town Centre Guidelines, and appointing a technical expert to work on the Placemaking Approach.

### **Annual mana whenua satisfaction survey results**

12. Our SOI target this year is to establish a new baseline result to improve in subsequent years. Eke Panuku appointed Kantar Public, known previously as Colmar Brunton, as the new survey provider for the annual mana whenua engagement survey.
13. The overall mana whenua engagement results for the financial year 2021/2022 was 50% satisfaction. Of the ten mana whenua respondents, five scored us a score of 4 or 5 out of a total of five. We also had two neutral responses, and three iwi reps scored us 1 or 2 out of 5.
14. Eke Panuku has also adopted a new qualitative survey methodology compared to previous years. Therefore, our current results cannot be compared to previous years. Comments from mana whenua are available at Attachment A to provide insight into the results.
15. Kantar Public has presented the results to mana whenua, but the Executive will discuss the results with mana whenua at the next Mana Whenua Governance Forum on Monday 17 October.
16. In the survey, several of the mana whenua representatives described an aspiration to create a co-governance model for Eke Panuku including the establishment of several mana whenua seats on the Board. It is possible that mana whenua may raise this issue directly with the Board.

### **Recent engagement with mana whenua**

17. Eke Panuku continues to maintain regular and positive engagement with mana whenua representatives at both the governance and kaitiaki level. Since this last report on 15 November 2021, Eke Panuku has hosted 141 collective meetings with mana whenua representatives.
18. Our conversations are focused on three big programmes:
  - a. Transform Wynyard, with 40 meetings
  - b. Transform Onehunga, with 31 meetings

c. Eke Panuku-wide work, with 22 meetings.

19. [REDACTED]
20. Mana whenua have also spent focused effort on applying Take Mauri Take Hono, their cultural health indicator, to the Onehunga and Wynyard programmes. Take Mauri Take Hono will describe their aspirations for the project and how Eke Panuku can enhance the cultural health of the area. Mana whenua hope the tool can be used throughout the project to see a tangible change. This work has required Eke Panuku to appoint third-party technical advisors to provide mana whenua with advice to undertake this work.
21. The mana whenua landscape in Tāmaki Makaurau is contentious because multiple mana whenua parties have overlapping traditional rohe boundaries. Occasionally our work with mana whenua can inadvertently create tension between mana whenua or with Eke Panuku. We have not, however, had any significant issues with mana whenua throughout our regular engagement work.

[REDACTED]

[REDACTED]

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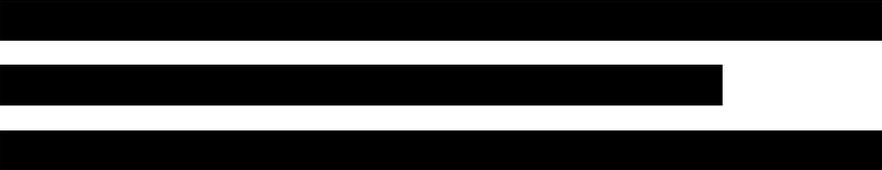
[REDACTED]

**Mana Whenua Outcomes Framework**

24. Eke Panuku completed 18 out of 23 actions in the financial year 2022/2023. We have also nearly completed five actions that will be carried across to year three of the Mana Whenua Outcomes Framework. The five actions we have not yet completed related to interdependencies beyond our control. A full report is included at Attachment C.
25. Eke Panuku has started the third and final year of the Mana Whenua Outcomes Framework. We intend to replace it with an Achieving Māori Outcomes (AMO) Plan aligned with the Auckland Council Group measurement framework called Kia Ora Tāmaki Makaurau.
26. Eke Panuku intends to develop an AMO plan based on Kia Ora Tāmaki Makaurau, and then workshop it with mana whenua and other partners to ensure that it responds to our business needs.

27. The Mana Whenua Outcomes Framework is one of the key mechanisms that Eke Panuku uses to grow our organisational capability to meet our te Tiriti o Waitangi obligations.

**Ngā tāpirihanga | Attachments**



# Information paper: Carbon benefits of town centre living

Document author: Kristen Webster, Head of Corporate Responsibility

September 2022

## Whakarāpopototanga matua | Executive summary

1. Eke Panuku delivers urban regeneration within town centre neighbourhoods that have a range of amenities and are well served by public transport. We presume that our developments enable Aucklanders to live a low carbon lifestyle through delivery of sustainable buildings in locations that allow them to travel less and use sustainable modes.
2. Arup was engaged to undertake carbon modelling to test this assumption and compare the carbon impacts between two household typologies - a generic Eke Panuku town centre development and a typical suburban household.
3. The modelling found that the carbon emissions from the operational use and associated household travel activities of a typical Eke Panuku household are lower when compared to a typical Auckland household by approximately 14%, saving 1.2 t CO<sub>2</sub>/year/household. This was comprised of approximately an 11% reduction in travel related emissions and 34% reduction in household energy related emissions.
4. This data, together with other relevant information, will be used to further develop a narrative around low carbon living and town centre urban regeneration to complement our thriving town centres guidance. There are many benefits to living in our town centre neighbourhoods; carbon reduction is just one of these. We are leading by example, designing neighbourhoods that enable low carbon living.
5. While a reduction of 14% may not sound significant, it is important to note that it represents a conservative, realistic number. It is based on an average household within each location. The modelling shows that further reductions could be achieved.
6. It is acknowledged that some households within town centre locations could have significantly lower emissions and conversely some households in suburbia would have much higher transport-related emissions. Further, it is noted that an energy efficient home could be built anywhere, not just a town centre. However, a house built in a suburban location is likely to have higher transport emissions associated. The results also exclude the emissions associated with infrastructure which for a new greenfield development would be significant.
7. The report considered opportunities to further decrease household emissions and showed potential for a 45% reduction from the baseline. Recommendations have been provided for interventions to further reduce transport and operational energy emissions as well as embodied construction emissions.

## Matapaki | Discussion

### Background

8. Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan sets a goal for the region to reduce greenhouse gas emissions by 50% by 2030 and reach net zero emissions by 2050. As Auckland Council's urban regeneration agency, Eke Panuku is working to deliver on these targets through facilitating low carbon transit-oriented developments in existing town centres, bringing housing and people closer to transport networks.
9. The objectives of the modelling were:
  - Demonstrate the performance of low carbon households such as those developed by Eke Panuku in the operational life cycle stage using carbon modelling.
  - The modelling tested the following hypothesis:

*Households in high performance dwellings with access to low carbon transport options and reduced travel distances have a measurable carbon benefit compared to a typical Auckland household typology.*
10. Region-wide carbon modelling was undertaken by Arup to inform the actions in Te Tāruke-ā-Tāwhiri. This project used this modelling as a basis. It drilled down to the individual development level to enable comparisons to be made against different typologies.

### Results

11. A typical Auckland household for this study is defined as a standalone 3-bedroom existing suburban household with 2 to 3 people which was based on 2018 census data.
12. The scope of the assessment was operational energy household emissions and emissions associated with household passenger travel. Embodied construction emissions were excluded for this assessment. The baseline emissions shown in Figure 1 are broken down into two components: emissions from operational energy use and emissions from associated passenger travel.
13. The emissions from a typical Auckland household are 8.7t Co<sub>2</sub> e/year/household with the vast majority attributed to transport.

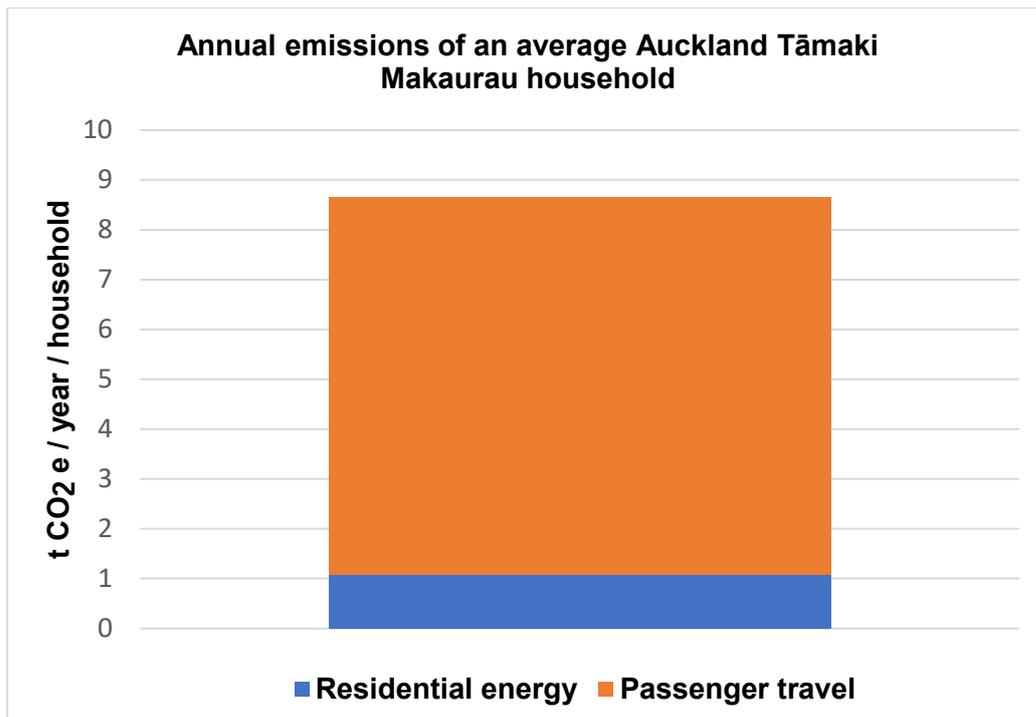


Figure 1. Annual emissions of average Auckland household

14. The comparison of emissions of an Eke Panuku development against the average Auckland household is shown in Table 1.

Table 1. Comparison of household emissions of typical Auckland household versus Eke Panuku household

Category	Typical Auckland household emissions	Eke Panuku household emissions	% reduction in Eke Panuku households
Travel related household emissions	7.56 t CO <sub>2</sub> e / year / household	6.76 t CO <sub>2</sub> e / year / household	11%
Operational household energy emissions	1.09 t CO <sub>2</sub> e / year household	0.71 t CO <sub>2</sub> e / year / household	34%
Total carbon emissions / year per household type	8.65 t CO <sub>2</sub> e / year / household	7.47 t CO <sub>2</sub> e / year / household	14%

In comparison with an average Auckland household, an 11% reduction in travel-related emissions is possible. New housing within a town centre transit-oriented development enables reduced travel distance for certain trips, encourages mode switch from car to public transport/walking and cycling, and a switch from petrol to electric vehicles. Figure 2 shows the individual travel-related components that contribute to the reduced carbon emissions of Eke Panuku developments.

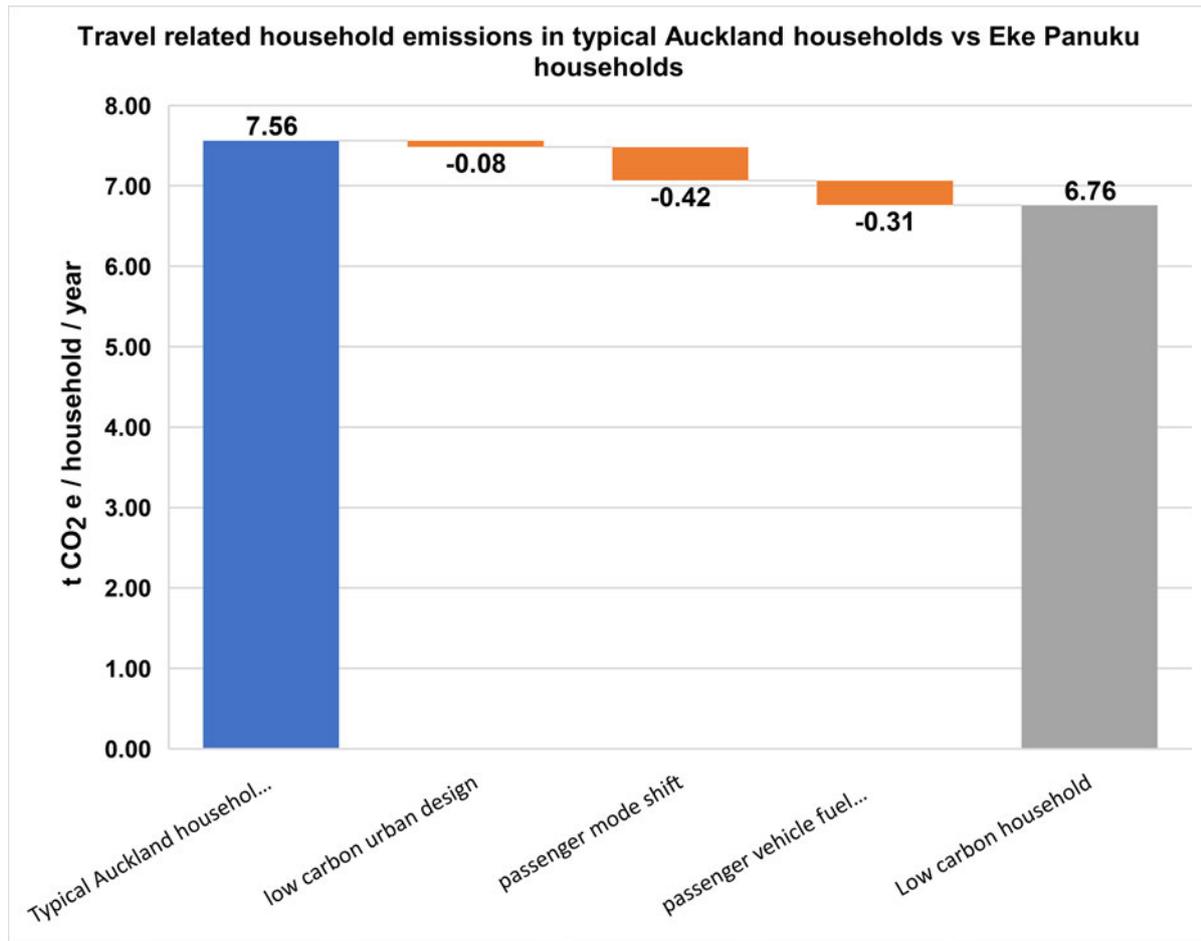


Figure 2. Travel related household emissions for Eke Panuku and a typical Auckland household

15. In comparison with an average Auckland household, a 34% reduction in household operational emissions is possible. This is due to energy efficient lighting, water efficient appliances, improved building insulation practices, energy efficient space heating and cooling and water heating standards adopted for the build. These improvements are associated with the Eke Panuku requirement for homes to meet a Homestar 6 rating.

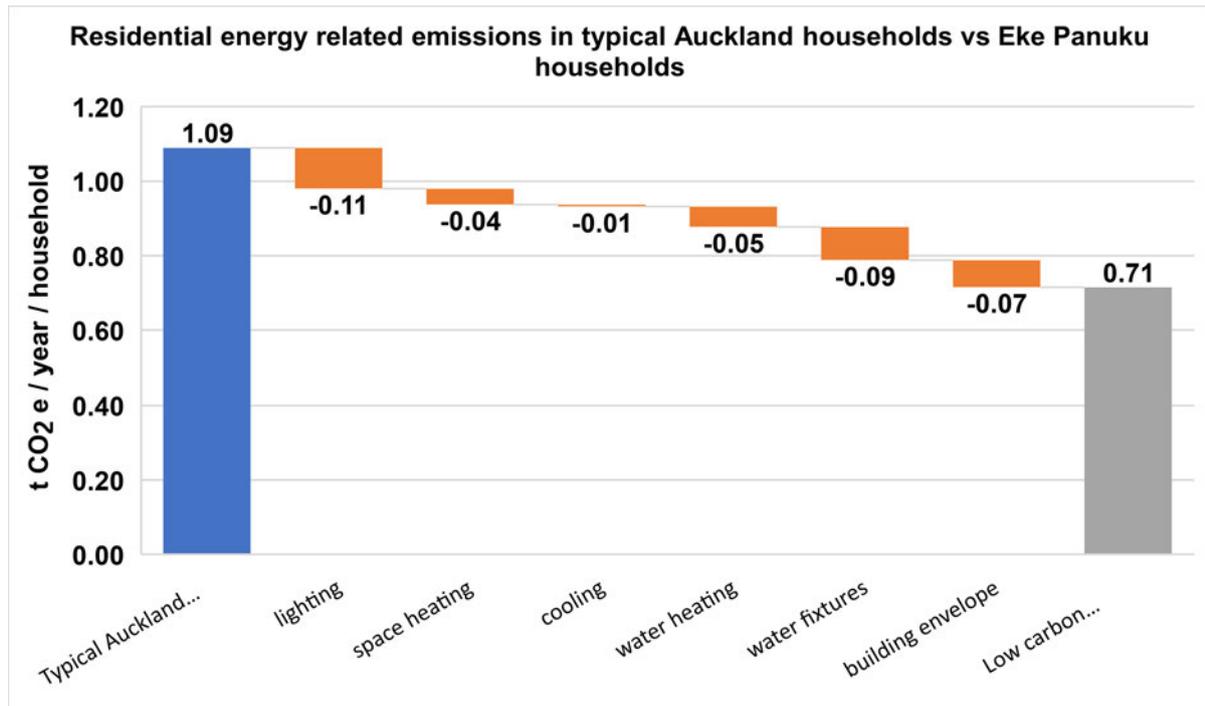


Figure 3. Residential energy and water-related emissions in typical Auckland households

16. Modelling was undertaken to look at how emissions could be further reduced. Reduction of emissions through vehicle fuel switch measures is likely to have by far the most influence in reducing household passenger travel emissions, followed by low carbon urban design measures. The future potential reduction is indicative and is shown in Figure 4 with a dotted line. This represents a potential further carbon reduction of 45% from the baseline.

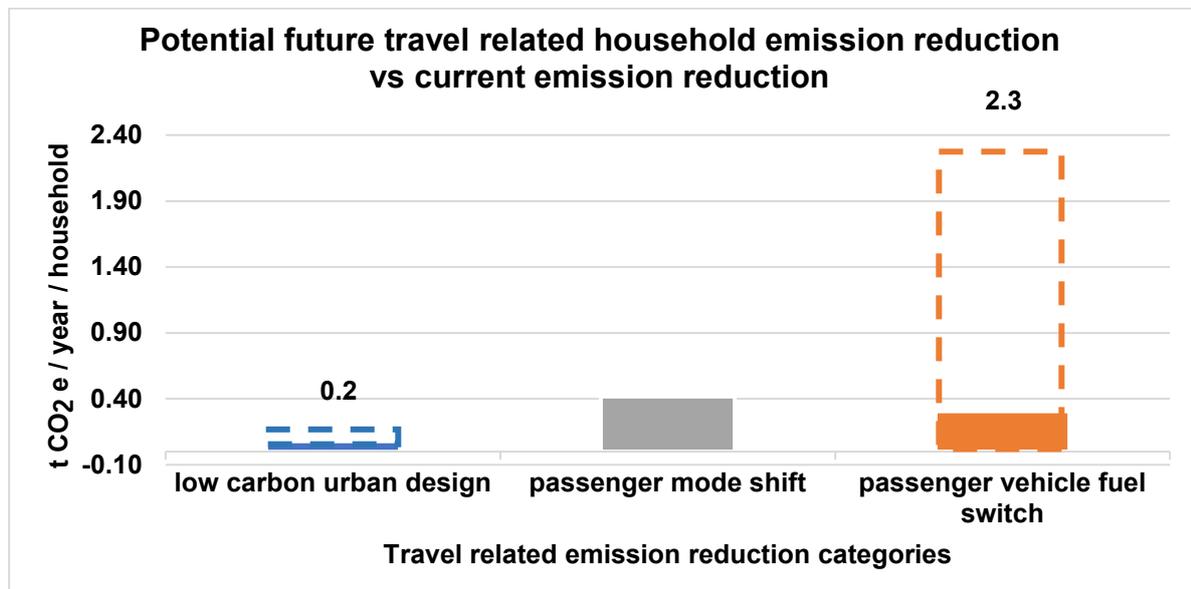


Figure 4. Potential future travel related household emission reduction vs current emissions reduction

17. Figure 5 shows the modelled emissions for each category of operational household emissions as a function of energy use. A reduction in emissions is most likely to be

achieved through improved insulation measures. This future potential reduction is shown in the graph with the dotted line and is indicative.

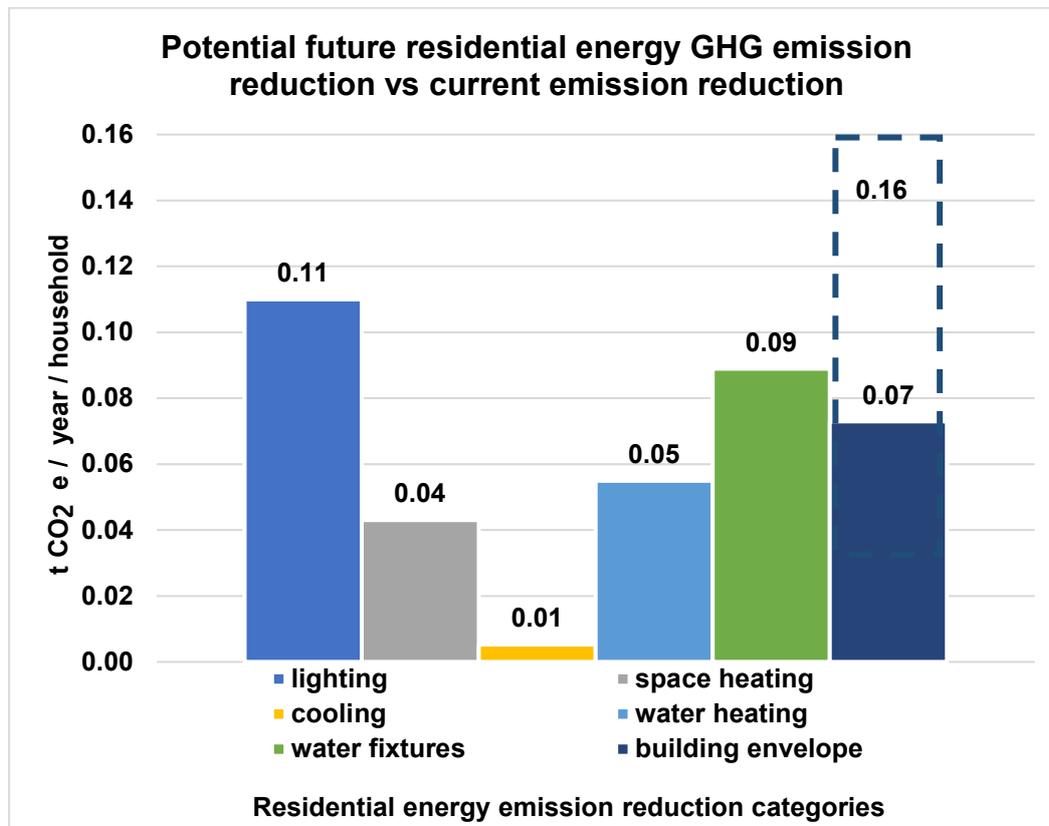


Figure 5. Potential future residential energy GHG reduction opportunities

**Additional considerations**

18. There is emerging analysis of the embodied carbon of public infrastructure such as roads and utilities. The latest research shows that when housing is built in new greenfield development, the embodied carbon of infrastructure e.g., roads required to establish the development, can be significant. Therefore there is additional benefit to the Eke Panuku approach of facilitating and delivering brownfield development.
19. This modelling looked at operational emissions and did not measure construction related emissions and embodied carbon. It is acknowledged that is important for construction related and embodied carbon emissions to be minimised. However, it is important to note that reducing operational emissions is likely to have the most benefit in reducing emissions overall. A case study by BRANZ in 2018 found that the carbon footprint of a typical house is comprised of 91% operational emissions and 8% construction and embodied emissions.
20. This work further illustrates the benefits of investments in transport that will promote mode shift such as investments across our programmes in walking and cycling connections and amenity upgrades.

## **Next steps**

21. There are several next steps following this work. We will explore how Eke Panuku could further influence fuel switching and reduced travel movements in line with the future potential reductions identified by the modelling. Options include promoting the inclusion of shared workspaces within apartment developments to reduce commuting emissions and introducing requirements around electric vehicle charging provision within residential developments.
22. While transport emissions are the largest contributor to operational emissions, we will also look at further opportunities to reduce emissions from energy and embodied emissions through use of materials. We will look at the potential to shift to higher minimum Homestar ratings and the extent that this could contribute to further emissions reductions.
23. We will use this work to help develop a narrative around the benefits of our development model to tell a more compelling story. This may involve the use of visuals to illustrate the carbon benefit in a more meaningful way, together with additional data.

## **Ngā tāpirihanga | Attachments**

Attachment A - Household Carbon Modelling Study

# Attachment A

## Household Carbon Modelling Study



Shaping spaces  
for Aucklanders  
to love

A comparison of carbon impacts between two household typologies using quantitative carbon modelling

Version 2.1 Final report

7 September 2022



Image source: Eke Panuku Development  
Auckland Statement of Intent 2021-24



# Document Verification

Job Title: Eke Panuku Carbon Modelling	Jon number: 287671-00
Document Title: Household Carbon Modelling Study - A comparison of carbon impacts for two household typologies using quantitative carbon modelling	File name: Eke Panuku Carbon Modelling – Eke Panuku – Report – Final - version 2.1 – 7 September 2022

Client name: Eke Panuku

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			Prepared by	Checked by	Approved by
		Name	Kathy Matete	Kara Brussen	Joan Ko
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			Prepared by	Checked by	Approved by
		Name	Kathy Matete	Joan Ko	Joan Ko
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			Prepared by	Checked by	Approved by
		Name	Kathy Matete	Kara Brussen	Kara Brussen
		Description			
			Prepared by	Checked by	Approved by
		Name			
		Description			
			Prepared by	Checked by	Approved by
		Name			



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2. Context
3. Approach
4. Findings
  - The baseline
  - The current story
  - The future story
5. Conclusions
6. Recommendations

# 1. Purpose

## Background

Climate response is at the heart of the work by Eke Panuku. They do this by delivering urban regeneration and quality housing in town centres that are well served by public transport. In this way, Eke Panuku aims to enable Aucklanders to live a ‘low carbon lifestyle’. The buildings energy usage and the associated transport activities are significant contributors to Auckland’s greenhouse gas emissions.

The work by Eke Panuku is a critical to reducing emissions and transitioning to a low carbon resilient Auckland city. This work includes delivering well designed, intensive mixed-use developments, by integrating land use and transport, and incorporating sustainable building approaches. By encouraging a change in the way homes are built in town centres, designing for improved access to travel options, enabling reduced vehicle kilometres travelled, and designing to cater for lower carbon modes, Eke Panuku can help reduce emissions from housing and transport.

To quantify the carbon benefit, we account for the dwelling construction features as well as the changes associated with travel related behaviour. This provides a clearer definition used to compare Eke Panuku households to typical households in Auckland.

## Alignment with Eke Panuku strategy

One of Eke Panuku’s key roles is to facilitate urban redevelopment through sustainable housing and community facilities in Auckland Tāmaki Makaurau. As a facilitator, Eke Panuku has a responsibility to champion the Auckland Plan carbon reduction outcomes and support the other parallel sustainability activities by various groups. They do this through partnership and embedding sustainability at all life cycle stages of the development. These key partners include Auckland Council and development partners. Eke Panuku aims to share and help drive the vision of ‘low carbon thriving town centre lifestyle’. To bring this to life, Eke Panuku has put together a compelling story using carbon household data to communicate the carbon benefits of Eke Panuku developments. This can help enhance climate change decision making frameworks, inform sustainability performance reporting and quantify the increased value of such household typologies.

## Objectives for the report

1. Demonstrate the performance of low carbon households such as those developed by Eke Panuku in the operations life cycle stage using carbon modelling.
2. The modelling will test the following hypothesis:
  - Households in high performance dwellings with access to low carbon transport options and reduced travel distance have a measurable carbon benefit compared to a typical Auckland household.

## 2. Context

### Policy and legislation

Action is required to reduce emissions and build resilience to the already changing climate. Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, sets out a plan for the region to reduce greenhouse gas emissions by 50 per cent by 2030, reach net zero emissions by 2050 and create a pathway to prepare for the impacts of climate change. Eke Panuku's role is to support Auckland Council's climate change strategies outlined in the Climate Plan.

Eke Panuku has committed in the Statement of Intent 21/24 to help Auckland Council facilitate low carbon transit-oriented development by bringing housing and people closer to transport networks, to leverage the existing investment and provide increased transport choices.

The end uses of this work could help demonstrate the realisation of these policy legislative outcomes outlined in the SOI 21/24.

### Stakeholder key questions

Below is a summary of the stakeholder interests regarding this carbon modelling assessment:

- Eke Panuku Board – Does the way we deliver urban regeneration have a positive benefit on reducing carbon emissions?
- Eke Panuku Management and Corporate Responsibility Team – Which elements contribute to carbon reduction the most and therefore where should Eke Panuku concentrate their efforts to decrease carbon in the future?
- Auckland Council – To what extent do Eke Panuku developments help reduce carbon emissions? What is the potential contribution to Auckland's emissions reduction targets from sustainable housing in town centres that are well served by public transport?

# 3. Approach

## Collaborative approach

Arup worked with Eke Panuku’s Kristen Webster (Head of Corporate Responsibility) and Brenna Waghorn (GM of Strategy and Planning) who provided insight on the Eke Panuku and Auckland Council strategic drivers, risks, and provided information about Eke Panuku developments.

## Methodology

A summary of our five-step approach is outlined in the table below.

Step 1	<ul style="list-style-type: none"><li>Held an inception meeting with Eke Panuku on 6 May 2022 to understand the scope of work, strategic context and outlook, drivers and priorities of this study.</li></ul>
Step 2	<ul style="list-style-type: none"><li>Used the CURB tool developed by C40 for this study</li><li>Defined the baseline (typical Auckland household) and conducted CURB modelling to create an emission profile.</li><li>Identified what CURB interventions give the highest range in carbon benefits.</li><li>Categorised interventions by CURB sectors (stationary energy residential and travel related emissions).</li></ul>
Step 3	<ul style="list-style-type: none"><li>Hosted a workshop with Eke Panuku to confirm which interventions would be applied in an Eke Panuku household. Gathered evidence from example Eke Panuku developments as well as literature to justify the modelling assumptions for the current and potential future emission reduction.</li></ul>
Step 4	<ul style="list-style-type: none"><li>Conducted the CURB modelling for the second typology to create an emissions profile of a household in a typical Eke Panuku development. This was used to demonstrate the current emissions reduction story.</li><li>Conducted CURB modelling to show the potential future emission reduction opportunities and identified practical actions for Eke Panuku to realise these benefits.</li><li>Used the CURB modelling outputs to demonstrate the difference in emissions at a household level and draw comparative insights between the two typologies.</li></ul>
Step 5	<ul style="list-style-type: none"><li>Developed a report which summarises and visually illustrates the outcomes of the quantitative modelling and allows readers to quickly draw comparisons between household typologies to support the Eke Panuku Board meeting.</li></ul>



## 4. Findings

### Summary of the modelled household typologies

Typical Auckland households create emissions higher than the 1.5-degree lifestyle.

Eke Panuku's current building approach has lower emissions when compared to the typical Auckland household, due to higher building energy performance and reduced travel emissions.

Eke Panuku has opportunities to maximise carbon reduction further by facilitating a switch to electric vehicles and further improving energy performance of the building envelope.

This results in a 14% reduction from the baseline.

This could result in a 45% reduction from the baseline.

The baseline household emits approximately

**8.7 t CO<sub>2</sub>e/year/household**

(equivalent to 3.2 t CO<sub>2</sub>e/year/person within the household\*)

The current Eke Panuku household emits approximately

**7.5 t CO<sub>2</sub>e/year/household**

(equivalent to 2.8 t CO<sub>2</sub>e/year/person within the household)

The future potential Eke Panuku household emits approximately

**4.8 t CO<sub>2</sub>e/year/household**

(equivalent to 1.8 t CO<sub>2</sub>e/year/person within the household)

# 4. Findings

## Comparison of emissions from modelled household typologies to a 1.5-degree lifestyle

A lifestyle carbon footprint target of 2.5 tCO<sub>2</sub>e/person/year has been adopted by multiple individuals and organisations (such as 1five.org\*). This is based on a global average carbon budget for 2030, and subtracting the portion of emissions that are associated with public services (leaving just those associated with personal consumption). Our study for Eke Panuku looked at only a fraction of those emissions associated with personal consumption i.e., those for housing. In both the current and future scenarios the emissions are in excess of the total allowance for personal consumptions.

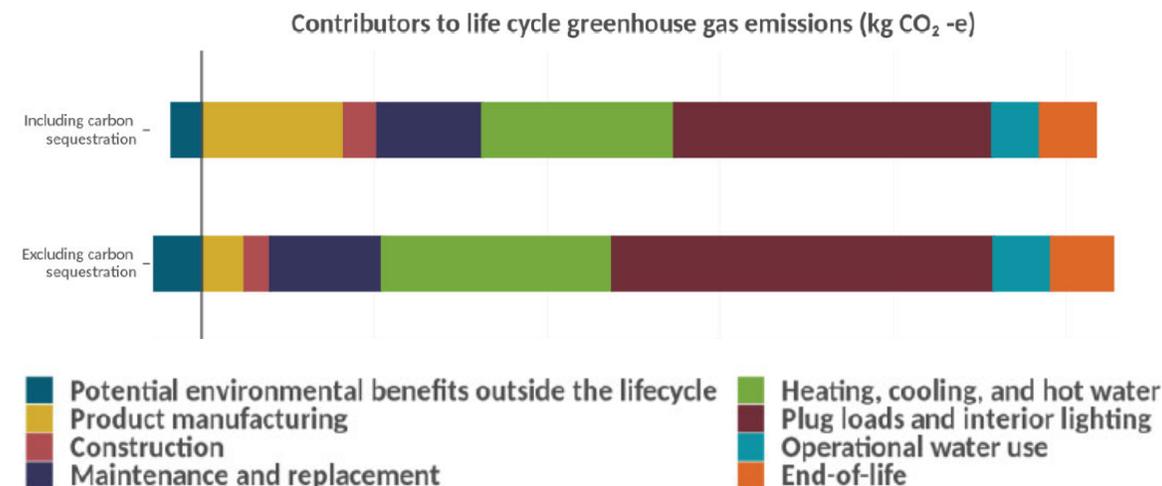
The 2.5 tCO<sub>2</sub>e/person/year value has been derived from a study by IGES, Aalto University and others, that explore a number of pathways with different budget allowances. The typical Auckland and Eke Panuku scenarios are both in exceedance of all pathways presented in this study\*\*.

## Comparison of emissions from modelled household typologies to lifecycle emissions from a typical house

Data from BRANZ was published by Stats NZ\*\*\*. BRANZ conducted an emissions lifecycle study on an Auckland house. It shows that operational energy contributes ~80-90% of life cycle emissions from a house, with the rest from embodied, construction related activities and end of life activities. This is true for both dwellings that include and exclude carbon sequestration, which in this instance is the storage of carbon in building materials.

This data shows that the biggest opportunity and priority is to reduce emissions from the household carbon lifecycle is in operational energy.

Further to this, household transport emissions (as shown on page 10) are seven times more significant than dwelling-based emissions, so there is the opportunity for Eke Panuku's developments to enable lower carbon transport choices through public transport, active travel and electric vehicles.



Source. Housing in Aotearoa: 2020. Updated 2021. Stats NZ  
<https://www.stats.govt.nz/reports/housing-in-aotearoa-2020>

\* 1Five.The 1.5 C° Life Pilot Project. 2021.  
[https://1five.org/wp-content/uploads/2022/02/1Five\\_Pilot\\_Project-Report\\_Reading.pdf](https://1five.org/wp-content/uploads/2022/02/1Five_Pilot_Project-Report_Reading.pdf)

\*\* Institute for Global Environmental Strategies, Aalto University, and D-mat Ltd, "1.5-Degree Lifestyles: Targets and Options for Reducing Lifestyle Carbon Footprints." Technical Report, 2019. [https://hotorcool.org/wp-content/uploads/2021/01/15\\_Degree\\_Lifestyles\\_Main\\_Report.pdf](https://hotorcool.org/wp-content/uploads/2021/01/15_Degree_Lifestyles_Main_Report.pdf)

\*\*\* Housing in Aotearoa: 2020. Updated 2021. Stats NZ <https://www.stats.govt.nz/reports/housing-in-aotearoa-2020>

## 4. Findings

### The baseline household emissions story

Emissions from typical Auckland households

**8.7** t CO<sub>2</sub>e/year/household



## 4. Findings

### What is the operational carbon profile of a typical Auckland household?

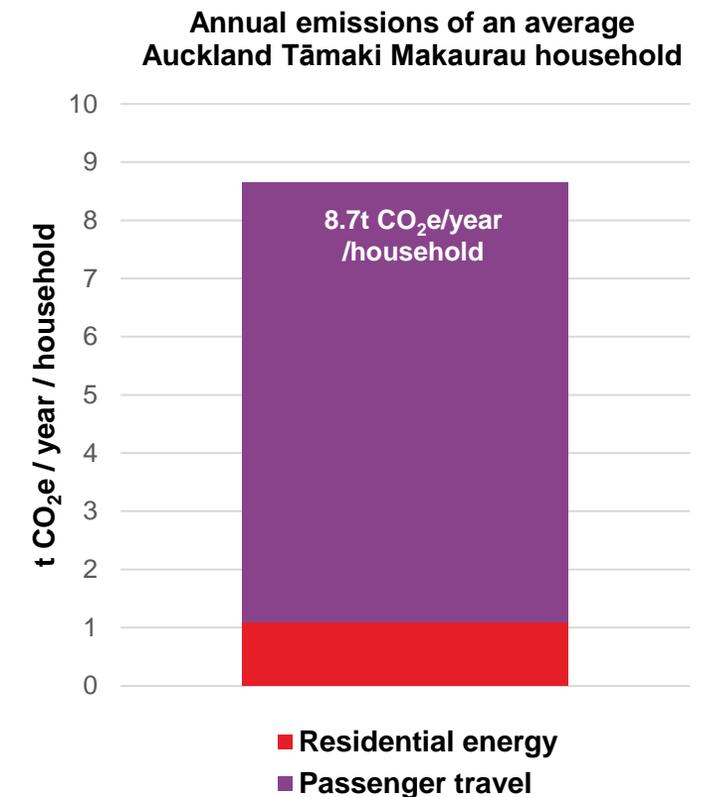
The operational emissions from a typical Auckland household were used to establish a baseline.

A typical Auckland household for this study is defined as standalone 3-bedroom existing suburban household with 2 to 3 people. This was based on the 2018 census data\*.

This was done using the C40 CURB carbon modelling tool which was used for the Auckland Climate Plan. Since 2016, the Healthy Homes requirement was introduced in 2019. This increased the insulation and heating standard requirements. All new and existing homes are required to have ceiling and floor insulation. The heating requirement states that all homes are to have one built-in heater using any type/fuel type. These have been applied to the baseline assessment.

The scope of the assessment was operational energy household emissions and emissions associated with household passenger travel. Embodied construction emissions were excluded for this assessment. The baseline emissions shown in the graph are broken down into two components, emissions from operation energy use and emissions from associated passenger travel.

There is emerging analysis of the embodied carbon from public infrastructure like new roads and utilities. The latest research shows that houses in new greenfield developments create more embodied carbon due to the need to install new infrastructure e.g. new access roads. These additional emissions can be significant\*\*.



\*Housing in Aotearoa: 2020. Updated 2021. Stats NZ <https://www.stats.govt.nz/reports/housing-in-aotearoa-2020>

\*\* Confidential project

## 4. Findings

### The current Eke Panuku household emissions story

**8.7** t CO<sub>2</sub>e / year / household  
for a typical Auckland household



14% reduction of  
total household  
emissions per year

**7.5** t CO<sub>2</sub>e / year / household  
for a typical Eke Panuku household

#### Breakdown by category:

- 11% lower travel related emissions
- 34% lower household operational energy emissions



## 4. Findings

### The current Eke Panuku household emissions story

The table below summarises the emissions of a typical Auckland Tāmaki Makaurau household compared to a typical Auckland Tāmaki Makaurau Eke Panuku household. The table shows that the low carbon Eke Panuku household results in a significant reduction of emissions in both household travel and operational household emission components.

Category	Typical Auckland household emissions	Eke Panuku household emissions	% reduction in Eke Panuku households
Travel related household emissions	7.56 t CO <sub>2</sub> e / year / household	6.76 t CO <sub>2</sub> e / year / household	11%
Operational household energy emissions	1.09 t CO <sub>2</sub> e / year / household	0.71 t CO <sub>2</sub> e / year / household	34%
<b>Total carbon emissions / year per household type</b>	<b>8.65 t CO<sub>2</sub>e / year / household</b>	<b>7.47 t CO<sub>2</sub>e / year / household</b>	<b>14%</b>

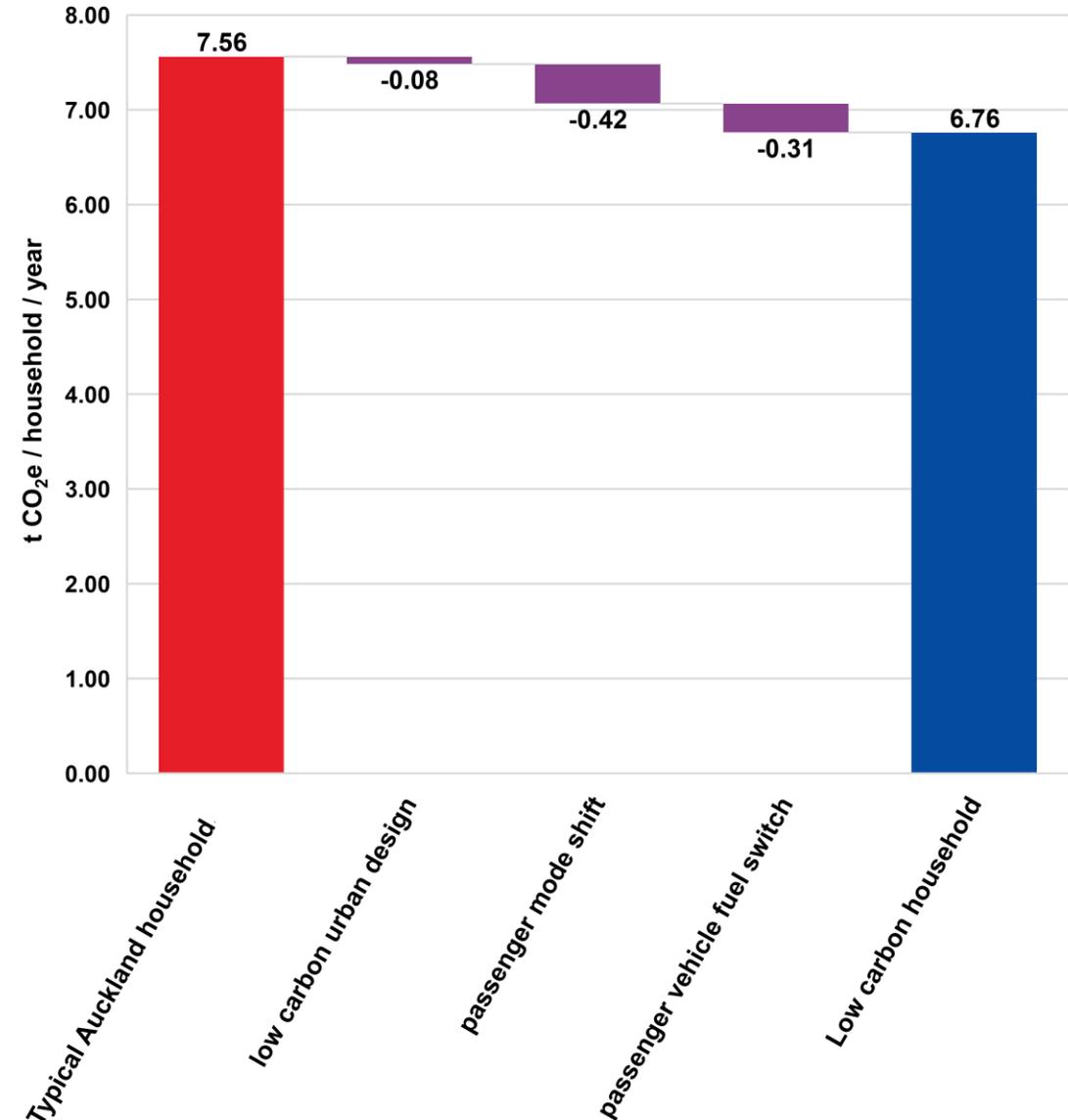
## 4. Findings

### The current Eke Panuku household emissions story – travel emissions

An 11% reduction in travel emissions from households in developments with low carbon transport options, as their location enables reduced travel distance for certain trips, encourages mode switch from car to public transport/walking and cycling, and switch from petrol to electric vehicles.

The relative contribution of each of these three elements to the reduction of travel related household emissions is outlined in the graph to the right.

Travel related household emissions in typical Auckland households vs Eke Panuku households



## 4. Findings

### The current Eke Panuku household emissions story – travel emissions

The following assumptions were made in modelling the current Eke Panuku household typology:

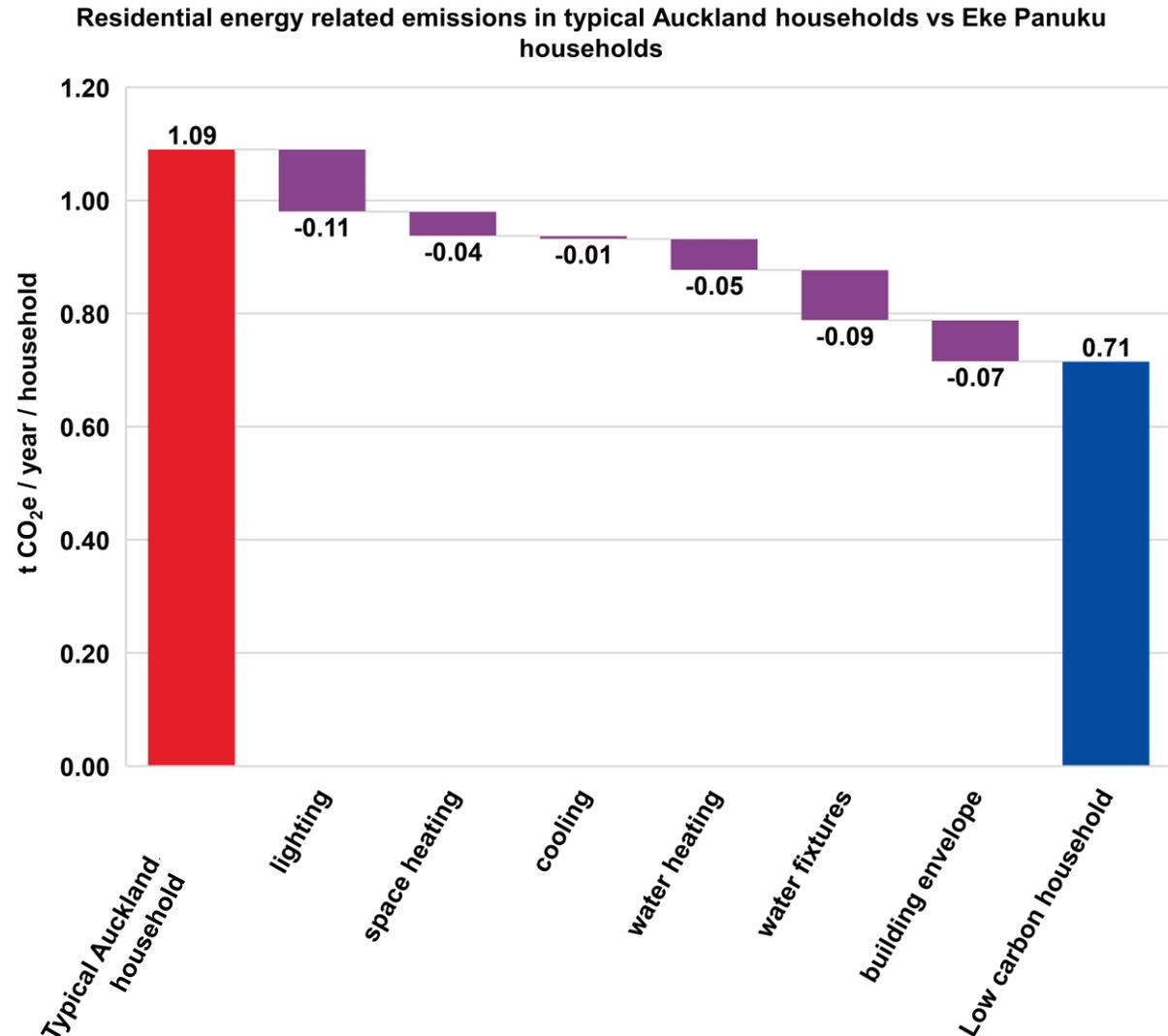
- Assumed that all low carbon households are in transit-oriented development neighbourhoods which creates approximately 10% trip reduction. This is based on the C40 studies used to build CURB and is supported by the research study\* conducted by Waka Kotahi which found that in TOD with rail, ferry or bus stations within 800m catchment and services every 15 minutes recorded approximately 25-30% reduction in travel distance. The modelled 10% trip reduction assumes that 30% of low carbon households have public transport access every 15mins within an 800m catchment with a 30% TOD reduction rate based on research. The modelling takes a conservative approach to this as detailed information about each development was not available at the time of the study.
- Assumed a 15% shift from private car to public transport bus/rail/ferry due to capped i.e., reduced car parking provision/household through car share parking spots, and reduced/eliminated personal parking spaces e.g., Avondale Central 6 and 10 Racecourse Parade. And 132 Greenlane East, Greenlane Project 54. This is based on historical transport evidence in Auckland which have found a maximum mode shift of approximately 15%.
- The (Manaaki) development confirmed in their report that EV charging is provided, however the number of EV charging spaces was not stated. On average 10% of parking spaces in the Wynyard Quarter developments are EV charging parking spaces. Based on this information, the assumption made for the carbon modelling was a 10% uptake in electric vehicles in typical Eke Panuku households.

\* Evaluating the greenhouse gas emission reduction benefits from land transport mode shift programmes and projects, March 2021, L Thorwaldson, F Thomas, A Carran-Fletcher MRCagney, <https://www.nzta.govt.nz/assets/resources/research/research-notes/004/004-evaluating-ghg-emission-reduction-benefits.pdf>

## 4. Findings

### The current Eke Panuku household emissions story – energy emissions

A 34% reduction in household operational emissions in low carbon residential households is due to the appliances with low water flow, improved building insulation practices, more energy efficient heating and cooling energy standards adopted for the build.





## 4. Findings

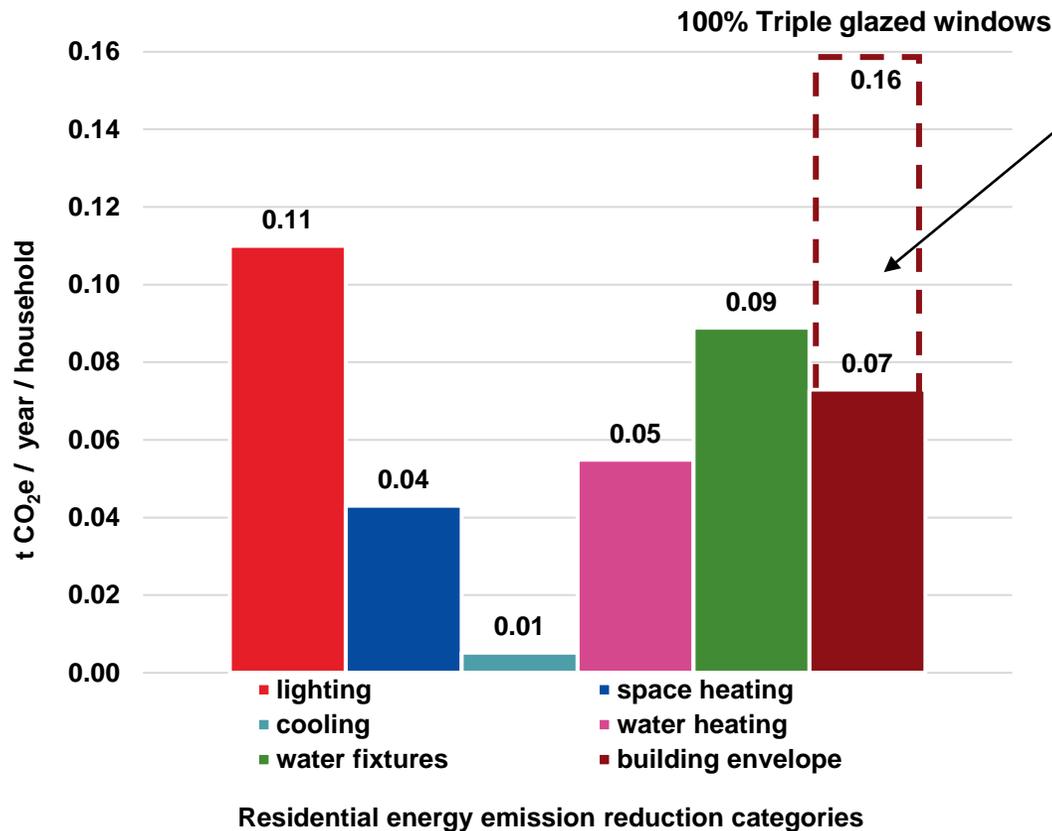
### The current Eke Panuku household emissions story – energy emissions

The following assumptions were made in modelling the current Eke Panuku household typology:

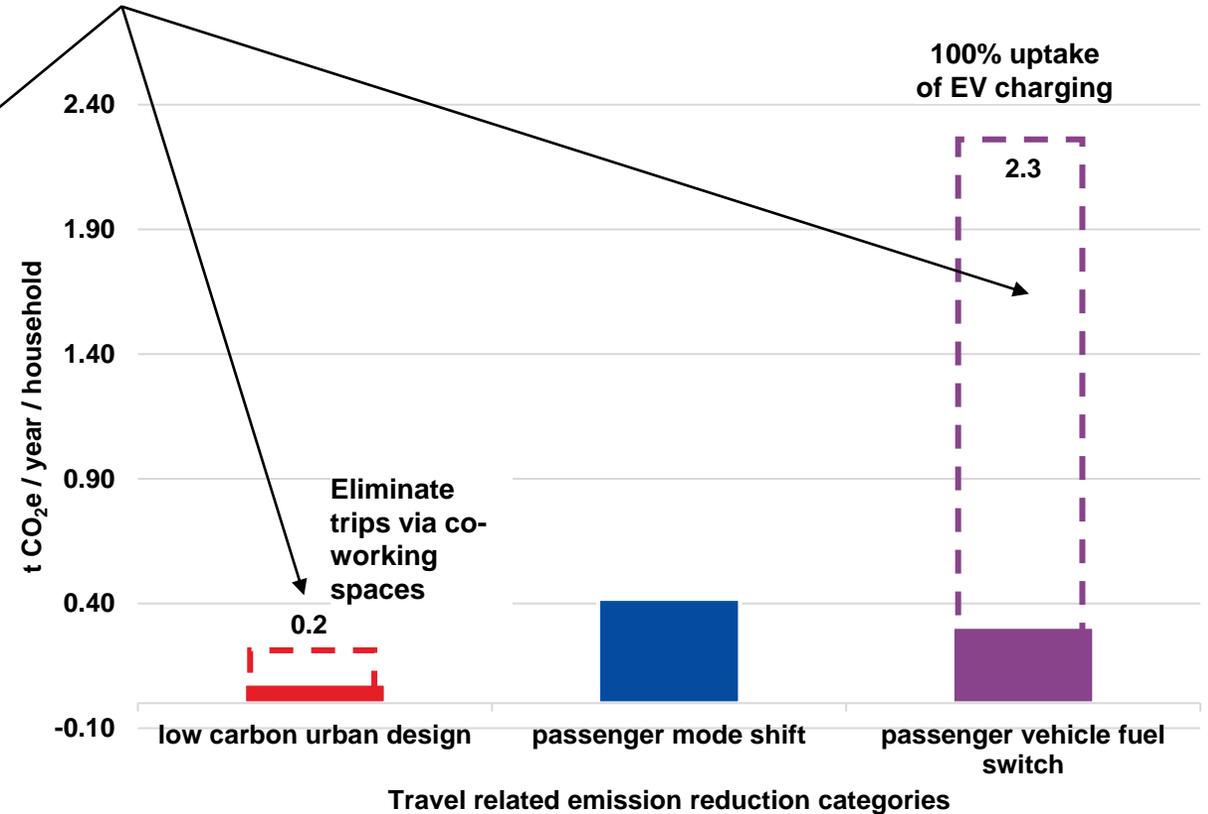
- 100% LED lighting for all low carbon households. E.g. in 2013 Wynyard Quarter development actioned 100% LED lighting for street lighting and public spaces, and combination of T5 fluorescent lighting for the households.
- 70% of space heating is through heat pumps running on electricity.
- 30% of cooling standards are high efficiency chillers. E.g. Wynyard Quarter development adopted improved electric chiller COP5.
- 50% of water heating done by an electric heat pump. E.g. Wynyard Quarter development used a combination of solar and electric and gas.
- 100% water fixtures are low flow. E.g. Wynyard Quarter development used 5 Star WELS taps
- 70% of households have improved building insulation quality and have single glazed windows

# 4. Findings

## The future Eke Panuku household emissions story – energy emissions



Areas of opportunity to reduce emissions in the future. It shows the higher end of the range of potential emission reduction from specific activities resulting in a 55% reduction of emissions.



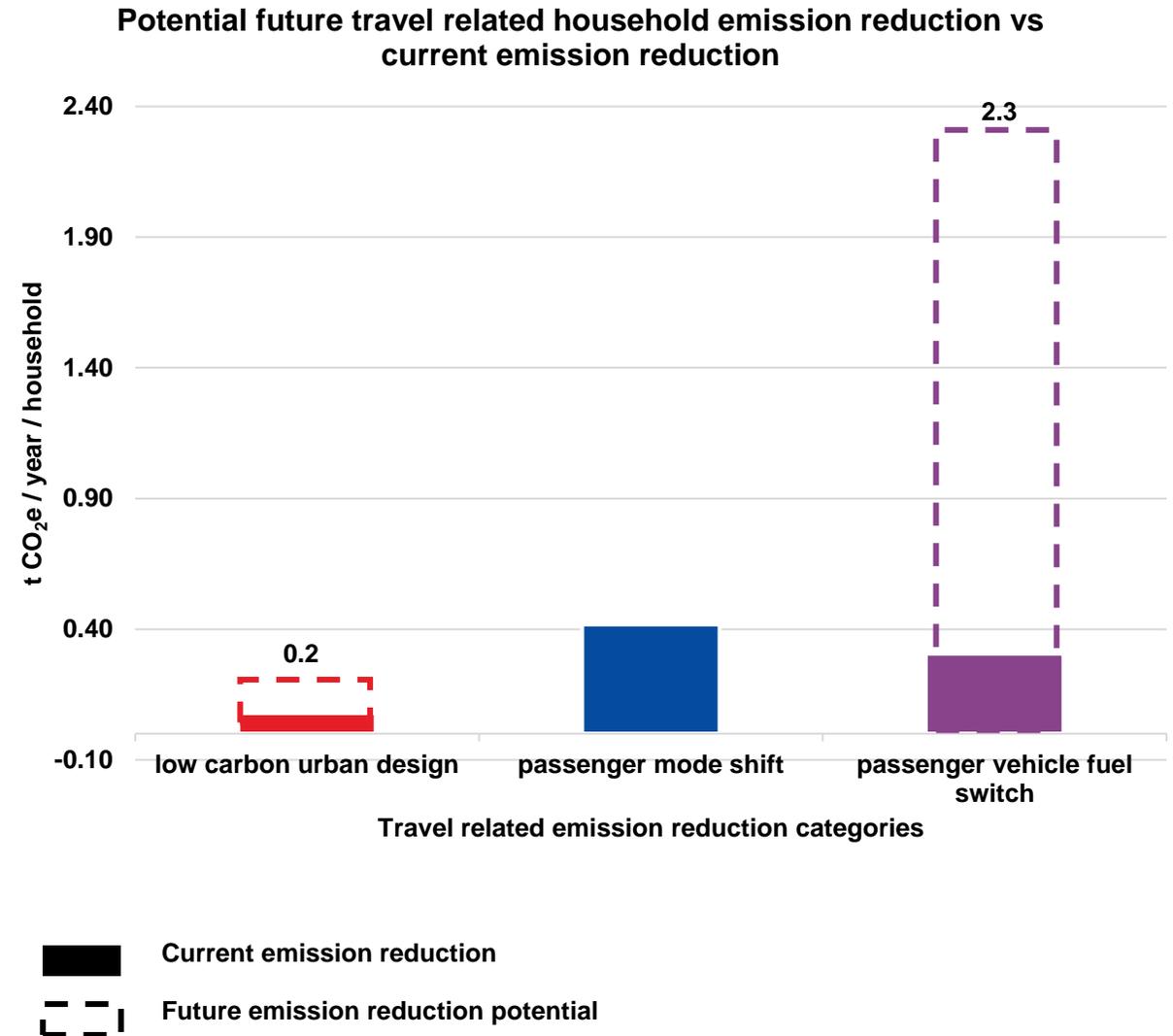
Current emission reduction  
 Future emission reduction potential

Note this modelled estimate excludes carbon reduction from construction activity which would reduce future emissions even more. See the summary chapter for suggested actions to reduce emissions.

## 4. Findings

### The future Eke Panuku household emissions story – travel emissions

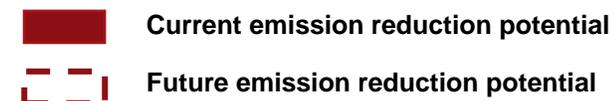
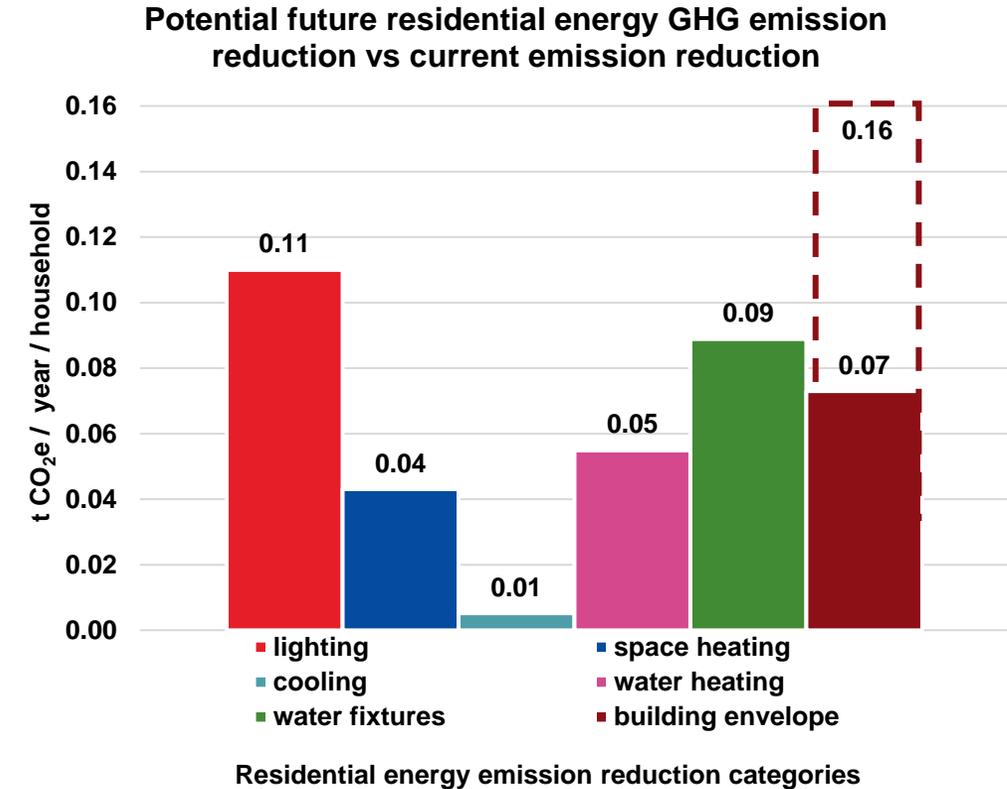
The graph shows the modelled emissions for each category of travel related household emissions. Reduction of emissions through vehicle fuel switch measures is likely to have the most influence in reduction household passenger travel emissions, followed by low carbon urban design measures. The future potential reduction is shown in the graph with the dotted line as a proportion of the current emission reduction potential and is indicative only.



## 4. Findings

### The future Eke Panuku household emissions story – energy emissions

The graph shows the modelled emissions for each category of operational household emissions as a function of energy use. A reduction in emissions will likely come from improved insulation measures. This future potential reduction is shown in the graph with the dotted line as a proportion of the current emission reduction potential, and is indicative only.



# 5. Conclusions

## Conclusions

The carbon emissions from the operational use and associated household travel activities of a typical Eke Panuku household are lower when compared to a typical Auckland household by approximately 14% saving 1.2 t CO<sub>2</sub>/year/household. This could be reduced more to a 55% reduction if the recommended actions on the next page are adopted. This provides evidence that Eke Panuku enables Aucklanders to live a *'low carbon lifestyle'* through low carbon development and building design features, as well as through the low carbon travel benefits due to the households location within a high-density town centre.

In relation to embodied carbon, typically, larger houses increases the carbon footprint of dwellings due to the amount of materials used, the type of construction, replacement and the number of people living in the dwelling. A case study by BRANZ in 2018 shows that the carbon footprint for a typical house (detached, single-storey, four bedrooms, 194 m<sup>2</sup>, double-glazed windows with aluminium frames, building code compliant wall and ceiling insulation, a sheet metal roof with a concrete slab foundation, and situated in Auckland region) is mostly from operational emissions (91%) and 8% from construction/embodied emissions\*. This means focusing on reducing operational emissions is likely to have the highest impact in emission reduction.

The way Eke Panuku deliver urban regeneration has a positive benefit on reducing carbon emissions. The level of reduction is approximately 11% reduction in travel related emissions and 34% reduction for household energy related emissions. This means Eke Panuku housing in town centres well served by public transport contribute to the Auckland Climate Plan carbon reduction goals for Auckland. The findings of the assessment demonstrate the realisation of the Eke Panuku's policy legislative outcomes outlined in the SOI 21/24. These findings can be used to enhance climate change decision making frameworks, inform sustainability performance reporting and quantify the increased value of Eke Panuku households.

There are two areas of opportunity to decrease residential household emissions even further in the future.

1. There are potential additional carbon benefits that could be achieved through reducing embodied emissions associated with construction activities including carbon from materials (which were not included in this assessment through the use of higher energy saving products for building features).
2. Encourage reduction in passenger travel and switch to lower emission vehicles.
3. Encourage low carbon lifestyle choices e.g. food consumption to help reach the 1.5 degree lifestyle. This is based on a 2 adult 1 child household case study by Auckland Councils FutureFit calculator this could result in a reduction of 2.1 t CO<sub>2</sub>e/year reduction the household switched from red meat in most meals to vegan meals. Eke Panuku can support through raising awareness of lower carbon lifestyle choices e.g food consumption.

## 6. Recommendations

### Recommendations

In the table below is a summary of practical considerations that Eke Panuku could take to achieve a lower carbon future of approximately 55% carbon reduction when compared to the typical Auckland household.

Homestar 6 version 5 has no specific changes in requirements on insulation, window glazing or EV charging ports so it is unclear at this stage that achieving Homestar 6 version 5 will help reach the potential future 55% reduction. Therefore, it is recommended to implement these actions below in addition to compliance with Homestar 6 version 5.

Reduce embodied construction emissions	Actions to reduce transport emissions	Actions to reduce household energy emissions
<ul style="list-style-type: none"> <li>Introduce low carbon construction activities through material selection and low carbon energy use construction vehicles via procurement requirements e.g. timber construction can help reduce the impact of housing on climate change.</li> </ul>	<ul style="list-style-type: none"> <li>Design all households to have dedicated EV charging spaces.</li> <li>Reduce transport emissions by eliminating some commuter trips by designing work from home/co-working offices in a development. This can be further enabled by work from home policy changes e.g. the Wales Government has set a <u>remote working policy</u> to encourage remote working with a goal to have 30% of Welsh workers working at or near to home on a regular basis. Note that such a policy change is outside of the scope of Eke Panuku.</li> </ul>	<ul style="list-style-type: none"> <li>Use of triple glazed windows through procurement requirements.</li> </ul>

### Recommendations to improve reporting

- Compile data on provision of facilities to reduce emissions (e.g. EV chargers) in Eke Panuku developments, to improve reporting on carbon emissions.

ARUP

# Information paper: Corporate Business Plan Results FY22

Authors: Kingsha Changwai, Planning and Reporting Manager; Brenna Waghorn, GM  
Strategy & Planning

September 2022

## Whakarāpopototanga matua | Executive summary

1. The purpose of this report is to present to the Board the company's results against its FY22 Corporate Business Plan targets, including SOI targets.
2. The report covers key assumptions we made for the year, a summary of targets met, substantially met, not met, and learnings carried forward.
3. FY22 was a particularly challenging year with significant uncertainty created by COVID-19 restrictions, with implications for the property sector, labour market and wider economy, in addition to the health impacts. Staff worked from home for 84 days in the first half of the year due and along with our partners, suppliers and stakeholders, were impacted by COVID-19 and the flu throughout the second half of the year. Despite these challenges, we managed to make good progress, continued our businesses and programmes, and looked after our staff, customers, and stakeholders.
4. We met 9 of our 11 SOI targets. Achievements included taking a number of sites to the market and reaching agreements on some significant sites such as Avondale Central and Takapuna Central. We completed the Thriving Town Centre Guidelines and a significant number of Māori Outcomes Framework and Corporate Responsibility actions. Formalising our investment partnership with NZ Super Fund was a significant milestone.
5. We met or completed 73% (62 of 85) of our Corporate Business Plan targets for the year.
6. The key target not achieved is the Asset Recycle target affected by the market downturn. Some of the other initiatives not completed have since been completed or will be completed in the FY23 year.
7. We are continuing with initiatives to lift our internal capability in project planning and resourcing, monitoring and forecasting.

## Matapaki | Discussion

### Overall performance assessment

8. The Corporate Business Plan (CBP) was approved by the Board in June 2021. The CBP has a wider scope than the SOI. It contains the SOI targets agreed with the shareholder and other priorities or targets agreed with the Board to grow, support and improve the company. We reported against the CBP targets in our monthly dashboards and other reports during the year.

## Key planning assumptions

9. At the beginning of the year, our CBP contained assumptions on key areas of uncertainty that would guide our response to these issues during the year. The key assumptions we made, and our responses to these were:

- a. **CBP Assumption 1:** *Uncertainties created by COVID-19 will continue, the borders will still be restricted, and travel bubbles emerge slowly.*

New Zealand took a more prudent approach to managing the impact of COVID-19 on its health system in the first half of the year. We had to adjust our business activities to give effect to the government mandates.

A summary of key directions from the government is:

- All of New Zealand moved to Alert Level 4 at 11:59pm, 17 August 2021
- Auckland and Upper Hauraki moved to Alert Level 3, 21 September 2021
- Introduction of the COVID-19 Protection Framework (traffic lights), 2 December 2021
- Eke Panuku office opened 13 December 2021
- First confirmed Omicron community case. All New Zealand moved to red setting 23 January 2022 and to orange setting 13 April 2022.

We continued essential and critical business activities and supported staff working from home. Significant effort was provided to support customers and stakeholders during the August-November lockdown.

In December, under the Covid Protection Framework (CPF) that replaced the alert level system, we planned and implemented a number of controls to enable the business to open up. This included risk assessments, vaccination policy implementation, limited gatherings, mask wearing and Rapid Antigen Testing.

We applied business continuity plans to cover staff sickness from Omicron or the flu virus in the second half of the year to keep the business operating.

Our stakeholders, development partners, contractors, and consultants that we work with or depend on, were also affected by the same issues.

Despite COVID-19 impacts we were able to continue critical business activities, recover all business activities under the CPF, implement the government mandate and maintain safety and wellbeing of our staff, tenants and berth holders. Through this we have maintained high staff engagement.

- b. **CBP Assumption 2: Specialist skills** – *As a result of the strong development market reflected by the record levels of building consent approvals, the government's infrastructure and development programmes and the closed borders, there is competition in the market for specialist skills such as urban regeneration, planning and design, all property related skills.*

The highly competitive talent market meant in the second half of the year our average turnover was 19.4%, compared to 11.4% in the previous year. Like most organisations we were struggling to find the skills we needed and found our vacancies took longer to fill. During this time existing staff covered vacant roles while recruitment progressed, and work was reprioritised or deferred. The

average time to recruit staff for the year was 34 days. This is from raising the recruitment request to the contract being signed. This does not include notice periods of successful candidates.

Despite challenges we have filled several key roles during the year. We worked hard to manage the workload of staff including their safety and wellbeing and continued to focus on engagement and culture to support retention of existing staff. This is reflected in our staff engagement score.

- c. **CBP Assumption 3: Property market** – will continue to be favourable due to demand continuing to exceed supply. The latest measures affecting property investors such as LVR, non-deductibility of interest, extension of the bright line test may have an impact of slowing down the property market. House prices may flatten but will not decline as investors take a wait and see approach.

The property market started turning in December 2021. Housing demand and property prices started declining towards the end of the financial year. This is the result of a number of factors such as ongoing economic uncertainty, increasing interest rates, tighter lending requirements under Credit Contract and Consumer Finance Act, inflation, and supply chain issues. Inflation and supply chain issues were made worse by overseas events such as the COVID-19 outbreak and Ukraine war.

Despite the challenging environment we were still able to clear property issues, take sites to the market, reach conditional and unconditional agreement on a number of large sites, and housing has continued to be built under our development agreements. It has affected sales, increasingly so towards the end of the financial year.

- d. **CBP Assumption 4: Property revenue** – will remain a concern with business failure risk, causing rent loss and potential difficulty finding new tenants as the shape of economic recovery is not yet clear.

We maintained close monitoring and communication with our Property Portfolio tenants during the year especially those significantly affected by COVID-19 and economic recovery such as hospitality and retail.

We provided support to tenants via the COVID-19 relief and managed debt provision/write-off during the period within our budgets. We were able to maintain occupancy levels and meet our portfolio net budget target for the year.

## Overall performance targets assessment

Category	Number of targets	Percentage of Total
Completed or <b>Green</b>	62	73%
Partially Completed or <b>Amber</b>	12	14%
Not Completed or <b>Red</b>	11	13%
<b>Total</b>	<b>85</b>	<b>100%</b>

**10. Targets completed and highlights**

- a. We have substantially met our CBP targets for the year. We met 73% of CBP targets including 9 of the 11 SOI targets (the later subject to audit).
- b. Some of the significant or material SOI targets achieved include transform and unlock sales, property portfolio net budget, marina satisfaction survey, number of dwelling numbers, public realm enhancements, and capital project milestones.
- c. SOI Capital Project Milestones: Thirteen of the sixteen project milestones (81% vs target 80%) were achieved and reached milestones at different stages. This includes three masterplans and precinct plans approved by local boards or council, two concept plans approved by local boards, one resource consent issued, three projects commencing construction and four projects reaching construction completion.

**11. Other significant initiatives and highlights**

- a. Despite the market downturn, we took a number of sites to market and reached conditional agreements or unconditional agreements with developers. Some of the significant sites include Takapuna Central, Auburn Street, Takapuna and Avondale Central.
- b. The Thriving Town Centre Guidelines were completed and approved by the Board and Planning Committee. The document provides town centre guidelines for our priority locations. It outlines our regeneration approach and guides others that invest in the town centres such as the crown, private sector, third sector and other potential partners.
- c. We entered a new investment partnership with NZ Super Fund that will enable us to accelerate and improve the regeneration of town centres. The partnership will be focused on development opportunities in our priority locations such as Northcote and Panmure and will increase our regeneration footprint materially.
- d. Representatives from Auckland Council, Te Waiohū iwi (Ngāti Tamaoho Waiohū, Ngāti Te Ata and Te Ākitai Waiohū), Kāinga Ora, Eke Panuku, Ōtara-Papatoetoe and Manurewa local boards signed a collaborative charter co-authored by the key project partners over the past three years supporting Te Whakaoranga o Te Puhinui - Puhinui Regeneration. This strategy sets out a roadmap for action to restore the environment and communities of Te Puhinui to health.
- e. Place making and design initiatives include a rangatahi placemaking apprenticeship pilot, establishment of design partnership contracts, a database of mana whenua artists and Māori expertise and skills, and a tactical urbanism tool.
- f. We also completed the Eke Panuku and Auckland Transport Sprint workshops. We established a Joint PSG and work programme and will soon appoint a strategic relationships manager. Issues which have held up our progress on shared objectives have reduced.
- g. Westhaven Marina has been awarded a 4 Gold Anchor international accreditation by the Marina Industries Association (MIA). It is the first in New Zealand to win the global accreditation which recognises the quality of the facilities, operations and customer service and the commitment to continual improvement. The Marina also achieved a 90% customer satisfaction rating.

## 12. Māori Outcome actions

a. We completed 78% (18 of the 23) Māori Outcomes Framework year 2 actions. Some of the significant actions completed include:

- Collaborating with mana whenua to update our Selecting Development Partners policy, increasing clarity and transparency around the process including commercial property development opportunities for mana whenua.
- Adopting Auckland Council's sustainable procurement objectives to increase our direct spend on Māori and Pasifika businesses.
- Establishing the Iwi Development Grant to support mana whenua to access commercial opportunities in partnership with Eke Panuku.
- Establishing a new Technical Advisory Group (TAG) member with Māori design expertise, with mana whenua participating in the selection process.
- Supporting mana whenua to apply Take Mauri Take Hono, a cultural health indicator, to holistically enhance the wellbeing of our projects.

The five actions not completed in FY22 will be carried forward to FY23.

b. A full report on MOF FY22 and FY23 actions will be presented to the Board in September 2022.

## 13. Corporate Responsibility

We completed 90% (10 of the 11) Corporate Responsibility targets for the year. A significant target is the ELT and Board endorsement of sustainable procurement targets for supplier diversity and waste minimisation. Other targets relate to embedding sustainability requirements into business systems and processes.

## 14. Brand

We have implemented the new Eke Panuku brand in line with Auckland Council brand guidelines. This is supported by the Eke Panuku Brand Playbook that was approved by ELT and will be presented to the Board. We have also installed a new cloud-based IT system 'Frontify' to store and access photos, videos and other digital information to support public communications.

## 15. People

- a. Achieved a staff engagement score of 7.5 above the government industry benchmark. Last year was 7.3 (below the benchmark).
- b. A Wellbeing Strategy was developed in consultation with staff. The staff survey carried out shows a significant improvement in health and wellbeing scores.
- c. Leadership training was extended to staff. Self-leadership bites were developed and launched. These are leadership learnings opened to all staff, including project leads.

## 16. Systems and processes

Development and disposals database implemented. The new database is a management tool for tracking and monitoring properties in the pipeline cleared by the council for

development or lease. Prior to this, a spreadsheet and other documents were used to track property movement. A resource consent monitoring database was also completed.

### **Targets substantially progressed and will be completed in FY23**

17. Fourteen percent (12 of 85) of our CBP targets were substantially completed during the year. The criteria for substantially completed targets is when 50% or more of the work has been completed.

Significant targets include:

- a. Draft Eke Panuku Diversity, Equity and Inclusion Strategy has been developed and presented to ELT. We are now engaging with the wider organisation for any further feedback and input.
- b. Urban renewal requirements training. This work relates to embedding processes relating to the application of urban renewal as a public work across locations under the Public Works Act. A workshop with Simpson Grierson and relevant staff was held along with ongoing presentations and roadshows to key directorates and teams. Further training is planned in FY23 to ensure best practice processes are adopted. A University of Panuku session is also planned for FY23. The work was affected by lockdown and COVID-19 disruption.
- c. The Westhaven Marina berth holder licence amendment process - a Westhaven Marina users' forum was facilitated on 1 June 2022, and we took the opportunity to explain the consultation process and that any changes will be subject to licence holders' approval under the terms of the Trust Deeds. The final tasks have been delayed until late 2022, so the proposal can be better canvassed to licence holders.
- d. We have started work on developing sustainable design and construction standards for Eke Panuku public realm projects with the design team. We recently met with mana whenua about this action. We intend to involve mana whenua throughout the development of the sustainable design standards. We expect this will be completed in May 2023.
- e. Climate change risk workshop, climate change risk reporting and Task Force Climate Related Financial Disclosure (TCFD). The council consultant is developing the methodology for the council group, work is progressing on three workstreams - scenario analysis, climate-risk management and climate-risk governance. Workshops have recently been completed.
- f. Four Māori Outcome Actions – further work is required to complete the following:
  - Guidelines and processes for developers to celebrate mana whenua identity and culture in Tāmaki Makaurau
  - Workshop to co-design a process for engaging mana whenua and Māori designers, architects and artists on relevant Eke Panuku projects
  - Further develop the placemaking guidelines, principles and working documents to reflect mana whenua values in the Eke Panuku-led design and delivery of public spaces
  - Development of a broader database of Māori expertise and skills, including designers, architects, engineers, planners, and other technical specialists.

- g. Outcomes and benefits – work on the benefits framework continued, but the town centre outcomes monitoring work was not completed, as the focus was on completing the thriving town centres guidelines. Efforts are underway to finalise this in the next financial year.

### **Targets not met**

- 18. Thirteen percent (11 of 85) targets were not completed. The main reasons relate to the changed property market and downturn, resource availability and challenges in bedding in a new target.
  - a. The asset recycle target was not met due to market downturn affecting potential developments, residential, office space, retail and hospitality sectors which have been affected by COVID-19 impacts. Demand for properties has slowed down. While the Board approved many “go to market strategies” during the year, the issue for sales is one of timing of when conditions enable us to achieve satisfactory value. Several sales were under contract by year end but will be concluded in FY23. We still managed to achieve \$35m of asset recycle sales during the year. Council has agreed a reduced target of \$70m for FY23 considering market conditions.
  - b. Customer complaints resolved in 10 working days. Some complaints relating to the innovative streets projects took more than 10 days to resolve, significantly affecting the overall result. This is a new performance measure and further work on the process and methodology is being undertaken.
  - c. Financial Budget SOI - Capex budget was partially spent during the year (\$45.8m) due to a combination of factors. These include COVID-19 impacts, supply chain issues, external dependencies, consultant availability for design, slower consenting, and tenants and stakeholders’ decisions affecting property availability for physical works and some overly optimistic assumptions. An analysis and risk assessment are underway to ensure that FY23 capex projects are well planned for delivery.
  - d. Two health and safety targets - Noggin system improvements and health and safety training needs analysis are carried forward in the new health and safety plan. They were impacted by a team restructure.
  - e. The target to complete 75% internal audit programme is carried forward as part of the FY23 programme. This work was impacted by COVID-19.
  - f. Four Project Management Framework improvement initiatives were not completed. Updates of the resource management framework and tool and the financial framework are carried forward into FY23. The updating of key templates and the benefits library to incorporate climate considerations and sustainable procurement criteria has since been completed.

### **Lessons learned**

- 19. We are continuing with initiatives to lift internal capability in project planning and resourcing, monitoring and forecasting.

# Information paper: NZSF joint venture board appointment process

Document author: Ruth Stokes, Project Manager

September 2022

## Whakarāpopototanga matua | Executive summary

1. A Limited Partnership Agreement for [REDACTED] and the constitution of the General Partner is being negotiated with the Guardians of the New Zealand Superannuation Fund (NZSF).
2. In contrast to the partnership, the General Partner is a company with a board, established to manage the operation and transact on behalf of the Limited Partnership.
3. As shareholders in the General Partner, it is necessary for Eke Panuku (on behalf of Auckland Council) to agree an appointment process for its representatives on the Board.
4. As agent of Auckland Council, Eke Panuku must act in accordance with the Appointment and Remuneration Policy for Board Members of Council Organisations (the Policy). In this case, as the General Partner will be an entity with other shareholders, Eke Panuku must act in accordance with the entity's constitution, but in such a manner that is consistent with the Policy's objectives. These are:
  - a. objectivity and transparency;
  - b. ensuring appointments are skills appropriate and contribution value is maximised; and
  - c. supporting continuity.
5. There are three options for board appointments available for consideration:  
[REDACTED]  
[REDACTED]  
[REDACTED]
6. The processes vary in time and cost and therefore when it would be necessary to begin to ensure directors are in place for the joint venture establishment. [REDACTED]  
[REDACTED] The Eke Panuku Board's views are invited to inform this decision.
7. The timing is to ensure that directors can be appointed prior to the establishment of the joint venture. The board is required to approve and execute the acquisition and funding transactions as well as enter into the Development Management Services Agreement with Eke Panuku. The board does not, however, replace Eke Panuku Board's role in

making decisions acting as Auckland Council as partner in the Limited Partnership or in its own right in relation to the development and transacting of Auckland Council land.

8.

[REDACTED]

[REDACTED]

## Matapaki | Discussion

10. On 24 February 2022, the Governing Body approved council entering into an agreement with NZSF predicated on co-investment in strategic locations previously approved by council for regeneration and development. It also appointed Eke Panuku as agent to act on its behalf in relation to the agreement including in the formation of location-specific joint ventures.

11. The relationship under the agreement is overseen by a Steering Committee made up of members representing Auckland Council, being the Chief Executive and General Manager Development from Eke Panuku acting under delegation, and members from NZSF.

12.

[REDACTED]

[REDACTED]

14. The joint venture is in the form of a Limited Partnership. In order for the Limited Partnership to operate and transact land it is necessary to establish a General Partner. A General Partner is a company with a board that will, among other tasks, contract Eke Panuku to deliver administration and development management services.

15.

[REDACTED] Eke Panuku, in appointing its directors, can determine the process it will use. This is as long as the process is transparent and directors are appointed in the best interests of the company, consistent with the Policy.

16.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## Ngā tāpirihanga | Attachments

Attachment A - Appointment and Remuneration Policy for Board Members of Council Organisations

# Attachment A

## Appointment and Remuneration Policy for Board Members of Council Organisations



## Document Control

Version 1.0 25 September 2017	Draft to Appointment and Performance Review Committee 25 September 2017	
Version 1.1 26 September 2017	Minor amendment to section 8.5 required by APR on 25 September committee.	Clarity that delegated committee appoints each selection panel.
Version 1.2 5 July 2018	Insertion of section to clarify appointment process to Ports of Auckland Limited	

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## 1 Purpose

The purpose of this policy is to set out, in accordance with section 57(1) of the Local Government Act 2002 (LGA), an objective and transparent process for the:

- identification and consideration of the skills, knowledge and experience required of directors of a council organisation
- appointment of directors to a council organisation
- remuneration of directors of a council organisation

## 2 Policy Objectives

The objectives of this policy are to ensure:

- that the process of appointing board members is undertaken in an objective and transparent manner, while protecting individual privacy
- that board appointments:
  - are made on the basis of an assessment of skills knowledge and experience, having regard to the nature of scope of the organisations objectives and activities
  - consider the contribution that directors can make to the board as a whole and to the achievement of the organisations' objectives and activities
  - take into account the context in which council, as a publicly accountable body operates
- continuity through smooth succession of board members and board chairs

## 3 Background

### 3.1 Definitions

#### ***“Council organisation”***

A council organisation (CO) is defined in section 6 of the LGA as an organisation in which the council has a voting interest or the right to appoint a director, trustee or manager (however described). This is a wide-ranging definition, covering a large number of bodies.

#### ***“Council-controlled organisation”***

A council-controlled organisation (CCO) is defined in section 6 of the LGA as an organisation in which the council controls, directly or indirectly, 50% or more of the votes or has the right, directly or indirectly, to appoint 50% or more of the directors, trustees or

managers. For the purpose of this policy CCOs of Auckland Council which are not substantive CCOs are referred to as non-substantive CCOs.

**“Council-controlled trading organisation”**

A council-controlled trading organisation (CCTO) is defined in Section 6 of the LGA as a CCO that operates a trading undertaking for the purpose of making a profit.

**“Substantive council-controlled organisation”**

A substantive CCO is defined in section 4 of the Local Government (Auckland Council) Act 2009 as an organisation that is wholly-owned or wholly-controlled by the council and either delivers a significant service on behalf of the council, or owns or manages assets worth over \$10 million. Auckland Transport is expressly included in this definition.

**“Board member”**

The term board member includes directors, trustees, managers or office holders (however described by that organisation).

**“Candidate”**

Is a person who has been nominated, submitted a written application, or identified through search activities.

**“Committee”**

For the purpose of this policy the term Committee refers to the Committee of the governing body of Auckland Council which has been delegated responsibility for making appointments to CCOs, CCTOs, COs and exempt CCOs and COs. For avoidance of doubt, in the event that the governing body of Auckland Council chooses not to delegate this responsibility, the term Committee refers to the governing body of Auckland Council.

## 3.2 Application of this Policy

This policy has four parts:

**Part One** applies to the Council’s substantive council controlled organisations.

**Part Two** applies to non-substantive council controlled organisations.

**Part Three** applies to council organisations that are not council controlled organisations.

**Part Four** applies to council organisations that are subsidiaries of substantive council controlled organisations.

In addition to this policy, appointments and reappointments to the boards of council organisations are governed by their respective constitutions, trust deeds or, in some cases, specific legislation. In the event of a conflict, those regulations take precedence over this policy.

CCOs that are companies are also subject to the Companies Act 1993.

There may be circumstances in which adherence to this policy is not appropriate. Should the Committee or any other organisation that is required to follow this policy, decide not to comply with any provision, the decision should be recorded by way of resolution (which should also include the reason for deviation from the policy).

This policy is subject to periodic review and may be modified by the Committee at any time.

### **3.1.1 Multiply owned council-controlled organisations**

Where ownership of council organisations is jointly or severally shared with other entities, governance requirements are established through shareholder agreements or equivalent documentation. Such agreements take precedence over this policy, however to the extent possible, it is expected that all appointment processes will be made in a manner consistent with the objectives of this policy.

## **4 Board diversity and inclusion**

Auckland Council values and supports the benefits that diversity of thought, experience and skills bring to our CCO Boards. We recognise that increasing diversity and fostering inclusive Board culture is an essential element in supporting high performing Boards, driving long-term success and delivering better outcomes for the communities of Auckland.

A diverse board will include and make good use of differences in the skills, experience, perspectives, backgrounds, demographics and other qualities of directors. These differences will be considered in determining the optimum composition of the board and when possible should be balanced appropriately.

All board appointments will be made on the basis of the skills, knowledge and experience which the board as a whole requires to be effective with due regard to the benefits of diversity on the board.

Auckland Council is committed to supporting and / or providing initiatives:

- that lead to an inclusive recruitment and selection process for Board appointments
- support a diverse range of aspiring directors to develop skills, knowledge, board room experience and to establish relationships and networks; and
- build a diverse pool of experienced directors for Auckland organisations and companies

## Part One: Substantive CCOs

### 5 Eligibility for Appointment

#### 5.1 Appointment of governing body and local board members

Under section 93 of the Local Government Auckland Council Act 2009, members of the governing body or local boards may not be appointed to the board of a substantive CCO of Auckland Council, with the exception of Auckland Transport.

##### 5.1.1 Appointment of governing body members to Auckland Transport

Section 43(2) (a) of the Local Government Auckland Council Act 2009 allows up to two members of the governing body of Auckland Council to be appointed to the board of Auckland Transport. However, section 43(3) prohibits the Council from appointing a member of its own governing body as the chairperson or deputy chairperson of the board.

Any decisions regarding whether elected members should be appointed to the Board of Directors for Auckland Transport (and if so, how many and who) are most appropriately made following each triennial election.

The process for appointment and remuneration of elected members to Auckland Transport will be determined following each triennial election.

Any decisions made by the current council regarding the appointment of elected members to the Board of Directors of Auckland Transport may be amended by any further decisions of this or any future council.

The tenure for the appointment of all directors, including elected members to Auckland Transport is as outlined under section 5.4 of this policy (Terms of Appointment).

#### 5.2 Appointment of Council Staff

Council staff are not eligible to serve as a director of a substantive CCO.

Any board member applying for employment with the council should resign from the board immediately following an offer of appointment.

#### 5.3 Appointment of CCO Executives to CCO boards

Board members should be independent from management and should not hold executive positions in the CCO.

In the event that that a board decides that one of its members should fill a vacancy in the executive team, the board member must first resign from their position on the board.

#### 5.4 Appointment and Remuneration of the CCO Chief Executive

The appointment and remuneration of a CCO Chief Executive by the CCO board requires prior discussion with the Selection Panel.

## 5.5 Other Exclusions

Immediate family members, of elected members, of the chief executive, and of second tier managers of the Auckland Council are also prohibited from serving as board members of substantive CCOs. Board members should not serve on the board of more than one substantive CCO but may be eligible for appointment to another substantive CCO board following retirement.

Persons who are disqualified from being appointed or holding office as a director of a company under section 151(2) of the Companies Act 1993 (e.g. a person who is an undischarged bankrupt) may not be appointed as a board member of a substantive CCO.

## 6 Board Competencies, Skills and Knowledge

Board members are expected to meet a number of core competencies as well as relevant industry, technical, or specialist skills required for that board.

### 6.1 Core Competencies

The core competencies expected on substantive CCO boards are:

- sound judgement and decision-making
- commercial acumen
- public service ethos and awareness of a public media profile
- an understanding and commitment to council's obligation to Te Tiriti o Waitangi
- a high standard of personal integrity
- clear communication and an ability to debate in a reasoned manner
- effective teamwork and collaboration
- the ability to think strategically
- risk assessment and contingency management
- commitment to the principles of good corporate citizenship
- understanding of the wider interests of the publicly accountable shareholder
- experience in governance; preferably corporate governance

The mix of skills and experience on the board will be taken into account, and consideration given to complementing and reinforcing existing skills and reducing skill gaps where necessary. It is recommended that all appointees to substantive CCO boards should undergo, or have undergone formal governance training, or have the requisite experience. However, the council may waive the corporate governance requirement in order to attract a wider range of board members and to further its diversity policy if these skills and experience are already well represented on the board. Substantive CCO Boards are expected to provide director training for directors with limited corporate governance experience.

### 6.1.1 Governing body members appointed to the board of Auckland Transport

Governing body members appointed to the board of Auckland Transport must have the necessary skills, knowledge and experience to contribute to the board.

## 6.2 Board Chair Competencies

In addition to demonstrating the core competencies listed in section 6.1 the following skills and competencies are required for the Chair and will be sought in the succession planning process:

- strong leadership skills
- political acumen
- strong interpersonal and relationship building skills
- sophisticated, analytically based, decision-making skills
- effective communication skills
- integrity and credibility within relevant sectors

## 6.3 Role of the Board Chair and Deputy Chair

The role of the Board Chair is to:

- provide effective leadership and:
  - harness the collective skills of the board and executive team to achieve business objectives and maintain the confidence of the shareholders
  - maximise the contribution of board members in board meetings
- maintain the trust of the council
- maintain a close, but independent, working relationship with the Chief Executive
- lead the board review process
- lead the director induction process
- ensure that there is a succession plan in place for the board
- be the spokesperson for the organisation
- work productively and openly with colleagues to achieve results and resolve problems
- to retain the confidence of the region and build relationships within the region's networks

The role of the Deputy Chair which includes the ability to take on the Chair's role, as and when required, is to:

- provide effective leadership
- work productively and openly with colleagues to achieve results and resolve problems

- to retain the confidence of the region and build relationships within the region's networks

## 7 Term of Appointment

Board members are to serve a maximum of two three-year terms, with the option of further reappointment possible where appropriate. To reflect current national and international best practice, Auckland Council's policy regarding board tenure is as follows:

**Tenure of three years:** Board members shall hold office for a term of up to three years from the date of appointment.

**Expiry of tenure:** upon expiry of that three-year term, the board member retires from the board and, subject to the board members' performance and skills continuing to be relevant to the board may be eligible for reappointment.

**Reappointment:** a board member who is retiring from their first three-year tenure, deemed eligible for reappointment and who wishes to stand, may, at the sole discretion of the council (by ordinary resolution), be reappointed for a second term of up to three years. Any board member reappointed for a second term retires upon expiry of the additional three-year term.

Those board members who were appointed for terms of less than three years as at 1 November 2010 are considered eligible for reappointment for two further three-year terms. Whether a director is offered reappointment, however, remains at the sole discretion of the council. Board members hold office at the pleasure of the council and may be removed at any time by council resolution.

**Tenure exceeding six consecutive years:** for circumstances where there are good reasons for extension, a board member retiring from a second tenure of three years may be reappointed for a further term but the board member's total tenure on the board must not exceed nine years. Each case will be considered on its own merits and is at the sole discretion of the council. The types of circumstances that could require this include, the:

- board member has a particular skill that would be hard to replace
- board has undergone substantial change and stability is needed
- board member has institutional knowledge not held by other directors
- board member is a likely successor as a chair

The council's policy is to stagger appointments so that approximately one-third of each board is rotated each year. Staggering appointments to the boards ensures there is an appropriate level of institutional knowledge retained on each board, which in turn provides for continuity in the management of the CCOs.

## 8 Board Appointments

### 8.1 The Role of the Committee

The Committee is responsible for the appointment of board members to CCOs.

In accordance with Section 57(2) of the LGA 2002, the Committee will only appoint a person to be a director of a CCO if that person has, in the opinion of Committee, the skills knowledge and experience to:

- guide the organisation given the nature and scope of its activities; and
- contribute to the achievement of the objectives of the organisation

### 8.2 The Role of the Selection Panel

Candidates will be assessed and recommended for appointment by a Selection Panel.

The Selection Panel is responsible for:

- screening the long-list to ensure that candidates have the required core competencies as well as the specific skills and expertise required for the position
- recommending a short-list of candidates, for interview, to the Committee
- interviewing short-listed candidates and assessing them against the required skills, knowledge and experience
- reporting on its assessment of each candidate against the criteria and recommend preferred candidates for appointment to the Committee

### 8.3 The Role of the Chair of the Selection Panel

The Chair of the Selection Panel plays a key role in overseeing the effective operation of the panel and in addition to the above, the role of the chair is to:

- provide leadership to and ensure the panel carries out its role effectively in accordance with legislative and policy requirements
- liaise with staff to ensure the effective running of board appointment processes
- encourage an environment of collaboration and respectful debate
- chair panel meetings efficiently
- represent the recommendations of the panel to the Committee

The Chair of the Selection Panel will be a member of the governing body of Auckland Council.

### 8.4 Membership of the Selection Panel

The Selection Panel will comprise of:

- Chief Executive of Auckland Council (or representative), (ex officio)
- Mayoral Chief of Staff (or representative)

- Chair of the relevant CCO board (ex officio)
- Governing body members, (up to two) selected from an Enduring Pool
- IMSB member (nominated by the IMSB)

## 8.5 Membership of the Enduring Pool

At the beginning of the electoral term an Enduring Pool, of no fewer than four members and no more than ten members of the governing body, will be formed. The membership of the Enduring Pool will be approved by the Committee and may be amended, at the discretion of the Committee. In determining the membership of the Enduring Pool the Committee will:

- seek expressions of interest from members of the governing body
- take into account a range of factors to ensure that the Enduring Pool includes members with a diverse range of skills, knowledge and experience

At the commencement of a board appointment process, up to two members of the Enduring Pool will be selected by the committee to be on the Selection Panel; taking into consideration a range of factors, such as, knowledge and expertise of the objectives and activities of the CCO board to which appointments are being made, frequency of participation in appointment processes and availability.

## 8.6 Reappointments

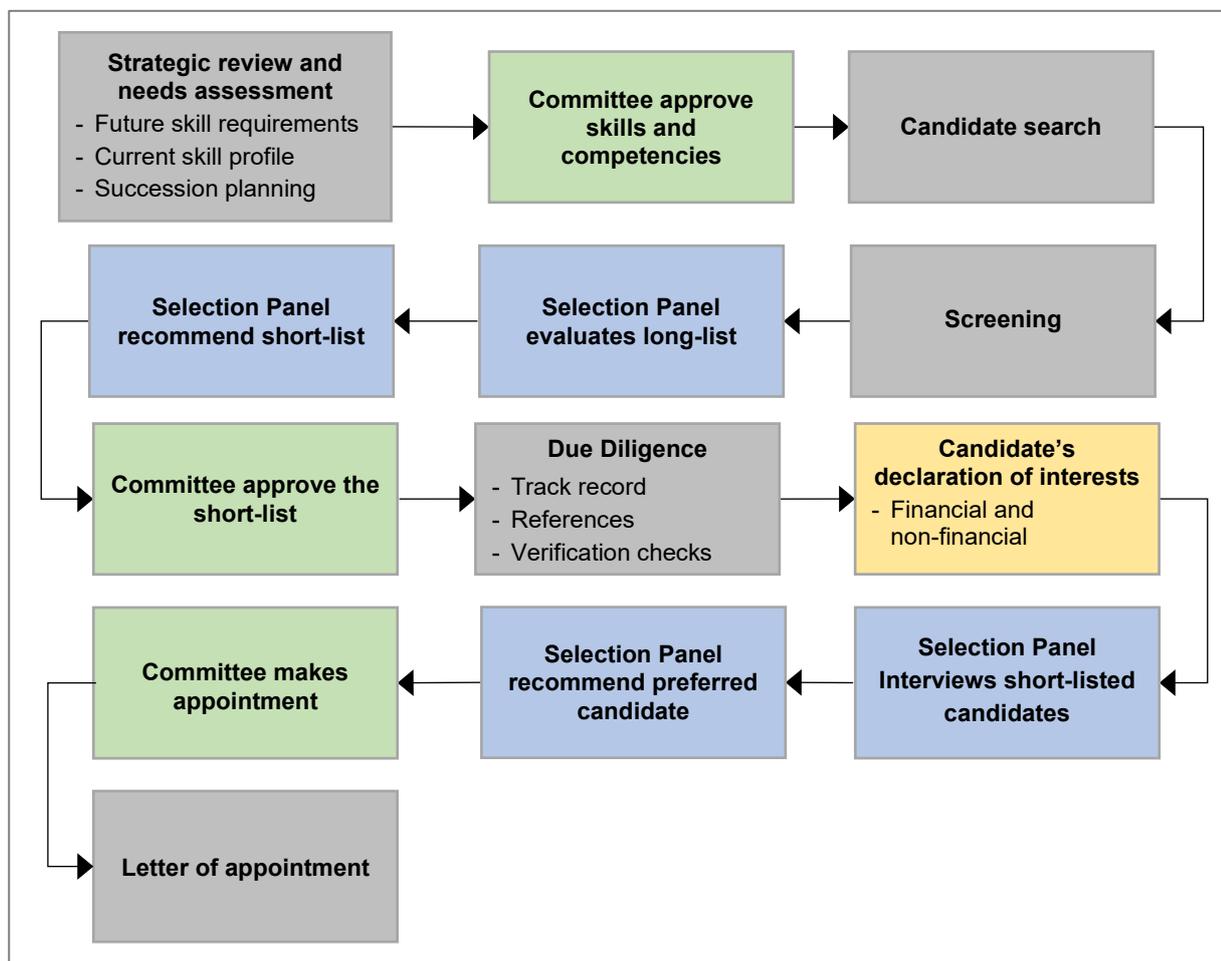
Where a board member's term of appointment has expired and they would like to be considered for reappointment, the Committee may offer a further term following consideration of the performance of the board member and the needs of the board as a whole. Factors to be considered include:

- the views of the board Chair
- whether the current board skill composition is appropriate
- whether any aspects of board performance need to be taken into consideration
- whether the process offers an opportunity for increasing board diversity
- whether the retiring board member is a potential candidate for future Chair, or alternatively whether there is a need to recruit a director as a future successor to the Chair
- alignment of the CCO board with the Auckland Council's strategic goals, plans and strategies

Board members should not be given any expectation that they will be offered a subsequent term of office.

## 8.7 New Appointments

The diagram below provides an overview of the process for new appointments.



### 8.7.1 Identification of skills, knowledge and experience

Once a vacancy has been established, the Committee will identify the skills, knowledge and experience required for the position, including whether knowledge of Tikanga Maori may be of relevance to the governance of that CCO (as required by section 60(3) of the LGA 2002), with the assistance of CCO Governance and External Partnerships. This may involve discussions with the Chair, consideration of the current composition of the board and a strategic review of future skill requirements.

### 8.7.2 Candidate search

Candidates may be sought through a combination of the following search methods: advertising of the position, executive recruitment search, a review of the council's Register of Directors, nominations from the mayor, governing body and local board members and crown agencies such as the Ministry of Women's Affairs and Te Puni Kokiri.

A complete list of candidates will be compiled, usually with the assistance of council's executive recruitment consultant.

### 8.7.3 Screening and short-listing

The Selection Panel will screen the list to ensure that the candidates have the required core competencies (see section 6.1) as well as the specific skills and expertise required for the position. Any applicants from the Register of Directors will automatically be included on the long list. The names of all candidates from the complete list will be included in the report to the Committee.

The Selection Panel, with assistance from a recruitment consultant, will prepare a recommended short list of candidates for consideration by the Committee.

The short list will normally include 3-4 candidates per position and a summary of skills or CVs will be included in the report to the Committee.

The Committee will approve the candidates for interview from the recommended short-list and interviews will be undertaken by the Selection Panel.

### 8.7.4 Interviewing and assessment of candidates

The Selection Panel will interview and assess candidates against the required skills, knowledge and experience and may take into account other factors such as:

- the council's board diversity and inclusion policy (see section 4)
- candidates with knowledge of Te Ao Māori and established māori networks
- alignment with the council's objectives for that entity
- board dynamics and stakeholder relationships
- the capacity of candidates to attend regular board meetings and fulfil the other requirements of the directorship
- Chair and Deputy Chair succession planning.

### 8.7.5 Recommendation to Committee and Committee decision

The Selection Panel will recommend its preferred candidates to the Committee for approval. The Panel may wish to signal to the Committee other candidates who on interview, have presented with appropriate skills that match or are of benefit to CCOs for future vacancies within the next twelve-month period.

Recommendations from the Selection Panel should include a discussion of whether any actual or perceived conflicts of interest have been identified. In recommending its preferred candidates to the Committee the Selection Panel needs to be confident that where a potential conflict of interest has been identified, that the conflict can be managed.

Reports recommending appointments and the Committee decision will be considered in a publicly excluded portion of the Committee meeting, to protect the interests and privacy of the candidate. The successful candidate(s) will then be offered a letter of appointment.

Public announcement of the appointment will be made as soon as practicable after the Committee has made its decision and the letter of appointment signed by the candidate.

## 8.8 Register of Directors

The council has established a Register of Directors CV's from candidates who have applied for a position on a substantive CCO.

The council may add interested candidates to the register based on the following:

- recommendations from elected members, senior staff, and the IMSB
- nominations from other sources including the Ministry of Women's Affairs and the Commercial Operations (Treasury)
- board members retiring from a substantive CCO may be considered by the Committee for future appointment to another substantive CCO.

Register of Director candidates may be offered a term of appointment on a non-substantive CCO.

Special consideration will be given to attracting registration from women and others who are able to add demographic and geographic diversity to CCO boards.

Inclusion on the register does not guarantee appointment to a substantive CCO, however a search of the Register candidates will be undertaken for each new appointment.

## 8.9 Consent and Conflicts of Interest

Prior to being interviewed for a position on a board, all candidates will be required to complete a consent form and to declare any relevant interests, so that the potential for a conflict of interest can be assessed. In making appointments to boards, the Committee will take into consideration a candidate's existing directorships, and any other potential conflicts of interest.

In considering any appointment or reappointment where a potential conflict of interest has been identified, the Committee needs to be confident that:

- the candidate will be able to make an effective contribution, even if their interest means they cannot participate in an activity of the organisation that relates to a particular matter; and/or
- measures can be put in place to manage the conflict

Further guidance on conflicts of interest can be found in the relevant CCO constitution and sections 139 to 149 of the Companies Act 1993. The Office of the Auditor-General also provides guidance on the management of interests and conflicts:

[www.oag.govt.nz/managing\\_conflicts\\_of\\_interest:guidance\\_for\\_public\\_entities](http://www.oag.govt.nz/managing_conflicts_of_interest:guidance_for_public_entities).

## 8.10 Appointments of Chairs and Deputy Chairs

The Committee will appoint the Chair and Deputy Chair of each CCO board, taking into account the experience and skills of the existing board. The appointments will be made in accordance with section 8.11 of this policy.

### 8.11 Chair Succession Planning

The purpose of succession planning is to provide for smooth transition of leadership in the event of a planned or unexpected retirement of an incumbent Chair. A person appointed as Chair in their second term may be appointed for a further three-year term as Chair, however their tenure as Chair must not exceed six years. The Committee will generally consider the need for a potential successor as they make each board member appointment.

Although it is the role of the Committee to appoint the Chair and Deputy Chair, it is expected that the board Chair will identify potential successors or signal to the council if there are no candidates for future Chair.

### 8.12 Removal of Board Members

Board members hold office at the pleasure of the council and may be removed at any time by council resolution.

Without limiting the right of the council, the following are likely reasons for council to remove a board member, where that board member:

- is regularly absent from board meetings without good justification
- no longer has the confidence of the board or the council
- has breached ethical standards and this reflects badly on the board and/or Council
- does not act in the best interests of the organisation
- breaches the confidence of the board in any way, including speaking publicly on board issues without the authority of the board or
- does not act in accordance with the principles of collective responsibility
- is now disqualified from being appointed or holding office as a director of a company under section 151(2) of the Companies Act 1993.

Where the board has concerns regarding the behaviour of one of its members it should be considered by the board in the first instance and, where necessary, the board may recommend the removal of the board member to the council.

Auckland Council will not make any payment by way of compensation to board members who have been removed from boards.

### 8.13 Board Members Standing for Political Office

Board members who have been selected to stand as a candidate in a local body or general election should advise the Chair of their board immediately. Chairs need to advise the council, through CCO Governance and External Partnerships, as soon as any members of their boards have been identified as candidates.

Any board member who is formally selected to stand as a candidate for election at a local body or general election, or placed on any political party's list, must stand down from

his/her board position from nomination day until the election results are notified or such earlier day as may be determined. This measure aims to ensure that governance of the organisation is not distracted by the board member's election activity, and to prevent the possibility of any conflicts of interest, real or perceived.

Section 94 of the Local Government (Auckland Council) Act 2009 provides that board members of substantive CCOs who are elected to the governing body of the Council or a local board must resign from their position as a board member of the CCO before taking up their position as a member of the governing body of the council or local board.

### **8.14 Governing body members on the Board of Auckland Transport**

Members of the governing body who are members of the board of Auckland Transport, and who are re-elected in the local body elections, are not guaranteed a future place on the board of Auckland Transport. Tenure guidelines referred to in this policy are expected to apply to council representatives who hold a seat on the board of Auckland Transport.

Auckland Transport board members who are outgoing elected representatives must retire no later than one month from Election Day or upon the appointment of their successor, whichever is earlier.

Should a board member who is an elected representative not continue to hold political office part way through an electoral term, the council may choose to make a replacement appointment. The term of that appointment will terminate at the end of the forthcoming electoral cycle.

## **9 Remuneration**

Board members' fees will compensate board members fully for their normal contribution to the board, including attending board and Committee meetings, meeting preparation, stakeholder management and any other agreed tasks.

Board members' fees will reflect the element of public service in serving on the board of a CCO and will accordingly be set at or below the average for comparable private sector entities.

To ensure transparency, fees will be set by the council for the board members and Chairs, rather than allocating a pool to be distributed by the board. Fees are to be met from the council organisation's own resources.

In the case of appointment of elected members to Auckland Transport, the decision to remunerate elected members (and if so how much) will be determined following each triennial election.

Where the director nominated by the New Zealand Transport Agency to sit on the board of Auckland Transport (under section 43 Local Government (Auckland Council) Act 2009), is an office holder of the New Zealand Transport Agency, they will not be remunerated for

their service on the board. Where the director is not an office holder of the New Zealand Transport Agency, remuneration will be determined following discussion with the Agency.

## 9.1 Fee Setting

Board members' remuneration will be reviewed once per triennium following local body elections. A full review will be conducted and will include benchmarking against comparative entities. The review will consider market movement and the final decision on board members' remuneration will be made by a resolution of the Committee. Fees will be set taking into consideration the following:

- the size and scale of the CCO (e.g. turnover, value of assets, number of employees)
- complexity and scope of operations (e.g. complexity of issues, level of guidance for decision-making, relationship management responsibilities)
- accountability (e.g. scale of market risk, public interest and profile, potential risk to board member reputation, and other key risks)
- skills - the type of expertise and specialisation needed

Special considerations may also be included in setting fees, such as a temporary increase in workload for the board, or difficulties in recruiting particular skills.

## 9.2 Ordinary Fees

Ordinary fees are calculated based on:

- the designated base fee per board member
- board Chairs will be remunerated at twice the designated base fee
- 1.25 times the designated board member base fee for the Deputy Chair, to reflect either an actual appointment, or to provide the capacity for the council committee to later make such an appointment
- 1.15 times the designated board member base fee for those members with duties as Chair of committees

There are no additional fees for board committee meetings.

Council supports the payment by CCO organisations of directors' liability insurance and the indemnification of directors.

## 9.3 Remuneration for Consultancy Services

The council expects that no board member on the board of a CCO will undertake consulting work for the organisation. In the event that an exception to this rule appears appropriate, the Chair should seek the Committee's approval in advance

## Part Two: Non-substantive CCOs

Part Two of this policy applies to non-substantive CCOs of Auckland Council.

The policy in relation to non-substantive CCOs is less prescriptive because it is important to consider the particular needs of the organisation when making appointments. Many of these positions are unpaid, and recruitment of suitable board members can be challenging. In addition, the trust deeds (or constitutions in the case of companies) often include provisions regarding appointments, which take precedence over this policy.

### 10 Eligibility for Appointment

#### 10.1 Appointment of Elected Members of the Auckland Council

The Council has a responsibility for monitoring performance of non-substantive CCOs and so elected members of the Auckland Council should not serve on the boards of non-substantive CCOs, unless there is a compelling reason to do so.

#### 10.2 Appointment of Auckland Council Staff

Staff of the Auckland Council are not normally eligible for appointment unless the nature of the appointment requires this. For example, the Local Government Funding Agency has board positions which are required to be filled by staff of a local authority.

#### 10.3 Appointment of Managers and Staff of non-substantive CCOs

Board members should be independent from management and should not be employed by the entity.

In the event that a board decides that one of its members should fill a staff vacancy the board member must stand down from their position on the board while filling the vacancy.

### 11 Board Competencies, Skills and Knowledge

Board members are expected to meet a number of core competencies as well as specialist skills or experience required for that board.

#### 11.1 Core competencies

The core competencies expected on non-substantive boards are:

- Sound judgement and decision-making
- public service ethos
- an understanding and commitment to council's obligation to Te Tiriti o Waitangi

- a high standard of personal integrity
- clear communication and an ability to debate in a reasoned manner
- effective teamwork and collaboration
- ability to think strategically
- risk assessment and contingency management
- commitment to the principles of good corporate citizenship
- understanding of the wider interests of the publicly accountable shareholder

## 12 Term of Appointment

Board members normally serve a maximum of two three-year terms, however given the challenges of recruiting unpaid members it is appropriate to consider reappointment for a further three-year term. To reflect current national and international best practice, Auckland Council's policy regarding board tenure is as follows:

**Tenure of three years:** board members shall hold office for a term of up to three years from the date of appointment.

**Expiry of tenure:** upon expiry of that three-year term, the board member retires from the board and may be eligible for reappointment.

**Reappointment:** a board member who is retiring from their first three-year tenure, deemed eligible for reappointment and who wishes to stand, may, at the sole discretion of the council (by ordinary resolution), be reappointed for a further term of up to three years.

**Tenure exceeding six consecutive years:** regular board member rotation is encouraged, but terms exceeding six years will be considered on a case-by-case basis. The council recognises that board members often have valuable institutional knowledge that organisations need to retain, and a limited pool of suitable candidates for some boards.

## 13 Board Appointments

### 13.1 Role of the Committee

The Committee is responsible for the appointment of board members to non-substantive CCOs. This also applies where the trust deed identifies the mayor as responsible for making appointments; because the mayor is acting on behalf of the council. Most non-substantive CCOs deliver significant services within their local communities and are required to have regular liaison with their relevant local board. Where appropriate, local boards will have a role in the appointment of board members to non-substantive CCOs.

## 13.2 Reappointments

Where a board member's term of appointment has expired and they would like to be considered for reappointment, the Committee may offer a further term on recommendation of the board Chair. The board member will be required to provide an updated CV.

Board members should not be given any expectation that they will be offered a subsequent term of office.

## 13.3 New Appointments

The Committee will identify the skills, knowledge and experience required for the position with the assistance of CCO Governance and External Partnerships and the board Chair.

Candidates may be sought through advertising of the position, and/or from nominations from elected members, the IMSB, the Chair of the non-substantive CCO and input from the Local Board Chair.

Where there is more than one candidate per position, a short-list and interview process will be undertaken. This will generally be undertaken by a panel consisting of the Board Chair and other members of the board. At times the panel may include a member of the Committee or relevant local boards and/or an independent industry expert (e.g. a representative from Counties Manukau Sport).

The panel will assess candidates against the required skills, knowledge and experience and may take into account other factors such as:

- the council's board diversity and inclusion policy (see Section 4)
- alignment with the council's objectives for that entity
- board dynamics and stakeholder relationships
- the capacity of candidates to attend regular board meetings and fulfil other requirements
- Chair and Deputy Chair succession planning
- the views of local boards for non-substantive CCOs that offer services within a localised geographic area

The panel will recommend its preferred candidate to the Committee for approval.

If a panel is not required, staff will assess these factors and take into account the Chair's advice when making their recommendation to the Committee.

Non-substantive CCO Chairs will ensure newly appointed board members have signed a Board Member Consent form.

## 13.4 Conflicts of Interest

Prior to being interviewed for a position on a board, candidates will be required to complete a consent form and declare any relevant interests, so that the potential for a conflict of interest can be assessed. In considering any appointment or reappointment,

where a potential conflict of interest has been identified, the Committee needs to be confident that any such conflict can be managed.

### **13.5 Finalisation of Appointments**

The successful applicants(s) will be offered a letter of appointment.

### **13.6 Appointments of Chair and Deputy Chair**

Depending on the provisions of the trust deed or constitution, the board of the non-substantial CCO will normally appoint the Chair and Deputy. The Chair will be expected to identify future successors, to provide for smooth transition in the event of a planned or unexpected retirement of an incumbent Chair.

### **13.7 Removal of Board Members**

Council appointed board members hold office at the pleasure of the council and may be removed at any time by council resolution.

Without limiting the rights of the council, the likely reasons, which would justify removal of a board member, would be where that board member:

- is regularly absent from board meetings without good justification
- no longer has the confidence of the board or the council
- has breached ethical standards and this reflects badly on the board and/or council
- does not act in the best interests of the organisation
- breaches the confidence of the board in any way, including speaking publicly on board issues without the authority of the board
- does not act in accordance with the principles of collective responsibility
- is now disqualified from being appointed or holding office as a director of a company under section 151(2) of the Companies Act 1993.

Where the board has concerns regarding the behaviour of one of its members it should be considered by the board in the first instance and, where necessary, the board may recommend the removal of the board member to the council.

Auckland Council will not make any payment by way of compensation to board members who have been removed from boards.

### **13.8 Board Members Standing for Political Office**

Council appointed board members who have been selected to stand as a candidate in a local body or general election should advise the Chair of their board immediately.

Any board member who is formally selected to stand as a candidate for election at a local body or general election, or placed on any political party's list, must stand down from his/her board position from nomination day until the election results are notified or such earlier day as may be determined. This measure aims to ensure that governance of the organisation is not distracted by the board member's election activity, and to prevent the possibility of any conflicts of interest – real or perceived.

Any board member who is subsequently elected to the governing body or a local board of Auckland Council, should resign from the board of the non-substantive CCO.

## **14 Remuneration**

Board members of non-substantive CCOs are not normally remunerated for their services to the board, but may be reimbursed for expenses. Remuneration of the board members of non-substantive CCOs is at the discretion of that organisation and is not set by Auckland Council. If at any time Auckland Council were required to set the remuneration of the board members of a non-substantive CCO, a methodology consistent with that for substantive CCOs would be developed.

### **14.1 Remuneration for Consultancy Services**

Board members are discouraged from undertaking continuous consulting work for their organisation; however, the council recognises that some board members are best placed to undertake consulting work because of their knowledge about the organisation. The board should formally approve this and stipulate any requirements in relation to such an arrangement.

## Part Three: Council Organisations

Part Three of this policy applies to COs where Auckland Council is responsible for the appointment of fewer than half of the trustees or directors. Appointments to a CO may occur to:

- satisfy a requirement of the trust deed or a request from the CO that council appoint a representative
- provide a means of monitoring where the council has made a grant to that body
- enable council involvement where the COs activity is relevant to the council

In some cases, for example where the scale of investment is significant, Auckland Council may consider a CO (such as the Tamaki Redevelopment Company) as a substantive CCO and apply Part One of the this policy.

## 15 Board Appointments

### 15.1 Eligibility for Appointment to Council organisations

#### 15.1.1 Appointment of Elected Members of Auckland Council

Elected members of Auckland Council may be appointed as a board member or trustee of a council organisation, subject to the specific provisions of the trust deed or equivalent founding document.

#### 15.1.2 Appointment of Auckland Council staff

Staff of Auckland Council, are not normally eligible for appointment to council organisations unless this is a requirement of the trust deed or equivalent founding document or there is a compelling reason to do so.

### 15.2 Board member competencies, skills and knowledge

Where the COs trust deed or constitution provides guidance on the skills, knowledge and experience required for the position, the party responsible for appointments will take these into account when appointing board members.

Where the deed or constitution does not provide guidance on the skills, knowledge and experience required for the position, the responsible party will refer to Part Two, section 11 of this policy for guidance.

### 15.3 Responsibility for making appointments

If the trust deed specifies that an elected member is to be appointed then it is the responsibility of either the governing body or relevant local board(s).

Depending on specific provisions of the trust deed or constitution, appointments of independent board members to COs are the delegation of the CO Appointment Approvals Panel (COAAP). The COAAP comprises the Chair and Deputy Chair of the Committee, the Chief Executive (or his representative), the relevant Local Board Chair(s), if applicable, and a member of the Independent Maori Statutory Board.

A report will be provided to the Committee of any appointments made by COAAP to COs.

### 15.4 Appointment Process

Appointments to the CO will be made by the responsible party in a manner that is consistent with the trust deed or constitution of the entity.

Where the trust deed or constitution does not provide guidance on the appointment process, the responsible party will refer to Part Two, section 13 of this policy for guidance.

#### 15.4.1 Conflicts of Interest

Prior to being interviewed for a position as a board member or trustee, candidates will be required to [complete a consent form](#) and declare formally any relevant interests, so that the potential for a conflict of interest can be assessed. In considering any appointment or reappointment, where a potential conflict of interest has been identified, the party responsible for the appointment needs to be confident that any such conflict can be managed.

#### 15.4.2 Removal of board members

Board members hold office at the pleasure of council and may be removed at any time by council resolution as per Part Two, section 13.7 of this policy.

### 15.5 Remuneration

Board members of COs are not normally remunerated for their services to the board but may be reimbursed for expenses. Remuneration of the board members of a CO is not set by Auckland Council and is at the discretion of that organisation.

If remuneration is offered to the board members of a CO, Auckland Council would not expect elected members of Auckland Council, appointed as a board member, to be remunerated. Elected members appointed as a board member to a CO may be reimbursed for expenses at the discretion of the CO organisation.

Where there is a requirement to or a compelling reason to appoint a staff member of Auckland Council as a board member of a CO, the appointed staff member will not be entitled to receive remuneration. If appointed as a board member to a CO a staff member may be reimbursed for expenses at the discretion of the CO organisation.

## Part Four: Ports of Auckland Limited

Part four of this policy applies to the board of Ports of Auckland Limited (POAL), a council organisation which is a port company under the Port Companies Act 1988.

### 16.1 Eligibility for Appointment

#### 16.1.1 Appointment of elected members of Auckland Council

Elected members of Auckland Council will not be appointed to the board.

#### 16.1.2 Appointment of Auckland Council staff

Staff of Auckland Council will not be appointed to the board.

### 16.2 Responsibility for Making Appointments

Appointments to the board are made by the Ports of Auckland Limited Appointment Panel (POALAP) under delegation from the Governing Body of Auckland Council.

The POALAP comprises:

- Mayor of Auckland Council, acting as the chair of POALAP
- Chief Executive of Auckland Council (or representative)
- Chair of the board of POAL

A report of any appointments or reappointments made by POALAP to the board will be provided to the Appointments, Performance Review and Value for Money Committee of Auckland Council.

### 16.3 Reappointments

Where a board member is due to retire under POAL's constitution and is eligible for reappointment to the board and the board supports that reappointment, the chair of the board shall advise the chair of POALAP accordingly, and POALAP shall decide whether to make that reappointment.

### 16.4 New Appointments

Appointments to the board that are not reappointments will be made in accordance with POAL's constitution and the following process:

#### 16.4.1 Board member competencies, skills and knowledge

Once a vacancy has been established, the chair of the board and the Mayor will confer on and agree the skills, knowledge and experience required for that particular appointment. This may involve a consideration of the current composition of the board and a strategic review of future skill requirements.

#### 16.4.2 Candidate search

The board will then appoint a specialist board appointment firm to facilitate the appointment process in accordance with this policy and a high standard board selection process.

#### **16.4.3 Screening and shortlisting**

The firm will provide the board with a long list of prospective candidates, having advertised for candidates and having searched the council's register of candidates. The long list will include any names of persons put forward for inclusion by either the Mayor or the chair of the board.

The chair of the board will advise the chair of POALAP of the names and relevant details of the persons on that long list and the chair of POALAP will advise the chair of the board if any person named on that long list is likely to be unacceptable to POALAP for appointment, and that person's name will be removed from the long list.

A committee of the board will from that long list prepare a shortlist for the position (normally of three to four candidates), to be interviewed by the board. The chair of the board will advise the chair of POALAP of the names and relevant details of the persons on that shortlist and the chair of POALAP will advise the chair of the board if any person named on that shortlist is likely to be unacceptable to POALAP for appointment, and that person's name will be removed from the shortlist.

#### **16.4.4 Interviewing and assessment of candidates**

The board will interview the shortlisted candidates and perform reference and other checks consistent with good practice. The board will then recommend to POALAP its nominated candidate for appointment. POALAP will then decide whether to make the appointment, noting that POALAP may interview the nominated candidate if necessary.

Should POALAP decide not to appoint the nominated candidate, the board will decide whether to nominate another candidate drawn from the shortlist, prepare another shortlist, or recommence the selection process.

#### **16.4.5 Deputy chair alternate**

Should the vacancy be the role of the chair of the board, then the deputy chair of the board shall act in the role of the chair under this policy.

### **16.5 Consent and Conflicts of Interest**

Prior to being interviewed for a position on the board, candidates will be required to complete a consent form and declare any relevant interests, so that the potential for a conflict of interest can be assessed. In considering any appointment or reappointment to the board, POALAP will take into consideration a candidate's existing directorships, and any other potential conflicts of interest. Where a potential conflict of interest has been identified, POALAP needs to be confident that:

- the candidate will be able to make an effective contribution, even if their interest means that they cannot participate in an activity of POAL that relates to a particular matter; and/or
- measures can be put in place to manage the conflict

## **16.6 Removal of Board Members**

Board members may at any time be removed from office by ordinary resolution or written notice as set out in POAL's constitution.

## **16.7 Remuneration**

### **16.7.1 Remuneration benchmarking**

Within four months of an election, or such other period as the council and the board agree, the board will advise the Appointments, Performance Review and Value for Money Committee of Auckland Council as to the total remuneration the board recommends be payable to all board members for the period that is the subject of the recommendation. The advice will be based on a remuneration benchmarking exercise undertaken by the board in conjunction with an external consultancy.

### **16.7.2 Approval of remuneration**

The total remuneration of board members for that period will then be determined by the Appointments, Performance Review and Value for Money Committee under delegation from the Governing Body of Auckland Council. That amount shall be the amount of the monetary sum payable to all the board members to be approved for that period, by council as shareholder in accordance with the constitution of POAL. The board acting under the constitution of POAL will then determine the amount of remuneration payable to each board member.

## **16.8 Appointment of Chair and Deputy Chair**

Under the constitution of POAL, the board elects the chairperson and deputy chairperson of the board. The chair (or in the case of election of the chair, the deputy chair) of the board will confer with POALAP as to the person the board is minded to elect to such position.

## **16.9 Board Corporate Governance Statement and Charter**

Each board member shall be subject to the Corporate Governance Statement and Charter of the board, as approved by the board from time to time.

## **16.10 Board Review**

Each year the chair of the board shall provide POALAP with a report by the board summarising the annual review of its performance. It is noted that every second year this review is conducted for the board by an external provider with experience in undertaking such reviews.

## Part Five: CCO Subsidiaries

Part Four of this policy applies to substantive CCOs and their subsidiaries<sup>1</sup>. Substantive CCOs are generally responsible for making appointments to boards of their subsidiaries, but are expected to keep the council fully informed prior to confirming appointments.

Substantive CCOs are required to apply the provisions of this policy to the extent practicable, and must use objective and transparent processes. Any reference to the Committee in this policy means the Substantive CCO board in the case of subsidiary appointments.

### 17 Board Appointments

#### 17.1 Eligibility for appointment

Substantive CCOs may appoint members of their own board or management to the board of a subsidiary, if this is in the best interests of both organisations, and the board member has the required knowledge and experience.

Prior to making such appointments, substantive CCOs should consider whether this would conflict with their responsibility to monitor subsidiary performance. Additional fees for substantive CCO board members or managers appointed to subsidiary CCO boards should not be paid.

#### 17.2 Application of this policy to CCO subsidiaries

##### 17.2.1 Appointments to Commercial entities and CCTOs

For commercial subsidiaries such as Ports of Auckland Limited and Auckland Films Studios Limited, substantive CCOs should follow the relevant provisions in Part One of this policy when appointing board members.

##### 17.2.2 Appointments to CCOs

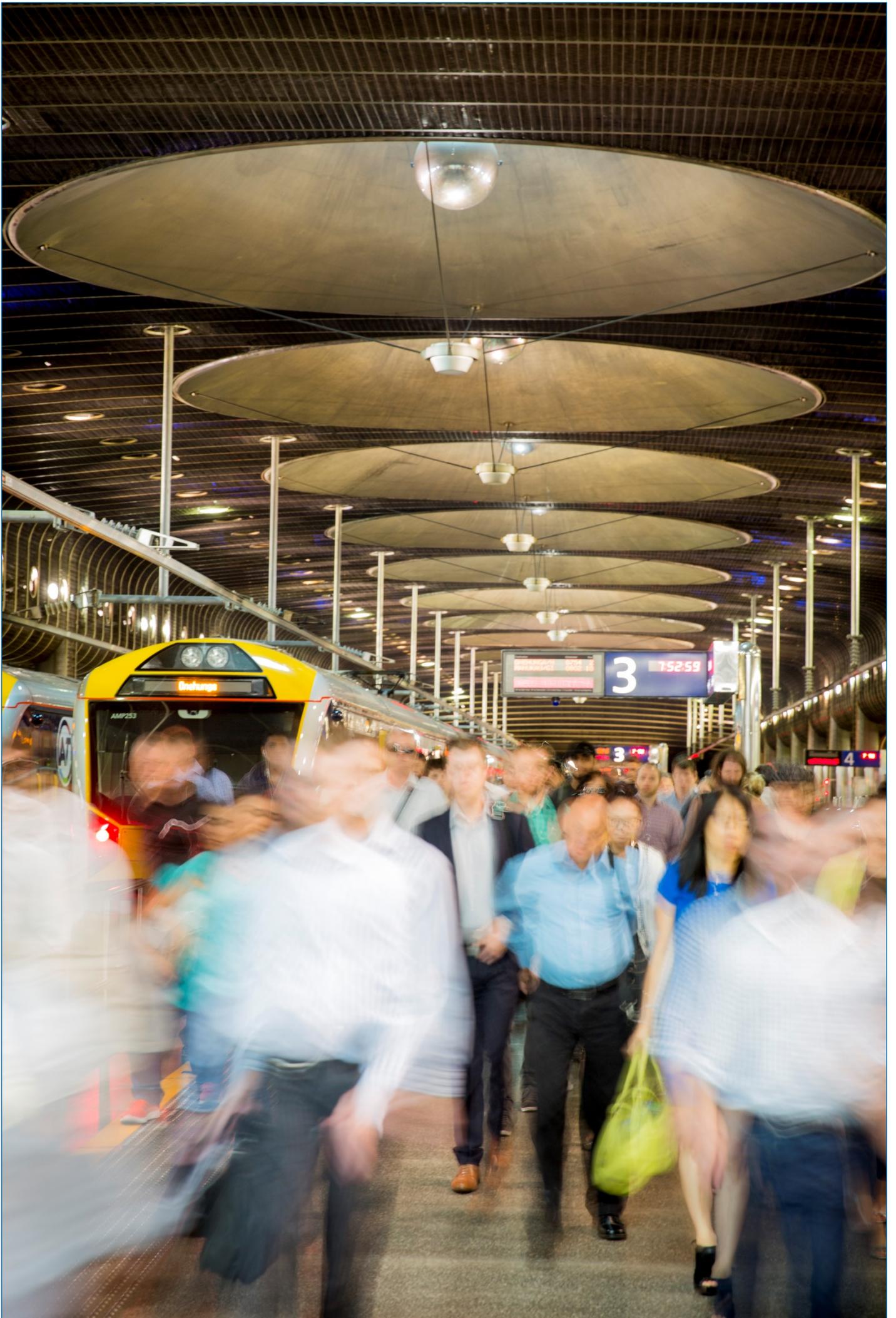
For subsidiaries that are CCOs, including trusts, substantive CCOs should follow the relevant provisions in Part Two of this policy when appointing board members.

##### 17.2.3 Appointments to COs

For subsidiaries that are COs, substantive CCOs should follow the relevant provisions of Part Three of this policy when appointing board members.

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<sup>1</sup> Part Five of this policy does not apply to RFA and the appointments that they recommend to the council under their Management and Advisory Agreement; however, Part Three of the policy applies to the Auckland Council in relation to these appointments.



Find out more:  
[aucklandcouncil.govt.nz](http://aucklandcouncil.govt.nz)

## Director interests at 1 August 2022

Member	Interest	Company / Entity	Conflicts pre-identified?
<b>Paul F. MAJUREY</b>	Chair	Eke Panuku Development Auckland Limited	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hāpai Housing General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	Koau Property General Partner Limited	
	Chair	Marutūāhu Collective (5 iwi collective)	Possible
	Chair	Marutūāhu Rōpū General Partner Limited	
	Director	MO5 Properties Limited	
	Director	MRLP Group Limited	
	Chair	Ngāti Maru Limited	Possible
	Director	Pare Hauraki Asset Holdings Limited	
	Chair	Puhinui Park GP Limited	
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee	
	Chair	Te Pūia Tāpapa GP Limited	
	Director	Tikapa Moana Enterprises Limited	
Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)		
Director	Westhaven Marina Limited		
Chair	Whenuapai Housing GP Limited		

Member	Interest	Company / Entity	Conflicts pre-identified?
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<b>David I. KENNEDY</b>	Director	Eke Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Ltd	
	Director	Westhaven Marina Ltd	

<b>John COOP</b>	Director	Eke Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible

<b>Jennifer KERR</b>	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	
	Board advisor	Mediaworks	
	Chair	NZTE	
	Member	Port Nicholson Trust	
	Masters Student	University of Waikato	
	Board member	Waipa Networks Ltd	

Member	Interest	Company / Entity	Conflicts pre-identified?
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<b>Steven EVANS</b>	Director	Eke Panuku Development Auckland Limited	
	Chief Executive	Fletcher Building LTD	Yes
	Director	Homai General Partner Limited	
	Member	MBIE Building Advisory Panel	Yes
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Board Member	Urban Development Institute of New Zealand	Yes

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

<b>Kenina COURT</b>	Director	Eke Panuku Development Auckland Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	CP Resettlement Trustees Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	

Member	Interest	Company / Entity	Conflicts pre-identified?
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<b>Kenina COURT (cont'd)</b>	Director	Holly Corp Trustees Limited	
	Director	Huma Holdings Limited	
	Director	It's Happened Trustees Limited	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Market Kitchen Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	New Gipsy Limited	
	Director	NTA Holdings Limited	
	Director	Oceania Career Academy Limited	
	Director	Pasifika Enterprises Limited	
	Director	Pathfinder Management Partner Limited	
	Director	Pathfinder Trustees Limited	
	Director	Pathsol Limited	
	Director	PGFT Trustees Limited	
	Director	Platinum Securities Limited	
	Director	PSL Freedom Limited	
	Director	Rice Family Trustees Limited	
	Director	Silvereye Investments Limited	
	Director	Stak Trustees Limited	
	Director	Stornoway Developments Limited	
	Director	TOH Limited	
	Director	Twinlion Trustees Limited	
	Director	Up Skill Teams Limited	

## Director meeting attendance register – 2022 / 2023

	2022						2023					TOTAL
	27 Jul	24 Aug	28 Sep	26 Oct	23 Nov	5 Dec	Feb	Mar	Apr	May	Jun	
P. Majurey	✓	C A N C E L L E D										
D. Kennedy	✓											
J. Coop	✓											
K. Court	✓											
S. Evans	*											
S. Huria	✓											
J. Kerr	✓											

LOA – Leave of absence

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly **confidential** session, in person at 82 Wyndham Street, Auckland and online via Teams, on Wednesday 27 July 2022 commencing at 10.00am.

<p><b>Attending</b></p>		<p><b>Board:</b> Paul Majurey – Chair, David Kennedy – Deputy Chair, John Coop, Kenina Court, Susan Huria, Jennifer Kerr</p> <p><b>Executive:</b> David Rankin – Chief Executive, Gyles Bendall – GM Design &amp; Place, Alaina Cockerton – Head of People &amp; Culture, Letitia Edwards – Acting GM Assets &amp; Delivery, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy &amp; Planning, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Kathy Crewther – Governance Manager</p> <p><b>In Attendance:</b> Selio Solomon (Board Intern)</p>
<p><b>Opening remarks</b></p>		<p>The meeting opened with a karakia at 10.00am.</p>
<p><b>1.1 Statement of Intent 2022-25</b></p>	<p>1 07/22</p>	<p>Brenna Waghorn, GM Strategy &amp; Planning, introduced the report. Kingsha Changwai, Manager Business Planning &amp; Reporting, joined the meeting for this item.</p> <p>The Eke Panuku Board:</p> <ol style="list-style-type: none"> <li>a. approved the final Statement of Intent 2022-25 for submission to Auckland Council, subject to changes identified by the Board being made.</li> <li>b. provided delegation to the Chair and Chief Executive to approve any final non-material changes to the Statement of Intent before it is submitted to council.</li> </ol>
<p><b>2.1 Procedural motion to exclude the public</b></p>	<p>2 07/22</p>	<p>Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p><b>2.2 Apologies</b></p>	<p>3 07/22</p>	<p>Apologies were noted from Steve Evans.</p>
<p><b>3. Chief Executive's report</b></p>	<p>4 07/22</p>	<p>Rachel Wilson, Principal Advisor, CCO Governance and External Partnerships, Auckland Council, joined the meeting for this item.</p> <p>David Rankin, Chief Executive, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul>



		Following the conclusion of discussions, the Eke Panuku Board received the report.
<b>4.2 Capital project delivery management of health and safety responsibilities</b>	6 07/22	<p>Ian Wheeler, Chief Operating Officer, introduced the report. The Board noted that much of the work being done is horizontal rather than high rise or working at height with associated risks.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>5.1 Property maintenance contract approval</b>	7 07/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The Board noted that some housekeeping issues regarding delegated authority for the CE are being worked on.</p> <p>Following the conclusion of discussions, the Eke Panuku Board delegated approval of the full facilities property maintenance contracts to the Chief Executive as long as the annual spend is within budget.</p>
<b>5.2 Iwi investment grant</b>	8 07/22	<p>Daniel Haines joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• The amount of \$5K was acknowledged as small. It is a contribution towards the building of commercial capability and opportunity subject to criteria being met, rather than an untagged grants scheme. The funds are inclusive of GST.</li> <li>• Ways to utilise all the funds even if not all iwi access it or apply for funding, noting criteria must be met and applications must contain clear indication of what the money will be used for.</li> <li>• Reputational risk issues must be managed for all parties.</li> <li>• A report tracking progress will be available in six months.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board granted the Chief Executive the financial delegation to approve applications from mana whenua if they are eligible under the Iwi Investment Grant, subject to the criteria set out in Attachment A of the decision paper, and subject to a report back and review in 12 months' time.</p>
<b>5.3 Own your own home portfolio: go to market strategy</b>	9 07/22	<p>David Kennedy left the meeting for this item due to a declared conflict.</p> <p>Allan Young, GM Development, introduced the report. Dawson Mutu, Development Manager, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• </li> <li>• The Development team is keeping in touch with council and working closely with the council finance team. Several LGOIMA requests have come in.</li> <li>• A comms plan is in place. Discussions are ongoing with individual owners.</li> <li>• Any Carrick Place bequest will be honoured by council in the way funds are used.</li> </ul>

	<ul style="list-style-type: none"> <li>• A four week process for expressions of interest starts at the beginning of August.</li> <li>• Repairs and maintenance issues, noting some properties have small body corporates.</li> <li>• The team was commended on the good work being done.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. Approved the go to market strategy to divest Auckland Council's interests in the Own Your Own Home (OYOH) Scheme, that was approved for disposal by the Finance and Performance Committee in May 2022.</p> <p>Properties comprising the OYOH scheme are in the following locations:</p> <ul style="list-style-type: none"> <li>• 2 John Bracken Way, Beach Haven - 10 units</li> <li>• 24 Bardia Street, Belmont - 16 units</li> <li>• 157 Bayswater Avenue, Bayswater - 11 units</li> <li>• 14-16 New Windsor Road, Avondale - 12 units</li> <li>• 16 Burch Street, Mt Albert - 10 units</li> <li>• 9 Carrick Place, Mt Eden - 10 units</li> <li>• 1, 3, 5, 7 and 19 Coyle Street, Sandringham - 35 units (7 units each village)</li> <li>• 113 Trafalgar Square, Onehunga - 11 units</li> <li>• 19 Tripoli Road, Panmure - 17 units</li> <li>• 690 Pakuranga Road, Howick - 18 units</li> </ul> <p>b. Delegated authority to the Chief Executive to select a preferred party (or parties) based on the evaluation criteria set out in paragraph 18 of this report, complete the negotiations and execute the required documentation to divest Auckland Council's equity share in the OYOH Scheme's 14 properties, based on the following key terms:</p> <ul style="list-style-type: none"> <li>• Price, at the market valuation figure for the 14 villages.</li> <li>• Sale terms provide for: <ul style="list-style-type: none"> <li>i. the transfer of the owned units to the purchaser; and</li> <li>ii. the transfer of the repurchase rights to the purchaser.</li> </ul> </li> <li>• Sale terms provide binding obligations by the purchaser, and any successor in title to the purchaser, to: <ul style="list-style-type: none"> <li>i. invest a minimum amount in relation to each unoccupied unit to ensure it is safe, warm, and habitable before subsequent occupation;</li> <li>ii. ensure that the villages continue to be well managed, in a manner consistent with the scheme's original intentions, and provide additional 'wrap-around' services where appropriate;</li> <li>iii. take all reasonable steps to ensure the units are occupied by persons needing housing who are compatible with existing homeowners;</li> <li>iv. otherwise conduct themselves in a way that preserves the original intent of the scheme for those</li> </ul> </li> </ul>
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		<p>unit owners including, for example, ensuring that no pressure is placed on unit owners to sell; and</p> <p>v. ensure a commitment to develop and intensify the sites, using good urban design, once all units within a particular village are vacated by existing occupiers and owned by the one party.</p>
<b>6.1 Optimisation opportunity</b>	10 07/22	<p>John Coop left the meeting for this item due to a declared conflict</p> <p>Allan Young, GM Development, introduced this item. Gary Jackson, Principal Property Advisor, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>6.2 Willis Bond Residential Development, Wynyard Quarter</b>	11 07/22	<p>Allan Young, GM Development, introduced the report. Fiona Knox, Priority Location Director, and James Woods, Development Manager, joined the meeting for this item.</p> <p>The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>6.3 Priority location City Centre update</b>	12 07/22	<p>Ian Wheeler, Chief Operating Officer, introduced the report. Simon Oddie, Priority Location Director, joined the meeting for this item.</p> <p>The Board discussed matters such as the city centre masterplan, long term Covid impacts, and the need for reuse and repurposing of some Queen Street building stock.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>

<b>6.4 Risk management update</b>	13 07/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• A change in confidence and loss of momentum in the marketplace, which is showing some volatility after a strong period. A level of uncertainty was noted along with a potential deterioration in the market over coming months.</li> <li>• The Executive Team has thoroughly reviewed all information and feels that amber is appropriate at this point in time and that there is no cause for red yet.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>7.1 Director interests</b>	14 07/22	The Eke Panuku Board reviewed and received the Registers of Directors' Interests.
<b>7.2 Director meeting attendance</b>	15 07/22	The Eke Panuku Board noted the Directors' meeting attendance.
<b>7.3 Minutes of the 22 June 2022 board meeting</b>	16 07/22	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 22 June 2022, with confidential information included, as a true and accurate record of the meeting.
<b>7.4 Board action list</b>	17 07/22	The Eke Panuku Board noted the Board action list.
<b>7.5 Board forward work programme</b>	18 07/22	The Eke Panuku Board noted the Board forward work programme.
<b>8. General Business</b>	19 07/22	There were no matters of general business.
<b>9. Kāinga Ora presentation</b>	20 07/22	<p>Brenna Waghorn, GM Strategy &amp; Planning, introduced Katja Lietz and Alec Tang to the Board. Kristen Webster, Head of Corporate Responsibility, joined the meeting for this item.</p> <p>Kajta Lietz and Alec Tang spoke to the Board on Kāinga Ora's activities, including:</p> <ul style="list-style-type: none"> <li>• An overview of Kāinga Ora's mandate to be a world class public housing landlord, and NZ's urban development agency, noting public housing as core business.</li> <li>• Urban development function and strategy, noting the Urban Development Act 2020 has enabled Kāinga Ora access to urban development powers.</li> <li>• An overview of current urban development activity including large scale projects, land acquisition and transport infrastructure investments.</li> <li>• The guiding principles of Kāinga Ora's Strategy and the four strategic priorities.</li> <li>• The Sustainability programme and Environment strategy refresh.</li> <li>• Carbon neutral housing, and a pilot low carbon urban development (Wesley West).</li> </ul>

		<ul style="list-style-type: none"> <li>• Ngahere and Māra Kai – trees and vegetation.</li> <li>• Notable climate action drivers.</li> <li>• Opportunities for land development.</li> </ul> <p>Following the presentation, Board members and staff introduced themselves, and discussed:</p> <ul style="list-style-type: none"> <li>• Partnership with iwi is working well, ensuring knowledge and experience are being passed over and capability being grown.</li> <li>• The importance of building trust within the wider community to create a strong mandate.</li> <li>• Challenges for families who have to move from one area to another, and vulnerability for those having to rent, noting that solution-focused work on home ownership programmes is a priority.</li> <li>• Multi-level housing as not being ideal for an aging population who have difficulty using stairs.</li> <li>• Community infrastructure, parking, transport etc and the resilience and flexibility required to manage transitions.</li> <li>• Resources and programmes to enable replacement of older housing stock.</li> </ul>
<b>Close of Board meeting</b>	21 07/22	The meeting closed with a karakia at 12:40pm.

**Read and confirmed**

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

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