Komiti ā Pūtea, ā Mahi Hoki / Finance and Performance Committee

OPEN MINUTE ITEM ATTACHMENTS

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<td>Auckland Council Group, the Council entity and CCO quarterly performance reports to 30 September 2018</td>
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<td>A.  14 November 2018 - Finance and Performance Committee, Item 8 - Auckland Council Group, the Council entity and CCO quarterly performance reports to 30 September 2018 - Quarter One Group Performance</td>
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<td>B.  14 November 2018 - Finance and Performance Committee, Item 8 - Auckland Council Group, the Council entity and CCO quarterly performance reports to 30 September 2018 - Auckland Transport presentation on the Regional Fuel Tax</td>
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<td>9</td>
<td>Update on Tamaki Redevelopment Company</td>
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<td>A.  14 November 2018, Finance and Performance Committee - Item 9, Update on Tāmaki Redevelopment Company - PowerPoint presentation</td>
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<td>8</td>
<td>Auckland Council Group, the Council entity and CCO quarterly performance reports to 30 September 2018 (Continued)</td>
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<td>A.  14 November 2018 - Finance and Performance Committee, Item 8 - Auckland Council Group, the Council entity and CCO quarterly performance reports to 30 September 2018 - Haumaru Housing PowerPoint presentation</td>
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</table>

Note: The attachments contained within this document are for consideration and should not be construed as Council policy unless and until adopted. Should Councillors require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
Quarter one Group performance
Finance and performance committee
14 November 2018

Overview

- New format – Group Quarterly Performance Pack
- Group Performance Overview
  - Long-term Plan recap
  - Investment and funding
  - Group operating performance
  - Group strategic focus areas
- Auckland Council Entity Summary
Re-cap on current state
Quarterly reports for Group, Council and CCOs
Information on key risks and issues, status of operating and financial performance

Reports received from Council organisations

Statistics

- Total 250 pages
  - 152 pages for CCOs
    - Average 30 pages per CCO
  - 40 pages for council
  - 58 pages group and others
- 6 committee hours for presentation & discussion

Long-term Plan recap

Capital Investment

Funding sources
In order of different funding sources used to support capital projects

Operating expenditure
In budget categories and actual expenditure compared to planned and previous years

Operating expenditure by type

Attachment A

Item 8
### Investment and funding

#### Capital expenditure & key funding sources

<table>
<thead>
<tr>
<th>Item</th>
<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY19 Budget</th>
<th>FY19 Forecast</th>
<th>FY18 Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital expenditure</td>
<td>438.1</td>
<td>390.2</td>
<td>387.2</td>
<td>359.3</td>
<td>355.6</td>
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<tr>
<td>Workforce expansion</td>
<td>297.5</td>
<td>305.0</td>
<td>300.0</td>
<td>300.0</td>
<td>300.0</td>
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<tr>
<td>Other key funding</td>
<td>3.8</td>
<td>3.8</td>
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#### Net borrowing

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<th>Year</th>
<th>FY18</th>
<th>FY19</th>
<th>FY19 Forecast</th>
<th>FY19 Adjusted</th>
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<tbody>
<tr>
<td>Net borrowing</td>
<td>-</td>
<td>300.0</td>
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#### Debt to revenue

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<th>Source of revenue</th>
<th>FY18</th>
<th>FY19</th>
<th>FY19 Forecast</th>
<th>FY19 Adjusted</th>
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<tr>
<td>Asset sales</td>
<td>-</td>
<td>300.0</td>
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### Group operating performance

**Direct operating performance**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY19 Budget</th>
<th>FY19 Forecast</th>
<th>FY18 Adjusted</th>
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</thead>
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<td>Net direct expenditure</td>
<td>3,000.0</td>
<td>3,000.0</td>
<td>3,000.0</td>
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<tr>
<td>Direct revenue</td>
<td>3,000.0</td>
<td>3,000.0</td>
<td>3,000.0</td>
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</table>

**Group FTE**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY18</th>
<th>FY19</th>
<th>FY19 Forecast</th>
<th>FY19 Adjusted</th>
</tr>
</thead>
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<tr>
<td>FTE</td>
<td>100</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Group</td>
<td>100</td>
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</table>

**Other key operating lines**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY19 Budget</th>
<th>FY19 Forecast</th>
<th>FY18 Adjusted</th>
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<tbody>
<tr>
<td>Other key operating lines</td>
<td>300.0</td>
<td>300.0</td>
<td>300.0</td>
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</table>

**Group Savings**

To be updated through next quarterly report.
Group strategic focus areas

- City centre development programme
  - Downtown development programme brought forward to align with the America's Cup, APEC, and To Matautini in 2021
  - Next key milestone is the procurement for Karangahape Road enhancement project planned for late 2018

- 36th America's Cup (AC36)
  - Resource consent application, subject to conditions, was approved by Environmental Court on 25 September 2018
  - Next key milestone is the signing of the Project Alliance Agreement in November 2018

Auckland Council Entity Summary

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Target</th>
<th>Variance</th>
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</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>120.7</td>
<td>120.5</td>
<td>0.2%</td>
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<tr>
<td>Expenditure</td>
<td>82.4</td>
<td>83.4</td>
<td>-1.2%</td>
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<tr>
<td>Surplus</td>
<td>38.3</td>
<td>37.6</td>
<td>1.8%</td>
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</tbody>
</table>

- The actual revenue is 0.2% lower than the target.
- The actual expenditure is 1.2% lower than the target.
- The actual surplus is 1.8% higher than the target.

Overall performance is rated as green, indicating good performance compared to the budget.
### RFT Brief Recap

<table>
<thead>
<tr>
<th>Project</th>
<th>Additional Capital Investment</th>
<th>Additional Operating Cost</th>
<th>RFT Contribution</th>
<th>Total</th>
<th>RFT Contribution</th>
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<tr>
<td>1</td>
<td>200</td>
<td>120</td>
<td>72</td>
<td>350</td>
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<tr>
<td>2</td>
<td>150</td>
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<td>3</td>
<td>100</td>
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<td>4</td>
<td>742</td>
<td>143</td>
<td>17</td>
<td>898</td>
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<td>5</td>
<td>63</td>
<td>24</td>
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<td>9</td>
<td>200</td>
<td>86</td>
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<td>10</td>
<td>558</td>
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<td>720</td>
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<td>11</td>
<td>302</td>
<td>87</td>
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<td>389</td>
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<td>13</td>
<td>300</td>
<td>129</td>
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<td>429</td>
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<tr>
<td>Total</td>
<td>4,271</td>
<td>1,363</td>
<td></td>
<td>5,634</td>
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- ATAP proposes $28 billion of transport investment over ten years.
- RFT is required to deliver on the ATAP programme.
- The fuel tax will raise an estimated $1.5 billion over ten years.
- This leverages a further $3 billion from other revenue sources such as development contributions and NZ Transport Agency subsidies to enable $4.5 billion of expenditure.
- AT is responsible for delivering 14 RFT projects.
**RFT investment ramps up over 10 years**

Regional Fuel Tax Enabled Capital Expenditure
Long Term Plan FY2019-FY2028

- $24 million of investment has been enabled in the first quarter of this financial year by $15 million of RFT

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**RFT Investment Planning**

<table>
<thead>
<tr>
<th>Project/Programme Name</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
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<tr>
<td>1. Bus Priority Improvements</td>
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<td>2. City Centre Bus Infrastructure</td>
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<td>3. Improving Airport Access</td>
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<td>4. Eastern Bypass</td>
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<tr>
<td>5. Park &amp; Ride Facilities</td>
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<tr>
<td>6. Electric Trams and Stabling</td>
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<tr>
<td>7. Downtown Ferry Terminal Redevelopment</td>
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<td>8. Road Safety</td>
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<td>9. Active Transport</td>
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<tr>
<td>10. Pedestrian</td>
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<tr>
<td>11. Mill Road Corridor</td>
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<tr>
<td>12. Road Corridor Improvements</td>
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<tr>
<td>13. Network Capacity and Performance Improvement</td>
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<td>14. Growth Related Transport Infrastructure</td>
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</table>
### Urban Road Safety
Preliminary design completed for two high risk corridors, Waymouth Road and Russell Road Manukau, traffic calming on Rathgeber Road. Projected to be finalised by June 2019.

Preliminary design and public consultation has been completed for all four high risk intersections planned for completion this year.

Preliminary design has been completed for all 56 pedestrian facilities upgrades planned for this year. Public consultation will begin at the end of November. 59 traffic light upgrades planned for completion by June 2019.

### Rural Road Safety
Of the four projects at high risk intersections planned for completion this year, final design has been completed for one and preliminary designs and public consultations completed for the two projects.

Of the eight projects on high risk corridors planned for completion this year, preliminary design has been completed for three projects.

Procurement for construction is complete to deliver 60km of signage and road markings addressing loss of control crashes.

Final design has been completed to deliver improvements to 20 intersections identified as having safety risks.

### Road Safety – Speed Management
Implementation of safer and appropriate speeds at high risk locations targeting 750km of roads.

Setting safer and appropriate speed limits (planning to implement speed limit changes across 750km of road).

Consultation is planned to commence in the New Year for the Speed Limit Study covering all changes across the 750km.

Creating a safer speed environment (infrastructure changes). All projects to be delivered this year have completed preliminary designs. These include two residential zones (Te-Maha South and Papakura - Rowhill area) and five town centres (Orakei, Torbay, Makaraka Bay, St Heliers and Mission Bay).

### Road Safety – Other Initiatives
Safer Communities – Preliminary design to make the St Road and Monger Bridge town centres better and safer for walking, with delivery expected in 2019.

Minor Safety – There are 35 projects planned for delivery this year. 12 intersection improvements, 24 pedestrian improvements and three traffic calming projects. All of these projects have completed preliminary design and public consultation.

Red Light Cameras – An additional six red light cameras will be installed in the last quarter of 2019/2020.

### Road Corridor Improvements
**Lincoln Road** – Detailed design is on track for completion in July 2020 and construction is planned to begin in 2021.

**Makaraka Link Road** – Stage 1 to be constructed by late 2021.

**Glenvar Road/East Coast Road** intersection and corridor improvements – Procurement has commenced for the business case.

**Lake Road** – Procurement is about to commence for the detailed business case.

### Network Capacity & Performance
Small to medium scale improvements expected to be completed in mid-2019 including:

- Dynamic lanes on Redoubt Road to ease congestion and increase safety expected in September.
- Peak hour bus lanes on Ti Rakau Drive
- Monitoring and deficiencies assessments on ten corridors and intersection bottlenecks

### Road Corridor Improvements – Seal Extensions
**Monowai Stage 1** is currently under construction and expected to be completed by December 2018.

**Ataparera Seal Extension programme** - Nine sites have been agreed with the Rodney Local Board and are progressed to scheme design. The October to December quarter will see the completion of detail design and tender for three of those sites.
**Bus Priority Improvements**

Integrated corridors:
- FNSZ (Mangere – Otaahu-Sylvia Park) – Completion of the Mt Wellington Highway improvements is expected around mid-2020, before moving onto Stage 3 (Massey Road) as part of the Integrated Corridor programme.
- Business cases are being prepared for 11 corridors. Procurement process has commenced.
- Physical works for double decker buses is underway. Manukau Road and Northern Express (NZ2) routes went live September 2018.

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**City Centre Bus Infrastructure**

Business case development for the Downtown Transport Hubs is underway. Both Downtown Transport Hubs (Quay Street East and Lower Albert Street) are to be delivered by December 2020, prior to the Americas Cup.

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**Improving Airport Access**

New bus/rail interchange and an enhanced station at Puhinui expected to be operational by the end of 2020/early 2021 before the Americas Cup and APEC.

The contract for the detailed design of the Puhinui station/interchange will be tendered in the October - December quarter. Design and construction with the contract to be awarded by the end of 2019.

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**AMETI Eastern Busway**

- **Eastern Busway 1 (Pakuranga Busway)** – Request for tender issued, with construction scheduled to start in March 2019.
- **Eastern Busway 2 and 3 (Pakuranga Town Centre, Reeves Road Poyner and the Busway to Botany)** – Public consultation on the draft design commenced.
- **Eastern Busway 4 (Botany Interchange)** – Single Stage Business Case has commenced with shortlisting of options completed.

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**Downtown Ferry Terminal**

- The new 'reverse saw tooth' ferry berth configuration has been evaluated.
- Concept designs for both waterfront and land-side infrastructure and facilities have been completed and a resource consent application was lodged on 3 October 2018.
- Several workshops have been held with Mana Whenua to identify project values and design opportunities.
- Early procurement will commence this quarter for piers, piling and other long lead items.

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**Penlink**

Penlink is currently planned for later in the 2018-28 LTP period. Designations have been secured for the Penlink corridor, and some land purchases were completed during the quarter.

The business case is being updated to explore the financial and commercial cases for bringing the project forward to next year without impacting on Auckland Council’s balance sheet.

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**Mill Road**

Mill Road is also currently planned for later in the 2018-28 LTP, continuing into the following decade. AT is completing the purchase of land parcels where negotiations have started.

We have entered into an alliance arrangement with the Transport Agency for Te Tūpuna Ngātahi (Supporting Growth Alliance) to undertake detailed investigations for the extension of this corridor further south, as part of the longer term Supporting Growth programme.
### RFT enabled projects yet to commence

<table>
<thead>
<tr>
<th>Park &amp; Rides</th>
<th>Electric Trains and Stabling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvements to the Malatia Park &amp; Ride, which are RFT funded, and the Papakura and Albany Park &amp; Rides (not RFT funded) are being progressed. Additional RFT funded Park &amp; Rides will be the subject of future business cases and will be delivered later in the decade.</td>
<td>AT has purchased 15 new EMUs for staged delivery between 2019 and 2020 (non-RFT funded). A further tranche of EMUs and associated stabling funded by the RFT will be secured later in the decade.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Active Transport</th>
<th>Growth Related Transport Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>The initial focus of AT’s walking and cycling programme is progressing the Urban Cycleway Programme (not RFT-funded). The focus will then shift to the on-going walking and cycling programme, funded from the RFT.</td>
<td>This RFT funded programme focuses on infrastructure to support high priority greenfield areas, including Whenuapai, Redhills and Waiwai. Expenditure will occur later this financial year.</td>
</tr>
</tbody>
</table>

### QUESTIONS?
TAMAKI REGENERATION COMPANY

Finance and Performance Committee
November 2018

TAMAKI IS AN AWESOME PLACE TO LIVE

We work with our partners to build an environment where people thrive
WHAT’S IN THIS DECK

- Why do regeneration in Tamaki
- Our objectives and progress
- How we work
- How we measure investment
- Our challenges

WHY TAMAKI

Everyone supported to thrive

- 18,000+ residents
- 8,700 social housing tenants
- 60% of the Tamaki residents are of Māori or Pacifica decent
- Approximately 30% of people are under the age of 15 (compared to 19% in wider Auckland)
- A vibrant, supportive and welcoming community
- Approximately 12km from Auckland’s CBD, 12-15 minutes by train
- 25 ECEs, 8 primary schools, 2 secondary schools, 3 composite schools
OUR OBJECTIVES

Leading urban regeneration activity in Tāmaki to achieve four equally important objectives, contributing to Government priorities and an outcomes framework developed with community, Crown and Council.

Social Transformation
Tāmaki residents and families have the skills, knowledge and employment opportunities to progress their lives.

Economic Development
Strengthening the local economy and unlocking the potential of the Tāmaki area to enable a prosperous community and deliver better value for money to the Crown.

Placemaking
Creating safe and connected neighborhoods that support the social and economic development of Tāmaki and its community.

Housing Resources
Optimising the use of land and existing housing stock to effectively support and deliver social and economic results, including progressing better public housing options for Tāmaki.

THE REGENERATION MODEL

- Organise place management of neighbourhoods
- Relativise use of existing community through social networks
- Create a place where people find their sense of belonging
- Deliver pre-existing activities that promote social cohesion
- Ensure the enjoyment of living in a restored community
- Expansion of social, recreation and business facilities
- Creation of new pathways into home ownership
- Support job creation
- Economic development in local centres
- Support job creation
- Investment in social services and health services
SOCIAL TRANSFORMATION

We have established the Tamaki Response, which aims to create system-wide change to ensure more effective and efficient collective decision-making about social services within Tamaki.

What we’re doing:
- Intensive Support Services
- Affordable Housing
- Tamaki Education Strategy
- Tamaki Jobs and Skills Hub
- Solo parent employment pathway
- Tamaki Response
- Social Services Investment Framework

More than 200 Tamaki residents into employment every year.

ECONOMIC DEVELOPMENT

We’re encouraging investment in Tamaki develop vibrant town centres that meet the needs of our future population while maintaining the Tamaki.

What we’re doing:
- Revitalising the Glen Innes and Panmure town centres
- Creating employment opportunities through social enterprise
- Tamaki Destination Marketing Project
- Industrial land strategy

Every year we are supporting families to move off benefits, out of State Housing and into home ownership.
PLACE MAKING

We’re creating sustainable safe and welcoming neighbourhoods that support social cohesion and connectivity.

What we’re doing
- Developing an Early Years Hub
- Building the Glen Innes Renal Facility
- Delivering Glen Innes town centre activation and events
- Creating more community open space through the Maybury Green project.

HOUSING RESOURCES

This is about more than just building houses, we’re building communities. Mixed and blind tenure alongside great urban design are essential to regeneration outcomes.

What we’re doing
- Completing a spatial Master Plan for Tamaki
- Managing 2800 tenancies to world class standards
- Developing innovative property and asset management frameworks
- Holding HLC to account for quality, price and pace

100% of newly developed neighbourhoods meet the agreed minimum standards agreed with Community

375 houses delivered so far.
605 houses in the pipeline
HOW WE WORK

Shaping Tamaki Together

- Whanau & tāmānki of Tāmaki is at the core of what we do. Our partnership approach with the community, through co-design and delivery, enables us to have a trust-based relationship.
- We have an organisational culture that is compassionate and caring, we are locally based and connected, and this is key to building trust with whanau.
- We have embedded organisational disciplines that drive excellent design and delivery aligned to outcomes.
- We are driven to achieve better outcomes for whānau & tāmānki of Tāmaki, we are not here to just build houses.

MEASURING OUR SUCCESS

- An outcomes framework agreed with Community, Crown and Council.
- A decision-making framework that helps us invest in the right outcomes.
- Evaluation of the Tamaki programme and individual interventions – in partnership with Otago University.
- Working with NZIER to develop a tool which will measure our investment outcomes - Financial and social.
OUR CHALLENGES

- Working with an existing community in a brownfields environment
  - Acceptance to change from the community and change fatigue
  - Infrastructure and alignment to development timeframes
- An ever changing environment
  - HLC as master developer
  - A need to secure funding
  - A softening housing market where developers are struggling to get finance

QUESTIONS
WORKING IN PARTNERSHIP:
GOVERNANCE AND ROLES

- 49% ownership, two independent directors
- Leases portfolio to Haumaru at peppercorn rent, up to 100 years
- Long-term Plan renewals funding to 2025 and LTP credit facility of $20 million for development
- Monitors business interest in Haumaru LP

- Mandated to deliver new council development projects and sell properties
- Manage Haumaru lease and the reinvestment of sale proceeds

- 51% ownership, three directors
- Interest-free working capital loan facility to Haumaru
- Corporate services and elderly care expertise, Selwyn Centres

- Limited Partnership, registered community housing provider
- Receives IRRS, tenant rents and pays all outgoings and maintenance
- Tenancy, asset & facilities management, wellness
- No dividends, all profits reinvested in social housing
OUR PURPOSE
We provide housing communities for older people by creating environments that support resilience and connectivity.

OUR VISION
Older people with affordable homes in communities that are safe, age friendly and caring.

OUR VALUES
- Care for our tenants and colleagues
- Accountability of all that we do
- Integrity in all our actions
- Responsiveness so our tenants are not kept waiting

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GOVERNANCE

Haumaru Housing Limited Partnership aims to operate to the highest standards of governance - not only upholding our responsibilities to our shareholders, but also representing the interests of the tenants we support.

HAUMARU HOUSING BOARD
From left to right: Matthew Verkerk, Vicki Sykes, Kerry Hitchcock, Helen Melrose (Board Chair) and Garry Smith

HAUMARU snapshot (updated...)

As at 30 June 2018
Attachment A

Item 8

| 100% of new tenants sourced from Social Housing Register (60% from original council wait-list) | Comprehensive programme of major CAPIEX refurbishment in progress, | Ongoing quality improvement programme and customer satisfaction audits |
| 200 IRRS tenants - 13% tenants | Strengthened organisational capability | Full training and education programme for staff |
| 1412 units | First new development underway in Henderson (40 Units) | Revenue YTD above budget |
| 5,000+ repair and maintenance requests undertaken | Aged friendly communities with aged friendly staff | Collaborative working with sector (Incl. MSD and HNZC) and sector stakeholders |

MEANINGFUL TENANT ENGAGEMENT
MEANINGFUL TENANT ENGAGEMENT

- Eight Community Managers (Operations manager)
- 24/7 Customer Service desk and after-hours service (0800 number)
- Ongoing customer satisfaction assessment: online, real-time feedback; new tenant audits; face-to-face meetings; website feedback form; info@haumaruhousing.co.nz (plus “payments” and “privacy” email addresses); clear complaints process

MEANINGFUL TENANT ENGAGEMENT

- Monthly newsletters (including staff profiles)
- Village noticeboards
- Stakeholder Engagement Plan / Maori Engagement Plan
- Opportunities for tenant input and consultation on miscellaneous projects
- Easy-to-understand tenancy agreements and letters on unit inspections, rent reviews, customer feedback requests, etc
Since you have taken over, staff are very good and understand geriatric behaviour. I am pleased when we ring - that things are fixed at once.”

“I feel safe when I sleep at night and I am happy in my unit.”

— Online customer satisfaction survey

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WRAP-AROUND SERVICES PROVIDING HOLISTIC TENANT CARE

Core areas of vulnerability for older people:
- the lack of secure housing
- loneliness and social isolation
- financial hardship and the impact on health-related conditions
- mental health

Working with all stakeholders, we deliver support services in these areas that are critical for the wellbeing of older people - a significant point of difference from other CHP operators.

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WRAP-AROUND SERVICES PROVIDING HOLISTIC TENANT CARE

In addition to developing our housing stock in safe, age-friendly neighbourhoods, we are creating environments to support older people to be resilient and content by:

Providing opportunities to connect:
- Selwyn Centre / Haumaru Housing get-togethers
- Community Manager support / facilitation of village events and initiatives
- use of Haumaru village community spaces
- providing (through Selwyn) community transport to enhance tenants’ social engagement

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WRAP-AROUND SERVICES PROVIDING HOLISTIC TENANT CARE

- Developing our navigator role to help people access the social, health, advocacy and budgetary advice services they need to improve their wellbeing
- Working in partnership with stakeholders in the sector and other service providers (e.g., Anglican City Mission, Anglican Church, Age Concern, local Boards) on community opportunities to reduce loneliness and raise awareness of social housing available through Haumaru
- Improving connectivity through new in-home telemonitoring service and village events

WRAP-AROUND SERVICES PROVIDING HOLISTIC TENANT CARE

- Telemonitoring service using technology to assist tenants to remain healthy and well at home, maintain their independence and stay in touch with others
- Through the use of a small touch-screen tablet computer and health measuring devices, tenants can monitor their general health and wellbeing
- Daily healthcare support and advice provided by a telehealth nurse via face-to-face video calls
- Encourages online group interaction, enabling users to stay connected, maintain social contact and gain access to useful online resources
- A joint initiative delivered by Selwyn
AGE-FRIENDLY STAFF
- Staff trained in awareness of mental health in older people, incl. early stage dementia in the community
- Staff trained in Cultural Aging - awareness when working with diverse older people
- Te Reo me ara Whanga programme - language and cultural practices specifically for Maori Kaumatua and Kula
- Respecting our Pacifica elders programme
- Innovation - telehealth monitoring, environment monitoring (moisture temperature)
- Reducing loneliness - activities and events to reduce social isolation, eg. van outings, movie nights, village shared meals, dedicated community managers for each village
- Support to access services incl. assessments, disability support aids, home-based support services, financial support
- Partnerships with community organisations - Community trusts, local boards, NGOs

KEY PROPERTY PRIORITIES
- Implementing ongoing unit refurbishments
- Completing asset management plans
- Progressing development / strategic growth opportunities with Panuku, MSD, HNZC and others
FUNDING FUTURE DEVELOPMENT OPPORTUNITIES

- Haumaru receiving upfront development funding
- Haumaru borrowing against IRIS contract income
- Working with Housing New Zealand
- Working with private sector capital partners
- Reinvestment of asset sale proceeds
- Unitary Plan has created opportunity to significantly intensify the portfolio
- Kiwi build programme will create new opportunities for the market housing created from repurposing properties over time