

# Strategies & Plans ENGAGEMENT REPORT

Date - October 2022

Status - Final Report





# Executive Summary

Following the establishment of Kāinga Ora in 2019, and new legislation guiding the work Kāinga Ora undertakes, a new strategic direction was developed. This has resulted in the development of new strategies and plans that outline our priorities and future direction, in order to deliver on our outcomes and vision of “building better, brighter homes, communities and lives – He oranga kāinga, he oranga hāpori, he oranga tāngata”.

While Te Rautaki Māori o Kāinga Ora 2021-2026, the Customer Strategy and the Community Strategy have been completed, the following strategies and plans are in the process of being finalised:

- Kāinga Ora Strategy 2030
- Urban Development Strategy
- Asset Management Strategy
- Environment Strategy
- Supported Housing Strategic Plan
- Partnerships Strategic Plan

## Our Six Outcomes are:

- 1. Thriving communities** which are inclusive and sustainable, have access to employment, education, social and cultural opportunities.
- 2. Housing access** by enabling homes that meet diverse needs, are safe, affordable and healthy to live in.
- 3. Enabling Māori aspirations** through investment in housing solutions that build capability and support whānau wellbeing.
- 4. Customer wellbeing** where people in our homes live well, with dignity, stability and the greatest degree of independence possible.
- 5. Environmental wellbeing** through sustainable and resilient operations, assets and communities.
- 6. System transformation** through land-use, infrastructure and housing supply that is integrated, efficient, effective and responsive to demand.

In 2022, Kāinga Ora commenced engagement on the above plans and strategies in order to meet our legislative requirements to engage early and meaningfully. We want our strategies and plans to be informed by the people, groups and communities who will be affected by our decisions and will work alongside us to deliver on the outcomes identified, especially iwi and rōpū Māori. We hope this input will ensure more collaborative working and greater achievement of shared outcomes.

Our strategic framework and the way each layer of strategy integrates with others is depicted in the diagram below:



The principles of He Toa Takitini – our Partnership and Engagement Framework, guided how this engagement was planned and delivered, specifically how we connect and develop relationships with Māori, Pacific peoples, customers, stakeholders and communities.

**There were three key approaches to the engagement of the strategies and plans being developed. They were:**

1. Online engagement using the social pinpoint platform, accessed at [letstalk.kaingaora.govt.nz](http://letstalk.kaingaora.govt.nz)
2. Two online workshops for the general population
3. A series of six iwi and rōpū Māori hui

While the desire was to engage as broadly and meaningfully as possible with all the strategies and plans in development, COVID-19 and the ensuing restrictions meant that a decision was made to conduct all engagement online. Thought was given to how to make this as accessible as possible to all. Along with the workshops, hui and online platform at [letstalk.kaingaora.govt.nz](http://letstalk.kaingaora.govt.nz), a unique email address and phone number were created for those who preferred to engage in this way.

5,684	visits to <a href="http://letstalk.kaingaora.govt.nz">letstalk.kaingaora.govt.nz</a>	At the end of the engagement period (9 May to 22 July) there were over 5,000 visits to letstalk and over 1000 downloads. Input on the Ideas board and survey responses and submissions via this platform were low, indicating that people used the platform to get information about the strategies, rather than using it as a mechanism to offer feedback.
1,157	document downloads	
182	attended general population hui	A total of 182 people attended the workshops for the general population, while 59 people attended the iwi and rōpū Māori hui.
59	attended Māori hui	
45	attended external organisations session	Additionally, 45 people attended a session held specifically for Auckland Council and the Council Controlled Organisations (CCOs), along with Vector and Chorus.
75	attended urban development strategy session	Approximately 75 people attended sessions held regarding the Urban Development Strategy aimed at Urban Growth Partnerships, the Property Council New Zealand (PCNZ) and the Urban Development Institute of New Zealand.
696	attended staff session	696 people attended the Mā te Mārama sessions held for Kāinga Ora staff.

Overall, feedback from people who have participated in this engagement has been positive in regard to having the opportunity to contribute and influence the development of our strategies and plans and use the opportunity to build stronger relationships. For example, one person commented “I would like to see engagement sessions happening again – great presentations, it has been really valuable to be involved.”

Likewise, feedback from people who attended the iwi, hapū and rōpū Māori hui was positive.

While the engagement sessions focused on one specific strategy or plan, a proportion of the feedback related to Kāinga Ora in general and at times while discussing one strategy or plan, feedback was given in relation to another strategy or plan. This particularly related to better collaboration and less hierarchical and transactional relationships and partnerships, better engagement and support for capacity and capability building of partners, more locally developed solutions and a broader choice of housing types and models. Questions about funding and the need to resolve funding issues, particularly of infrastructure, were also raised frequently.

The strongest themes to emerge across all strategies and plans were the desire to build better relationships and partnerships with Kāinga Ora, and for Kāinga Ora to prioritise building its partnership capacity, especially with iwi and rōpū Māori and with local authorities. There was general support for the direction Kāinga Ora is going and the desire to see successful implementation of these strategies and plans. This would ensure delivery on shared outcomes that will improve the wellbeing of New Zealanders through focusing on thriving communities, better quality, fit-for-purpose, available housing and good urban design, amenity and infrastructure provided through our urban development and environmental kaupapa and achieved through working collaboratively with others.

**This engagement was seen as an opportunity to learn and contribute to the development of the strategies and plans, and also as an opportunity to partner with other iwi, hapū and rōpū Māori, and Kāinga Ora.**

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# Kāinga Ora Background

Kāinga Ora was established in 2019. New legislation, including the Kāinga Ora Homes and Communities Act 2019 and the Urban Development Act 2020 guide the work Kāinga Ora undertakes. As a result, we are developing new strategies and plans that outline our priorities and future direction, in order to deliver on our outcomes and vision of “building better, brighter homes, communities and lives – He oranga kāinga, he oranga hapori, he oranga tāngata”.

While Te Rautaki Māori o Kāinga Ora 2021-2026, the Customer Strategy and the Community Strategy have been completed, the following strategies and plans are in the process of being finalised:

### Our Six Outcomes are:



**1. Thriving communities** which are inclusive and sustainable, have access to employment, education, social and cultural opportunities.



**2. Housing access** by enabling homes that meet diverse needs, are safe, affordable and healthy to live in.



**3. Enabling Māori aspirations** through investment in housing solutions that build capability and support whānau wellbeing.



**4. Customer wellbeing** where people in our homes live well, with dignity, stability and the greatest degree of independence possible.



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In 2022, Kāinga Ora commenced engagement on the above plans and strategies in order to meet our legislative requirements to engage early and meaningfully. We want our strategies and plans to be informed by the people, groups and communities who will be affected by our decisions and will work alongside us to deliver on the outcomes identified, especially iwi and rōpū Māori. We hope this input will ensure more collaborative working and greater achievement of shared outcomes.

Our strategic framework and the way each layer of strategy integrates with others is depicted in the diagram below:



# He Toa Takitini Our Engagement Approach

He Toa Takitini – our Partnership and Engagement Framework, provides the foundation underpinning how we connect and develop relationships with Māori, Pacific peoples, customers, stakeholders and communities. It provides core principles and a common language across the functions of Kāinga Ora, letting everyone know that inclusivity and participation are critically important to Kāinga Ora delivering on the outcomes that New Zealanders need and deserve.

**He Toa Takitini encompasses all the activities, programmes and services that Kāinga Ora undertakes on behalf of the Crown and its intention is:**

- To develop strong and enduring relationships and partnerships based on the fundamental values of respect, reciprocity and trust
- Engage meaningfully and with integrity to understand the people, groups and communities we work with, or who are affected by our decisions, and involve them in the work we do on their behalf.

## Our Engagement Approach – What We Did

The principles of He Toa Takitini – our Partnership and Engagement Framework, guided how this engagement was planned and delivered, specifically how we connect and develop relationships with Māori, Pacific peoples, customers, stakeholders and communities.

**There were three key approaches to the engagement of the strategies and plans being developed. They were:**

1. Online engagement using the social pinpoint platform, accessed at [letstalk.kaingaora.govt.nz](http://letstalk.kaingaora.govt.nz)
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3. A series of six iwi and rōpū Māori hui

While the desire was to engage as broadly and meaningfully as possible with all the strategies and plans in development, COVID-19 and the ensuing restrictions meant that a decision was made to conduct all engagement online. Thought was given to how to make this as accessible as possible to all. Along with the workshops, hui and online platform at [letstalk.kaingaora.govt.nz](http://letstalk.kaingaora.govt.nz), a unique email address and phone number were created for those who preferred to engage in this way.

At the end of the engagement period (9 May to 22 July) there were 5,684 visits to the [letstalk.kaingaora.govt.nz](http://letstalk.kaingaora.govt.nz) site and 1,157 document downloads.

Inputs on the Ideas board and survey responses and submissions via this platform have been low, indicating that people used the platform to get information about the strategies, rather than using it as a mechanism to offer feedback.

Internally, staff were able to attend the workshops held for the general population. Additionally two Mā te Mārama sessions was held for staff, one prior to engagement commencing and one during the engagement period.

Staff attendance at these sessions totalled 696 people. Staff were encouraged to give feedback via the LetsTalk site or by emailing directly.

- A total of 182 people attended the workshops for the general population,
- 59 people attended the iwi and rōpū Māori hui. Additionally,
- 45 people attended a session held specifically for Auckland Council and the Council Controlled Organisations (CCOs), along with Vector and Chorus.
- Approximately 75 people attended sessions held regarding the Urban Development Strategy aimed at Urban Growth Partnerships, the Property Council New Zealand (PCNZ) and the Urban Development Institute of New Zealand.
- Internally, 696 people attended the Mā te Mārama sessions held for Kāinga Ora staff.

While two online engagement events were planned for the general population for each strategy, due to lack of registrations initially for the Supported Housing Plan and the Asset Management Strategy, only one online engagement event was held for these.

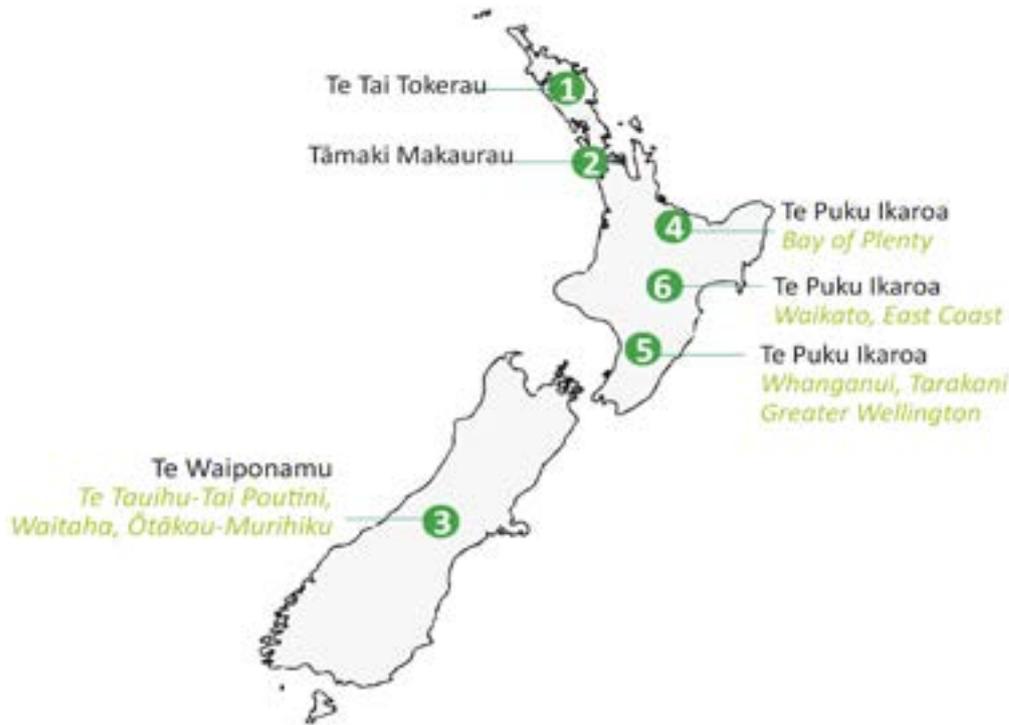
9 May-22 July 2022



	Session Attendance Totals
182	General population
59	Iwi and Rōpū Māori hui
45	External Council Organisations
75	Urban Development Strategy
696	Kāinga Ora Staff

Hui for iwi and rōpū Māori were designed around the three geographical regions looked after by the place-based teams of Te Kurutao: Te Tai Tokerau and Tāmaki Makaurau, Te Puku Ikaroa and Te Waipounamu.

**Six hui were held, broken into the following groups:**

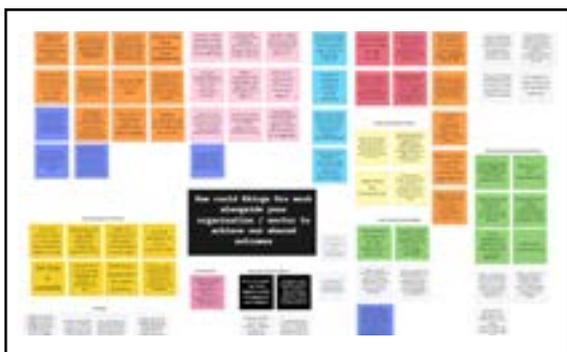


**Six online hui were planned for iwi and rōpū Māori, however the level of registrations meant that only a certain number of hui were held.**

The hui were conducted as online wānanga to allow for qualitative conversations to take place enabling representatives to seek clarity, provide feedback and discuss their aspirations for their whānau, hapū and iwi. The insights presented in this report are reflective of both wānanga conversations and the engagement focus questions.

In addition, several targeted engagements were held. These included one for the Auckland Council family, which included Auckland Transport, Eke Panuku, Watercare, Chorus and Vector. Forty-five people attended this event. The Urban Development Strategy was also presented to all the Urban Growth Partnership groups covering Auckland, Waikato, Bay of Plenty, Greater Wellington, Christchurch and Queenstown, as well as the Property Council NZ (PCNZ) and the Urban Development Institute of NZ (UDINZ).

Once completed, feedback was analysed into themes. An online visual collaboration platform (Miro) was used to capture workshop and hui content. This content was then analysed on the Miro boards, example as shown below:



	<b>Hui Sessions Per Strategy</b>
6	Kāinga Ora Strategy 2030
5	Urban Development Strategy
5	Partnerships Strategic Plan
5	Supported Housing Plan Strategy
4	Asset Management Strategy
3	Environment Strategy
2	Targeted Engagements

Overall, feedback from people who have participated in this engagement has been positive in regard to having the opportunity to contribute and influence the development of our strategies and plans and use the opportunity to build stronger relationships. For example, one person commented

**“I would like to see engagement sessions happening again – great presentations, it has been really valuable to be involved.”**

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of housing types and models. Questions about funding and the need to resolve funding issues, particularly of infrastructure, were also raised frequently.

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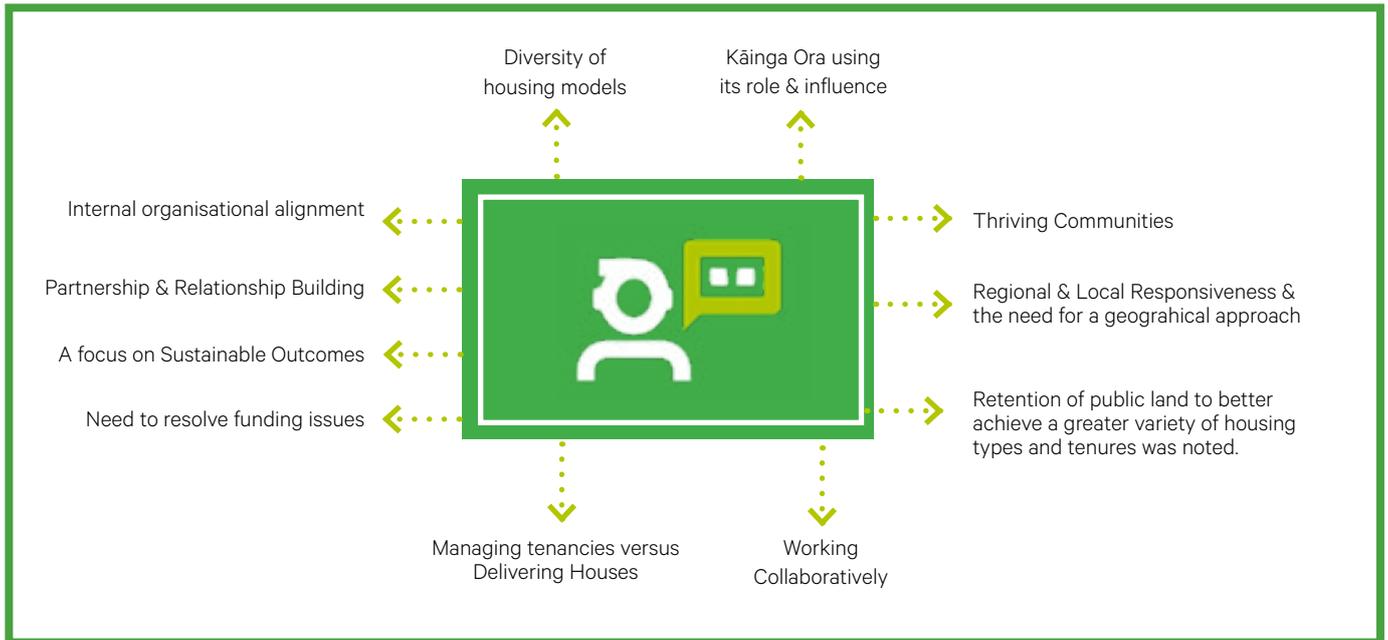




# Kāinga Ora Strategy 2030



## Feedback Themes



Feedback was mostly supportive and endorsing of Kāinga Ora Strategy 2030. You can view the questions asked for this strategy [here](#).

### Key feedback themes included:

#### Partnering and Relationship building:

- Good relationships were considered key to being successful and increasing relationships with Māori enterprises was encouraged. This requires shared priorities, including a focus on good urban form and safe communities, not just building houses.
- Recognising that Kāinga Ora can't succeed alone and needs to work with others to optimise successful outcomes.
- The need for good communication, including ensuring greater visibility and understanding of our work and having relationships that enable honest conversations and share full information for relationships to be successful.
- Stronger collaboration with a focus on relationship building (as equal partners, rather than Kāinga Ora approaching relationships from a hierarchical position) rather than our current transactional approach was highlighted.
- Agreeing and working towards shared outcomes and benefits was considered important for partnerships to succeed.
- Partnerships that focus on clients and communities rather than outputs, were seen as important.
- Councils expressed a desire to continue to build strong, collaborative partnerships at a local level to achieve shared outcomes and for greater collaboration across government agencies, especially for a collective view across government. Urban Growth Partnerships were seen as a good model for this.

#### Internal Organisational Alignment:

The need for Kāinga Ora to place a stronger emphasis on being more joined up internally to make it easier for others to work with us.

#### Working Collaboratively:

- Strong emphasis on working collaboratively and the importance of good, open and honest communication to enable successful collaboration.
- Agreeing shared outcomes as a means to successful collaboration was also seen as important, along with spelling out clearly and formally what relationship expectations are held by each party.
- Better collaboration across the sector was considered important for success, including better planning and ensuring construction productivity through market cycles.
- Stressing the importance of collaboration and alignment both internally and across the sector, noting that while Kāinga Ora focuses on building houses, we need to collaborate with others to build communities.
- Comments noted the need for better collaboration in the master planning space.
- Characteristics don't strongly enough reflect the need for genuine collaboration.

**“Kāinga Ora build the houses but work with us to support us to build the communities”**

#### Need to resolve Funding Issues:

A key issue to resolve is how the current funding structures create siloed or, at times, adversarial relationships, especially regarding funding of infrastructure. This is especially relevant with councils and Council Controlled Organisations (CCOs).

### Managing tenancies versus Delivering Houses:

A question was asked by one participant about whether we should divest ourselves of the landlord role and focus on delivering homes

### Regional and Local Responsiveness and the need for a geographical approach:

- Kāinga Ora must continue to build on our regional responsiveness, recognising that different parts of New Zealand have different needs and therefore require different and tailored solutions, not a one size fits all response.
- Alongside this was a concern by more rural communities that their housing needs would be ignored due to the focus on high growth urban areas.

### Thriving Communities:

- Urging Kāinga Ora to place emphasis on our role in supporting thriving communities, to focus on the whole system and using our role and influence to impact the system and support sector alignment.
- Reiterated the need to create and support thriving communities through focusing on diverse and differing needs, but also focusing on needs outside of housing, such as amenities, safe and pleasant outdoor spaces and good infrastructure.
- Inclusivity should be an important characteristic.
- There was also a concern that gentrification threatens the outcome sought of thriving, inclusive communities.

### Cultural Competency within Kāinga Ora:

The need for Kāinga Ora to be grounded in Te Ao Māori and to improve our cultural competence.

### A focus on Sustainable Outcomes:

Land use infrastructure and housing supply need to be planned in a way that contributes to sustainable outcomes.

### Diversity of Housing Models:

- The importance of accessible housing as well as warm, dry and safe housing for its health benefits.
- A desire to work with us to explore new and different models of housing to accommodate broader needs. This included responding to differing demographic needs with a variety of housing types and sizes, as well as collaborating to deliver a variety of models such as cohabiting, shared ownership etc.

### Retention of public land to better achieve a greater variety of housing types and tenures was noted.

- Responses focused on a more diversified housing supply to meet differing needs, such as utilising universal design, housing solutions for multi-generational families, accessibility and housing that is designed to adapt as inhabitants age.
- Being innovative and working collaboratively with industry and iwi and other Māori and Pacific groups were seen as ways to achieve this.

### Kāinga Ora using its role and influence:

- Kāinga Ora was encouraged to use its role and size to influence the sector, impact systems and better support others, including private developers and Māori. Support is especially needed with legislative restrictions and encouraging more diverse housing types, with a focus on the needs of diverse people.
- Using its influence to bring together and encourage sector alignment was also seen as important as it would encourage better collaboration and less duplication of effort.
- Additionally, Kāinga Ora could use partnership opportunities to empower and build the capacity of those they work alongside.

**“Kāinga Ora is an enabler and they can bring together the whole development system to engage and work together”**

### A broader focus on Urban Development including transport:

- The need to focus on good urban form and safe communities, not just building houses.
- Consideration of transport and good transport infrastructure in our planning was seen as vital, and participants wanted a stronger focus on this, especially given the climate challenges ahead; as was focusing on compact cities to mitigate against urban sprawl and deliver on goals of sustainability and accessibility.
- It was noted that urban development is missing from the strategic priorities. With one respondent noting
- “I would like to see urban development reflected more strongly in these priorities”.

### A focus on Housing Affordability:

- The need to elevate our Affordable Housing Plan and strengthen our role in supporting more affordable housing by having and using more tools to deliver in this space.
- One person noted that the Affordable Housing Plan hadn't been included and saw this as very important for Kāinga Ora to prioritise, given the negative effect on society of the lack of housing affordability and an unequal access to secure housing.



## Te Tai Tokerau Iwi Engagement

Representing:	Te Rūnanga o Ngāti Whātua, Te Waiariki, Ngāti Korora, Ngāti Takapari Hapū Iwi Trust
Iwi Affiliations:	Ngāti Kuri, Te Aupōuri, Ngāi Takoto, Ngāti Kahu, Ngāti Whātua, Ngāti Maniapoto, Ngāti Tūwhareto, Ngāti Hine

### Hui Themes

#### Regional Responsiveness and the need for a geographical approach:

- Migration to urban centres has reversed – iwi have noticed that more whānau are moving home or moving to smaller urban centres. The Rūnanga has been helping them through finding homes and jobs. This should be factored into the geographical approach.
- It would be helpful to know what plans Kāinga Ora have for Te Tai Tokerau communities in advance – plans for renovating and retrofitting existing stock in the region, e.g., Dargaville, Whangārei, Kaikohe and Kerikeri.

#### Collaboration:

There's a disjoint between Kāinga Ora, MHUD and territorial authorities – there needs to be more collaboration between these organisations and iwi/rōpū Māori.

#### Thriving Communities:

Building housing close to health providers/ services is just as crucial as building homes close to employment and education centres.

#### Communication:

These strategies need to be presented with language suited to their intended audiences. They should be written with a whānau approach because kaumātua will not understand what Kāinga Ora is talking about in its current state. This approach would be more appropriate for better functionality moving forward.

#### Partnerships (building trust and shared outcomes):

- There needs to be a change in wording. Rather than asking iwi/hapū/rōpū Māori if they want to 'work alongside' Kāinga Ora, Kāinga Ora should be asking to 'work in partnership' with iwi/hapū/rōpū Māori. This shows an understanding of each other's point of view, the former feels as though those with the greatest power get to decide the outcomes.
- Kāinga Ora needs to gain and maintain the trust of iwi and allow them to support projects from the beginning to the end. In order to establish that trust, iwi, hapū and rōpū Māori need to understand who is who within Kāinga Ora and what they can provide.

#### By Māori, for Māori:

It's important to iwi that their own people receive preferential treatment for their housing projects; Māori developers, architects and builders.

#### Diversity of Housing Models:

Kāinga Ora should look at off-site manufacturing approaches to bring the cost of building down.

It is important to note that the participants did not only represent their individual views, but also spoke with the following rūpū and iwi in mind:

- TOA Architects, Ngā Maunga Whakāhī o Kaipara Whenua Hoko Holdings Ltd, Mataatua Marae
- Ngāti Whātua, Ngāti Awa

## Hui Themes

### Capability Building:

Kāinga Ora should help iwi, hapū and rūpū Māori by building their capability and helping them better understand the housing ecosystem. By doing this, Māori will understand how they can work with Kāinga Ora to achieve the shared outcomes. It's also important to build the capacity of whānau members so they can continue to disseminate relevant information to their wider whānau.

### Systems and Processes:

As a starting point, it would be beneficial if Kāinga Ora developed road-maps that include progress points, the necessary steps to achieve the ultimate outcomes and to show Māori where they sit in that process. Breaking all the processes down into bite-sized pieces, using simple diagrams and graphs so Māori do not feel overwhelmed.

### Legislation and Policy Issues:

Kāinga Ora must understand the legislative requirements of iwi entities. Iwi have obligations that they can only deliver public housing to their registered members. However, Kāinga Ora policies note that iwi have to take on other people because of the Human Rights Act 1993. Iwi would like to work with Kāinga Ora to find a solution to this issue.

### Cultural Competency within Kāinga Ora:

Having cultural inductions as part of the recruitment process of Kāinga Ora was seen as a step to increase the cultural awareness of Kāinga Ora – starting at a board level. One participant noted that they are often referred back to Te Kurutao when meeting with Kāinga Ora.

### Partnership (building trust and shared outcomes):

- Local iwi and mana whenua need to be involved in developments in their rohe from the beginning to the end. It was mentioned that more mātauranga Māori is needed in development projects.
- Kāinga Ora should focus on building Māori and community relationships, iwi entities are wanting to work with Kāinga Ora to do more with the whenua they have available. Kāinga Ora also needs to prioritise gaining trust with the community. Currently, participants are finding it difficult to build trust with such a big organisation.

### Regional Responsiveness and the need for a geographical approach:

Many Māori living in Tāmaki Makaurau are taura here who affiliate with iwi outside of Tāmaki. Whenua security is difficult for taura here, Kāinga Ora should help to seek better options for taura here who plan to live in Tāmaki long-term.

Representing:	Tainui Group Holdings, Ngāti Hāua Iwi Trust, Whenua Māori Owners
Iwi Affiliations:	Ngāti Hāua, Ngāti Maniapoto, Ngāti Ranginui, Ngāi Te Rangi

## Hui Themes

### Capability Building:

- Some iwi have not engaged because of their lack of expertise in the housing area, Kāinga Ora need to support iwi to build their capacity and capability. As an example, it would be helpful to have a master planner who can set a clear path for iwi to follow and highlight all the resources they will need in order to reach their goals. Legislation around housing is changing constantly, Kāinga Ora should look to help iwi navigate through policies so that they have a better understanding of the work they can and cannot do.
- The end goal for iwi is being able to build houses on their whenua. Kāinga Ora could help enable this aspiration by providing apprenticeships and career pathways to rangatahi so that they build iwi capability to build homes.

### Housing types and models / Affordability:

Homeownership is an aspiration for many Māori but due to the price of houses, this dream is unattainable. Kāinga Ora should continue to explore alternative models of ownership, this has been done in the Te Karearea Development in Hamilton East whereby whānau had the options of shared equity and rent-to-buy.

### Resourcing:

Kāinga Ora should provide necessary resources to iwi and hapū Māori so they can better work in the sector and define their own measures of success. There is a portion of whānau living in cars, or garages that are damp and cold. Success for iwi and hapū would look like moving whānau into warm and dry homes. Participants' main priority is the placement of whānau in papakāinga on their own whenua.

### Te Rautaki Māori:

Participants raised questions as to why Te Rautaki Māori did not have its own session, as it sits alongside Kāinga Ora Strategy 2030 there should've been more time allocated to discuss the strategy.

### Partnership (building trust and shared outcomes):

One participant noted that achieving shared outcomes comes down to long-term relationships/partnerships between Kāinga Ora and iwi. Kāinga Ora are not going to have iwi support if they do not engage with them, and iwi are not going to effectively meet their aspirations if they do not have support from Kāinga Ora.

### Collaboration:

"What are your collaborations like at a high level? Are your policies and actions aligned?"

### Implementation:

Participants challenged Kāinga Ora to follow through on the deliverables they put forward in each strategy, like continuing to deliver houses at a reasonable and affordable rate, and ensuring they are doing this in a way that aligns with tikanga. This is how Kāinga Ora will gain community trust, as one participant mentioned, "the proof is in the pudding".

# Te Puku Ikaroa - Bay of Plenty Iwi Engagement

Representing:	Ngāi Te Ahi Settlement Trust
Iwi Affiliations:	Ngāti Ranginui, Ngāti Rereahu

## Hui Themes

### Partnership (building trust and shared outcomes):

The mantra participants always hear from Kāinga Ora is that they build communities, participants disagree and instead believe that Kāinga Ora builds houses. To build communities, Kāinga Ora must partner with communities, participants have yet to see this realised.

### He Waka Hourua – must be true

The feedback following the presentation on the linkage between Te Rautaki Māori 2021-2026 and Kāinga Ora Strategy 2030 through the waka hourua model was that in order for the waka to move forward, everybody has to be on the same page. Participants feel as though Te Rautaki Māori 2021-2026 and Kāinga Ora Strategy 2030 are not on the same page. It's important to participants that if Kāinga Ora chooses to use Māori analogies, they must be true to them otherwise it is tokenistic and a waste of time. Participants emphasised that they are not interested in tokenism, they are interested in partnering.

### Te Rautaki Māori 2021-2026 & Kāinga Ora Strategy 2030 are not aligned

Participants did not feel as though the Kāinga Ora Strategy 2030 connects enough to Te Rautaki Māori 2021-2026, they have different focus areas and it is difficult to see how they work together.

### We do it for the love of our people

It should be noted that iwi, hapū and rōpū Māori representatives are most likely working with Kāinga Ora in their voluntary capacity, they do this mahi outside of their day jobs. Representatives to this mahi for the love of their hapū, iwi and whānau. As one participant mentioned, "ko aua mea rā e āta akiaki i a mātou ki te kawē ēnei kaupapa", those are the things that encourage us to carry this kaupapa.

### All-of-government approach to housing solutions

One of the biggest problems participants have faced with Kāinga Ora is their inability to work across the government system, in all engagements participants have had with Kāinga Ora, they have been told that Kāinga Ora cannot do something because another department is going something else. Participants only want to deal with the government through one portal. As treaty partners, there needs to be more alignment on the Crown's side. Iwi and hapū are tired of retelling their story to every Kāinga Ora kaimahi or any other department they meet. Participants are yet to see their partnering aspirations realised.

### We do not want master-servant relationships

Participants are seeking a relationship with Kāinga Ora whereby they are partners. Currently, participants are experiencing a transactional, master-servant relationship. As an example, the relationship is task-oriented, not strategic and decision-making sits with Kāinga Ora. Iwi and hapū are then informed of the decisions and asked to respond. Participants also experience passive communication rather than active communication from Kāinga Ora. As a starting point, Kāinga Ora should look at how many treaty relationships they have premised from a relationship perspective versus a transactional perspective.

### Valuing our mana – do your due diligence

Moving forward, it is important that Kāinga Ora go into engagements with a clear understanding of what the organisations they are engaging with are about. Speaking from a past experience, one participant noted a time when engaging with Kāinga Ora, they did not know who the hapū was or where they are from. Kāinga Ora should get some background knowledge before engaging with iwi, hapū and rōpū Māori and then have a meaningful conversation about what each other's outcomes are – go into the hui with listening ears, looking eyes and an open heart. Kāinga Ora need to be honest about what is and what is not on the table.



## Te Puku Ikaroa - Whanganui & Taranaki Iwi Engagement

Representing:	Maungaharuru-Tangitū Trust
Iwi Affiliations:	Ngāti Porou, Ngāi Tahu

### Hui Themes

#### Working with iwi, hapū and rūpū Māori to build capability:

Kāinga Ora as an organisation has a wide range of knowledge about housing. Iwi need to be guided in the housing space so they are capable of putting their foot forward to help Kāinga Ora achieve the shared outcomes. As an example, the participant explained that their organisation does not have the capability to develop homes, however, they can facilitate hui where whānau can be informed of the strategies and plans of Kāinga Ora. These examples show where Kāinga Ora can fill in the gaps and build iwi capability.

#### Long-term relationships will allow Kāinga Ora to be anchored in their characteristics:

The participants endorsed many of the Kāinga Ora characteristics including strategy driven, supplier collaboration, community trust and environmental leadership and considered long-term relationships to be the most important, as focusing on long-term relationships drives the other characteristics. For example, caring for the environment is a priority for iwi and hapū, and having a long-term relationship with them puts the environment at the forefront of all Kāinga Ora projects.

#### Implementation:

“I’m curious about some scenarios if a whole lot of people do leave. One thing that’s been clear over the last few years is that when things change, they change fast. When the exodus of people leaves, what are you going to do? What happens if 40,000 of our young people do go overseas?”

## Te Waipounamu Iwi Engagement

Representing:	Te Rūnanga o Ngāti Rārua
Iwi Affiliations:	Taranaki

### Hui Themes

#### Kāinga Ora Strategy 2030

This participant endorsed the Kāinga Ora Strategy 2030, noting it aligned to their plans.

#### Working together

The organisation this participant represents wants to build their whenua base, therefore they would prefer to be the purchaser and owner of the land as opposed to Kāinga Ora. Some of the challenges for Te Taihū are that they do not have land per se, all their land is subject to the Right of First Refusal (RFR). However, some of the RFR lands are nicely located which could lead to future development opportunities with Kāinga Ora.

#### Partnership is key

Partnering with Kāinga Ora will allow Te Taihū iwi to build their capacity and capability in the housing space, they say partnership is key to achieving the shared outcomes of Kāinga Ora. There are eight iwi in Te Taihū and there are a lot of crossings between the boundaries of the iwi and their whenua, a collaborative approach to housing solutions makes a lot of sense in this rohe. There is a newly established charity trust called Ka Uruora Te Taihū, which aims to tackle savings and housing schemes for their people. Ngāti Tama, Rangitāne and Ngāti Rārua are the iwi who are currently signed up – this is a partnership avenue that Kāinga Ora should follow up on.

#### Building thriving communities, together

Thriving communities is a key driver for Ngāti Rārua and it's a way to see the return of their people. The view was, instead of building individual houses, Kāinga Ora should build communities with shared greenways. This participant proposed a way to entice their people home, was for Kāinga Ora to offer apprenticeship opportunities to allow Te Taihū to move away from their traditional fisheries and horticulture background and increase the number of local experts in the housing space.

## How We Have Responded to What We Heard

It was encouraging to hear feedback on aspects of Strategy 2030 that resonated with people and to hear where we are on the right track. Equally importantly we heard there is a need to improve our Strategy as we enter into the execution phase. While all feedback was considered, some resulted in changes to the strategy itself, but other feedback has been incorporated into other relevant documents such as our Statement of Intent. With reference to the key feedback themes we note the following:

Feedback Theme	Notes, Improvements & Additions to Kāinga Ora Strategy 2030
<p>Partnering and Relationship building and working collaboratively</p>	<p>One of the three key shifts we need to make as an organisation is 'Partnering authentically and effectively across the system'. While this is a core component of Strategy 2030, we heard this has not always been done well. To improve in this area, we have committed to:</p> <ul style="list-style-type: none"> <li>• A renewed Partnership and engagement plan that builds off our Partnership and Engagement Framework, He Toa Takitini</li> <li>• Investing in relationship management tools including a CRM (Client Relationship Management Tool)</li> <li>• Introducing new measures into our Statement of Intent to track Net Promotor Scores (NPS), initially for commercial partners</li> </ul>
<p>Need to resolve funding issues</p>	<p>We are actively working with the Ministry of Housing and Urban Development (MHUD) to move towards a more sustainable funding model, particularly for newly constructed Public Housing. An important first step we can take based on this feedback is:</p> <ul style="list-style-type: none"> <li>• Being explicit in our Strategic documents about what is currently funded, the mechanism for this and whether Kāinga Ora are the lead agency (in some instances MHUD or Te Puni Kokiri (TPK) may be the lead agency for housing initiatives</li> </ul>
<p>Internal organisational alignment</p>	<p>As we approach the three year mark as a new entity, our internal processes are maturing and becoming more efficient. To ensure we are best placed to deliver on our commitments we have committed to:</p> <ul style="list-style-type: none"> <li>• Adding a 5th Strategic priority to Strategy 2030, this being 'Becoming a high performing organisation'. The areas we will address immediately under this priority are efficiency and effectiveness (allocating resources and managing change), shared context and role clarity and finally leadership and culture.</li> </ul>
<p>Cultural competency within Kāinga Ora</p>	<p>Our Mātauranga Māori Programme (MMP) supports the development and cultural capability and capacity of Te Reo me ona Tikanga at Kāinga Ora – so that Kāinga Ora can better understand our obligations and responsibilities to implement policies and practices that capture and reflect Māori needs and aspirations.</p> <p>There are 3 hōtaka (programmes):</p> <ul style="list-style-type: none"> <li>• Te-Reo-National-Programme (nationally focused)</li> <li>• Te Whare Korero (regionally focused)</li> <li>• Te Akoranga Whakapuawai (Māori leadership programme)</li> </ul> <p>To ensure we maintain momentum in this space we have committed to:</p> <ul style="list-style-type: none"> <li>• Adding a performance measure to our Statement of intent: 'Percentage of internal staff members who have completed Mātauranga Maori programme'</li> </ul>

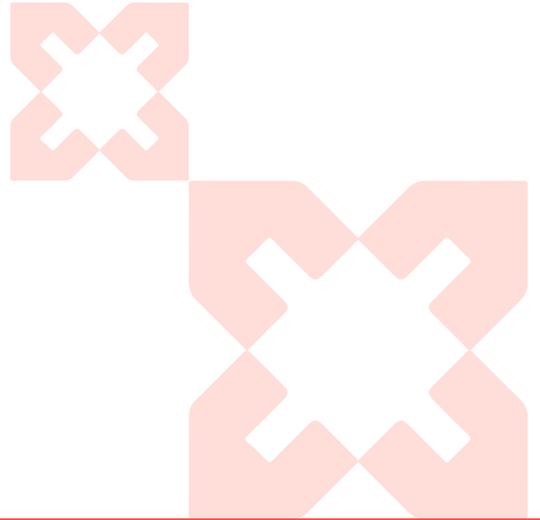
## How we have responded to what we heard continued

Feedback Theme	Notes, Improvements & Additions to Kāinga Ora Strategy 2030
Local responsiveness	<p>Our place based model is designed to facilitate local connections and ensure local aspirations are considered as we renew and add to our housing portfolio. This year, 12 Regional plans will be published. These have taken into account local conditions and provide transparency on the way we work within each operating region. As we enter the execution phase of our Strategy we have committed to:</p> <ul style="list-style-type: none"> <li>Ensuring our measures of success for each Strategic priority are developed with and alongside our place based teams</li> </ul>
Thriving communities	<p>Our community Strategy outlines our approach in this area. As this was already approved we did not include it in this round of engagement but it includes four key objectives:</p> <ul style="list-style-type: none"> <li>Understand, support, and enable the aspirations of Māori and our communities in relation to urban development</li> <li>Develop good quality and well-functioning environments to live, work and play</li> <li>Deliver operational and service excellence that supports community wellbeing</li> <li>Build partnerships that revitalise communities</li> </ul>
Our role and influence	<p>Our strategy is to 'contribute to sustainable, inclusive, and thriving communities by shaping the Housing and Urban development system'. Strategy 2030 recognises that we can and will undertake different roles to shape the system when opportunities exist, such as</p> <ul style="list-style-type: none"> <li>Delivery excellence</li> <li>Acting as a catalyst</li> <li>Acting as an underwriter</li> <li>Stepping into gaps across the system</li> <li>Being the lead architect of change</li> <li>Advocating on behalf of others</li> <li>Sharing our learnings across the system</li> <li>Contributing to foresight and system strategy</li> </ul>
Diversity of housing models	<p>We recognise that as our communities become more diverse, our homes need to cater for a variety of needs. To this end we are committed to:</p> <ul style="list-style-type: none"> <li>Reviewing our design standards, giving consideration to factors such as accessibility, single living through to intergenerational living, Maori and Pasifika needs, environmental standards and costs of construction (amongst other factors)</li> <li>Increasing the use of offsite manufacturing</li> <li>Exploring the provision of build to rent as a viable alternative to home ownership</li> </ul>
Housing affordability	<p>Kainga Ora contributes to affordable housing outcomes in Aotearoa by increasing supply of and access to homes for sale or rental for lower to median income households. We assist with deposits through First home grants, Kiwisaver first-home withdrawal and First home partner (shared equity). We assist with loans through First home loans and Kāinga whenua. We also contract homes to be built to Kiwi Build and Axis Series price points.</p>

## How we have responded to what we heard continued

Feedback Theme	Notes, Improvements & Additions to Kāinga Ora Strategy 2030
<p>Broader Urban Development focus and Sustainable outcomes</p>	<p>As we work hard to develop thriving communities we are committed to working with partner organisations to ensure urban development activities are integrated across:</p> <ul style="list-style-type: none"> <li>• Transport</li> <li>• Education</li> <li>• Horizontal infrastructure</li> </ul> <p>Locational frameworks within our Urban development strategy and Asset management strategy give due consideration to wider issues such as access to employment, social and cultural amenity and alignment to other Government investments.</p> <p>We have a Long term investment plan that tracks the performance of our assets over 60 years and our six organisational outcomes are intended to measure progress over generations.</p>
<p>Managing tenancies</p>	<p>As we embark on a major build and renewal programme we are acutely aware of the need to care for the approximately 187,000 New Zealanders who already live in our homes. Our Customer Programme is on a journey of putting people at the heart of what we do, with the intention to help our customers to live well, with dignity and stability and the greatest degree of independence possible. We have committed to actively tracking four main metrics in this area:</p> <ul style="list-style-type: none"> <li>• Percentage of public housing customers who are satisfied with the services we provide</li> <li>• Percentage of new public housing customers who sustain their tenancy for 12 months or more</li> <li>• Percentage of public housing customers who are satisfied with their Kāinga Ora home</li> <li>• Percentage of public housing customers who feel safe in their neighbourhood</li> </ul>

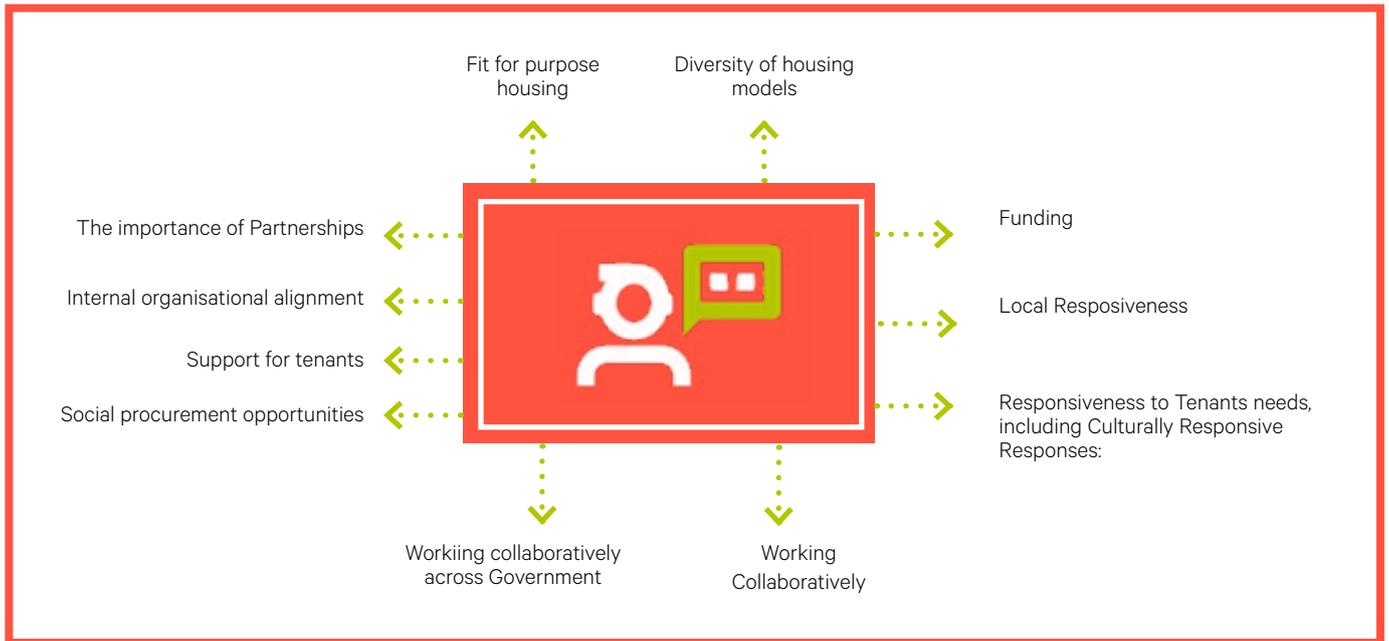




# Supported Housing Strategic Plan



# Feedback Themes



While some of the feedback was referring to public housing more generally, there were some clear themes relating to supported housing. You can view the questions asked for this strategy [here](#).

## Key feedback themes included:

### Fit for Purpose Housing:

- The strongest theme related to ensuring Fit-for-Purpose or purpose-built housing. This includes physical adaptations and a focus on housing quality, accessibility, and planned housing to meet diverse needs such as ageing, disability and multi-generational families, rather than reactive and retro-fitted responses to needs.
- The need for more transitional housing was noted frequently.

### Other Housing Models:

Other models mentioned were Housing First, Community Group Housing, using Tiny Homes, and Papakainga Housing. Replicating the model in Greys Ave, Auckland was also mentioned.

### Funding:

- Another key theme was support to resolve and find solutions for funding issues.
- Barriers were perceived in the current funding and commissioning model, and the current situation requires providers to fit the model to the current funding landscape which excludes some potential providers and creates a barrier to bespoke services.
- The lack of funding to meet demand for supported housing was raised.

## “Ensure the health of the property for the health of the tenants”

### Diversity of Housing Models:

- Another strong theme was the need to meet diverse housing needs and ensuring suitable housing for multi-generational families.
- When asked if there were other supported housing models we should be considering, responses included:

- **Bespoke services to respond to diverse needs:**

The largest response to this question was the need for bespoke services to respond to diverse needs. These needs included people moving out of homelessness, those with a need for mental health and/or addiction assistance, the rainbow community, especially trans people and family violence. New models were needed for people such as high and complex needs customers, the elderly and those with other special needs. Suggestions included shared homes rather than small, isolated homes.

### Local Responsiveness:

- There was a desire for more local responses, including a systems approach that is co-designed locally, better local engagement, greater understanding of local needs and joint decision making locally.
- Respondents would like to see more bespoke and locally adapted services.

### The importance of Partnerships:

The need to work in partnership in a non-hierarchical way, treating providers as equitable allies was considered important to success.



#### Working Collaboratively:

- When asked who else we need to involve or work with to be successful, responses included community organisations, especially service providers (including advocating to help service providers secure additional funding); Iwi and Pacific communities; Health services; and government organisations.
- Respondents would like to see ongoing engagement and information sharing and use of simple language that doesn't include jargon.
- Respondents would also like to see more leveraging of industry wide services through work collaboratively.

#### Working Collaboratively Across Government:

There was an express wish for government to be more joined up and to support providers to navigate bureaucracies and local councils, because they have local knowledge and connections.

**“Give people stability in their transition through the process and share information with each other (eg MSD) so they do not have to go through the same thing over and over in their application for support”**

#### Social Procurement Opportunities:

The ability to utilise social procurement to help upgrade housing was suggested.

#### Responsiveness to Tenants needs, including Culturally Responsive Responses:

- This was primarily focused on the issue of transient people joining friends or family in their home, resulting in additional people living at a property, and how this is managed by a provider or tenancy manager.
- The need for more culturally appropriate responses was raised.

#### Support for Tenants:

Responses included:

- More responsive support services.
- The need for positive relationships and appropriate support for tenants, including good communication, especially of future client needs.
- Proximity and accessibility to services, with joined up services.
- There was an identified need for more joined-up services across the sector and with iwi and other Māori groups.
- Integrated services that are readily available and accessible
- Respondents noted the importance of being responsive to tenant needs through bespoke services, specifically tailored to address the individual needs of different tenants, rather than a one-size-fits-all approach.
- Comments focused on the importance of enabling good relationships with the community to assist people in supported housing to integrate into their community.

#### Internal Organisational Alignment:

A more integrated internal approach was seen as important.



## Te Tai Tokerau Iwi Engagement

Representing:	Te Waiariki, Ngāti Korora, Ngāti Takapari Hapū Iwi Trust, Te Rūnanga o Te Rarawa, Te Whare Ruruhau o Meri Trust, Matakōhe Architecture + Urbanism
Iwi Affiliations:	Ngāti Hine, Te Rarawa

### Hui Themes

#### Support for whānau:

- A network of support needs to wrap around whānau. This includes helping whānau understand the processes they need to go through, providing them with a range of avenues to investigate and ensuring the housing Kāinga Ora provides is healthy to live in. One of the participants who is an architect noted that current transitional houses are all repurposed, so they are never going to fully meet the needs of the people in these houses.
- A resource is needed that can inform which supported housing types are in what areas so iwi, hapū and rōpū Māori can direct whānau to the right support. Measures need to be put in place to ensure these supported housing models are being accessed by those who need them and not exploited by those who don't.

#### Collaboration:

Participants emphasised the need for collaboration between iwi, hapū, rōpū Māori and Kāinga Ora to assess what types of supported housing are needed in their rohe and explore further supported housing models.

#### Regional Responsiveness and the need for a geographical approach:

Kāinga Ora need to consider building in rural areas so that whānau living in those communities who need supported housing can have access to it.

#### Housing Models:

One respondent asked "Is there an opportunity for a long lease to lead into home ownership?"



## Tāmaki Makaurau Iwi Engagement

It is important to note this participant did not represent an individual view only, but also spoke from a collective view of their organisation and community.

- Te Āti Awa
- Kāhui Tū Kaha

### Hui Themes

#### Language:

The participant suggested that Kāinga Ora change the term 'transitional housing' as it implies that people living in this housing should only be there temporarily, the organisation this participant represents does not put any pressure on them to leave. Kāinga Ora should shift their focus to helping whānau get back on their feet. This could be done by moving away from the assessment processes that determine what housing they receive and focus on finding out what tangata whai kaha want and how they can be supported to move into housing healthily.

#### Partnership:

The importance of partnership was reaffirmed by the participant. Through past experiences, they saw that Kāinga Ora used to be frightened to engage with the community, but there has been a dramatic shift over time. As a starting point, iwi and hapū organisations should be considered partners to Kāinga Ora rather than providers. This also shows that Kāinga Ora are accountable to Te Tiriti. Iwi have a lot of influence because they have links that allow them to connect with other iwi.

#### Capability and Capacity Building:

When asked what was missing in the supported housing plan, the participant stressed the need for more investment in people. The relationship between Kāinga Ora and iwi and hapū organisations should extend beyond contracts, with Kāinga Ora helping iwi and hapū build capacity and capability in the housing space, allowing iwi to be in the pipeline of support and provide supported housing to whānau in need.

## Te Puku Ikaroa - Waikato & East Coast Iwi Engagement

No participants registered for this session

## Te Puku Ikaroa - Bay of Plenty Iwi Engagement

Representing:	Ngāi Tamarāwaho, Whenua Māori Owners
Iwi Affiliations:	Ngāti Ranginui, Ngāi Te Ranginui

### Hui Themes

#### Supported Housing Plan:

One participant raised the question as to where they fit in the strategy to better understand where their whānau, hapū, iwi and own interests are represented.

#### Support for whānau:

- One participant mentioned that iwi are generally the only ones who are approached and supported in the supported housing space. However, all mana whenua of the rohe need to be recognised and require the same level of support.
- It was noted that there is a lot of time and energy that goes into the development of housing, but it drops off in redevelopment, wrap-around services are also needed at this stage of housing.
- Participants also supported having supported housing services specifically for the Rainbow/Takatāpui community.
- From a te ao Māori perspective, holistic support is very important. Participants would like to see wellbeing and life skills programmes delivered in supported housing.

#### Housing Design / Amenity:

The discussion pivoted to housing designs when asked about what needs to change in the supported housing area. Kāinga Ora need to ensure that the approach they take to supported housing designs enables not only the individual but the community. The reality is that some whānau in these houses have bad habits like smoking, although participants do not condone smoking, as a holistic approach, new developments should include a smoking area so that whānau feel supported and not restricted.

#### Housing models / Papakāinga Housing:

Participants want to see papakāinga in the supported housing space. One participant shared her experience of visiting other indigenous communities including Native Americans and the Inuit people to learn how they are developing papakāinga for their people. Kāinga Ora should look at examples of supported housing models outside of Aotearoa so that they do not have to continuously reinvent the wheel.

#### Engagement:

- Early and meaningful engagement with mana whenua was reaffirmed by the participants. Being a part of the process from its inception is key, especially when whānau are living in places where they require iwi/hapū support. Participants shared that they are involved in urban development projects but noted that they should also be involved in the supported housing space so that they can be across all projects that Kāinga Ora facilitates.
- Input from whānau, hapū and iwi is important. Kāinga Ora should actively seek input and feedback from the end users because they are the people who access the supported housing services.

#### Communication:

The terminology used in this strategy is very high-level, and while it may be easy for those working in this space to comprehend the language, simplifying the language will allow greater access to information for those working at a grassroots level. As an example, one of the participants learnt that in this context 'Supported Housing' relates to public housing rather than community housing.



## Te Puku Ikaroa - Whanganui & Taranaki Iwi Engagement

Representing:	Maungaharuru-Tangitū Trust
Iwi Affiliations:	Ngāti Porou, Ngāi Tahu

### Hui Themes

#### Relationship Building:

What is most important to this participant is understanding who the key people are in the supported housing space in their rohe and facilitating relationship building with providers.

#### Support for whānau:

This participant mentioned that with regard to Covid, their organisation's whakaaro has been to support anybody who has made the rohe their home, this has created tensions with providers in the rohe.

#### Partnership:

Partnership with iwi in the supported housing space should take priority over the relationships Kāinga Ora have with providers. Currently, providers are being treated superior to iwi.

#### Provider engagement with Iwi:

The participant raised the question as to whether there are clauses in the contracts Kāinga Ora have with providers to say they should be working closely with or alongside iwi. An example the participant used was that in the environment space, people have to demonstrate that they have engagement with iwi and hapū, if there's no engagement with iwi and hapū, everything has to stop. This should be the same for the supported housing space.

## Te Waipounamu Iwi Engagement

Representing:	Te Rūnanga o Ngāti Rārua
Iwi Affiliations:	Taranaki

### Hui Themes

#### Grounded in Te Ao Māori:

The participant did not feel suited to comment on the Supported Housing Plan as they came with funding and investing perspectives. However, it is important to this participant that Kāinga Ora stick to kaupapa Māori and te ao Māori workings in the supported housing space.

#### Stability of Tenure:

Kāinga Ora should also focus on providing housing permanency to those in need, people should not feel pressured to leave transitional housing.

## How We Have Responded to What We Heard

Kāinga Ora is grateful for the feedback received through the engagement process. Much of the feedback aligned with aspects of our Ideal Future State described through our Supported Housing Strategic Plan, and we were pleased to draw on the feedback to affirm our strategic direction. The Ideal Future State identified in the plan is outlined below.

Ideal Future State for Kāinga Ora	Ideal Future State for the Supported Housing System
<ul style="list-style-type: none"> <li>• Fully Funded</li> <li>• Capable and resourced</li> <li>• Fit for Purpose homes, well maintained</li> <li>• Trusted partner to Providers and Funders</li> <li>• Strategic, guided by our Principles</li> <li>• Local, Māori-led solutions</li> <li>• Effective influencer of the wider system</li> </ul>	<ul style="list-style-type: none"> <li>• People in need can access Supported Housing when they need it</li> <li>• Streamlined cross-Government systemic coordination</li> <li>• Effective demand forecasting</li> <li>• Supported Housing is seen as an integral part of the housing system</li> <li>• Separation of support and housing</li> </ul>

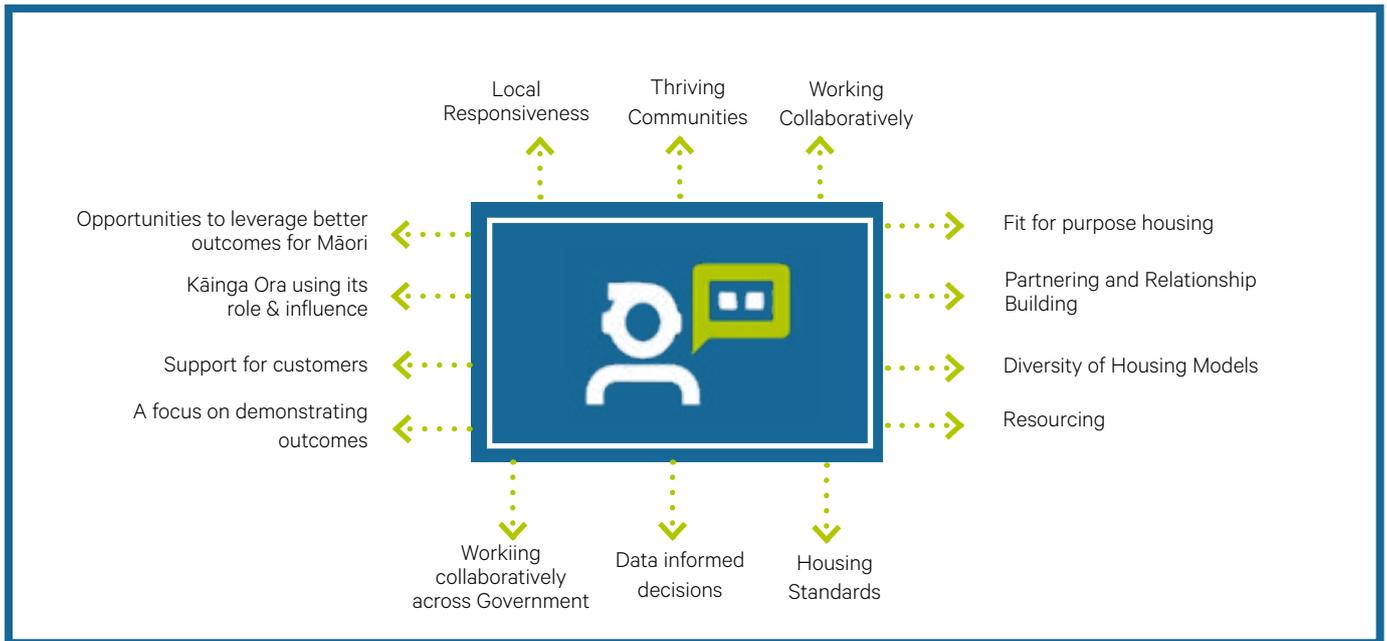
The approval of the plan does not signify the end of our engaging with others on how we deliver supported housing. As implementation of the plan progresses we will continue to engage with others on how we most effectively work together in the interests of supported housing customers and others who need access to our services. We anticipate this will provide us with the opportunity to dive more deeply into the engagement themes identified, such as what fit for purpose homes look like for different customer cohorts and communities.



# Asset Management Strategy



# Feedback Themes



You can view the questions asked for this strategy [here](#).

## Key themes included:

### Local Responsiveness:

- The need to be locally responsive with a particular focus on transport issues and modes of transport, access to services and employment
- The proposed [Locational Framework](#) offers better opportunities to have flexible approaches locally but highlighted the challenges of being responsive in rural areas

### Thriving Communities:

- The need to maintain a focus on thriving communities with a specific focus on meeting diverse needs and creating job opportunities. This included a focus on specific groups and cultures such as rainbow, ageing and Pasifika.
- Participants felt that the proposed Locational Framework enables a focus on thriving communities.
- A wish to see more focus on heritage.
- Wanting to see Kāinga Ora continuing to prioritise community engagement, social enterprise and other environmental factors.

### Working Collaboratively:

Participants felt that the proposed Locational Framework offers opportunities for better collaboration and understanding of each other across the sector.

### Fit for Purpose Housing:

- Respondents stressed the need for appropriate housing to meet diverse needs, such as the specific needs of children and young people, the elderly, multigenerational families and the cultural needs of families.
- Modified housing for diverse needs was seen as important.

### Partnering and Relationship building:

- The importance of relationship building and good (open and reciprocal) communication.
- Participants wanted opportunities for partnering and collaborating.
- Strong relationships and partnerships that share resources across the sector, including regarding procurement will result in better outcomes.
- The proposed Locational Framework offers better opportunities for partnering, but highlighted challenges also. These challenges include working with local councils and challenges with relationship building and communication, including knowing who to build relationships with and having the time to build shared understanding, and communicating across a large housing sector.
- Working with others in areas where demand is less, was supported, with a clear desire to ensure good partnering and the need to resource these providers well.
- There was strong support for groups wanting to partner with Kāinga Ora including Community Housing Providers, councils (while acknowledging they are not eligible for incentives) and Churches.
- It was seen as important that if Kāinga Ora looks to partner, that it also provides support to these partners both financially and in dealing with legislative and bureaucratic processes, and that Kāinga Ora sees itself as part of these communities to better understand their needs and the best approaches to meet these needs.

### Working Collaboratively Across Government:

Participants voiced the need for better cross government alignment, such as looking at cross government contracting.

#### Diversity of Housing Models:

- The desire to explore the feasibility of other housing types and models such as Tiny Houses and other models of affordable housing, as well as utilising ageing Kāinga Ora housing stock and new models to support people to move into home ownership
- A wish to see a grouping / categorising of types of housing alongside the locational framework

#### Housing Standards:

- There was support for healthy, warm, dry and safe housing standards.
- Seeing a shift toward more passive housing.
- The need to appropriately manage heritage assets was raised.
- Seeing a focus on the quality of Kāinga Ora homes, particularly energy efficiency and other healthy home measures.

#### Resourcing:

- Participants stressed the need for support through adequate resourcing if partnering is to be successful.
- Participants felt that the proposed Locational Framework offers opportunities for more flexibility in finding resourcing solutions.
- Participants felt that the proposed Locational Framework offers opportunities to share resources and outcomes across the sector but also highlighted challenges with resourcing, including attaining funding for projects.

#### Data Informed Decisions:

- The use of up to date data to inform decisions was stressed.
- There were however, perceived issues with data, such as it being out of date and some communities not being well represented in the data.
- Participants felt that the proposed Locational Framework enables the use of data to inform local decisions but highlighted the challenge with accessing adequate, reliable and timely data. One respondent noted “Data you collect takes so long to realise the problem, then find the solution. Are you focused in the right places, given the data lag?”

#### A Focus on Demonstrating Outcomes:

- It is important that we have the ability to demonstrate the outcomes we are meeting.
- The proposed Locational Framework offers opportunities to share outcomes across the sector but also highlighted the challenge of demonstrating outcomes.
- The need to consider heritage issues and outcomes was also raised.

#### Support for Customers:

Participants wanted to see wraparound customer support.

#### Kāinga Ora using its role and influence:

- A systemic response that uses our size and influence to smooth out market cycles was seen as valuable.
- One respondent thought it did not make sense to focus only where demand is and work with others where demand is less, because as a national institution, Kāinga Ora can cross subsidise its entities. By focusing on building houses where the demand is, the overall cost to deliver services was thought to be higher for Kāinga Ora.

#### Opportunities to Leverage Better Outcomes for Māori:

- Responses included more partnering and resourcing across the spectrum from early engagement in property development, to contracting with Māori to provide maintenance services, using kaupapa Māori approaches to design by Māori - for Māori, and better communication and relationship building, such as face to face connections and building relationships person to person.
- It was recognised that there would be a need for Kāinga Ora to support capacity building of Māori businesses. It would require Kāinga Ora to decide it was going to seek Māori businesses to work with and be willing to co-invest and/or sell some whenua back to Māori.

## Further Feedback

### Participants were asked:

**On a scale of 1-5 (1=absolutely not, 5=Totally),**

**have we got our priorities right with the 7 key areas of change? Why?**

### Responses Ranged from

**3-5 averaging 3.9**

### One response stated that Kāinga Ora is

**“Doing awesome. Renewal programmes and retro doing well and leading the way”.**



## Te Tai Tokerau Iwi Engagement

Representing:	Te Rūnanga o Ngāti Whātua, Te Waiariki, Ngāti Korora, Ngāti Takapari Hapū Iwi Trust, Te Rūnanga o Te Rarawa, Matakoho Architecture + Urbanism
Iwi Affiliations:	Ngāti Kuri, Te Aupōuri, Ngāi Takoto, Ngāti Kahu, Ngāti Whātua, Ngāti Maniapoto, Ngāti Tūwharetoa, Ngāti Hine, Te Rarawa, Ngāpuhi, Ngāti Wai

### Hui Themes

#### Engagement:

Kāinga Ora need to engage more with communities and visit them in their towns to listen to what they need. An analogy used throughout the session was “picking up the tea towel.” This was used to encourage the establishment of genuine relationships with iwi, hapū and rūpū Māori. It is important to participants that mana whenua are engaged early and involved in future plans of Kāinga Ora.

#### Communication:

Participants want this strategy to have simple and straightforward language, it needs to be written in a way whereby iwi, hapū and rūpū Māori representatives can take this strategy home to kaumātua and they understand the intentions of Kāinga Ora.

#### Housing Quality:

In recent years, the houses that Kāinga Ora have built have been of poor quality, systems need to be put in place that monitor the quality of houses that Kāinga Ora are building.

#### Culturally Appropriate Housing Design / Amenity:

It's important to consider cultural appropriateness for future builds, Kāinga Ora should be looking at what life at home is like for Māori, where Māori congregate most in their whare, having māra kai outside.

#### Partnering with Māori:

- “Is mana whenua involved from the get-go? And is this continued through the whole process?”
- “How are we ensuring that we are identifying the original mana whenua and allowing them to take the lead in building on their whenua?”

#### Working Collaboratively:

“Who do you work with to develop the area for the people who will live there? Is there a system or a strategy for that?”

#### Thriving Communities and Thriving Whānau:

- “Is there a strategy that Kāinga Ora has with regards to tenanting people where they have whakapapa connections?”
- “Is there a strategy allowing for intergenerational living?”

#### A Focus on Demonstrating Outcomes:

“How is ‘getting it right’ measured?”

#### Te Ao Māori standards:

“How do we create standards within a te ao Māori framework?”

#### Partnership:

“What does a good partnership look like, how do you measure that? What does success look like to Kāinga Ora?”



## Tāmaki Makaurau Iwi Engagement

Representing:	Ngāti Porou, Ngāi Tahu
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It is important to note that the participants did not only represent their individual views, but also spoke from a holistic and collective view of their people and communities.

- Waikato-Tainui
- Te Rūnanga Nui o Te Aupōuri

### Hui Themes

#### Regional Responsiveness/ Locational Framework:

As a result of the pandemic, this participant saw an increase in whānau moving back to Kaikohe from Auckland. This created a huge dilemma in her mahi as they could not find homes to house whānau. The rūnanga she works for currently have purchased 22 homes through the Ministry of Housing and Urban Development to house whānau.

#### Māori Capability Building:

Kāinga Ora should partner with Māori businesses and local businesses to build community capacity and capability. This could look like utilising the help of local school caretakers and local tradesmen to help with any projects Kāinga Ora facilitates in their area. It is also important that Kāinga Ora partner and establish relationships with iwi and rūnanga as they are working on the ground to house their people and are wanting to build their capacity and capability in the housing space.

#### Housing Quality and Standards

The participant endorsed the housing standards of Kāinga Ora, agreeing that healthy, dry, warm and safe homes are essential. These housing standards are not a reality for a lot of whānau living in Te Tai Tokerau, especially in rural areas. Māori are living in wet, damp and cold homes which lead to negative impacts on the health of the people living in the homes, like rheumatic fever and asthma.

#### Housing Supply and Fit for Purpose Housing:

The participant noted that the Ministry of Social Development's housing register indicates that whānau are needing smaller 1-2 bedroom homes in Kaikohe, as well as larger 3-4 bedroom homes. However, there were more people reaching out to her rūnanga directly than the number of people on the list. Last year, only a third of the 200+ people they helped were actually on the list. They were able to help whānau that weren't on the list as employees saw them living in their cars, or were speaking to them from their health and social services arm.

## Te Puku Ikaroa - Waikato & East Coast Iwi Engagement

No participants registered for this session



## Te Puku Ikaroa - Bay of Plenty Iwi Engagement

No participants registered for this session

## Te Puku Ikaroa - Taranaki & Whanganui Iwi Engagement

Representing:	Ngāti Hāua Iwi Trust, Whenua Māori Owners
Iwi Affiliations:	Ngāti Hāua, Ngāti Maniapoto, Ngāti Ranginui, Ngāi Te Rangi

### Hui Themes

#### Regional Responsiveness/ Locational Framework:

Access is essential to whānau. Some whānau are having to move to the centre of town because they have better access to healthcare, but struggle to fit into the urban communities as they have lived rurally all of their lives. The general feedback around the locational framework is that it restricts whānau from living where they ideally want to be.

#### Legislation and Policy Issues:

Kāinga Ora also need to consider the competing government department policies. Many whānau who have moved home are living in what is considered a red zone. This means that they are not eligible for certain funding from departments like the Ministry of Social Development.

#### Engagement:

Early engagement with mana whenua is important no matter the strategy. One participant shared that some whānau within their community had to dispose of their homes because iwi did not have enough time to communicate information from relevant housing organisations back to them.

#### Housing Quality and Standards:

- Many whānau are choosing to live off the grid because, in the long term, it is more sustainable, environmentally friendly and cost-effective. However, it can be difficult for some whānau to get their homes up to the housing standards due to the cost of materials like solar panels. Connecting to the local water supply costs around \$40,000.
- One participant noted that a healthy home is more than just the physical building, all other holistic aspects that whānau need should be considered as the foundations of a healthy home.

#### Partnership with iwi and Māori businesses:

The participants support the idea of providing local whānau with job opportunities within the housing space. To link Kāinga Ora activities to local Māori businesses, participants would like resources to go towards an iwi member who will work alongside Kāinga Ora. This representative can gain knowledge around asset management, be a channel of communication for Kāinga and feed this information back to whānau. This representative will give full attention to the housing issues that iwi are facing and relieves stress from iwi members who wear multiple hats and have taken on this role previously.

## Te Waipounamu Iwi Engagement

Representing:	Te Rūnanga o Ngāti Rārua
Iwi Affiliations:	Taranaki

### Hui Themes

#### Partnership:

Kāinga Ora must allow iwi to take ownership and have a part in creating solutions. This participant highlighted how essential it is for Kāinga Ora to partner early with iwi to get their buy-in at the very beginning of a project as opposed to reaching out to iwi with solutions.

#### Creating local employment pathways

Kāinga Ora should consider partnering with iwi to provide trade scholarships to whānau. This would help develop the workforce of each respective rohe and ensure Māori have the capability to be involved in Kāinga Ora projects.

#### Building capability and capacity

It is important to Te Taihū iwi that Kāinga Ora provide social procurement opportunities to Māori-owned and Te Taihū-owned businesses to build capacity and capability within the rohe, this would give Te Taihū iwi the confidence to start developing apprenticeships for their whānau. Te Taihū iwi are currently trying to get their whānau into carpentry and electrical apprenticeships.

#### Healthy homes

The participant endorsed the foundations to support the housing standards of Kāinga Ora, noting that investing in these foundations will lead to positive health outcomes, especially for tamariki who are affected by the dampness of homes. Healthy homes result in healthy lives, so Kāinga Ora need to ensure its housing stock is of standard.

## How We Have Responded to What We Heard

Much of the feedback received was centred on broad topics such as the need to be locally responsive, ensuring people have access to transport and support services, thriving communities, good relationship building, communication, partnering, resourcing and collaboration, which we believe are adequately covered in the Asset Management Strategy (AMS).

Asset specific feedback focussed on the importance of understanding the needs of our diverse range of customers. Examples of this feedback and how the AMS responds to this is in the table below.

Feedback	How the Asset Management Strategy Supports this
<p>Cultural appropriateness for future builds, Kāinga Ora should be looking at what life at home is like for Māori, where Māori congregate most in their whare, having māra kai outside.</p>	<p>Objectives 4 and 5 of the AMS covers the need to respond to specific customer needs, e.g.</p> <ul style="list-style-type: none"> <li>• We provide the right homes and living environments to protect and enhance the wellbeing of our customers and</li> <li>• Our homes are well configured and available to meet customer needs</li> </ul> <p>Section 3.5 in the AMS sets out the key linkages between Te Rautaki Māori and the Asset Management Strategy, and identifies the need for:</p> <ul style="list-style-type: none"> <li>• Maori perspective underpinning housing standards.</li> <li>• Better understanding of whanau wellbeing driving housing configuration and provision</li> </ul>
<p>Awareness of diverse needs and the need for flexible housing types and fit-for-purpose housing to meet these needs, including the cultural needs of families.</p>	
<p>One participant noted that a healthy home is more than just the physical building, all other holistic aspects that whānau need should be considered as the foundations of a healthy home.</p>	
<p>Focus on specific groups and cultures such as rainbow, ageing and Pasifika, housing, that fits tenant needs</p>	

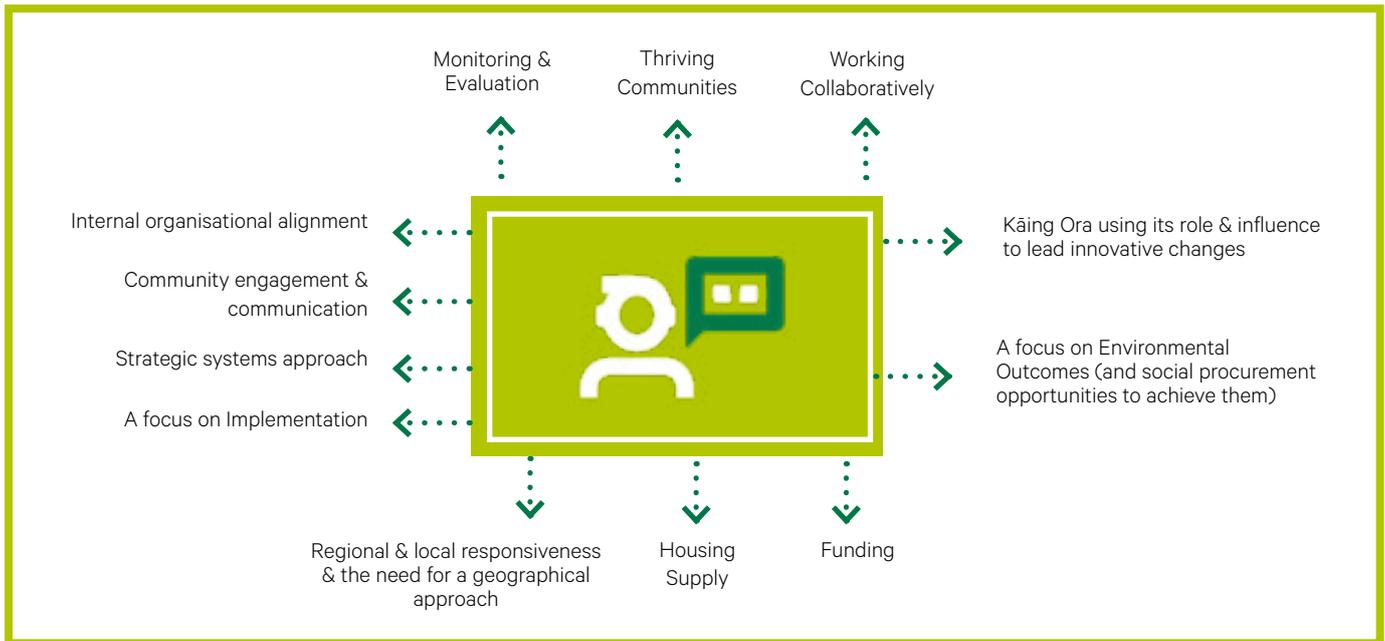
You can view the full response to feedback received [here](#)



# Environment Strategy



## Feedback Themes



You can view the questions asked for this strategy [here](#).

### Key themes included:

#### Working Collaboratively:

- There was a strong focus on the sector and communities working together to support innovation and new ways of working rather than competing for resources. Supporting this was the opportunity to share successes and learn from each other.
- Better collaboration and partnership across the sector, would result in less competition (which frees up resource to invest more in design, research and project improvements).
- Other responses focused on the need for good communication, with a particular focus on sharing successes so they can be tried in other places. This was seen as a way to raise the bar across the sector.
- Good communication and collaboration were also considered important for the strategy to be aligned with others and successful.
- Communication about what we are doing, and its impact positively or negatively on the environment, and how we are addressing barriers was another area identified.
- Further responses included how we can collaborate better, particularly at a systems level, to address things like labour exploitation in supply chains; how we will ensure heritage values and sustain built heritage assets; how we will ensure access to a variety of transport modes, especially promoting more walking and cycling, and the role of transport changes in emissions reduction.
- Additionally, better role clarity across the whole urban development and building process, and clarity about how each role can contribute to shared goals, was seen as important.

#### Internal Organisational Alignment:

Better internal integration within Kāinga Ora was also seen as a way to streamline collaboration, as partners currently experience having to talk to multiple people across multiple teams because “different people have different pieces of the puzzle”. One respondent noted a “Clear pathway of who to talk to in Kāinga Ora would be helpful. At times we can go between 3-4 teams before we are talking to the right person. So many people have different pieces of the puzzle. We need to get everyone to work together”.

#### Community Engagement and Communication:

Engaging with communities was also noted as being important so that community voices are heard and education is offered to build awareness of how everyone can contribute to sustainability. Also giving people autonomy to find solutions.

#### Regional and Local Responsiveness and the need for a geographical approach:

- This included being regionally responsive by ensuring local solutions to local problems, such as transport issues, ease of mobility and proximity to services.
- Partnering at a local level and finding local solutions was seen as important.
- Finding local solutions and letting local communities lead these solutions was stressed, with access to public transport being a key consideration.

## Further Feedback

**Participants were asked** – On a scale of 1-5 (1=badly, 5=great) tell us to what extent you think the outcomes reflect your communities' priorities and interests. Tell us why you scored this way.

**Responses ranged from 2.5 – 4.5 averaging 3.4.** Responses included that climate mitigation is a high priority and anything that does that is greatly aligned. Some issues identified were the lack of a long-term focus, especially with the current cost of living issues and the impact this has on prioritising environmental issues. Another issue noted, was the current standard of housing being built compared to the aspiration of what is possible.

**One comment supported the strategy as it represents best practice and encourages innovation. They mentioned the desire for greater acknowledgement of the transformative nature of the work done by Kāinga Ora, its role in growing knowledge and capability and the role of Kāinga Ora to drive sector wide innovation.**

**Participants were asked** – On a scale of 1-5 (1=badly, 5=great) tell us to what extent you think the outcomes reflect your organisation's priorities and interests? Tell us why you scored this way.

**Responses ranged from 3-5 averaging 4.6.** Responses included support for the strategy and that the outcomes were aspirational, aligned with other organisations and one response noted the... **“excellent intent with respect to transport”.**

### Thriving Communities:

- This included focusing on building social infrastructure alongside physical infrastructure and listening to the voices of communities.
- Having a focus on enabling social infrastructure and considering social outcomes were also considered important.
- Responses included the challenge of balancing issues of poverty and diversity in communities with the need for an environmental focus.
- There was a strong view that transport and local amenities are vital issues.
- Kāinga Ora was urged to consider how it could support shared community energy generation, community gardening and education, along with ensuring all new builds support sustainable living.

### Monitoring and Evaluation:

Good monitoring and evaluation is needed and clarity about how this will be implemented.

### A focus on Implementation:

- Respondents did note that while the strategy is well aligned, implementation and how the strategy is delivered, will demonstrate its viability. This includes clarity regarding how the priorities will be funded and how a Te Ao Māori lens will be applied.
- Systems and processes to support delivery were raised, with an acknowledgement that lots is happening already across the sector nationally and emphasising the need to change the mindset and behaviours of New Zealanders.

### Kāinga Ora using its role and influence to lead innovative changes:

- Respondents noted the role of Kāinga Ora in this space, given its size and ability to influence, including the ability to try passive houses and retrofits.
- Respondents wanted Kāinga Ora to lead in promoting innovative changes across the construction and urban development sectors, such as with reducing carbon emissions, waste minimisation, energy efficiency and renewable energy, transport solutions and other climate change mitigations to support environmental wellbeing.
- Respondents saw that Kāinga Ora could encourage changes in the construction industry and signalling our seriousness to moving the sector to be more sustainable.
- Alongside this were responses about how Kāinga Ora could use its role and size to influence the market and sector, including across government and councils, and share key learnings.



#### Strategic / Systems Approach:

- Participants saw Kāinga Ora as being able to take a leadership role by acting strategically and improving systems and processes across the sector, including encouraging innovations and looking at ways to scale these innovations.
- Responses stressed the need for a whole of government holistic approach and issues with current legislation, including the building code; transport accessibility; renewing resources; heritage; and collaboration.
- Taking a whole system view to better leverage what is already occurring was seen as a way to achieve greater outcomes.

#### Housing Supply:

Focusing on housing supply and warm and dry homes was seen as critical.

#### A focus on Environmental Outcomes (and social procurement opportunities to achieve them):

- Respondents suggested promoting social procurement opportunities across the sector to reduce waste and promote recycling.
- There was support for renewable energy and emissions reduction.
- The urban ngahere work Kāinga Ora is doing was acknowledged.
- Communication was seen as important, especially the need to educate communities on why an environmental focus is important.
- Support for further investment into renewable energy and waste minimisation (including house relocation) was noted, as this supports low-income communities access to energy.

#### Funding:

Respondents noted that funding is needed to support this strategy.



## Te Tai Tokerau Iwi Engagement

Representing:	Te Rūnanga o Ngāti Whātua, Te Waiariki, Ngāti Korora, Ngāti Takapari Hapū Iwi Trust, Te Whare Ruruhau o Me
Iwi Affiliations:	Ngāti Kuri, Te Aupōuri, Ngāi Takoto, Ngāti Kahu, Ngāti Whātua, Ngāti Maniapoto, Ngāti Tūwharetoa, Ngāti Hine, Te Rarawa

### Hui Themes

#### Collaboration (especially with local authorities):

Most participants questioned what their local councils are doing in the environmental space. They want to know what their respective councils' environmental priorities are and how they are ensuring that they are aligned with the National Policy Statement on Urban Development 2020.

#### Environmental Wellbeing:

- The main priority for participants is the protection of their whenua. One participant mentioned that they're currently determining how they best protect Papatūānuku and continue to be kaitiaki while working on housing projects. Another participant emphasised the importance of improving the quality of waterways, reintroducing Repo planting around the Whangārei harbour is a way that their iwi are working to mitigate all the waste that is flushed out into the harbour. Lastly, one participant notes that their iwi has been speaking to housing developers about how they align with the values of their iwi and what they do to clean sites once a build is completed.
- All participants agreed that hybrid and electric cars are something they are looking into as a means for sustainable transport options, but affordable alternatives are needed.



## Tāmaki Makaurau Iwi Engagement

It is important to note that the participants did not only represent their individual views, but also represented some views with the following roopu and iwi in mind:

- TOA Architects, Ngā Maunga Whakahī o Kaipara Whenua Hoko Holdings Ltd,
- Ngāti Tamaoho, Ngāti Whātua,

### Hui Themes

#### Environmental Wellbeing:

The main priority for participants is a thriving environment with healthy waterways and healthy ngāhere. One participant raised frustrations about the current National Policy Statement on Urban Development (NPS-UD) as it does not align with the way that Māori want the water to be looked after. An example used by this participant was with regards to flooding, this issue needs to be fixed, but it can't be done by simply opening up the pipe to let the water out as it does not do anything for the health of the water. This participant noted that the NPS-UD should be compared to the National Policy Statement for Freshwater Management which includes a paragraph about improving the health of urban streams in urban developments.

#### Reducing Waste:

Participants endorsed some of the ideas in the strategy, including the utilisation of deconstructed houses and carbon-neutral practices.

#### Engagement with mana whenua to ensure mauri concepts incorporated:

In addition to the practical steps above, participants recognised the need for mauri concepts in the environment mahi Kāinga Ora are doing. Mana whenua are essential in building the mauri framework because they know their whenua best. Mana whenua know the aspirations of their people and have the mātauranga to care for their whenua. Therefore, it is important that Kāinga Ora are engaging with mana whenua at the inception of developments so they can assess the land using their mauri concepts and mātauranga so they can identify whether any changes need to be made to improve the state of the environment.

#### Capability and Capacity Building:

Participants endorsed some of the ideas in the strategy, however, it is important that Kāinga Ora look to support community projects around the utilisation of deconstructed houses to build community capability and capacity.

#### Renewable Resources:

- It was identified that Kāinga Ora need to provide facilities to allow for carbon-neutral living, like ensuring carparks and garages for people moving to the use of electric cars.
- Participants provided some practical steps to move toward a healthier environment, such as having rainwater tanks on all Kāinga Ora developments and houses for outdoor play, reuse, watering gardens and washing cars. One participant explained that if there are 200 homes with a 1,000-litre water tank on each of them, that is 200,000 litres of water that is not coming out of an aquifer, the Waikato River, or dams.
- It was also encouraged that Kāinga Ora push the use of hemp to the government. One hectare of hemp takes out four times the amount of carbon monoxide than a hectare of pine. It is fire-resistant and can be used to create a number of materials such as petrol, steel and clothing. Hemp takes 4-6 months to grow to maturity, one participant noted that it is far more effective as a crop than pine.

#### Cultural Competency within Kāinga Ora:

- A question was asked by the strategy lead as to how to recruit more Māori into the Kāinga Ora environment department. Some suggestions included applying a Māori lens to the job advertisements, they are currently Euro-centric. It is essential that Māori values are within the advertisement.
- Kāinga Ora should utilise Māori professional networks including Whāriki in Tāmaki Makaurau and Tūhono in Wellington. Kāinga Ora should also advertise job vacancies through Māori recruitment companies.
- It's important to note that the systems within Kāinga Ora need to be well responsive to Māori needs. It is important to recruit Māori and to hold onto them.



## Te Puku Ikaroa - Waikato & East Coast Iwi Engagement

No participants registered for this session

## Te Puku Ikaroa - Bay of Plenty Iwi Engagement

No participants registered for this session

## Te Puku Ikaroa - Taranaki & Whanganui Iwi Engagement

Representing:	Ngāti Hāua Iwi Trust, Ngāti Maniapoto
Iwi Affiliations:	Ngāti Hāua, Ngāti Maniapoto, Tainui, Ngāti Tūwharetoa

### Hui Themes

#### Endorsement of Strategy:

Participants endorsed the presentation that was shared on the strategy and mentioned that it aligns with their thinking.

#### Environmental Wellbeing:

One participant noted that it is important to understand how the use of the whenua is changing in their rohe, farming lands were shifted to pine and then shifted to regenerating Mānuka, the shifting of land use changes the landscape and therefore the environment.

#### Renewable Resources:

Environmentally friendly solutions are a big part of the participants' environmental priorities. As an example, whānau are introducing water collection rooftops and ultraviolet filtration systems to collect water. They are also looking at opportunities to create papakāinga so that whānau can live intergenerationally.

#### Support:

One participant wants Kāinga Ora to take into consideration the alpine climate of Taumarunui. Whānau are experiencing the issue of waste on their maunga and are trying to come to an agreement around waste solutions, this is an area where the participants feel Kāinga Ora could help.

#### Regional and Local Responsiveness and the need for a geographical Approach:

- “How does Kāinga Ora intend to include cultural values and address issues with development at a more localised level? Is this considered for in the strategies or plans?”
- “How are Kāinga Ora working with local councils to address Māori aspirations?”

## Te Waipounamu Iwi Engagement

No participants registered for this session

## How We Have Responded to What We Heard

During the course of the iwi engagement, we received feedback that encouraged us to add a new outcome and key move. We tested these during subsequent hui and got support for them.

During the hui we tested the below learnings:

Outcomes sought	Learnings from Iwi Partners to date:
<ul style="list-style-type: none"> <li>• Ensure a fair transition to a lower-carbon economy for our customers and communities.</li> <li>• Avoid producing emissions or making decisions that result in others producing emissions</li> <li>• Use resources efficiently and effectively particularly minimising waste produced and water consumed</li> <li>• Meet housing and development needs without causing degradation (preferably enhancing) natural resources</li> <li>• Mitigate climate change risks to minimise negative climate outcomes for our homes, customers and communities.</li> </ul>	<p><b>Embed principles of regenerative and holistic development in strategy outcomes:</b></p> <p><b>Provide sustainable places for Māori people to live:</b></p> <ul style="list-style-type: none"> <li>• Restore mana and mauri of the whenua and awa</li> <li>• Healthy homes and communities support whānau wellbeing</li> <li>• Parakore supportive design</li> <li>• Restore kaitiakitanga and whanaungatanga</li> <li>• Defend whare and whenua from climate change</li> </ul> <p><b>Gap in prioritised actions:</b></p> <ul style="list-style-type: none"> <li>• Water quality</li> <li>• Sediment and contaminant control to prevent pollution of local waterways during construction and operation.</li> </ul>

This resulted in the following new outcome in the Environment Strategy around Māori values:

**Support Māori aspirations for sustainability in the places where they want to live and thrive.**

This includes providing healthy housing; restoring mana and mauri of the whenua and awa; restoring kaitiakitanga and whanaungatanga; leveraging holistic and integrated te Ao Māori principles and mātauranga Māori; and, recognising that all of these elements are needed to support Māori people to thrive.

Additionally, the feedback resulted in us adding the following new key move in relation to water:

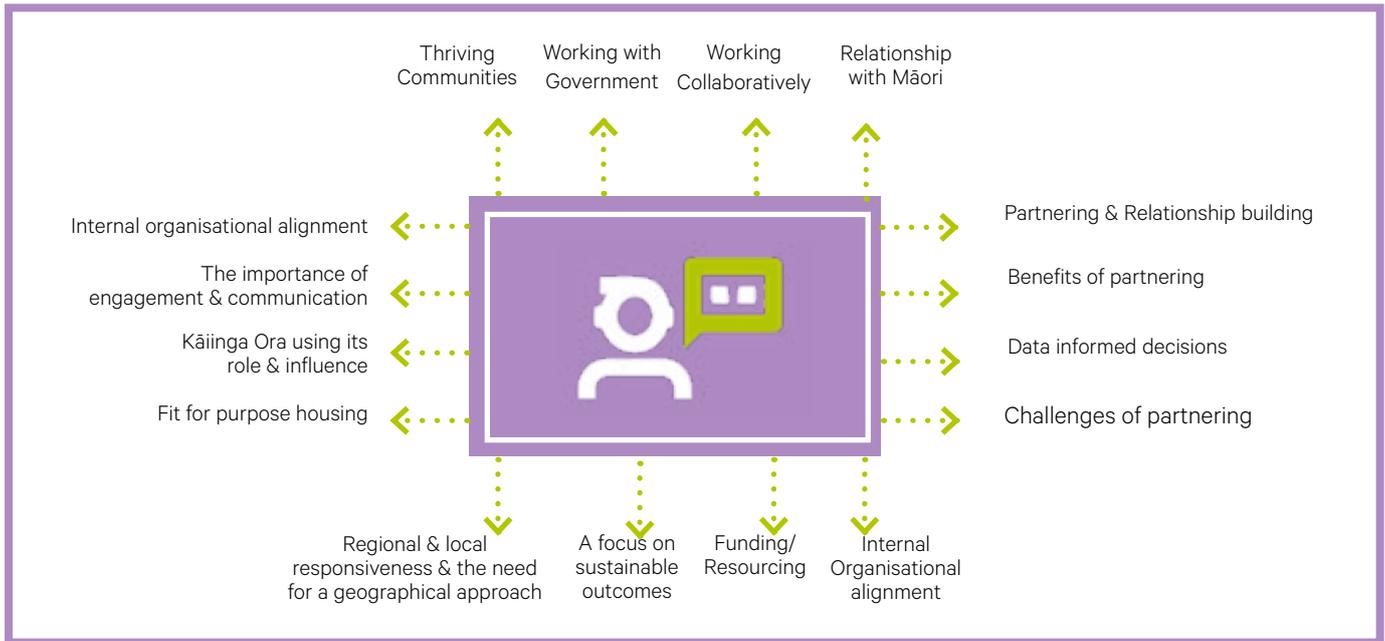
10. Restoring mauri of awa	Designing our neighbourhoods to restore waterways and connection of the land with the water; and reduce the sediment entering our waterways
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# Partnerships Strategic Plan



## Feedback Themes



You can view the questions asked for this strategy [here](#).

### Key themes included:

#### Partnering and Relationship building:

- Most responses focused on the types of partnership, including a more relational and less transactional approach; having a partnership agreement in place, such as a Memorandum of Understanding or a Terms of Reference; clearly agreeing on the drivers for the relationship such as shared goals and outcomes; and ensuring the partnership is equitable, not hierarchical.
- Feedback centred around being clear upfront what the purpose and nature of the relationship will be and formalising this through agreements.
- Other factors mentioned include a high trust environment; joint problem solving and real collaboration, including sharing insights and information; seeking ways to work smarter together and making joint decisions.
- Having a consistent contact within Kāiinga Ora who can manage relationships and communication internally would be helpful for consistency of relationship.
- Councils stressed the importance of partnering with local authorities for better outcomes.
- Having equal relationships where power is shared and the relationship is reciprocal was considered key to success. Also seen as important was having the ability to review the relationship, provide feedback and evaluate the relationship. Being clear on the type of relationship and the expectations of the relationship were considered vital.
- The importance of good communication and being transparent through open communication, honesty and trust and having a focus on system and process improvement were also highlighted.
- Partnering was seen as a key opportunity to successfully make a difference in the housing and urban development sectors
- Understanding the history of a relationship and acknowledging that history in new relationship building was regarded as important.
- There was a plea to be innovative in our relationships and partnerships.
- Elements that made a partnership authentic and successful included honesty, trust and openness to ideas and criticism, and genuine collaboration with clear expectations being understood by all parties. Also important were shared goals, joint accountability, and an equitable, reciprocal, non-hierarchical approach. Good communication and integrity were considered important, including openly sharing information. A good understanding of roles was also considered important. One respondent noted that where there is a good relationship between individuals, this helps with authentic partnerships.
- Having shared outcomes was important and respondents noted that the focus should be on the client and community outcomes, not the economic value of the partnership for either organisation.
- Respondents noted that successful partnerships required parties to be available and committed to the partnership; and that relationships need to be equitable, with joint problem solving and solution finding. Understanding each other's constraints is important. It was noted that the benefits need to flow both ways. A focus on building the relationship is needed, not just moving immediately to the transactional.
- Good systems were seen as helpful, such as a formal agreement that outlines roles and responsibilities as well as processes to address issues or conflicts that arise.

### Benefits of Partnering:

Reasons given were to achieve social and economic outcomes for our communities, especially the vulnerable; to reduce costs and maximise opportunities; and drive system changes. Other reasons were to support thriving communities at a local level by ensuring that local knowledge informs plans and decisions; and promoting mahi tahi (collaborative working) and relationships. This included acknowledging that through working together we can do more and achieve better outcomes, and we avoid 'stakeholder fatigue' through being more joined up.

### Challenges of Partnering:

- Challenges to successful partnering included the need for clearly defined expectations and the need to take the time to build relationships. Issues included differing expectations and ways of working, and the need for conflict resolution strategies. Solutions included engaging early and having clear, formalised agreements that set out expectations, as well as being prepared to put in the time needed. One respondent noted that bringing together iwi, council and Kāinga Ora has been complicated and challenging but if there is commitment and resourcing, it will work.
- Other challenges included a lack of honesty, openness and trust, and poor communication. Additionally, challenges identified included a lack of engagement in the relationship; legislation and policy issues, which include political cycles and changes in political direction; a lack of funding certainty; statutory frameworks that create barriers, bureaucracy and a perceived power imbalance. The inability to be agile in a bureaucratic environment was also noted, as was the power imbalance in partnerships given the size and scale of Kāinga Ora.
- Respondents noted that to overcome these challenges, better sector alignment and better internal organisational alignment are needed. Sharing data and knowledge was also mentioned.
- Some barriers noted were legislation and policy and the government's attitude that "our way is the only way".

### Working Collaboratively:

- Feedback centred around the value of collaboration by sharing ideas, resources and outcomes.
- One respondent suggested that Kāinga Ora could invite partner organisations to participate in workforce development opportunities.
- The idea of a Community of Practice was raised, to provide the opportunity to come together to share successes, challenges, tools and ideas.

### Working with Government:

- Using partnerships to break down barriers and enable access to other government departments was noted.
- One respondent noted "to partner we need government organisations to be more aligned."

### The Importance of Communication and Engagement:

- Good communication and early engagement were seen as vital, including communicating what is done with this feedback.
- Ensuring engagement is inclusive was also valued.
- Other responses included the need to focus on engagement to establish relationships. Feedback acknowledged that this strategy engagement process has been a good attempt to improve relationships.

### Funding / Resourcing:

- Fair compensation for people's time and input was considered important. Several comments questioned how Kāinga Ora would value people's time and input, through monetary compensation.
- Resourcing challenges were also highlighted, especially for Iwi and other groups.
- Resourcing was noted as a significant challenge to successful partnering.

### Regional and Local Responsiveness and the need for a geographical approach:

- Being regionally responsive was seen as important, given the tension between national strategy and local responses, highlighting a need to be adaptable and able to focus on local needs and solutions.
- Being able to adapt to be locally responsive was also considered important, including listening to local knowledge; enabling a local flavour; understanding what else is happening locally and how it impacts plans and relationships; and the needs of the region are given the same value as the needs of the organisation. One respondent noted "We want authentic ground up solutions. Kāinga Ora's place-based solutions are still top down and regionally rather than locally focused".

**"We want authentic ground up solutions. Kāinga Ora's place-based solutions are still top down and regionally rather than locally focused".**

### Relationship with Māori:

One comment noted the need to recognise the unique relationship Māori has with Kāinga Ora.

### Internal Organisational Alignment:

Some respondents commented on the need for internal alignment within Kāinga Ora and better tools to manage relationships.



#### Thriving Communities:

- Having a focus on thriving communities and seeking opportunities for social and economic wellbeing through the role and relationships of Kāinga Ora was highlighted. This included using partnerships to explore community and economic development opportunities locally. There was a concern that the focus of Kāinga Ora has been on commercial outcomes, not community and local economic development outcomes.
- It was also noted that we need to be aware of the risk of displacement of residents without good community development.

#### Fit for Purpose Housing:

Having a variety of housing options to meet diverse housing needs was seen as important, ensuring suitable housing for differing needs.

#### Kāinga Ora using its role and influence:

- Using the size, role and influence of Kāinga Ora to impact the sector and influence policy was considered important when thinking about partnering.
- It was agreed that Kāinga Ora can use its size and scale to influence the system and share the risk.

#### A focus on Sustainable Outcomes:

A comment supported Kāinga Ora partnering with providers who will encourage sustainable solutions.

#### Data Informed Decisions:

Responses stressed that our partnerships need to be making data informed decisions through better access to, and use of data.

## Further Feedback

### Participants were asked

On a scale of 1-5 (1=awful, 5=Fabulous) how would you rate the current partnering practice of Kāinga Ora? Why?

### Scores ranged from 1 – 4.5 and the average response was 2.47

Reasons for the score included that there is lots of room for improvement and current partnering is inconsistent. The need to focus on relationships was highlighted, as was being clear about what is meant by a partnership and how they are defined.

### One respondent commented

**“A commercial agreement is not a partnership”**

### Another said,

**“more definition around partnering. Partnering is thrown around, however it’s more like collaboration”.**



## Te Tai Tokerau Iwi Engagement

Representing:	Te Waiariki, Ngāti Korora, Ngāti Takapari Hapū Iwi Trust, Te Rūnanga o Te Rarawa, Te Rūnanga o Whaingaroa, Ngāti Wai Trust Board
Iwi Affiliations:	Ngāti Hine, Ngāpuhi, Ngāti Wai, Te Rarawa

### Hui Themes

#### Genuine Engagement:

- The participants wanted to know what genuine engagement looks like to Kāinga Ora and noted that they want to see more than just “designs and motifs or a street name” on their housing projects. Participants want to know how Kāinga Ora are going to ensure that they are continually developing and improving their engagements with iwi, hapū and rūpū Māori.
- To monitor this strategy, Kāinga Ora should be going out to the communities and continually seeking feedback from Māori on the partnering practices of Kāinga Ora – this has to be a kanohi-ki-te-kanohi approach. Kāinga Ora needs to embed a framework of accountability and whakatinanatanga throughout their workstreams – this needs to be locked in within the organisation so that departments are required to measure their progress.

#### Relationship Expectations:

In order to foster relationships between Kāinga Ora and iwi, hapū and rūpū Māori, there needs to be transparency in regards to relevant policies. One participant asked, “How is Kāinga Ora going to ensure that we develop and improve these relationships?”

#### Capability and Capacity Building:

- “Is there capacity building that Kāinga Ora can frontload so that mana whenua are a part of a development project from start to finish?”
- “How could Kāinga Ora help iwi/hapū with the capacity to manage tenants?”
- “How do you help us have capacity and capability?”

#### A Genuine Partnership:

- Te Tiriti o Waitangi and He Whakaputanga must be the basis of partnerships between iwi, hapū and rūpū Māori. Early and meaningful engagement and hui with iwi, hapū and rūpū Māori is important for genuine partnership. Kāinga Ora must be transparent and open with Māori on any plans they have for the development of Māori land. All Kāinga Ora staff and departments should be able to answer to how Kāinga Ora applies the articles of Te Tiriti o Waitangi to this plan and the rest of their strategies.
- One participant asked “How are these strategic relationships going to be managed over time? How will this strategy have longevity with a change of government?”

#### Te Tiriti:

- Participants asked, “How does Kāinga Ora as a whole look to apply the articles of Te Tiriti to the strategy?” and “For Kāinga Ora, what does giving effect to Te Tiriti o Waitangi mean?”
- “How will Kāinga Ora monitor the effectiveness in applying Te Tiriti in their work and in this strategy?”
- Working with iwi and rūpū Māori:
- “Iwi and hapū could be at risk whereby housing developments occur on our whenua and we don’t have control over the tenants, they are not of ours – what are the mechanisms in place to ensure it’s our people being housed on developments on our whenua?”



## Tāmaki Makaurau Iwi Engagement

It is important to note that the participants did not only represent their individual views, but also represented a common perspective from the following roopu and iwi:

- TOA Architects, Ngā Maunga Whakahi o Kaipara Whenua Hoko Holdings Ltd, Ngāti Te Ata Waiohua
- Ngāti Whātua, Ngāti Te Ata, Te Waiohua

### Hui Themes

#### A Genuine Partnership:

- The current partnering practices of Kāinga Ora at an operational level are going well. One participant stated that their iwi is involved in multiple projects with Kāinga Ora in Tāmaki Makaurau, which occurred through meaningful engagement. However, at a governance level, there is still some work that needs to be done to establish good partnership, noting that the chair often meets with managers within Kāinga Ora, which is not tika for them. Moving forward, when Kāinga Ora partner with Māori there needs to be a match of mana, whereby rangatira are meeting with rangatira and not with managers.
- The participants noted that partnering with Kāinga Ora is very important to enable Māori to build capacity and capability within the housing space. It allows both Māori and Kāinga Ora to understand each other's definitions of partnership and see where they need to align and creates opportunities for Māori to be involved in development projects from the outset.
- One participant stated, "I'd like to know what Kāinga Ora's definition of partnership is, and do you understand our definition of partnership? This is a good starting point for how we can actually understand one another. If we understand each other's definitions and meanings of partnership, we're more likely to see where the alignment is and where we need to be aligned."

#### Regional Responsiveness:

Kāinga Ora need to prioritise iwi within their mana whenua domains. As one participant mentioned, whilst they come under the umbrella of 'Māori' for Kāinga Ora, they are the mana whenua and ahi kā of Tāmaki Makaurau.

#### Working with iwi and rūpū Māori:

- Iwi are frustrated with the preferential treatment in regards to purchasing land. It was noted that developers and companies like Fletcher are able to purchase land ahead of Māori. When Māori are purchasing land, they are having to pay the market value, though sometimes they have to pay more.
- Iwi are witnessing Māori and Pasifika being pushed out of the communities they have grown up and lived in for generations across Kāinga Ora developments. One participant has specifically seen this in Glen Innes, where Māori and Pasifika cannot afford the homes being built. This was used as an example by the participant as to why it's important that iwi are given early opportunities to purchase land and be involved in developments as they are wanting to ensure that the Māori and Pasifika communities are maintained.
- Some other comments around the barriers participants have faced are that Kāinga Ora are not great at working with Māori developers. In some interactions, Kāinga Ora have told Māori designers to make their designs less Māori.

#### Relationship Expectations:

- It is important to iwi that they are afforded the opportunity to determine what the relationship with Kāinga Ora looks like. Some iwi might want to have a formal agreement, examples include a memorandum of understanding, a relationship agreement, or a kawenata. As a starting point, Kāinga Ora should focus on building relationships with iwi, and having kōrero kanohi-ki-te-kanohi about values, priorities and aspirations.
- One participant asked, "Where is Kāinga Ora's co-governance, how many board members are Māori? Is it 50/50?"

## Te Puku Ikaroa - Waikato & East Coast Iwi Engagement

No participants registered for this session

## Te Puku Ikaroa - Bay of Plenty Iwi Engagement

Representing:	Ngāi Te Ahi Settlement Trust
Iwi Affiliations:	Ngāti Ranginui, Ngāti Rereah

### Hui Themes

#### Genuine Engagement:

At the beginning of the year, the participants engaged with Kāinga Ora. They saw this as an opportunity to refresh their strategic relationship with Kāinga Ora and spoke of their aspirations right through to 2027. They referenced some of the organisational collateral of Kāinga Ora to highlight what Kāinga Ora have said that has not been seen by their organisation. On a scale from 1 to 5, participants rated the current partnering practices of Kāinga Ora as a 2.

#### Strategies Development:

- Participants mentioned that as all strategies in this engagement are connected, they should've been presented together in one hui so that participants did not have to share the same concerns in every session. They identified that this strategy should have been created before all of the other strategies
- Te Rautaki Māori is set for 2021-2026, Kāinga Ora Strategy 2030 is in development and Kāinga Ora are now at the beginnings of what partnership might look like – this strategy is three steps behind Te Rautaki Māori 2021-2026 and two steps behind Kāinga Ora Strategy 2030. Participants are struggling to see how these strategies come together in a waka hourua. The Partnerships Strategic Plan and Kāinga Ora Strategy 2030 should work in tandem, at the moment, the waka is not hourua and iwi, hapū and rōpū Māori are yet to join the middle.

#### A partnership built on honesty and clarity

- Participants want to see more genuine engagement, they are tired of retelling their story with every Kāinga Ora representative they have met over the last couple of years. They have never had a straight answer as to what is and what is not on the table. It is essential that Kāinga Ora is pono and honest. Participants do not mind if they do not see eye to eye with Kāinga Ora, they just want clarity.
- In order for a healthy partnership to blossom, participants need Kāinga Ora to be trustworthy, open and authentic. Success will look different for every iwi, hapū and rōpū Māori, therefore, strategic relationships founded on the principles of Te Tiriti o Waitangi will be monitored differently by each Māori partner.

#### A partnership that creates opportunities for everyone involved

As Kāinga Ora has a large housing stock, iwi, hapū and rōpū want to be across the future plans as there are opportunities to apply their expertise to the housing stock of Kāinga Ora, like using local landscapers, project managers, architects and tradies on any refurbishing, renovating or redevelopment projects.

Representing:	Te Taiwhenua o Te Whanganui ā Orotū
Iwi Affiliations:	Ngāti Kahungunu, Ngāti Porou, Te Aupōuri

## Hui Themes

### Regional Responsiveness:

The participant had positive things to say about the relationship between their organisation and the place-based team of Kāinga Ora. The place-based team has worked really well to keep iwi in the loop, and they meet regularly. The relationship began by simply calling the organisation and arranging for a hui over a cup of tea. The participant also mentioned that the partnership with Kāinga Ora at an operational/management level is going well.

### A genuine partnership:

As a starting point, creating a healthy partnership with iwi, hapū and rōpū Māori is as simple as calling them and asking to talk over a cup of tea, it is important that Kāinga Ora do not go into the conversation asking for something, this will be happening organically as the partnership progresses. In order to monitor the strategy, Kāinga Ora should work with Māori to define the overarching concept of partnership, and measure their relationships against it.

### Genuine Engagement:

The participant did mention that their organisation has held some housing forums in which Kāinga Ora have participated and struggled to wrap their head around some of the products Kāinga Ora have to offer and Kāinga Ora were unable to answer some of the questions raised at the forum.

# Te Waipounamu Iwi Engagement

Representing:	Te Rūnanga o Ngāti Rārua, Te Rūnanga o Ngāi Tahu, Te Kotahi o Te Taihū Charitable Trust
Iwi Affiliations:	Ngāti Rārua, Ngāti Toa, Taranaki, Ngāi Tahu

## Hui Themes

### Making the engagement process with Kāinga Ora effortless:

One participant noted that they are fortunate around the current partnering practices of Kāinga Ora, an example of this is a Kāinga Ora secondment to assist with iwi housing aspirations and all matters are discussed over a cup of tea. However, the participant endorsed the idea that any door should be the right door as sometimes iwi have to go through several doors to be heard by Kāinga Ora.

### Develop a collective approach to engage better:

Some barriers participants have faced in partnering with Kāinga Ora have been policy parameters, responsiveness and timelines as well as the partnerships not reaching a national level. There needs to be a multi-agency approach towards partnership with iwi, it is very difficult for iwi to navigate the housing system when there are so many agencies involved.

### Recognise the importance of Kāinga Ora to help tackle homelessness:

Moving forward, partnering with Kāinga Ora is seen as important due to the housing situation in Aotearoa. Participants are working in spaces to help Māori who are homeless and in transitional housing. Partnering with Kāinga Ora ensures iwi can make an impact and influence whānau. By co-designing this strategy, it is more likely to be supported and implemented on both sides.

### No surprises policy:

Iwi need Kāinga Ora to be open, transparent and communicative. It is important that there are no surprises, iwi should know everything that is happening on a project. Trust, loyalty and good faith are some of the key whakaaro that will help Kāinga Ora in their journey to better partner with iwi.



## How We Have Responded to What We Heard

Kāinga Ora acknowledges and values the depth and range of feedback received and will utilise it to enrich the kaupapa of the Partnerships Strategic Plan.

The Strategic Partnerships Plan will be developed using a participatory approach that draws on the voices and experience of those we have and will partner with. Next steps are:

- to understand the definition of partnership for Kāinga Ora across the variety of people and groups we work with
- build our internal understanding of what is required to become fit for partnering as an organisation
- to establish a working group made up of internal and external membership to develop different models and ways of partnering relevant for specific groups we work with
- create a plan to test the models developed

The feedback received will be used to inform the development of these models and confirm the priorities that we need to focus on.

All of the other strategies involved in this engagement identified building successful relationships and working in partnership with others as key to Kāinga Ora's success. We are clear that the need to become fit for partnering as an organisation is a key priority for us in order to enable the success of our strategic outcomes.

We recognise the need to build our internal capability through developing mindsets and behaviours that are required for us to be fit to partner. Alongside this we acknowledge our role in partnering with Māori to enable their role in housing and urban development.



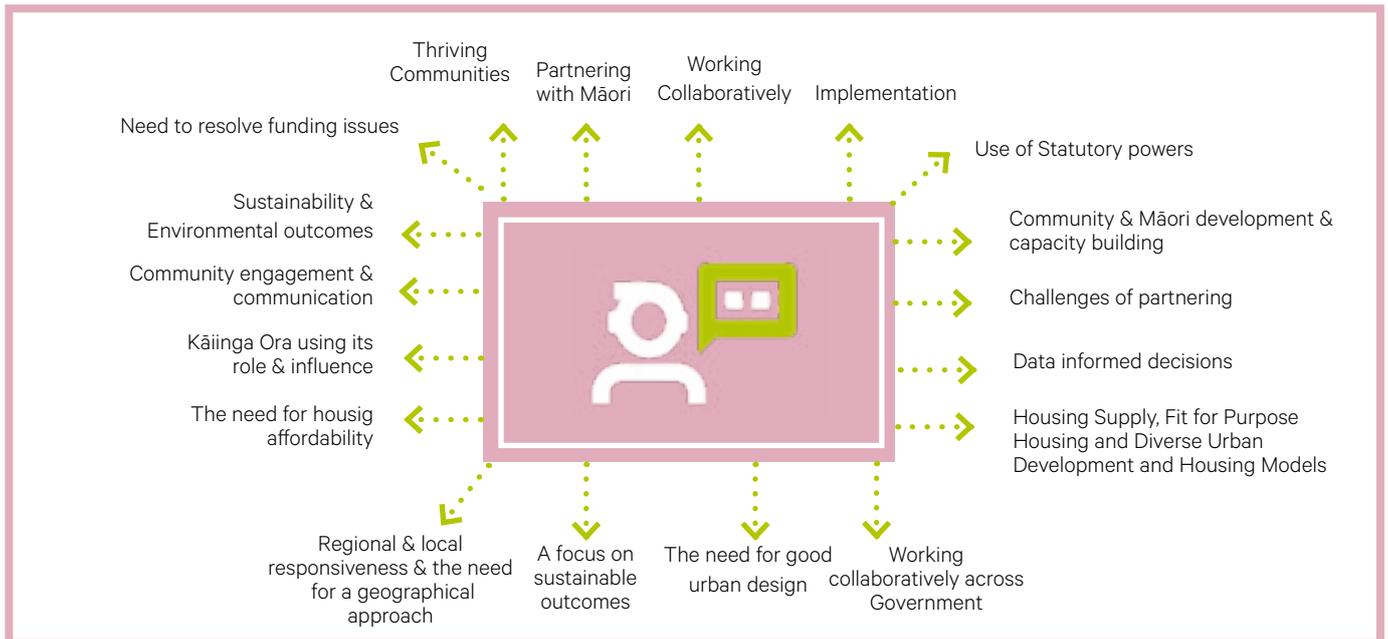


# Urban Development Strategy



## Feedback Themes

Feedback was mostly supportive and endorsing of the Urban Development Strategy. Overall the principles and strategic priorities were endorsed in their entirety.



You can view the questions asked for this strategy [here](#).

### Key feedback themes included:

#### Partnering with Māori:

Partnering with Māori was seen as crucial and it was suggested that we could share our success stories of partnering with Māori so other areas can benefit from learnings.

#### Working Collaboratively:

- There was positive feedback about how Kāinga Ora is communicating and collaborating with others, including one comment that stated “You are doing a fantastic job. Compared to four years ago it is transformational.”
- The need to work closely with councils and community organisations was stressed.
- Collaborating at the planning level was seen as important.
- Having the time for collaboration was seen as a challenge.
- Feedback stressed that collaboration needs to be frequent and robust.
- To improve collaboration, feedback suggested better communication to the right people, through the right channels. This included sharing future planning ahead of time so all parties can work together to deliver.
- Other improvement related responses focused on systems and processes, and the need for good collaboration, especially with councils and other government organisations. A multi-agency approach was seen as more effective and a more efficient use of resources.

#### Partnering and Relationship building:

- Stressing the need for Kāinga Ora to work in partnership with others to deliver this strategy. Good relationships and partnerships resulted in greater understanding of Kāinga

Ora’s urban development role, with some participants noting a significant improvement in engagement since Housing NZ days.

- There was a desire for more partnerships, collaboration and joined up decision making. There was a willingness expressed to work together in the implementation phase of this strategy.
- The importance of good relationships across the sector, particularly with councils and communities. It was noted that local government was missing as a key partner named in the strategy.
- Relationship expectations was noted as an issue, with a need for expectations of each other to be made clear and ideally formalised. Formalising relationships was seen as a way to ensure partnering was successful.
- Having shared objectives, the right people involved, an outcomes focus that includes community needs, not just commercial imperatives, and a shared strategy with councils were seen as important to partnering successfully.
- Ongoing communication was regarded as important to support positive relationships.
- One comment noted that partnerships needed to be more prominent in the strategy.

**Kāinga Ora has a strategic role in partnering in that it can be a catalyst and jump over regulatory barriers. Please keep this in the strategy and keep building local relationships**



#### Working Collaboratively Across Government:

- The need for Kāinga Ora to work collaboratively across government in the urban development area, to ensure alignment on such issues as good transport options, and access to education in new developments.
- A desire was expressed for government to be more joined up, especially across housing, education and transport, to ensure best outcomes.
- Being joined up with councils was especially important “because you can’t deliver on your own.”
- The need for a network wide strategy that involves “joined up, meaningful planning” involving government organisations and local government was raised.
- One comment stated that local government isn’t really recognised in the strategy and they would like local government to be recognised as a key partner.

#### Sustainability and Environmental Outcomes:

- The focus on sustainability and the environment was regarded positively.
- Some feedback suggested giving stronger emphasis to climate change impacts and emissions reductions in the principles.

#### Thriving Communities:

- There was a perceived need for a stronger emphasis on thriving communities, particularly around amenity and ease of movement. This included good public transport, good access to the natural environment and amenity, and a focus on inclusion. One respondent noted “the area outside the house should be given equal importance to that of housing itself.” Another commented “the spaces between the buildings are just as important as the buildings.” Finally, another said “I’d like to see more mention of transport and the outcomes strengthened on the transport front.”

- The need for good amenity was reiterated, both for houses and for neighbourhoods, especially green space and gardens, given the known health and social benefits of these.
- See a focus on safety in developments, including using CPTED (Crime Prevention through Environmental Design) principles to focus on community safety.
- Additionally, being cognisant of diverse needs and responding to those diverse needs was considered vital. The role of urban development to build communities and design for inclusion was encouraged.
- Some feedback felt that there wasn’t enough focus on communities and the role urban development has in building communities. Feedback stressed the need for ongoing engagement with communities and the need to ensure the voice of communities was evident in development projects.
- One respondent suggested Kāinga Ora needs to ask how well it understands our communities because a strong understanding of local communities will be of significant value.

### “Communities want to see their local context reflected back as something important to Kāinga Ora.”

- Other responses included wanting a stronger focus on local community development and placemaking, as well as more emphasis on engaging with local community groups.
- One comment noted that the approach outlined in the strategy is currently very inward focused and gives the impression that it is exclusively focused on its customers without acknowledging the wider community. Being cognisant of the impacts of development on the wider community, was considered critical.

### Community Engagement and Communication:

- Early and frequent engagement and connection with the community is vital.
- Communication was an area considered to be working well and also where improvements could be made, especially focusing on non-traditional providers, such as NGOs (Non-Government Organisations).
- Communication includes engaging with communities to educate and share information with them; and the need for more visibility of our urban development role, as many people still think about the role of Kāinga Ora, as being the provider of public housing. One person noted “your communication has improved dramatically.”

### Community and Māori Development and Capacity Building:

- Supporting and building capacity in the community, including with Māori, was stressed, especially providing support where regulatory and planning changes are needed to develop papakāinga housing.
- There was support for Kāinga Ora to support Māori to build capacity and capability to develop Māori housing.

### Housing Supply, Fit for Purpose Housing and Diverse Urban Development and Housing Models:

- More emphasis on supply and more choices of housing types and models, including different types of housing to meet differing needs. They suggested looking to learn from successful overseas models. There was emphasis on supporting and encouraging mixed housing models that cater for different needs, with a focus on quality over quantity.
- This included ensuring mixed tenure models, access to housing suitable for multi-generational families, housing suitable for an aging population and the elderly, catering to disabilities, and being cognisant of cultural and accessibility needs.
- Affordability was also seen as important

### The Need for Good Urban Design:

- An area identified for improvement in the strategy featured a stronger emphasis on good urban design principles. This included involving people who understand the community's needs. Transport solutions and access to nature stood out in terms of infrastructure needs. Ensuring intensification is well designed with permeable environments was stressed. Integrating heritage outcomes into urban development planning and factoring in renewable energy were also noted. There was support for Kāinga Ora to take a stronger role in urban regeneration.
- The emphasis of the strategy was too focused on quantity (building houses), at the expense of quality and good urban development principles that highlight the need for good quality urban design and placemaking, such as designing for services and for concepts such as the 15-minute city.
- One comment noted “it seems like you are too focused on quantity at the expense of quality.” Another said

**Overall this is a well-considered strategy, it focuses on long term issues, as well as issues at the forefront of where we are in the cycle**

- Another comment supporting this was “what about access to open space and green space, places to socialise, places for old people to go. The spaces between the buildings are just as important as the buildings. In fact, even more important with higher density.” Finally, a comment was that “quantity of housing seems to be the focus and the importance of good urban design doesn't come through” in the strategy.





#### Regional and Local Responsiveness and the need for a geographical approach:

- The need to be regionally and locally responsive and adaptive, with tailored solutions for local problems, supported by good community development. Feedback also stressed the need for social outcomes to have equal prominence to economic outcomes.
- Transport again stood out as a key need locally.

#### Kāinga Ora using its role and influence:

- Kāinga Ora can play and the influence it can have on the sector. Responses particularly focused on the need for good urban design, a focus on quality housing, building community, local economic development and the ability of Kāinga Ora to influence the market by doing things at scale that other developers won't try, such as medium density housing and emissions reduction strategies. Some commented they would like to see Kāinga Ora revitalising the rural and provincial sectors by building more in these areas, as this would support economic regeneration in these areas.
- A role for Kāinga Ora in encouraging great urban design and development and ensuring all parties hold a long-term view of the community, with a view that Kāinga Ora has a role in encouraging the sector to consider people, not just houses.
- The impact of planning processes, policy and legislation, and their impact on the sector. These were areas it was hoped that Kāinga Ora might be able to influence. There was a desire for Kāinga Ora to play a greater role in supporting and guiding organisations through these processes. The impact of reforms on councils was noted, and the backlash they are required to deal with from members of the public. It was noted that this can get in the way of desired behaviour changes.
- The ability of Kāinga Ora to focus on broader outcomes than just financial, and the opportunity to demonstrate this broader value to the sector, and therefore change expectations, such as what it did with building higher density housing.

#### Need to resolve Funding Issues:

- Resourcing, especially funding for infrastructure, was a key issue raised and a significant issue for councils, when thinking about implementing this strategy.
- Question of how intensification and other projects will be resourced.
- Providing evidence of the return on investment of Kāinga Ora developments was noted as it was questioned whether Kāinga Ora is delivering better cost and outcomes than the private sector.

#### A focus on Housing Affordability:

There was a desire expressed for a greater emphasis on housing affordability as this was felt to be missing from the strategy, as was any solutions that could address funding.

#### Use of Statutory Powers:

There were a number of questions and comments about the need for clarity and better understanding of when and how Kāinga Ora would use its legislative powers of land acquisition. This was felt to be missing from the strategy.

#### Implementation:

While the strategy had wide support amongst participants, many agreed that implementation would be important. Available land and timeframes were considered a potential concern that might impact on implementation. One piece of feedback summed it up by asking .....

**“Are we ready to take radical action to make this happen?”**



## Te Tai Tokerau Iwi Engagement

Representing:	Te Rūnanga o Ngāti Whātua, Te Waiariki, Ngāti Korora, Ngāti Takapari Hapū Iwi Trust, Kahukuraariki Trust, Te Rūnanga o Te Rarawa
Iwi Affiliations:	Ngāti Kuri, Te Aupōuri, Ngāi Takoto, Ngāti Kahu, Ngāti Whātua, Ngāti Maniapoto, Ngāti Tūwharetoa, Ngāti Hine, Te Rarawa, Ngāti Kahu ki Whangaroa

### Hui Themes

#### Language and Terminology:

All participants were confused about the term ‘urban’, asking for the difference between urban, regional and rural development in regards to this strategy. As many of the participants lived rurally, they didn’t understand how their communities would fit into the Urban Development Strategy. It was their recommendation that a definition of the term is incorporated into the strategy.

#### Prioritising Māori:

- There is competition between tauīwi, iwi, hapū and rōpū Māori developers for urban development projects – the current selection process isn’t working for Māori. Prioritising Māori developers, builders and architects is something Kāinga Ora should consider in the future.
- “How do we honour, acknowledge, endorse and deliver to the mana whenua? That is the most significant part of establishing housing, knowing to whom does the whenua whakapapa”

#### Infrastructure needs in Urban Development:

There needs to be an assurance that all factors are being considered in delivering good urban development outcomes. One participant mentioned that they live in a beautiful area, but the roads are underdeveloped and dangerous. Certain homes in the area can only be accessed by quad biking or walking. This participant wants road development and maintenance to be considered in urban development projects.

#### Disjointed housing sector:

Participants mention the clear disjoint between Kāinga Ora and other relevant organisations in the housing sector which makes it hard for Māori to know whom to go to.

#### Genuine Partnership:

This strategy should recognise and honour mana whenua and partner with mana whenua to deliver housing – specifically within urban environments. Relationships with iwi and hapū should be established with the intention of lasting generations.

#### Regional Responsiveness / Papakāinga Housing:

In the last few years, iwi representatives have seen more whānau making the move from the big metropolis to smaller urban centres as well as rural towns – this strategy needs to account for the rural drift. This means considering papakāinga developments for those who have returned home or are planning to return, and urban housing for whānau still living in urban centres. Kāinga Ora should also continue to support whānau and individuals who are making the move from rural towns to urban centres.

#### Information Sharing (across housing sector):

Participants stressed the need for a resource that informs which organisations are doing what within the housing space and what they can provide to iwi, hapū and rōpū Māori. One participant used the example of a whānau member who wanted to relocate their whare but had no knowledge of the process and the relevant organisations to ask.

#### By Māori - For Māori:

The housing shortage is evident and social housing pigeonholes Māori, participants feel as though this strategy provides them with an opportunity to deliver quality housing to their people.

# Tāmaki Makaurau Iwi Engagement

It is important to note that the participants did not only represent their individual views, but also represented a common view shared by some of the following roopu and iwi:

- TOA Architects, Ngā Maunga Whakahi o Kaipara Whenua Hoko Holdings Ltd, Mataatua Marae, Papakura Marae
- Ngāti Whātua, Ngāti Awa, Ngāti Tūwharetoa ki Kawerau, Ngāti Rangitīhi

## Hui Themes

### General Strategy Feedback:

Participants appreciated the marae-led solutions, environmental whakaaro, whenua security and the procurement side of this strategy. They praised the mahi that Kāinga Ora does, the case studies in the strategy gave participants hope.

### Rangatiratanga:

The most important thing for participants is that the mahi Kāinga Ora does should create opportunities for iwi to ensure their rangatiratanga by determining what options are best for their people.

### Genuine Engagement:

Kāinga Ora is widely understood to be a public housing landlord, and its role as an urban development agency is not widely known. In order for the wider community to understand the role of Kāinga Ora as an urban development agency, it is essential that Kāinga Ora are engaging with the iwi, hapū and rōpū Māori so that they can keep up with all mahi that Kāinga Ora facilitate. One suggestion is to provide some examples of mahi Kāinga Ora has done with Māori.

### Māori Staffing and Capacity in Kāinga Ora:

- For better engagement with Māori, there needs to be more investment in Māori staff. Kāinga Ora should specifically look at recruiting a Māori communications specialist as Māori will generally share more with their own people.
- The capacity issues that Kāinga Ora are facing within their Te Kurutao team are being felt by iwi in Tāmaki Makaurau. Kāinga Ora need to increase investment into Te Kurutao, as they stretch over wide regions and cover a number of iwi and developments. One participant stated that there needs to be a Māori lead for each of the Kāinga Ora developments in Tāmaki, rather than one Māori lead covering all developments.

### Te Ao Māori Concepts in design:

More Māori designers are needed in the urban development space. Māori designers have the ability to accurately portray Māori narratives through their lived experiences and Māori worldview. Māori are wanting to see more papakāinga and intergenerational homes which are the housing models that Māori like to live in.

Māori designers bring te ao Māori concepts into design plans. Concepts like tapu and noa provide context as to why toilets and kitchens should not go right next to each other.

### Affordable Housing:

One participant asked, "Looking at Hobsonville Point, the cost of housing there was at the market value, even though the government owned it. Is there an opportunity to affect the market so that our houses aren't so expensive?"

### The Need for Good Urban Design:

One participant wondered if housing could be designed to enable spaces where whānau can grow their own kai, or participate in any other opportunities like this that are left out of high-density houses.

### Māori Development and Capacity Building:

Participants wanted better support for Māori in housing within the urban areas who are not the owners of the whenua. One participant asked, "For urban Māori in the cities who do own their land and want to build papakāinga, how do we support them to build more houses on their privately owned land to house their whānau?"





## Te Puku Ikaroa - Waikato & East Coast Iwi Engagement

Representing:	Tainui Group Holdings, Ngāti Hāua Iwi Trust
Iwi Affiliations:	Ngāti Hāua, Ngāti Maniapoto

### Hui Themes

#### General Strategy Feedback:

- Participants noted that the examples of urban development projects in the strategy were Tāmaki-centric, participants would have liked to see some examples of urban development projects in Waikato.
- There was confusion amongst the participants when asked about their understanding of Kāinga Ora as an urban development agency. One participant who has had very limited engagement with Kāinga Ora came out of the presentation feeling blank because bigger aspects of the strategy like schools and parks were things that the participant had considered – this speaks to the lack of knowledge some iwi have in the urban development space. Similarly, a participant who has sat at the table with Kāinga Ora mentioned that urban development can still be confusing at times because relevant policies are always changing. Participants noted that some people still think that Kāinga Ora only delivers social housing.

#### Supporting Māori Providers:

One participant feels they are in a dilemma whereby they are working hard to deliver housing to iwi members, but also have to deliver commercial developments. It is important that Kāinga Ora help iwi get the balance right.

#### Capacity Issues:

Iwi are called on to offer support in all aspects of whānau lives. With the limited resources, work is spreading thin, and nobody has capacity. One participant commented that their lack of resources was a barrier to them contributing effectively to the urban development session. If they had more resources they would be able to take their time to understand the presentation and the questions and therefore participate in a more meaningful way.

#### Infrastructure Needs in Urban Development:

For some iwi, building houses is the easy part. The challenges lie below the ground when you are waiting for the road to be put in, stormwater systems or other infrastructure aspects that need to be completed before the house building can be progressed.

#### Housing types / Papakāinga Housing:

Kāinga Ora need to ensure that they are catering to the intergenerational needs of iwi. When asked what success would look like, participants explained that iwi want the ability to live in a collective environment whether that be through papakāinga or housing developments that are close to the marae.

#### Genuine Engagement:

- When asked how Kāinga Ora can better promote and be visible to the community, one participant asked, “What is Kāinga Ora prepared to do to be more visible?” This is a question Kāinga Ora should consider when engaging with Māori.
- Both participants are interested in working with Kāinga Ora in the urban development space.

Representing:	Ngāi Tamarāwaho, Ngāti Hangarau, Ngāi Te Ahi, Whenua Māori Owners
Iwi Affiliations:	Ngāti Ranginui, Ngāi Te Rangi, Ngāti Pūkenga, Ngāti Rereahu

## Hui Themes

### General Strategy Feedback:

Participants appreciated the opportunity to get some further background into Kāinga Ora and mentioned that they will leave the session a little more eased knowing more about the layers of Kāinga Ora in regards to the Urban Development Strategy and Te Rautaki Māori.

### True Treaty partnership:

Questions were raised about where Māori as treaty partners sit across the strategy. Participants asked about the option to participate in this strategy and stated that Māori should be sitting alongside Kāinga Ora to build this strategy.

### Partnering with Māori:

One participant asked, “Has Kāinga Ora had a partnership with a Māori land trust in regard to kaumātua flats? I am trying to look at our land and how we develop land for our whānau”

### Working with iwi and hapū to build local capacity and capability:

One of the challenges iwi and hapū have is their lack of capacity and capability in the housing space. As an example, Kāinga Ora might have 40 kaimahi working on a special project, whereas iwi and hapū will have 2 people. One suggestion to help build capacity and capability was to have someone from Kāinga Ora mentor iwi and hapū. Any skills and resources Kāinga Ora have need to be shared with iwi and hapū to strengthen the partnership.

### Housing Supply:

It is important to participants that housing whānau Māori in Kāinga Ora homes across the country is the priority. Participants working at a grassroots level noted that it is their own people that are homeless or living in overcrowded homes.

### Creating local career and employment opportunities for the greater good:

- Looking into the future, participants are currently succession planning for rangatahi and tamariki and urge Kāinga Ora to be a part of the process. Participants want to see Kāinga Ora be a part of the education curriculum so rangatahi are looking at urban development as a desirable career. This ensures Kāinga Ora have a long-standing relationship with iwi and hapū that transcends generations.
- Tauranga is growing very quickly, and infrastructure is needed across the board, including housing, roading, and schooling. Iwi and hapū want to work with Kāinga Ora so that these needs can be achieved. Kāinga Ora must consult with Māori and not halfway through a project, participants experienced being brought on halfway through the Haukore Street redevelopment.

### Simplify the language for a Māori and whānau audience:

The only concern participants had in regard to the strategy was the language. Participants appreciated the kōrero but noted that the language can be overwhelming for whānau. Kāinga Ora and the participants understand the big terms that are used in the strategy, but certain kupu are not part of whānau vocabulary. In order for whānau to be able to comprehend the strategy and better understand how Kāinga Ora can help them, the language needs to be simple and straightforward.

### Implementation:

One participant was particularly interested in what the implementation plan will look like.



## Te Puku Ikaroa - Taranaki & Whanganui Iwi Engagement

Representing:	Te Taiwhenua o Te Whanganui ā Orotū
Iwi Affiliations:	Ngāti Kahungunu, Ngāti Porou, Te Aupōuri

### Hui Themes

#### General Strategy Feedback:

- The participant viewed the principles and priorities through a Māori lens and acknowledged the simplicity and clarity they provide. They wondered whether there was a single saying/whakatauki Kāinga Ora could use to capture the essence of the Urban Development Strategy.
- The participant who comes from a law background sought to better understand Kāinga ora, the legislation that binds them, how they are ensuring that these align to Māori aspirations and clarity of what certain terms mean to Kāinga ora. They raised questions as to how Kāinga Ora defines “honouring” te Tiriti, and how the statutory powers will support Māori aspirations.

#### Housing Aspirations:

The participant shared that some whānau in their rohe do not have a dream of owning a home and do not see themselves renting or buying their own home because the idea is unfamiliar to them.

#### Information Sharing (across housing sector):

During the time of the pandemic, a lot of Māori businesses have been flexible in their capacity and capability, it would be beneficial for Māori to understand who the strong businesses are in each area of housing, this leads back to the place-based approach in the strategy and is another avenue of support for Māori.

#### Building Capacity and Capability:

In the past, Kāinga Ora have been invited to speak at online homeownership forums in the rohe. This was valuable because it allowed everyday whānau to see the impacts that strategies like this will have on them and where their voice is reflected within each strategy. Moving forward, the participant’s organisation is looking to hold another forum to cement the learnings from the first one, showcasing all the steps they have taken up until that point and teaching them more about housing options available like renting-to-own.

#### Genuine Engagement:

Although the strategy is in everyday language, it is not reaching the people because the engagement process is not strong. Kāinga Ora need to have kōrero with the kaumātua in the regions and allow them to invite their whānau so they can learn together. This is how Kāinga Ora will reach everyday people.

#### Use of Statutory Powers:

This participant asked, “When it comes to aggregating land through the Urban Development Act, how would that operate in compulsory acquisition powers?” It was noted that the terminology is a red flag and “the tone of voice.” This participant also wondered how the statutory powers would support Māori aspirations.

#### Sustainability and Environmental Outcomes:

This participant wondered “When looking at the impacts of climate and trying to become zero carbon, what are you doing in the Urban Development Strategy plan that will mitigate these in the new communities that are being built?”

## Te Waipounamu Iwi Engagement

No participants registered for this session

## How We Have Responded to What We Heard

Overall we feel that the strategy reflects the feedback we received, but that some of the key themes need to be made clearer or given more emphasis in the strategy. To address this we will:

- Add a new 'How We Work' section (drawing from He Toa Takitini – our Partnership and Engagement Framework)
- Link activities to principles in the Implementation Plan
- Add more detail about the IAF (Infrastructure Acceleration Fund) to the strategy
- Principle 7 will be reworded to clarify (in the heading) that it allows for different regional and local approaches.

To note is that the strategic priorities are of equal importance, they are not listed by order of importance.

Responses to themes are summarised below. You can view the full response to feedback received [here](#)

Theme	Response
<ul style="list-style-type: none"> <li>• Thriving Communities</li> <li>• Regional and Local Responsiveness and the need for a geographical approach</li> <li>• Regional Responsiveness / Papakāinga Housing</li> <li>• The Need for Good Urban Design</li> <li>• Infrastructure Needs in Urban Development</li> <li>• Community Engagement and Communication</li> <li>• Partnering with Māori</li> </ul>	<p>Our objectives, outcomes and principles reflect both the importance of great urban design and of thriving communities. The principles guide our activities across all four strategic priorities.</p> <p>The strategy reflects the importance of:</p> <ul style="list-style-type: none"> <li>• Thriving communities</li> <li>• Accessibility</li> <li>• Well-designed intensification</li> <li>• Working with councils through urban growth partnerships</li> <li>• Tailoring our interventions</li> </ul> <p>The strategy provides for and promotes housing choice and good quality design. The specific matters raised, such as safety, will be key considerations as the strategy is implemented.</p> <p>Principle 7 is that “we are flexible and tailor our interventions” – bringing the right intervention to the right place. Principle 7 will be reworded to clarify (in the heading) that it allows for different regional and local approaches.</p> <p>We will add a new 'How We Work' section (drawing from He Toa Takitini – our Partnership and Engagement Framework).</p> <p>We will link activities to principles in the Implementation Plan.</p>
<p>Kāinga Ora using its Role and Influence</p>	<ul style="list-style-type: none"> <li>• The principles guide our activities across all four strategic priorities however this could be made clearer.</li> <li>• Strategic Priority 1 includes that we will deliver additional outcomes that the market would not deliver on its own including higher densities, range of housing typologies and tenures and initiating the delivery of New Zealand's first low carbon neighbourhood.</li> <li>• Principle 2 clarifies that Kāinga Ora delivers outcomes that the market will not deliver on its own, such as social cohesion and connectivity.</li> <li>• We will include a summary of the principles before the detailed discussion of strategic priorities and expand the principles in the Plan on a Page.</li> </ul>

Theme	Response
<p>Partnering with Māori</p> <p>Community and Māori Development and Capacity Building</p>	<ul style="list-style-type: none"> <li>• The strategy recognises the need to build capacity and capability and these suggestions are consistent with the strategy intent.</li> <li>• The Kāinga Ora Home and Communities Act provides the legislative framework for Kāinga Ora and its specific obligations towards Māori in relation to urban development.</li> <li>• The Strategy provides for flexibility in supporting land development and Māori housing solutions on whenua land. Kāinga Ora's Whenua Māori Development Team's role is to support Māori to better access technical advice to enable land development and housing supply.</li> <li>• The strategy has a strong focus on self-determination and supporting Māori led urban development. It commits to building capacity and capability within iwi and ropū through partnerships, procurement and other means. Principle 1 expresses a commitment to honouring Te Tiriti o Waitangi including early and meaningful engagement.</li> <li>• Growing housing choices/options is an integral part of Strategic Priority 1. This includes housing options accessible to whānau Māori across the housing continuum. The partnership approach envisaged by the strategy, provides the opportunity for the types of examples provided here, to be fully explored as the strategy is implemented.</li> <li>• Strategic Priority 2 is to Support Māori urban development aspirations and build development capacity and capability.</li> <li>• The strategy includes a commitment to partnering on papakāinga projects and to using the Whenua Māori Development Team to support Māori to better access technical advice to enable land development and housing supply (SP2). Strategic priority 2 includes that we will use our social and sustainable procurement framework and practices to prioritise Māori as localised suppliers and vendors.</li> <li>• In addition, MAIHI Ka Ora – National Māori Housing Strategy has a wider housing focus and recognises the need for a 'one door' cross government approach so that Māori do not have to navigate the complexity of agency responsibilities when seeking advice in relation to housing and urban development. Kāinga Ora is committed to being part of this approach.</li> </ul>
<p>Use of Statutory Powers</p>	<ul style="list-style-type: none"> <li>• Section 9 of the strategy (strategic use of statutory powers) sets out, at a high level, how Kāinga Ora will use its statutory powers to overcome barriers to high quality urban development – e.g. to aggregate land and address infrastructure constraints. It includes a section on land aggregation powers.</li> <li>• We will also ensure this is covered in the communication of the Implementation Plan.</li> </ul>
<p>Working Collaboratively Across Government</p>	<ul style="list-style-type: none"> <li>• Noted – The strategy provides for whole of government collaboration in a number of ways – e.g. through Urban Growth Partnerships, through prioritising our activities to leverage other government investments, and through the strategic use of our regulatory powers to unlock urban development.</li> <li>• We will communicate this feedback to HUD.</li> <li>• We will add a new 'How We Work' section.</li> </ul>

Theme	Response
<p>Housing Supply, Fit for Purpose Housing and Diverse Urban Development and Housing Models / Papakāinga Housing</p> <p>Partnering with Māori</p> <p>A focus on Affordability</p>	<ul style="list-style-type: none"> <li>• Noted. The strategy includes a strong focus on quality urban design, well-functioning communities, and quality housing (public, affordable and market).</li> <li>• The strategy recognises the need for a greater range of housing typologies. The specific typologies mentioned here are noted. Strategic Priorities 1 and 2 recognise the need for greater housing choice – both in terms of supply, typologies and tenures.</li> <li>• The strategy recognises that Māori have been disproportionately impacted by housing affordability, quality and supply pressures.</li> <li>• The strategy provides for Kāinga Ora to assist or partner on papakāinga projects.</li> <li>• The strategy has a strong emphasis on affordability – e.g. through increasing the supply of build ready land (SP1) and providing certainty and stability of land and housing supply through market cycles (SP3). It also takes a broad view of affordability that includes costs to heat and maintain housing as well as transport/commuting costs.</li> <li>• The Strategy also refers to opportunities to develop affordable and market housing alongside redeveloped public housing in many locations across the country. This work has yet to receive funding.</li> <li>• Note - Our ability to provide directly for affordable housing through our large-scale projects is dependent on future funding decisions.</li> </ul>
<p>Working Collaboratively</p> <p>Working Collaboratively across Government</p>	<ul style="list-style-type: none"> <li>• The strategy reflects the importance of working with councils through urban growth partnerships. It makes several references to urban growth partnerships which are one of the key methods by which Kāinga Ora partners with local government. To date, these have been mainly planning partnerships, but we expect to see a shift towards more delivery partnerships with local government in the future. To this end, one of the criteria for prioritising our activities by place is the willingness of local authorities to partner and to enable development.</li> <li>• The strategy also refers to place-based partnerships where Kāinga Ora is likely to take a more active leadership role in the future.</li> <li>• The new section on 'How we Work' will include how we work with local government.</li> <li>• We will expand other references to local government.</li> </ul>
<p>Sustainability and Environmental Outcomes</p>	<ul style="list-style-type: none"> <li>• Environmental Wellbeing is one of Kāinga Ora's outcomes – with an objective to ensure that investment and design choices lower the emissions profile of a development. The Strategy should be considered in conjunction with the Environment Strategy.</li> <li>• Principle 6 – We actively mitigate the effects of climate change and Principle 5 – We protect and enhance the environment, address emissions reductions and climate change impacts.</li> </ul>

Theme	Response
Partnering and Relationship Building  Partnering with Māori  Working Collaboratively	<ul style="list-style-type: none"> <li>Noted – partnerships and collaboration are a strong focus of the Strategy, which allows for Kāinga Ora to further its urban development outcomes through facilitating others, entering into partnerships and direct delivery.</li> <li>Kāinga ora recognises the importance of working with local government, other central government agencies, iwi partners, private sector, and the not-for-profit sector. Kāinga ora's toolbox includes a continuum from facilitation to partnering and direct delivery. The strategy also notes that, right across the continuum, Kāinga Ora's approach is to collaborate and engage with others in every aspect of its work.</li> <li>Kāinga Ora has already established a strong track record in urban growth strategic and spatial planning partnerships. As the organisation matures, there will be more emphasis on delivering urban development through partnering models.</li> <li>We will add a new section on 'How We Work.'</li> </ul>
Need to Resolve Funding Issues	<ul style="list-style-type: none"> <li>Strategic priority 4 recognises Kāinga Ora's role in helping to address barriers to high quality development, including infrastructure funding and financing issues. It highlights that this will be in collaboration with local government and other central government agencies.</li> <li>Kāinga Ora also seeks to build at scale which will enable innovation in design and construction that will help to reduce costs (for the industry) over time.</li> <li>Kāinga Ora seeks a return on investment that is measured in outcomes such as scale, density, affordability, connectivity, social cohesion, quality of design and other characteristics of well-functioning communities.</li> <li>Note that the Government's \$3.8 billion Housing Acceleration Fund (HAF) includes \$1 billion for the Infrastructure Acceleration Fund (IAF). The IAF is a contestable fund for infrastructure investment to unlock housing development in the short to medium term.</li> <li>The HAF is complemented by the Kāinga Ora Land programme which includes \$2 billion of lending for Kainga Ora to strategically acquire and development land to increase housing supply and affordability.</li> <li>We will add more detail about the IAF (Infrastructure Acceleration Fund) to the strategy.</li> </ul>
The Need for Good Urban Design	<ul style="list-style-type: none"> <li>It is important to consider the strategy as a whole, rather than the strategic priorities on their own. Principles 3 and Strategic Priority 1 support this. Principle 3 – We create places people want to live in, includes design, quality, community and accessibility to places that people live, work and play.</li> <li>The strategy prioritises development according to a set of criteria which include rate of growth, demand, and supply shortages and also the ability to support well-functioning urban environments. This will generally favour existing urban areas which may include fast growing provincial towns. Kāinga Ora may support development in rural areas where this aligns with Māori urban development aspirations.</li> <li>The strategy recognises the importance of infrastructure in unlocking development potential. Kāinga Ora may use its powers under the Urban Development Act or investigate other avenues such as the Funding and Financing Act, to provide funding for infrastructure.</li> <li>Note that the IAF fund provides funding for up to \$1billion of infrastructure to support urban development.</li> <li>We will include a summary of the principles before the detailed discussion of strategic priorities and expand the principles in the Plan on a Page.</li> </ul>
Implementation	The strategy will be accompanied by an Implementation Plan.

# Strategy & Engagement - Key Themes

Themes	Response Groups	Kāinga Ora Strategy 2030	Supported Housing Strategic Plan	Asset Management Strategy	Environment Strategy	Partnerships Strategy	Urban Development Strategy
Partnerships & Relationships Building	General	Partnering and relationship building	The importance of partnerships	Partnering and relationship building		<ul style="list-style-type: none"> <li>Partnership and Relationship building</li> <li>Benefits of partnering</li> <li>Challenges of Partnering</li> </ul>	Partnering and Relationship building
	Iwi	<ul style="list-style-type: none"> <li>Building trust and shared outcomes</li> <li>We do not want master-servant relationships</li> <li>Long-term relationships will allow Kāinga Ora to be anchored in their characteristics</li> <li>Partnership is key</li> </ul>	<ul style="list-style-type: none"> <li>Partnership</li> <li>Relationship building</li> </ul>	<ul style="list-style-type: none"> <li>Partnership</li> <li>Partnerships with Iwi &amp; Maori businesses</li> </ul>		<ul style="list-style-type: none"> <li>Relationship expectations</li> <li>A genuine partnership</li> <li>A partnership built on honesty and clarity</li> <li>A partnership that creates opportunities for everyone involved</li> <li>No surprises policy</li> </ul>	
Relationships with Māori	General			Opportunities to leverage better outcomes for Māori		Relationship with Māori	Partnering with Māori
	Iwi	<ul style="list-style-type: none"> <li>By Māori, for Māori</li> <li>Valuing our mana – do your due diligence</li> </ul>		Partnering with Māori		Working with iwi and rūpū Māori	<ul style="list-style-type: none"> <li>Prioritising Māori</li> <li>Genuine Partnership: By Māori - For Māori</li> <li>Rangatiratanga</li> <li>Te Ao Māori concepts in design</li> <li>True Treaty partnership</li> <li>Partnering with Māori</li> </ul>
Working Collaboratively	General	Working collaboratively	Working collaboratively	Working collaboratively	Working collaboratively	Working collaboratively	Working collaboratively
	Iwi	<ul style="list-style-type: none"> <li>Collaboration</li> <li>Working together</li> </ul>		Working Collaboratively	Collaboration (especially with local authorities)		Information sharing (across housing sector)
Working Collaboratively across Government	General		Working collaboratively across Government	Working collaboratively across Government		Working with Government	Working collaboratively across Government
	Iwi	All of government approach to housing solutions					

## Strategy & Engagement - Key Themes (Page 2 of 4)

Themes	Response Groups	Kāinga Ora Strategy 2030	Supported Housing Strategic Plan	Asset Management Strategy	Environment Strategy	Partnerships Strategy	Urban Development Strategy
Focus on Sustainable outcomes	General	A focus on sustainable outcomes			<ul style="list-style-type: none"> <li>A focus on Environmental outcomes (&amp; social procurement opportunities to achieve them)</li> </ul>	<ul style="list-style-type: none"> <li>A focus on sustainable outcome</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability and Environmental outcomes</li> </ul>
	Iwi				<ul style="list-style-type: none"> <li>Environmental wellbeing</li> <li>Reducing waste</li> <li>Renewable resources</li> <li>Environmental wellbeing</li> </ul>		
Thriving Communities	General	Thriving communities	<ul style="list-style-type: none"> <li>Besoke services to respond to diverse needs</li> <li>Support for Tenants</li> </ul>	<ul style="list-style-type: none"> <li>Thriving Communities</li> <li>Support for Customers</li> </ul>	Thriving communities	Thriving communities	Thriving communities
	Iwi	<ul style="list-style-type: none"> <li>We do it for the love of our people</li> <li>Building thriving communities together</li> </ul>	<ul style="list-style-type: none"> <li>Responsiveness to tenants needs, including culturally responsive responses</li> <li>Support for whanau</li> <li>Stability of tenure</li> </ul>	<ul style="list-style-type: none"> <li>Thriving communities and thriving whanau</li> </ul>		Recognise the importance of Kāinga Ora to help tackle homelessness	
Engagement & Communication	General				Community engagement and communication	The importance of communication and engagement	Community engagement and communication
	Iwi	Communication	<ul style="list-style-type: none"> <li>Language</li> <li>Engagement</li> <li>Communication</li> <li>Provide engagement with iwi</li> </ul>	<ul style="list-style-type: none"> <li>Engagement</li> <li>Communication</li> </ul>		<ul style="list-style-type: none"> <li>Genuine engagement</li> <li>Making the engagement process with Kāinga Ora effortless</li> <li>Develop a collective approach to engage better</li> </ul>	<ul style="list-style-type: none"> <li>Language &amp; terminology</li> <li>Genuine engagement</li> <li>Simplify the language for a Māori and wider audience</li> </ul>
Cultural Competency	General	Cultural competency within Kāinga Ora	Grounded in Te Ao Māori				
	Iwi	<ul style="list-style-type: none"> <li>He Waka Hourua must be true</li> <li>Te Tautaki Māori 2021-2026 and Kāinga Ora strategy are not aligned</li> </ul>		<ul style="list-style-type: none"> <li>Te Ao Māori standards</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with mana whenua to ensure Māori concepts are incorporated</li> <li>Cultural competency within Kāinga Ora</li> </ul>	<ul style="list-style-type: none"> <li>Te Tiriti</li> </ul>	<ul style="list-style-type: none"> <li>Māori staffing and capacity in Kāinga Ora</li> </ul>

## Strategy & Engagement - Key Themes Page (Page 3 of 4)

Themes	Response Groups	Kāinga Ora Strategy 2030	Supported Housing Strategic Plan	Asset Management Strategy	Environment Strategy	Partnerships Strategy	Urban Development Strategy
Capacity & Capability Building	General			Opportunities to leverage better outcomes for Māori			Community and Māori development and Capacity building
	Iwi	<ul style="list-style-type: none"> <li>• Capability Building</li> <li>• Systems and Processes</li> <li>• Working with Iwi, hapū and rūpū Māori to build capacity</li> </ul>	Capability & Capacity Building	<ul style="list-style-type: none"> <li>• Māori capability building</li> <li>• Building capability and capacity</li> </ul>	Capability & Capacity Building	Capability & Capacity Building	<ul style="list-style-type: none"> <li>• Māori development and capacity building</li> <li>• Working with Iwi and Hapū to build local capacity and capability</li> <li>• Supporting Māori providers</li> <li>• Capacity issues</li> <li>• Building capacity and capability</li> </ul>
Housing Models	General	Diversity of Housing Models	<ul style="list-style-type: none"> <li>• Fit for purpose housing</li> <li>• Diversity of housing</li> <li>• Other housing models</li> </ul>	<ul style="list-style-type: none"> <li>• Fit for purpose housing</li> <li>• Diversity of housing</li> <li>• Housing standards</li> </ul>	Housing supply	Fit for purpose housing	<ul style="list-style-type: none"> <li>• Housing supply, fit for purpose housing and diverse urban development and housing models</li> </ul>
	Iwi	Housing types and models	<ul style="list-style-type: none"> <li>• Housing Design/Amenity</li> <li>• Housing models/ Papakāinga housing</li> </ul>	<ul style="list-style-type: none"> <li>• Housing quality</li> <li>• Culturally appropriate housing design and amenities</li> <li>• Housing quality and standards</li> <li>• Housing supply and fit for purpose housing</li> <li>• Healthy homes</li> </ul>			<ul style="list-style-type: none"> <li>• Housing supply</li> <li>• Housing Types/ Papakāinga housing</li> <li>• Housing aspirations</li> </ul>
Regional & Local Responsiveness	General	Regional and local responsiveness and the need for a geographical approach	Local Responsiveness	Local Responsiveness	Regional and local responsiveness and the need for a geographical approach	Regional and local responsiveness and the need for a geographical approach	Regional and local responsiveness and the need for a geographical approach
	Iwi	Regional responsiveness and the need for a geographical approach	Regional responsiveness and the need for a geographical approach	Regional responsiveness / locational framework		Regional responsiveness	Regional responsiveness/ Papakāinga housing
Kāinga Ora using its influence	General	Kāinga Ora using its role and influence		Kāinga Ora using its role and influence	Kāinga Ora using its role and influence to lead innovative change	Kāinga Ora using its role and influence	Kāinga Ora using its role and influence
	Iwi				<ul style="list-style-type: none"> <li>• Support</li> </ul>		
Funding & Resourcing	General	Need to resolve funding issues	Funding	Resourcing	Funding	Funding/ Resourcing	Need to resolve funding issues
	Iwi	<ul style="list-style-type: none"> <li>• Resourcing</li> </ul>					

## Strategy & Engagement - Key Themes Page (Page 4 of 4)

Themes	Response Groups	Kāinga Ora Strategy 2030	Supported Housing Strategic Plan	Asset Management Strategy	Environment Strategy	Partnerships Strategy	Urban Development Strategy
Good Urban Design	General	A broader focus on Urban development including transport					The need for Good Urban design
	Iwi						<ul style="list-style-type: none"> <li>Infrastructure needs in urban development</li> <li>Need for good urban design</li> </ul>
Focus on Affordability	General	A focus on Affordability					A Focus on housing affordability
	Iwi	Affordability					Affordable housing
Legislation and Policy Issues	General						Use of statutory powers
	Iwi	Legislation & Policy issues		Legislation & Policy issues			
Data Informed Decisions	General			Data informed decisions	Data informed decisions		
	Iwi						
Systems & Processes	General				Strategic / Systems approach		
	Iwi	Systems and Processes					
Implementation	General				A focus on Implementation		Implementation
	Iwi						Implementation
Internal Organisational Alignment	General	Internal organisational alignment	Internal organisational alignment		Internal organisational alignment	Internal organisational alignment	
	Iwi						
Creating Opportunities	General		Social procurement opportunities		A focus on Environmental outcomes (and social procurement opportunities to achieve them)		
	Iwi			Creating local employment pathways			Creating local career and employment opportunities for the greater good



**Kāinga Ora**  
Homes and Communities

