



# Statement of Intent

Amended: March 2014

### **Who is Tāmaki?**

I am the maunga, the awa, the land and the sea  
I am an ageing Rangatira and a warrior to be  
I am a scarred war veteran and a new born babe  
I am the Matai of the village and Taupo o le ainga  
I am a Rhodes scholar and a patched gang member  
I am 'Ulumotu'a of the family and the local cop  
I am a teacher, caregiver and Manaiakalani student  
I am a solo mum of five and a lost teenage boy  
I am a spiritual leader and a person of faith  
I am the tears of despair, of hope and of joy  
I am Aotearoa, Niu Sila, Aukilani, our home

### **Together, we are Tāmaki**

# Preface



## Te pai me te whai-rawa o Tāmaki The luxury and wealth of Tāmaki

**The tides of Tāmaki River have sustained human life for almost a thousand years, bearing waka to the fishing grounds of the Waitemata harbour and beyond.**

On the river's western shore, Māori pioneers would have encountered a mature subtropical forest covering today's suburbs of Pt. England, Glen Innes and Panmure.

The area was highly prized for its fertile soil and its food basket of trees, birds, and seafood.

Gardens of kumara, taro and yams, and oceans of snapper, stingray, flounder, and shellfish provided sustenance for forty generations of human existence.

The abundance of food was so apparent in early years, Tāmaki people could harvest oysters clinging to mangroves.

Early European settlers were also taken with the area. In 1840, Surveyor-General Felton Matthew recommended that Panmure be the nation's new capital.

Today, Tāmaki's outstanding natural environment is overshadowed by its run-down built environment, and life in recent years has got harder for many of its people.

Their social and economic challenges are well known.

But, there remains plenty of pride and aspiration. As one resident at Ruapotaka Marae said recently, "people feel a strong sense of attachment and a real sense of identity with Tāmaki."

With a strong sense of history and community, the area's 18,000 residents are ready to create a better future for themselves and generations to come.

**Tāmaki is ready.**

## A Message from Tāmaki Redevelopment Company

We are pleased to present the *Statement of Intent (SOI)* for Tāmaki Redevelopment Company Limited (TRC).

This SOI is submitted by the Board of Directors of the Tāmaki Redevelopment Company Limited pursuant to Schedule One of the TRC Constitution. It sets out the objectives and intentions of TRC. This amended Statement of Intent has been updated to include Stage One (A) through to 30 June 2014 as per the Shareholders decision on funding TRC’s core responsibilities and regeneration activities for the remainder of the 2013/14 financial year. The period covered by this SOI ends at the completion of Stage One or 30 June 2014, whichever date is earlier.

As requested by shareholders, our SOI reflects the development and delivery of:

- TRC’s prioritised objectives
- TRC’s purpose and operating principles
- a compelling “Tāmaki Vision”
- identification of catalyst (capital and community development) projects
- the Strategic Framework and its compliance with Article 3.3 of the Heads of Agreement
- the Business Case
- input in to the draft Auckland Unitary Plan to deliver the Strategic Framework
- how TRC proposes to engage with stakeholders, particularly the Tāmaki community
- a strong assurance and risk framework
- Key Deliverables as agreed by shareholders, 12 December 2014

TRC has a strong sense of community purpose. Our SOI demonstrates our desire and intention to work with iwi to achieve the aspirations of Tāmaki’s mana whenua and acknowledges its responsibility under the Treaty of Waitangi.

Due to the significant momentum of our strategic issues, we welcome the continued and pragmatic engagement with officials and shareholders. We would also like to reassure shareholders that our planning, particularly around the Strategic Framework and Business Case, will reflect shareholders’ expectations.

We are looking forward to working with shareholders and the community to deliver the TRC regeneration objects.

Brian Donnelley  
Chair  
**Tamaki Redevelopment Company**

## Table of Contents

A Message from Tāmaki Redevelopment Company.....	4
Table of Contents.....	5
1. Introduction .....	7
1.1. Purpose and Scope of SOI.....	7
Stage One Amended: Stage One (A) .....	7
1.2. Background .....	7
1.3. Shareholders Purpose of the Company .....	8
1.4. Key Board Decisions.....	9
1.5. Area of Influence.....	11
1.6. Operating Environment .....	11
2. Nature and Scope of Activities.....	13
2.1. Expected Outcome.....	13
2.2. Progression .....	13
2.3. Contents of Tāmaki Regeneration Documents .....	14
Community Development Programme.....	17
2.4. Working & Operating Principles .....	18
2.5. Engagement with Stakeholders .....	18
2.6. Unitary Plan.....	21
2.7. Identification and Support of Catalyst Projects .....	21
2.8. Shareholder Relationships .....	22
2.9. Key Terms.....	23
3. Financial Forecast .....	24
3.1. Forecast Financial Statements .....	24
3.2. Statement of Accounting Policies .....	27
4. Statement of Current and Forecast Service Performance.....	28
4.1. Output Class One: Finance.....	28
4.2. Output Class Two: Operations .....	29
5. General.....	30
5.1. Board Approach to Governance .....	30
5.2. Representation and Commitment Statement .....	31
5.3. Relationships.....	31
6. Organisational Health, Capability and Risk Management .....	33
6.1. Assurance Framework.....	33

6.2. Organisational Resilience.....	33
6.3. Good Employer .....	34
6.4. Health and Safety.....	34
Directory .....	35
Supporting Definitions .....	37
Appendix One: Tāmaki Regeneration Area of Interest.....	39
Appendix Two: Tāmaki Way of Working.....	40
Appendix Three: Proposed Stage One Assurance Hierarchy .....	41
Appendix 4 – Activities Schedule approved by Shareholders on 12 December 2013 .....	43

## 1. Introduction

### 1.1. Purpose and Scope of SOI

This Statement of Intent (SOI) is presented by the Tāmaki Redevelopment Company (the Company or TRC) in accordance with the requirements of the Heads of Agreement (HOA), Constitution, and more recently the draft Letter of Expectations (LOE). The SOI covers the Company's Stage One activities, and has been amended to include Stage One (A), through to 30 June 2014. .

The purpose of this SOI is to promote public accountability for the Company by:

- enabling the shareholders to participate in the process of setting the Company's Stage One activities;
- setting out for the shareholders those activities; and
- providing a base against which the Company's actual performance can later be assessed.

The Company's establishment and activities will be carried out in two stages:

- Stage One: The first stage of the establishment and activities of TRC which involves the delivery of the Tamaki Vision, Strategic Framework and Business Case for shareholders decision
- Stage Two: The second stage of the establishment and activities of TRC will commence if the shareholders agree to proceed to Stage Two.

#### Stage One Amended: Stage One (A)

The shareholders' decision on funding the Tamaki Redevelopment Company's (TRC) core responsibilities and regeneration activities for the remainder of the 2013/14 financial year was advised on 12 December 2013.

The funded Activities Schedule is outlined in Appendix 4 and will be known as Stage 1A.

The Company will undergo a significant amount of change in order to deliver Stage Two in relation to its functions and capabilities. The strategic future of the Stage Two organisation will be influenced by the Strategic Framework and Business Case defined in Stage One. This will require additional financial resourcing, people and governance structures which will be identified in the Business Case.

### 1.2. Background

The Company was incorporated on 6 August 2012 by the shareholders (Minister of Housing, Minister of Finance, and the Mayor of Auckland). The Crown and Auckland Council agreed to establish the Company to support the regeneration of Tāmaki. There are four regeneration objectives captured in the Tāmaki Heads of Agreement that was signed by the Crown and Auckland Council on 24 July 2012, as follows:

- **Social:** Supporting Tāmaki residents and families to gain the skills, knowledge and employment opportunities to progress in their lives;
- **Economic:** Strengthening the local economy and unlocking the potential of the Tāmaki area to enable a prosperous community and deliver better value for money to the Crown (with a focus on increasing the return on investment and realising the potential value from state and council-owned housing);

- **Spatial:** Creating safe and connected neighbourhoods that support the social and economic development of Tāmaki and its community; and
- **Housing resources:** Optimising the use of land and existing housing stock to effectively support and deliver social and economic results, including progressing private housing development and better public housing options for Tāmaki.

When the Company was incorporated, an Advisory Board provided oversight for the company until the formal Board commenced its tenure. Both the Advisory and Current Board were integral in the set-up of the company's organisational structure and systems. A transition team was established and led by Lee Mathias as Caretaker Director.

The Chief Executive, Debra Lawson, started in early September 2012. The transition team organised the leasing of offices in Glen Innes and began establishing the necessary systems and structures for operational effectiveness. The first three months focused on engagement with key stakeholders, and the recruitment of nine key positions to ensure the Company had the necessary skills and capabilities to deliver on the objectives identified in Stage One.

The formal Board was appointed on 20 December 2012 and their induction at the first Board meeting occurred on 15 February 2013.

Work commenced on delivering the Tāmaki Documents as defined in the Company's initial SOI, and in June 2013 Shareholder requirements were amended to focus on demonstration projects. Shareholders requested the Full Business Case be delayed through until May 2014, and TRC was instructed to deliver an Interim Business Case in which included Housing Demonstration Projects were included, in partnership with Housing New Zealand Corporation.

TRC delivered the Strategic Framework, Community Engagement report and the Interim Business Case to shareholders on 29 July 2013. In September 2013, the Auckland Council endorsed the Strategic Framework and the funding required for the demonstration projects. The Crown endorsed the Strategic Framework in November 2013, and in December 2013 confirmed their funding of activities outlined in Appendix 4.

Changes resulted in the reclassification of TRC as a schedule (4A) Company within the Public Finance Act (1989).

The Heads of Agreement and Constitution were updated by shareholders reflecting this reclassification and the changes resulting from the shareholders decision on funding the Tamaki Redevelopment Company's core responsibilities and regeneration activities for the remainder of the 2013/2014 financial year. These amendments were endorsed by Shareholders on 4 February 2014. A requirement was to update TRC's SOI.

### **1.3. Shareholders Purpose of the Company**

The overarching purpose of the Company is to pursue the Objectives in accordance with the Heads of Agreement, the Letter of Expectation and (once formally approved by the shareholders) the Strategic Framework. The Company will pursue the Objectives by:

- Leading and integrating a programme of activities (with involvement of public, private and non-government organisations) to transform Tāmaki, including planning and preparatory activities;
- Procuring and/ or influencing physical and spatial development, including with regard to housing, infrastructure and amenities; and
- Facilitating alignment and the design and delivery of placed-based social and economic projects to lift prosperity and well-being in Tāmaki.

The shareholders primary purpose for the Company during the period covered by this SOI, (Stage One and Stage One (A)), is to produce the Tāmaki Regeneration Documents\*<sup>1</sup>, and deliver the Activities listed in the Activities Schedule (Appendix 4) by 30 June 2014.

The Auckland Council explicitly supports the regeneration of Tāmaki in its Auckland Plan. As part of the Auckland Plan Development Strategy, the Auckland Council has identified Tāmaki as one of nine priority areas for growth for the first three years. In practice this means that the Auckland Council's infrastructure investment will be more significant in Tāmaki than in other lower-priority areas.

For the Government, the Tāmaki regeneration is about challenging government agencies to think differently and act boldly to develop new ways of working together that deliver better outcomes and better value.

With a focus on social, economic, housing and spatial initiatives - and building on the work that has already been undertaken over recent years - the Programme presents an exciting opportunity to bring together a wide range of public and private partners, and regeneration initiatives under one entity.

#### **1.4. Key Board Decisions**

The Interim Board, Caretaker Director and current Board have made a number of key decisions in the development of TRC. Some of these are:

##### Establishment of TRC:

- Establish the TRC office in the heart of Glen Innes
- Opening of Company Bank Accounts, Company incorporation and registration, appointment of the sole director and Chief Executive of the company, company shares, the company's auditor, and appointment of solicitors
- Establishment of All of Government Contracts for Recruitment, IT Support, IT and phone installation, legal and travel
- Media policy
- Establishment tasks and initial organisational structure
- Formal planning programme to keep focus on delivery of key objectives
- Transformation Brief outlining a base line of information about the Tāmaki area

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<sup>1</sup> \* Tāmaki Regeneration Documents include the Draft Tāmaki Vision (to be contained within the Strategic Framework), Strategic Framework and the Business Case, and are further defined in section 2.

- Delegations policy and Treasury policy

#### Unitary Plan:

- Input to support the engagement with the Auckland Council on the Unitary Plan in the early stages, prior to statutory notification.

#### Catalyst Projects:

**Community Development projects** - selection criteria determined and endorsement received to support key projects

- Manaiakalani Education Trust
- Financial Literacy Programme
- Tāmaki Learning Champions (Early Childhood Education)
- Community Safety Initiatives, Neighbourhood Policing Team
- Tāmaki Youth Employment Programme (based on CadetMax)

**Capital Development projects** – TRC is targeting a number of start-up projects which will demonstrate both the regeneration approach and build environment quality that TRC is committed to. There will also be the opportunity to capture the best practice work done on innovative procurement practices that support the local economy. A paper went to the Board in April 2013, where the Board approved the investigation of five candidate sites to determine which two would offer the best opportunity for Tāmaki residents.

The Shareholder directive to partner with Housing New Zealand for the housing development has identified two sites which are now known as Tamaki Neighbourhoods and covered in the Activities Schedule in Appendix 4.

#### Engagement:

Engagement with key stakeholders to introduce TRC, our objectives, priorities and the Chief Executive

- Feedback and endorsement of the TRC Vision and Outcomes
- The establishment and implementation of the Cultural Mapping project
- Draft Communications and Stakeholder Engagement framework
- Economic Development Forum
- Accountability and Engagement framework
- Stakeholder Engagement Strategy
- Formal blessing of the TRC office
- Powhiri to welcome the Chief Executive and transition team (31 October 2012)
- Glen Innes Carnival day (10 November 2012)
- Powhiri to welcome new permanent staff and Board Chair (23 January 2013)

- Kids in Family day (23 March 2013)

## 1.5. Area of Influence

Located in Glen Innes, the TRC office is located in the heart of the regeneration area (referred to as Tāmaki in this document). The area includes the suburbs of Glen Innes, Pt. England and parts of Panmure, as outlined in the attached map (Appendix One). Shareholders have acknowledged that this outline is indicative only and is not a statutory boundary.

The Company will provide advice on any adjustments to the indicative boundary as part of its Stage One activities.

The Advisory Board has updated the indicative boundary to include the sports grounds, Ngahui Reserve and the AMETI Connection, and this has been formally endorsed by the Board. These areas were included due to their strategic importance, either in

- opportunities for economic development associated with the Panmure TOD and improved transport connections; or
- the opportunity to provide a broad range of open space and recreational activities which will increase the recreational prospects for Tamaki residents and surrounding areas.

The current area of influence has been updated by the Auckland Council's Geographic Information System (GIS) and is now included in all public documentation, including the Auckland Council's website.

## 1.6. Operating Environment

Tāmaki has some opportunities and key assets, including:

- *A range of natural advantages:* coastal boundaries and green spaces
- *Location and Accessibility advantages:* 15 minutes by train to the city and adjacent to major commercial, education and property developments with substantial future infrastructure investment planned (for example, transport)
- *People:* estimated population of 18,150 in June 2011. Culturally diverse community, 23% Māori, 45% Pacific Island, as well as a young population with 29% of people under the age of 15 (compared to 19% in wider Auckland).
- *Identity:* The area is also characterised by a strong community identity and sense of place within Auckland.

However, the population of Tāmaki is also faced with a range of challenging socio-economic trends in the areas of health, education, welfare, and crime, among others. Key challenges within the environment include:

- *Concentration of socio-economic disadvantage:* The Tāmaki community is characterised by relatively high levels of deprivation, low levels of education, a high percentage of young parents, low income and a high dependency on benefits.
- *Poor capital asset efficiency* due to high proportion of separate dwellings.

- *Slow rate of housing growth:* Housing New Zealand Corporation (HNZC) has increased the stock by only 52 dwellings over the last five years, and an average of only 20 consents have been issued per year by the Auckland Council to the private sector.
- *Negative views and perceptions among potential investors:* Evidence suggests private investors are deterred from investing in the area due to insufficient financial incentives and a lack of certainty around resource consents.
- *Lack of alignment between key partners due to the wide range and large number of public and private projects being delivered in the area.*

In addition to the opportunities and challenges above, TRC itself represents both opportunities and challenges as the first urban regeneration company of its kind in New Zealand.

## 2. Nature and Scope of Activities

### 2.1. Expected Outcome

#### Tāmaki Regeneration Documents

At the end of the SOI period the Company is required to deliver the following documents to the Shareholders:

- Draft Tāmaki Vision (to be contained within the Strategic Framework)
- Strategic Framework
- Business Case

These are referred to collectively as the "**Tāmaki Regeneration Documents**". These documents will cover the delivery phase of the regeneration in Tāmaki (Stage Two).

#### Catalyst projects

- **Community Development projects:** Selection criteria defined for Community Development projects. Potential projects identified and support for four Community Development projects is underway.
- **Capital Development projects:** Potential capital development projects have been identified to the Board for investigation, feasibility assessment and potential delivery.

**Unitary plan:** Input and engagement with the Auckland Council on the Unitary Plan prior to statutory notification. Special provisions for regeneration in Tāmaki considered and included in the Unitary Plan.

#### Activities Schedule

Additional outcomes required to be delivered by TRC by 30 June 2104 are detailed and prioritised in Appendix 4, and were formally funded by Shareholders on 12 December 2013.

### 2.2. Progression

The Company will progress the Tāmaki Regeneration Documents and the Activities Schedule in accordance with the criteria, principles and timeframes prescribed under the HOA by carrying out the activities in this Section 2, "Nature and Scope of Activities".

## 2.3. Contents of Tāmaki Regeneration Documents

Document	Purpose	Time Frame/ Scope	Prime Audience	Key Terms
Vision Statement	To provide the enduring high level framework from which all other planning flows.	For the life of TRC	Everyone who is involved in Tāmaki transformation.	<ul style="list-style-type: none"> <li>• Compelling picture of the future</li> <li>• Key outcomes with measures</li> <li>• Stakeholder buy-in</li> </ul>
Strategic Framework	To describe how the vision and outcomes will be achieved.	For the life of TRC	Everyone who is involved in Tāmaki transformation.	<ul style="list-style-type: none"> <li>• Areas of intervention</li> <li>• Key strategies/programmes</li> <li>• Standards</li> <li>• Sequencing</li> <li>• High level spatial assumptions</li> </ul>
Development Plans (locality plans)	To provide detailed plans specifying how the Strategic Framework will be delivered on the ground.	1 year > <5 years By locality	Those engaged in the development and delivery of specific projects.	<ul style="list-style-type: none"> <li>• Spatial plan</li> <li>• Projects</li> <li>• Investment</li> <li>• Partners</li> </ul>
Business Case	To seek investment by the shareholders in Tāmaki transformation.	Life of the investment	Shareholders, TRC Board and management.	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Economic</li> <li>• Commercial</li> <li>• Financial</li> <li>• Management</li> </ul>
Business Plan	To manage the day to day operations of the TRC business.	3 year rolling Revised annually	TRC Board, management and staff	<ul style="list-style-type: none"> <li>• TRC Outputs</li> <li>• Resource allocation</li> <li>• Financial</li> <li>• Risk management</li> </ul>
Statement of Intent	To agree key ownership terms between TRC board and its shareholders.	Revised SOI to reflect Stage Two. Thereafter, 3 year rolling Revised annually	TRC Board, shareholders, partners, parliament and the public	<p>TRC outputs linked to key outcomes</p> <ul style="list-style-type: none"> <li>• 3 year targets</li> <li>• High level strategies to achieve targets</li> <li>• 3 year high level financials</li> <li>• Key policies</li> <li>• Risk management</li> </ul>

### 2.3.1. Development and Finalisation of the Tāmaki Vision

The Tāmaki Vision and Outcomes were developed to synthesise much of the work developed by the Tāmaki Transformation Programme prior to the setup of TRC and in respect to the legacy work undertaken. One of the key deliverables for TRC was to build on the work already undertaken within Tāmaki. The Tāmaki vision was developed by the community and has been refined with input from the TRC team and the Interim Board. In addition the TRC team have added two new Key Result areas – Natural Environment and Happy Healthy Children.

#### TĀMAKI'S VISION

Tāmaki is a strong and welcoming community, where people thrive and prosper, celebrated for its distinct history and vibrant future

#### END OUTCOMES

More Tāmaki residents have good sustainable employment

Connected, safe, attractive and well-used spaces

Tāmaki's people and children are engaged, healthy and safe

#### KEY RESULT AREAS

##### TALENT, INNOVATION AND ECONOMIC WELLBEING

###### EDUCATION AND SKILLS

A talented and employable workforce, including young people that are equipped with the knowledge, skills and values to be successful in the 21<sup>st</sup> Century

###### EMPLOYMENT

Opportunities for employment, building career paths, local employment and connection to other employment areas. Access to regional employment industries and skills

###### ECONOMIC DEVELOPMENT

More productive, high-value, sustainable and connected businesses that offer quality employment opportunities and increase the area's economic growth

###### INNOVATION

New ways of working that deliver efficiency, collaboration and different solutions to address complex problems

##### PLACES AND NEIGHBOURHOODS

###### HOUSING

More and better homes that are affordable and reflect current and future demand for housing

###### URBAN ENVIRONMENT

Attractive, safe, connected, and valued spaces that support a variety of urban lifestyles

###### NATURAL ENVIRONMENT

Looking after and caring for the Maunga, water, open space and air. Natural environment to be healthy and resilient, to support diverse lifestyles

###### TRANSPORT

An innovative and efficient local transport network that champions a variety of low-energy public transport options. Local services that link the periphery to the centre, and to the regional network (spoke and hub)

##### LIFESTYLE

###### HEALTH, ACTIVITY AND RECREATION

People lead happy, healthy, active lives and participate in civic, sports, arts, and recreational activities at all ages

###### HAPPY HEALTHY CHILDREN

Thriving children who have nutritious food, a warm safe home, medical attention if they are sick, good education and fun, safe places to hang out and play

###### SAFETY AND SECURITY

A safe place to live, work and visit, with high levels of trust and feelings of safety

###### CULTURAL IDENTITY

Tāmaki is a community where cultural diversity, social inclusiveness, creativity and heritage are celebrated and leveraged as strengths

##### 'TĀMAKI WAY OF WORKING'

The Tāmaki Transformation Programme provides a benchmark for public service delivery in New Zealand, clearly demonstrating the benefits of a partnership approach between national and local government, business, and community

TRC's vision for Tāmaki will be achieved through the delivery of programmes in alignment with the outcomes in the HOA, and wider Government, Auckland Council and Local Board objectives. Regeneration in Tāmaki is about taking an integrated and "whole of community" approach to challenges by delivering lasting improvements in economic, physical, social and environmental conditions.

### **2.3.2. Preparation of the Strategic Framework**

The Company will prepare a 20-25 year Strategic Framework for all of Stage Two of the regeneration in Tāmaki and meet the expectations outlined in the LOE to continue to engage with the community and offer short term deliverables that meet the wider Strategic Framework.

TRC developed the Draft Strategic Framework and delivered a first iteration to shareholders on 15 April 2013 for Crown and Auckland Council feedback.

The Draft Strategic Framework has been developed to:

- reflect the objectives and Crown or Auckland Council goals for the regeneration in Tāmaki advised to the Company;
- include all matters specified in the initial SOI for inclusion in the Strategic Framework;
- reflect and refine the draft Tāmaki Vision;
- cover all of Stage Two of the regeneration in Tāmaki, not just the specific activities to be performed by the Company; and
- take into account previous public consultation on Tāmaki plans, including the Auckland Council Future Planning Framework Tāmaki Area Plan.

TRC is yet to complete the identification of deliverable and measurable targets for Programme outputs, covering all Regeneration objectives. These will be defined in the final Strategic Framework.

During formulation of the Strategic Framework the Company will continue to actively engage with stakeholders and engage in appropriate public consultation. As part of this engagement, the Company will release the Draft Strategic Framework for stakeholder comment in June/ July 2013.

Section 2.6.2 further outlines stakeholder engagement on the Strategic Framework.

### **2.3.3. Preparation of Business Case(s) and Preferred Business Model(s and Implementation Plan to 30 June 2014)**

In parallel with preparing the Strategic Plan, the Company will prepare a Business Case (or cases) for Stage Two that will use the five components: Strategic, Economic, Commercial, Financial, and Management to cover:

- implementation of the Strategic Framework by the Company;
- the preferred business model(s) to be adopted (including matters relating to capitalisation, asset transfers, shareholder contributions, and indicative precinct plan commercial methodologies);
- leading spatial alignment along with other key coordinating agencies;
- options to partner with third sector housing providers and leverage private capital towards regeneration outcomes, including, but not limited to:

- A future role as a competing social housing provider, and
- Approaching regeneration in a staged manner that provides a ‘proof of concept’.

To the extent applicable, the Business Case(s) will be prepared using the Crown “Better Business Case” process.

In June 2013, Shareholders amended the requirements for the delivery of the Business Case into two parts. This was confirmed via the Heads of Agreement Addendum in December 2013 which outlined:

- Interim Business Case (due and delivered on 29 July 2013):
  - to include Housing Demonstration Projects in partnership with Housing New Zealand Corporation in lieu of completing the full financial, commercial and management cases for substantive Stage Two development.

At the 24 March Shareholders meeting this requirement was changed as follows:

- Implementation Plan (due 30 May 2014):
  - The Implementation Plan should take the form of a practical plan for regeneration in Tamaki over the next five years. The Implementation Plan is to be a concise, practical plan for regeneration that informs Shareholders of what capital commitments are required, in what financial years they arise and how they might be met. The focus and priority for the next 18 months is to be on the demonstration projects.

#### 2.3.4. *Delivery of the Activities Schedule*

The Company will undertake the prioritised activities listed in the Activities Schedule in Appendix 4.

<b>Programme/ Activity</b>	<b>Shareholder Priority</b>
<b>Broad based community Support for the Tāmaki Regeneration Programme</b>	
Community Engagement	High Importance
Community Events	As Necessary
Special Housing Areas (SHAs)	High Importance
Community Development Programme <ul style="list-style-type: none"> <li>● Maori and Pacific Island Community Development Programme</li> <li>● Children and Youth Programmes</li> </ul>	As Necessary
Determine future role of community housing provider (includes tenancy management)	Critical
Skills Development	High Importance
Support into Employment	As Necessary
<b>Tāmaki Neighbourhoods Programme (Demonstration Projects)</b>	
Fenchurch Area	Critical
Overlea Area	Critical
Catalysing the Private Sector Investment	As Necessary
Affordable Homes Strategy to enable access existing funding	Critical

ECE	Critical
<b>Maybury Implementation Plan (Maybury Corridor)</b>	
Maybury Implementation Plan	Critical
Ngati Whatua Block	Critical
Maybury Marae/Cultural Precinct Development Plans	Low Priority
<b>Long term regeneration Planning (Tāmaki Wide)</b>	
Implementation Strategy and plan	Critical
Long Term Regeneration Planning (Business Case)	Critical

## 2.4. Working & Operating Principles

The ‘Tāmaki Way of Working’ model (Appendix Two) will continue to underpin the way that the Company operates. In support of this, TRC will conduct business through sound operating principles that include:

- Exhibiting a sense of social and environmental responsibility;
- Establishing and maintaining processes for community engagement regarding its activities; and
- Exhibiting sound business practice, including responsible and transparent financial management, procurement integrity, sound regeneration principles and practice, and a “no surprises” communication policy.
- Developing and operating Human Resources policies that complies with the principle of being a Good Employer;

## 2.5. Engagement with Stakeholders

The ‘Tāmaki Way of Working’ was developed in conjunction with the Tamaki community and will guide the Company’s engagement activities. The community engagement programme which covers the period of this SOI will build on the significant consultation work undertaken by the former Tāmaki Transformation Programme. It will be adapted and improved following input from community leaders and will continue to be improved as the Stage One consultative exercise continues.

The primary aim of the Stage One community engagement is to “check back in” with the Tāmaki community and other key stakeholders and provide feedback to inform the shareholders decision regarding Stage Two. Feedback from stakeholders during the period of this SOI will help shape and influence key programmes and initiatives.

Shareholders, via their Letter of Expectations, have reaffirmed their expectation around real and authentic engagement with the community. The Company will take a broad approach that will ensure TRC engages in a way that will work with the diverse community we service. We will align our work with the community’s views and aspirations.

TRC will participate in two way communication with our stakeholders with the view to gaining community support and participation throughout the life of the regeneration in Tāmaki. Whilst a number of feedback channels will be established, TRC also acknowledges that for the community of Tāmaki, kanohi ki te kanohi (face to face), remains the communication and feedback channel of choice.

### ***2.5.1. Process for Active Engagement with Stakeholders on the Strategic Framework***

The Tāmaki Regeneration Programme's ambition is to become a benchmark for stakeholder and community engagement. The company will establish a process which demonstrates the tangible benefits of partnership and collaboration between business, national and local government, and the communities that they serve.

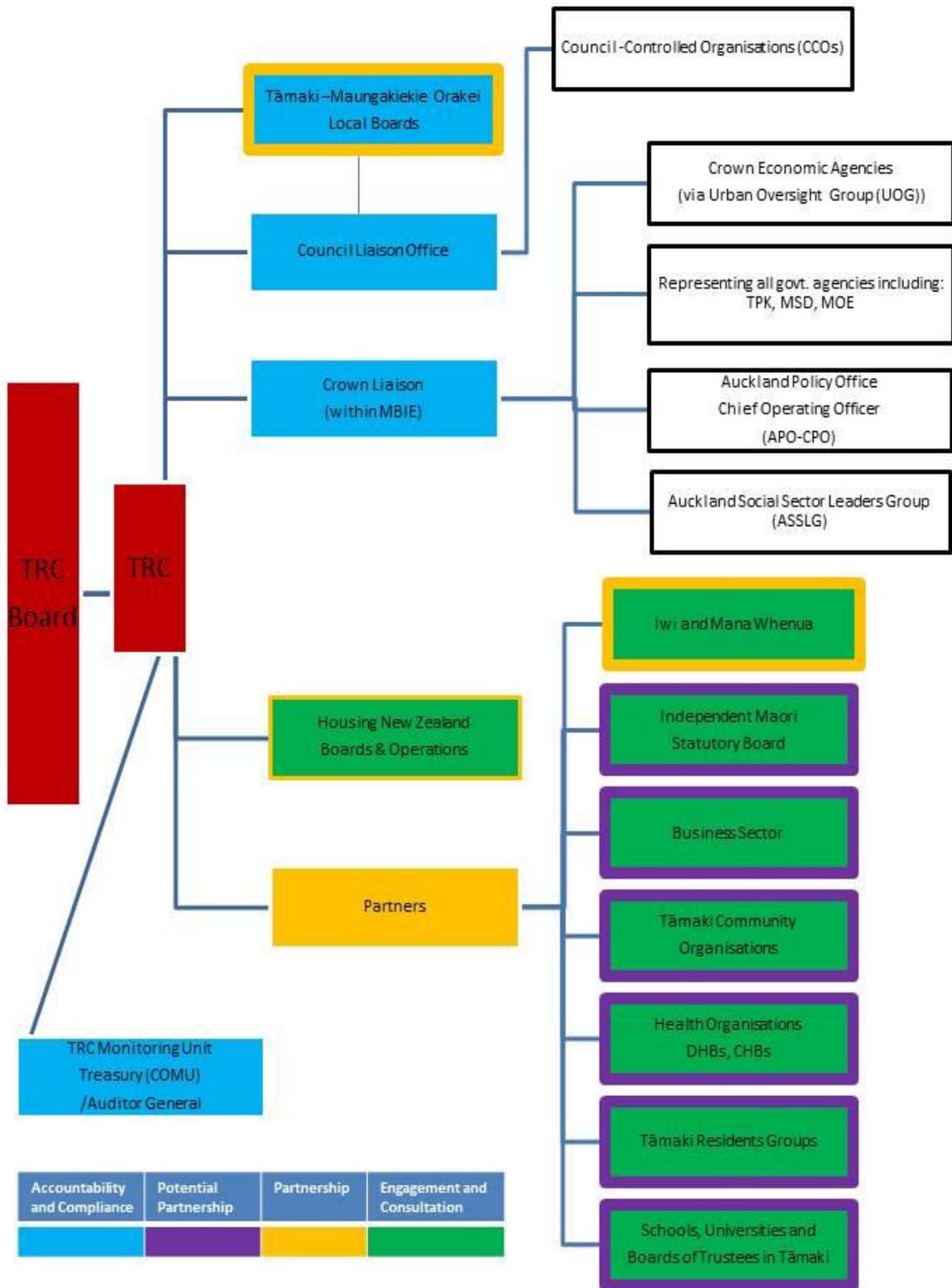
During the development of the Strategic Framework the Company will actively engage with stakeholders, including through an appropriate formal public engagement period. As part of this engagement, the Company will release the Draft Strategic Framework for stakeholder comment by July 2013 at the latest. Stakeholders will include (but are not limited to):

- The community of Tāmaki
- Local Iwi and groups representing Pacific peoples in Tāmaki
- Government agencies and entities (including housing, health, education, social development, transport etc.)
- Auckland Council, its Local Board, its departments and CCOs
- Independent Maori Statutory Board
- District Health Boards, Community Health Boards, and Public Health Authorities
- Education providers (Early Childhood Education, primary through to tertiary, including New Zealand Skills, Te Wānanga o Aotearoa, private tertiary education providers, polytechnics.)
- NGOs and social services/ community organisations
- Private sector (including local businesses, developers, construction firms)

The Company will not release the Draft Strategic Framework for stakeholder feedback without the shareholders' prior consent. The Company will take into account stakeholder feedback and update the Draft Strategic Framework for final shareholder approval by September 2013, or earlier if possible.

A framework for engagement with government agencies and Auckland Council on the Strategic Framework and Business Case has been established. This framework includes a Working Group and Steering Committee established to oversee the Strategic Framework and Business Case, provide advice and to recommend to the Board and shareholders. Decision making authority remains with the Board.

# Tāmaki Transformation Programme Stakeholder Engagement Model



## 2.6. Unitary Plan

The Unitary Plan will set the statutory planning framework for Tāmaki for the time period of the regeneration programme. TRC will work with Auckland Council to assist in developing a Unitary Plan which recognises the unique regeneration programme for Tāmaki, and provides an enabling regulatory environment for quality development. The Unitary Plan should provide for significant intensification, a range of housing typologies, mixed use town centres, and extensive opportunities for community and economic development initiatives. The Unitary Plan should be flexible and recognise the significant change that will occur in Tāmaki over the life of the Plan.

The TRC role is as an advocate for enabling provisions within the Plan. It is working collaboratively with the Auckland Council to help identify the planning mechanisms and approach which will deliver the regeneration programme. TRC and the Auckland Council have agreed to create a special overlay for Tamaki which recognises regeneration of the area. We are currently working through the planning provisions which will promote high quality intensive development and a range of activities that support the Tamaki regeneration objectives.

## 2.7. Identification and Support of Catalyst Projects

The Company cannot achieve the outcomes identified in the Heads of Agreement in isolation of the community or without the support of partners. A number of projects that are already underway have been designed to create long term sustainable change and are catalyst projects in their own right. Where these projects are aligned to the Heads of Agreement and where they have the capacity to deliver more with some additional support, they will be considered for partnership support by the Company.

Supporting these projects will have several benefits, namely:

- It enables the Company to establish working relationships with key community stakeholders and organisations from the outset.
- It creates a platform on which future projects can be scaled up and new projects developed.
- It recognises and builds on the valuable and effective work that is already underway in the community.
- It creates a multiplier effect and value for a relatively small investment due to the ability of community partners to leverage additional support from philanthropic organisations and other agencies.

The Company will implement a programme of projects aimed at catalysing long term sustainable change. These projects will form the core of the Regeneration Programme. They can be differentiated in the following way.

<b>Community Development Projects</b>	Projects that support a ground up approach in enabling communities work with the company to find innovative solutions to many of the issues facing the Tamaki Community. These initiatives will help to transform the current socio economic profile of Tamaki to one that matches or exceeds Auckland or national averages.
<b>Capital Development Projects</b>	Urban redevelopment initiatives including housing redevelopment, open space environmental and infrastructure development.

Potential Catalyst Projects have been identified during the Strategic Framework and Business Case development process and reported accordingly. These projects will form an integrated programme to be implemented in association with the community.

The projects will be fully evaluated to ensure they deliver the outcomes identified. A letter of agreement which clearly identifies the TRC activity, cost and deliverables will be developed in conjunction with each project owner, ensuring appropriate and transparent use of all funds. This is in the process of being developed with the Manaiaakalani Education Trust, which has strong support from the Ministry of Education and eleven Tāmaki schools, as our first Community Development Project. It will be replicated with other catalyst projects as they are implemented following Board Approval.

### **2.7.1. Cultural Mapping**

TRC are supporting the development of a “cultural mapping” project which will identify “sites of significance” within the Tāmaki area (including wahi tapu, archaeological, historic and geological). Cultural mapping has two initial goals:

- To work with Mana Whenua Iwi to produce a narrative about their spiritual, cultural or traditional associations with the natural environment within the Tāmaki Area; and
- Develop a map of sites of significance that relates to the narrative above.

These will form the first part of what is hoped to be an extensive documentation of the area recognising that there are layers of interest dating back approximately 1000 years through to the present day and many groups have connections with the site.

## **2.8. Shareholder Relationships**

### **2.8.1. Consultation**

The Company will adopt a “no surprises” approach, and as such will inform the shareholders of any material or significant events or set of circumstances, whether positive or negative, that could be considered contentious, attract wide public attention, and/ or affect the financial position of the Company. Any information that is provided by the Company to any Shareholder must be provided to all other shareholders at the same time.

Due to the complex Stage Two purpose of the Company, collaboration is necessary for its success. Officials will provide input in TRC’s development of the Strategic Framework and Business Case.

During formulation of the Strategic Framework, the Company will agree a draft of the Strategic Framework with shareholders for consultation with stakeholders. The Company will then actively engage in appropriate public engagement. As part of this engagement, the Company will by July 2013 (or earlier if possible) release the Draft Strategic Framework for stakeholder comment.

### **2.8.2. Engagement with Auckland Council CCOs**

A formal monthly TRC-Auckland Council Liaison Meeting takes place which is chaired by the Head of the City Transformation Team of Council. There is also an open engagement with CCOs who may have an interest in the Tāmaki regeneration programme, which includes but not limited to, Auckland Transport, Auckland Council Property Limited, Watercare Services and Auckland Waterfront.

### 2.8.3. Reporting

The Company has adopted 30 June as its balance date.

- **Statement of Intent** – Subsequent to the initial SOI, any required amendments, and any additional requirement for an initial Stage Two SOI as may be agreed with shareholders, by the 28 February each year the Company will prepare and deliver a draft SOI to the shareholders that covers the coming three financial years.
- **Quarterly Report** – The Company will deliver a report on its operations by 31 July 2013 for the financial year end 2012/13 (and thereafter on an annual basis). From 30 September 2013 onwards, the Company will deliver (no later than one month after the end of the first and third quarters of each financial year) to the shareholders a report on its operations during that period. The report will include the information required to be included by the SOI.
- **Annual Report** - At the end of each financial year, a report on the affairs of the Company will be prepared, presented and published in accordance with sections 150 and 151 of the Crown Entities Act. This demonstrates openness and transparency in regards to TCR's performance. The Company will provide year-end audited financial information which will meet the timing requirements for reporting to its shareholders being the Auckland Council, Minister of Housing and Minister of Finance.

In addition to the above, the Company will report on the Service Performance as outlined in section 4. This will include identifying key Operational and Financial risks associated with the respective output class.

### 2.9. Key Terms

The key terms are listed in Schedule 2 of the Heads of Agreement. These terms are indicative only and are intended as a starting point for review and agreement on Stage Two and, in the interim, to guide the Company's, Crown's and Auckland Council's activities during Stage One.

The Company will have regard to the Key Terms.

### 3. Financial Forecast

#### 3.1. Forecast Financial Statements

Tamaki Redevelopment Company

#### Financial Summary

For the period 6 August 2012 to 30 June 2013 and 1 July 2013 to 30 June 2014

	<b>FY 13</b>	<b>FY 14</b>	<b>TOTAL</b>
	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>
<b>Revenue</b>			
<b>Total Revenue</b>	<b>\$ 167</b>	<b>\$ 67</b>	<b>\$ 234</b>
<b>Costs</b>			
<b>Personnel Costs total</b>	<b>\$ 893</b>	<b>\$ 2,056</b>	<b>\$ 2,949</b>
Professional Services – Legal	\$ 72	\$ 238	\$ 310
Professional Services – Audit & Insurance	\$ 51	\$ 70	\$ 121
Consultants	\$ 1,029	\$ 218	\$ 1,247
Contractors and Temporary staff	\$ 833	\$ 470	\$ 1,303
<b>Contractors/Consultants/Professional fees total</b>	<b>\$ 1,985</b>	<b>\$ 996</b>	<b>\$ 2,981</b>
<b>Total Management &amp; Governance Costs</b>	<b>\$ 885</b>	<b>\$ 913</b>	<b>\$ 1,798</b>
<b>Total Operational Costs</b>	<b>\$ 3,763</b>	<b>\$ 3,965</b>	<b>\$ 7,728</b>
Depreciation	\$ 70	\$ 189	\$ 259
<b>Total Costs</b>	<b>\$ 3,833</b>	<b>\$ 4,154</b>	<b>\$ 7,987</b>
<b>Operating Profit /(Loss)</b>	<b>(\$ 3,666 )</b>	<b>(\$ 4,087 )</b>	<b>(\$ 7,753 )</b>

Tamaki Redevelopment Company

**Cashflow Statement**

For the period 6 August 2012 to 30 June 2013 and 1 July 2013 to 30 June 2014

	<b>FY 13</b>		<b>FY 14</b>		<b>TOTAL</b>
	\$ '000		\$ '000		\$ '000
Opening Cash Position	\$ 8,500	\$	4,533	\$	8,500
<b>Net Income</b>	<b>(\$3,666)</b>		<b>(\$4,087)</b>		<b>(\$7,753)</b>
add back depreciation	\$ 70	\$	189	\$	259
<b>Net Cash from Operations</b>	<b>(\$3,596)</b>		<b>(\$3,898)</b>		<b>(\$7,494)</b>
Capital Expenditure	\$ 799	\$	70	\$	869
Movement in Working Capital	(\$428)		\$278		(\$150)
<b>Closing Cash Position</b>	<b>\$ 4,533</b>	\$	<b>287</b>	\$	<b>287</b>

Tamaki Redevelopment Company  
**Balance Sheet**  
as at 30 June 2013 and 30 June 2014

	<b>30/06/2013</b>	<b>30/06/2014</b>	
	\$ '000	\$ '000	
<b>Assets</b>			
Cash	\$ 4,533	\$ 287	
GST Refund	\$ 66	\$ 23	
Interest Due	\$ 13	\$ 1	
	<b>\$ 4,612</b>	<b>\$ 311</b>	
Office Equipment	\$ 119	\$ 129	
Leasehold Fittings	\$ 472	\$ 507	
Computer Hardware	\$ 83	\$ 99	
Software and licenses	\$ 125	\$ 134	
	<b>\$ 799</b>	<b>\$ 869</b>	
<b>Less Accumulated Depreciation</b>			
Office Equipment	\$ 14	\$ 40	
Leasehold Fittings	\$ 32	\$ 131	
Computer Hardware	\$ 15	\$ 53	
Software and licenses	\$ 9	\$ 35	
	<b>\$ 70</b>	<b>\$ 259</b>	
<b>Total Assets</b>	<b>\$ 5,341</b>	<b>\$ 921</b>	
<b>Liabilities</b>			
Accounts Payable	\$ 507	\$ 174	
<b>Net Assets</b>	<b>\$ 4,834</b>	<b>\$ 747</b>	
<b>Shareholders' Equity</b>			
Auckland Council	\$ 3,500	\$ 3,500	
Crown	\$ 5,000	\$ 5,000	
Less Accumulated Reserves (loss)	(\$3,666)	(\$7,753)	
<b>Total Equity</b>	<b>\$ 4,834</b>	<b>\$ 747</b>	

Key expenditure throughout Stage One has been on:

- Operating expenses – covering items such as Board fees and governance, office lease and facilities, communications, marketing and catalyst projects.
- Salaries – covering 12 permanent staff and 2 fixed term contracts in year one. Year two forecasts are based on 13 permanent staff and 2 fixed term contracts.
- Consultants and Contractors – engaged during year one to assist in developing the Tāmaki Regeneration Documents (including legal services). Year two forecasts have taken into consideration the appointment of permanent roles.

### **3.1.1. Statement of Underlying Assumptions**

- The financial statements are prepared in New Zealand Dollars and all values are rounded to the nearest thousand (\$000)
- The financial statements have been prepared on a historical cost basis.
- The financial statements have been prepared under the assumption that the company is a going concern
- Figures within the financial statements exclude GST and provide for all known actual costs incurred to 31 March 2013 and forecast expenditure to 30 June 2014.
- Financial year end is 30 June for each period.
- The Budget figures are those approved by the TRC Board in June 2013.
- The Activities Schedule (Appendix 4) outlines the budget allocated for specific Activities. Confirmation of this funding was received from Shareholders on 12 December 2013.
- The revised Budget will be approved by the TRC Board which allocates the funding under the Activities Schedule . This new budget will be used for reporting purposes in future operations reports.

### **3.2. Statement of Accounting Policies**

TRC is a limited liability company and was incorporated on 6 August 2012 under the Companies Act 1993. It is a Crown and Auckland Council owned Company, where the Crown is the majority shareholder.

Originally a Schedule 4 Company, as a result of changes to the Public Finance Act (1989) and the Crown Entities Act (2004) in later 2013, TRC was reclassified as a schedule (4A) Company within the Public Finance Act (1989), and accordingly is subject to certain provisions of the Crown Entities Act (2004).

The Company is conceived as a public benefit entity for the purposes of financial reporting standards, maintains accounting records in accordance with the Companies Act 1993, and has adopted accounting standards promulgated by the New Zealand Institute of Chartered Accountants. The company will provide year end audited financial report to shareholders. The company will develop a full statement of accounting policies by June 2013.

## 4. Statement of Current and Forecast Service Performance

The Statement of Service Performance outlines the measures used to assess the Company's performance in delivering the outputs.

There are two output classes for Stage One: Operations and Finance.

The Activities Schedule in Appendix 4 outlines TRC's Service Performance forecast for Stage 1 (A), to 30 June 2014. This includes completing the activities within the allocated funding received from Shareholders on 12 December 2013 (as noted on page two of Appendix 4).

### 4.1. Output Class One: Finance

#### 4.1.1. Scope

Service performance for Finance refers to the expected revenue that will be earned and proposed expenses that will be incurred.

#### 4.1.2. Performance Indicators

The Company's criteria for the financial requirements are that the company carries out its operations within budget.

#### 4.1.3. Performance Target/ Measures

Expectations for the period 1 August 2012 to June 2014.

	Target \$ '000	Target \$ '000	Target \$ '000
	Year ending 30 June 2013	Year ending 30 June 2014	2 years ending 30 June 2014
Starting Cash	\$ 8,500	\$ 4,533	\$ 8,500
Revenue	\$ 167	\$ 67	\$ 234
Expenses Incurred	\$ 3,763	\$ 3,965	\$ 7,728
Capital Expenditure	\$ 799	\$ 70	\$ 869
Movement in Working Capital	\$ (428)	\$ 278	\$ (150)
<b>Net Cash position at EOY</b>	<b>\$ 4,533</b>	<b>\$ 287</b>	<b>\$ 287</b>

## 4.2. Output Class Two: Operations

### 4.2.1. Scope

Service performance for Operations refers to the delivery of all requirements that draw together the Tāmaki Regeneration Documents.

### 4.2.2. Performance Indicators

The Company's criteria for the requirements relating to the Tāmaki Regeneration Documents are that the documents are delivered within the expected timeframe.

### 4.2.3. Performance Target/ Measures

Expectations for the period 1 August 2012 to June 2014

Deliverable	Measurement Standard	Target: Delivered by:	Delivered
Community Development Projects: identification and support	Selection criteria established	5 October 2012	✓
	4 projects identified	15 February 2013	✓
Catalyst Projects: identification and support	Early Start: 6 identified to the Board for further investigation and feasibility	19 April 2013	✓
Engagement on the draft Unitary plan	Formal Stakeholder Engagement	7 December 2012	✓
Draft Statement of Intent (SOI)	Achieved	30 April 2013	✓
Draft Tāmaki Vision	Achieved	30 April 2013	✓
Final Statement of Intent	Achieved	15 May 2013	✓
Draft Strategic Framework	Achieved	30 June 2013	✓
Draft Business Case	Achieved	29 July 2013	✓
Report on annual 2012/13 operations for year ended 30 June 2013	Achieved	31 July 2013	✓
Final Tāmaki Vision	Achieved	30 September 2013	✓
Final Strategic Framework	Achieved	30 September 2013	✓
Final Business Case	Achieved	30 September 2013	✓
Proposed Initial Development Plan	Achieved	30 September 2013	X
Proposed Initial Business Plan	Achieved	30 September 2013	X
First Quarter Report for period ended 30 September 2013	Achieved	31 October 2013	✓

- The Proposed Initial Development Plan is the first Neighbourhood plan now defined by the Tāmaki Neighbourhoods programme and is comprised of Fenchurch and Overlea. The Fenchurch Neighbourhood Plan was completed in December 2013. The Overlea Neighbourhood Plan is due to be completed prior to 30 June 2014.
- The Proposed Initial Business Plan is the activities approved by Shareholders in their letter dated 12 December 2014.

## 5. General

### 5.1. Board Approach to Governance

The Company's Board is committed to high standards of governance and business behaviour. The Board will continue to monitor developments in corporate and public sector governance to ensure that the Company implements the highest standards of governance at all times.

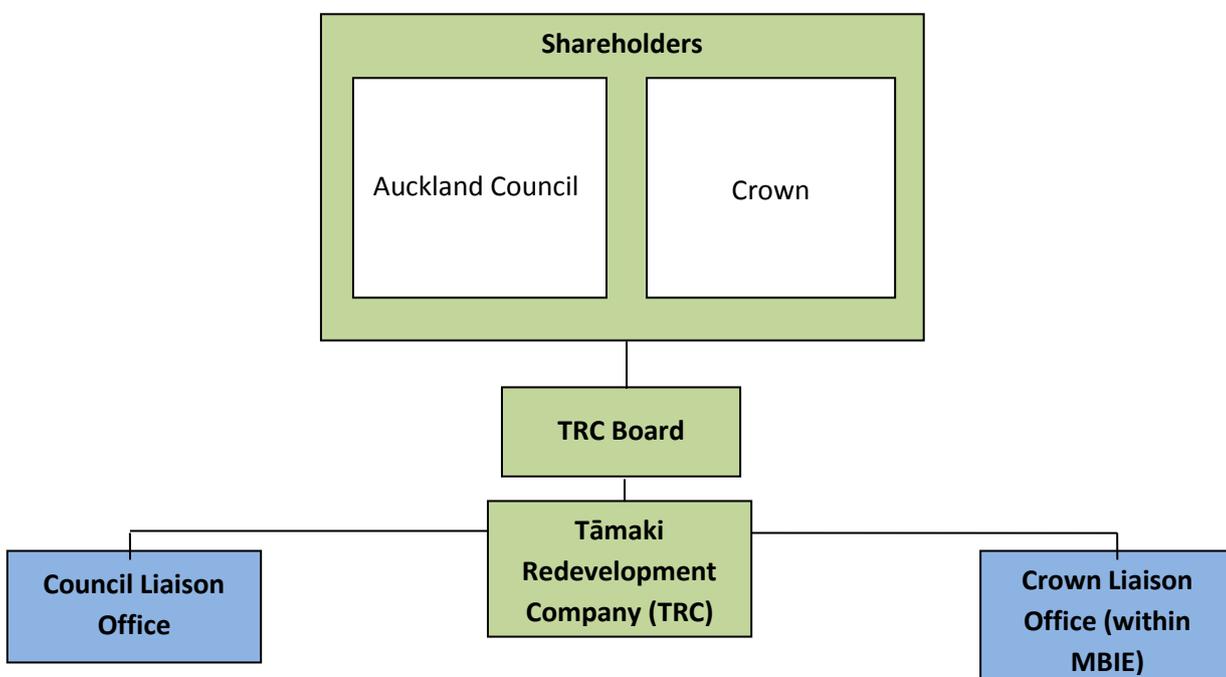
In undertaking its activities, the Company will exhibit and ensure:

- Sound business practice in keeping with its business objectives;
- Sustainable business practice;
- Prudent, ethical and appropriate behaviour in dealing with all parties;
- An open and transparent approach to decision-making, while respecting the need for commercially sensitive information to be protected; and
- An active partnership approach with the shareholders.

The whole Board will act as the Audit and Risk Committee during Stage One.

Figure 5.1 below demonstrates the Accountability Framework signed off by the Advisory Board with respect to the governance required with having two shareholders.

Figure 5.1 Tāmaki Regeneration Accountability Framework



## 5.2. Representation and Commitment Statement

The Board is accountable to the shareholders to ensure that the Company:

- Performs its functions;
- Acts in accordance with relevant legislation including the Companies Act 1993, the Public Finance Act 1989 and the Crown Entities Act 2004;
- Acts in accordance with the Tāmaki Way of Working;
- Gives effect to and achieves the goals, business objectives, performance targets and other measures set out in this SOI.

The Board will:

- Obtain appropriate and timely information necessary to discharge its obligations effectively;
- Actively review and direct the overall strategy of the Company;
- Regularly review its policies and delegations;
- Negotiate and agree the Company's SOI with the shareholders;
- Actively review the Company to ensure it is an effective results oriented organisation with core competencies and appropriate systems and controls necessary to carry out its functions;
- Manage and monitor the performance of the Chief Executive;
- Declare all interests in the Interests Register;
- Ensure indemnity insurance will be in place;
- Establish remuneration policies and practices, set and review the remuneration for the Chief Executive;
- Provide leadership with key stakeholders; and
- Maintain a risk management strategy.

## 5.3. Relationships

The Company will maintain an effective working and operational relationship with the shareholders including a pro-active communication and engagement policy, adopting a “no-surprises” policy. The Chair and the Chief Executive will conduct regular briefing meetings with the shareholders.

Given the integral involvement of Government Agencies and Auckland Council, the Company will also maintain an effective working and operational relationship with the following:

- The Tāmaki-Maungakiekie Local Board;
- The Independent Māori Statutory Board;
- Auckland Transport;
- Auckland Tourism, Events and Economic Development;
- Watercare Services;
- Auckland Council Property Limited;
- Ministry of Culture and Heritage;

- Department of Internal Affairs (Ethnic Affairs);
- Ministry of Social Development;
- Ministry of Education;
- Ministry of Business Innovation and Employment;
- Ministry for the Environment;
- Housing New Zealand Corporation;
- Ministry of Transport;
- Ministry of Health
- Ministry of Justice (Police);
- Te Puni Kōkiri (Ministry of Māori Development);
- Ministry of Pacific Island Affairs; and
- Ministry of Finance (Treasury).

## 6. Organisational Health, Capability and Risk Management

The Company is committed to building and maintaining an enduring and resilient organisation. For the period covered by this SOI, the Company has recruited a skilled team that has the capabilities required for regeneration. Where a further specialist skill is identified and required, the Company will continue to use consultants.

Greater certainty will be provided when shareholders consider the Strategic Framework and Business Case. Until this happens, there remains risk and uncertainty in the context of the organisational health.

### 6.1. Assurance Framework

An outline of TRC's approach to Assurance was presented to and approved by the Board in April 2013. A comprehensive Assurance Framework will be further developed and implemented to provide greater assurance that TRC is being managed with integrity and that risks are mitigated. The Assurance Framework within TRC will:

- Provide assurance that our Heads of Agreement objectives are being achieved
- Ensure a proactive approach to managing risk, compliance and quality
- Provide assurance that we are effectively managing risks and meeting compliance obligations
- Enable TRC to report to the community in an open and transparent way and to be accountable for what we do

The Assurance Framework will link:

- The achievement of the business objectives, with
- The management of risk (where risk is the chance or probability, that key objectives will not be met), and
- Internal control design will contribute towards the management of those risks, which include financial, operational, and compliance controls

The proposed Stage One Assurance Hierarchy is located in (Appendix Three)

### 6.2. Organisational Resilience

Our ability to identify and manage risks affects our ability to achieve our goals. We will mitigate risks effectively by developing organisational resilience, ensuring strong governance structures for our activities, and establishing an effective risk management policy and framework, which will include:

- Organisational Structure (skills and expertise)
- Risk Management and related policies, procedures and underlying processes
- Establishment of controls and testing methods
- A review schedule for known risks
- Independent auditing
- Health and Safety
- All of Government contracts that support and mitigate Procurement risk

### **6.3. Good Employer**

The Company will operate a human resources framework that adopts the Good Employer requirements of the Crown Entities Act and aspires further to become best practice.

### **6.4. Health and Safety**

Health and Safety is an important priority for the Company and TRC is committed to a high standard of observance and practice. An appropriate policy is in place.

## Directory

### Shareholders

Her Majesty the Queen in Right of New Zealand acting through her Minister of Finance and Minister of Housing (“Crown”)

Auckland Council, the unitary local authority for Auckland established under section 6 of the Local Government (Auckland Council) Act 2009 (“Council”)

### Registered Office:

SIMPSON GRIERSON: 88 Shortland Street, Auckland Central, Auckland, 1010, New Zealand

### Contact Address:

PO Box 18070  
Glen Innes  
Auckland 1743

Email: [info@tamakitransformation.co.nz](mailto:info@tamakitransformation.co.nz)  
Web: [www.tamakitrc.co.nz](http://www.tamakitrc.co.nz)  
Phone: 09 521 5221  
Outside Auckland: 0800 521 555

### Auditor

Audit New Zealand

### Solicitor

Simpson Grierson  
Chapman Tripp  
Buddle Findlay

### Bankers

Bank of New Zealand

### Advisory Board Members

**(6/8/12 to  
19/12/12)**

Lesley Longstone  
Brendan Boyle  
David Smol  
Nigel Bickle  
Lesley McTurk  
Doug McKay  
Roger Blakeley  
Martin Udale  
Dr Lee Mathias  
George Kahi

### Current Board Members

**Dec 2012 – Dec 2013**

Martin Udale (Chair)  
Brian Donnelly (Deputy Chair)  
Anne Candy QSO  
Eru Lyndon  
John Sax  
Susan Macken  
Soana Pamaka

### Current Board Members

**Dec 2013 - Current**

Brian Donnelly (Chair)  
Susan Macken (Deputy Chair)  
Anne Candy QSO  
Eru Lyndon  
John Sax  
Martin Udale

Soana Pamaka

## Supporting Definitions

**“Advisory Board”** means the governing body of the company from the date of company incorporation through until the current Board commenced their tenure.

**“Board”** means the current formal governing body of the company

**"Company"** means **“Tāmaki Redevelopment Company Limited”** or **“TRC”**.

**"Constitution"** means the constitution for the Company as registered at the Companies Office.

**“Good Employer”** has the meaning as defined and described in section 118 of the Crown Entities Act 2004;

**“HOA”** or **“Heads of Agreement”** means the Heads of Agreement between Her Majesty the Queen in Right of New Zealand acting by and through Her Minister of Finance and Minister of Housing and Auckland Council dated July 2012.

**“LOE”** or **“Letter of Expectations”** means the Letter of Expectations from the shareholders to Tāmaki Redevelopment Company Limited.

**"Operating Principles"** means the operating principles that are reflected in this SOI and which are set out in paragraph 4 of Schedule 1 to the Constitution.

**"Shareholders"** means the Minister of Finance, the Minister of Housing and Auckland Council.

**"Stage One"** means the period defined as Stage One in clause 3.1(a) of the Constitution.

**"Stage Two"** means the period defined as Stage Two in clause 3.1(b) of the Constitution.

**“SOI”** or **“Statement of Intent”** means the statement of intent to be completed by the Company in accordance with Schedule 1.

**“Strategic Framework”** means the overarching “strategic framework” for the Transformation Programme as defined in Article 3.3 of the Heads of Agreement.

**“Tāmaki”** or **"Tāmaki Area"** means the Tāmaki geographic area of Auckland, encompassing approximately 600 hectares of Glen Innes, Point England and parts of Panmure as more particularly described in the Heads of Agreement.

**“Tāmaki Redevelopment Company”** means the **“Company”** or **“TRC”**

**“Tāmaki Vision”** has the meaning as defined in Article 3.2 of the Heads of Agreement.

**"Tāmaki Way of Working"** has the meaning given to that in the HOA.

**“Transformation Objects”** means the following four objects for the transformation of Tāmaki:

- a) Social: Supporting Tāmaki residents and families to get the skills, knowledge and employment opportunities to progress in their lives.

- b) Economic: Strengthening the local economy and unlocking the potential of the Tāmaki area to enable a prosperous community and deliver better value for money to the Crown (with a focus on increasing the return on investment and realizing the potential value from state and Auckland Council owned housing).
- c) Spatial: Creating safe and connected neighbourhoods that support the social and economic development of Tāmaki and its community.
- d) Housing resources: Optimising the use of land and existing housing stock to effectively support and deliver social and economic results, Constitution of Tāmaki Redevelopment Company Limited Page 4 including progressing private housing development and better public housing options for Tāmaki.

**“TRC”** means the **“Tāmaki Redevelopment Company”**, or the **“Company”**.

**“We”** means **“TRC”** or **“Tāmaki Redevelopment Company”**, or the **“Company”**.

## Appendix One: Tāmaki Regeneration Area of Interest

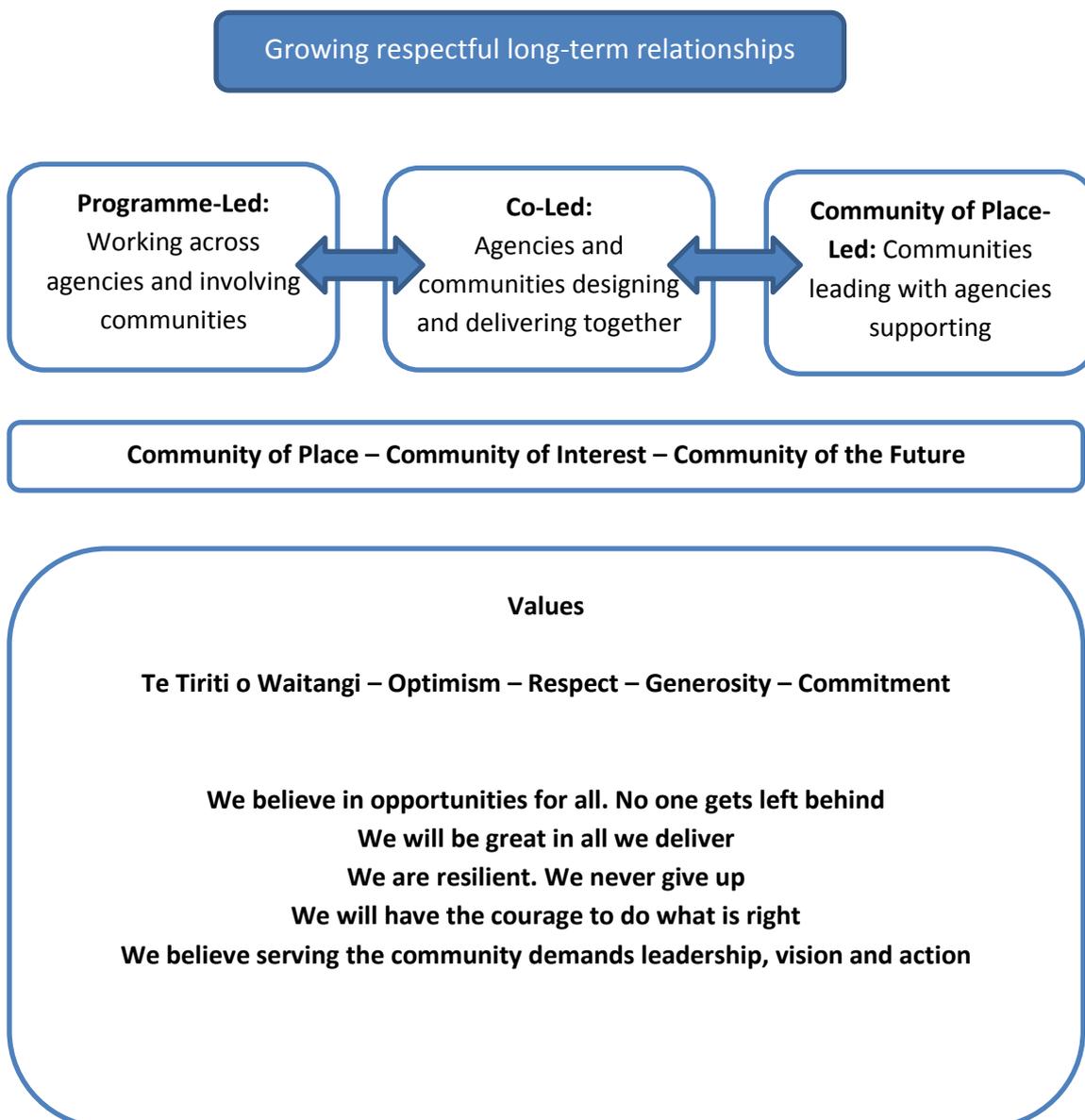


## Appendix Two: Tāmaki Way of Working

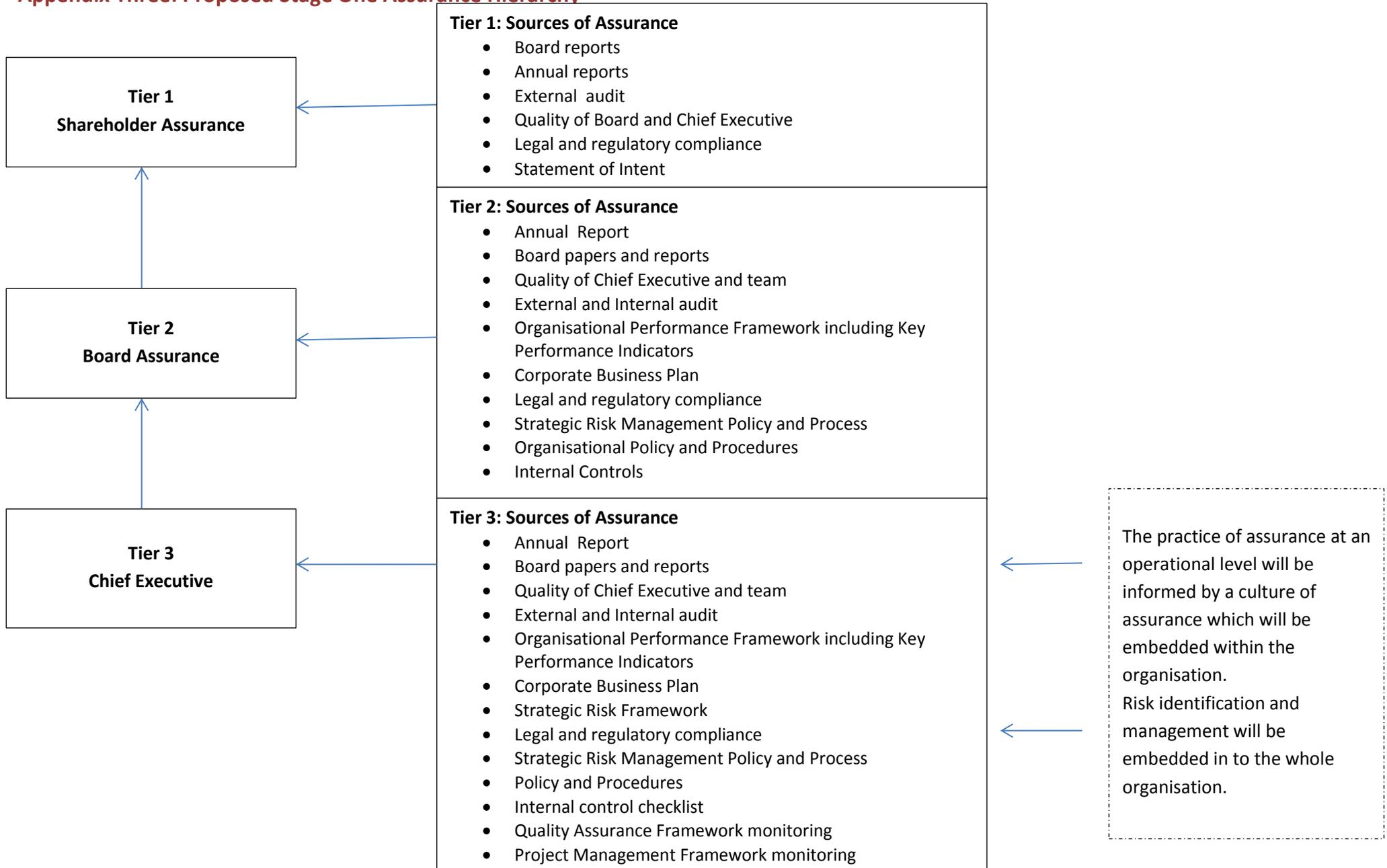
### Values and Working Principles:

- Sustainability (environmental, social and economic)
- Collaboration
- Respectful consultation
- Tikanga
- Intergenerational/lifecycle thinking
- Cross 'silo' assessment of Programme benefits
- Evidence-based decision making
- Innovation
- Needs based thinking
- Transparency

### The “Tāmaki Way of Working” model:



## Appendix Three: Proposed Stage One Assurance Hierarchy





CONFIDENTIAL



## TĀMAKI KEY DELIVERABLES BY 30 JUNE 2014

Priority accorded by shareholders to the activities: Red, critical; Orange, high importance; Yellow, as necessary; No highlight, low priority (12/12/2013).

- Note: This document outlines for shareholders key regeneration outcomes and long term objectives.
- The columns entitled 'key project outcomes' are actions for delivery by 30 June 2014.

1 November 2013

**Jointly Funded Initiatives (1 October 2013 to 30 June 2014)**

<b>Crown Description</b>	<b>Council Description</b>	<b>Total Amount</b>	<b>Council Share of Total Amount</b>	<b>Crown Share of Total Amount</b>
Community Development Programme	Community Development Programmes	\$ 100,000	\$ 41,000.00	\$ 59,000.00
Targeted Māori and Pacific Island Community Development Programme	Maori and Pacific Community Development	\$ 100,000	\$ 41,000.00	\$ 59,000.00
Community Events	Community Events	\$ 100,000	\$ 41,000.00	\$ 59,000.00
Children and Youth (non-school) Programmes	Children and Youth Programmes	\$ 50,000	\$ 20,500.00	\$ 29,500.00
Tāmaki First Homes Neighbourhood Engagement	First Homes Projects	\$ 100,000	\$ 41,000.00	\$ 59,000.00
Maybury Implementation Plan	Precinct Plans	\$ 100,000	\$ 41,000.00	\$ 59,000.00
Maybury Marae/Cultural Precinct Development Plans	Marae and Cultural Precinct	\$ 100,000	\$ 41,000.00	\$ 59,000.00
ECE implementation in Fenchurch	ECE	\$ 100,000	\$ 41,000.00	\$ 59,000.00
Skills Development	Skills Development	\$ 100,000	\$ 41,000.00	\$ 59,000.00
Support into Employment	Support into Employment	\$ 100,000	\$ 41,000.00	\$ 59,000.00
Implementation Strategy	Master Plan	\$ 200,000	\$ 82,000.00	\$ 118,000.00
Long Term Regeneration Planning	Business Case Medium Term Projects and Stage 2. Plus Planning and Dev - Medium Projects	\$ 500,000	\$ 205,000.00	\$ 295,000.00
Operational Expenses (less remaining funds of \$3.4m)	Audit Fees, Contractors, Directors Costs, Staff Costs, Premises and Utilities, etc.	\$ 2,283,000	\$ 936,030.00	\$ 1,346,970.00
		<b>\$ 3,933,000.00</b>	<b>\$ 1,612,530.00</b>	<b>\$ 2,320,470.00</b>

**Individually Funded Initiatives (1 October 2013 to 30 June 2014)**

<b>Crown Description</b>	<b>Council Description</b>		<b>Council Individual Funding</b>	<b>Crown Individual Funding</b>
Implement Special Housing Areas				\$ 100,000.00
Determine of Future Role as a Community Housing Provider				\$ 100,000.00
Establishment of New ECE Centre in Fenchurch Area				\$ 600,000.00
Feasibility study of Place Management Model for a Mixed Income/Mixed Tenure Development on a Council Owned Site				\$ 60,000.00
Catalysing the Private Sector				\$ 250,000.00
<b>Council Description</b>				
New Park/Community Facilities			\$ 500,000.00	
<b>Crown and Council Funding</b>		<b>\$ 1,610,000.00</b>	<b>\$ 500,000.00</b>	<b>\$ 1,110,000.00</b>
<b>TOTAL</b>		<b>\$ 5,543,000.00</b>	<b>\$ 2,112,530.00</b>	<b>\$ 3,430,470.00</b>

Note: The company has \$3.4m remaining funds as at 30th of September 2013. This has been subtracted from the category 'Operational Expenses'. The amounts identified in 'Total', represents the required cash advancements for the business from shareholders.

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
<p><b>Overall programme objective:</b> Work towards a paradigm shift in community ownership of regeneration through an inclusive robust engagement and decision making process with residents, land owners and the private sector.</p> <p><b>Key Programme Outcomes:</b></p> <ul style="list-style-type: none"> <li>▪ Robust Decision Making Framework: TRC will ensure full engagement with the broad community; building partnerships across diverse communities and sectors through a structured approach.</li> <li>▪ Community Ownership: The community supports the Tāmaki regeneration programme, ensuring the existing and future community has a real say in how the programme is delivered on the ground in Tāmaki.</li> <li>▪ Building Community skills, knowledge, resource levels and social capital to participate in the Tāmaki regeneration programme for the benefit of residents.</li> <li>▪ Ensuring that local residents and communities have a strong voice in determining the future of Tāmaki.</li> <li>▪ The community is action focused and engaged (including critics and protestors).</li> </ul>				
1a	<b>Community Engagement</b>	<p><b>Key Project Outcome:</b></p> <ul style="list-style-type: none"> <li>▪ Build community ownership of the regeneration programme to ensure support for transformational change.</li> <li>▪ Build broad support for housing led regeneration projects.</li> <li>▪ Organisations come to TRC first because we are deeply linked to the community.</li> </ul>		
<p><b>Project actions and timing (high level summary):</b></p> <ul style="list-style-type: none"> <li>▪ Community engagement action plan developed based on the Tāmaki Inclusive Engagement Strategy (TIES) model (developed and used by the community) and embedded in TRC processes and actions.</li> <li>▪ Note that TIES is also known as the Tāmaki Way of Working which is part of TRC’s Heads of Agreement.</li> </ul>		<p><b>Results by 30 June 2014</b></p> <ul style="list-style-type: none"> <li>▪ Engagement using the TIES model for Tāmaki First Homes, Implementation Plan, Maybury Precinct Plan.</li> <li>▪ Communications/Engagement plans, and community</li> </ul>	<p><b>Result</b></p>	<p><b>Commentary</b></p>

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
		development action plan in place and utilised to deliver key deliverables listed in this document.		
	<ul style="list-style-type: none"> <li>▪ Building partnerships with residents, community groups, businesses, Local Board, local MPs, investors, Iwi, and the private sector.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Memorandum of Understanding / Partnership Accords in place with key partners: Housing New Zealand, Tāmaki Alliance, Auckland Chamber of Commerce, Ngati Whatua o Orakei.</li> <li>▪ Local MPs/Local Board fully and regularly briefed/informed of TRC developments.</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Develop a structured approach with partners to ensure delivery of engagement projects that align with the approved Strategic Framework.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Different action plans developed with each of the above MoU partners and main community groups and are used to deliver community events (specific event descriptions on page 10.) Each action plan follows structured methodology including post-implementation reviews and aligns with the</li> </ul>		

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
			Strategic Framework.	
1b	<b>Implement Special Housing Areas (SHAs)</b>	<b>Key Project Outcome:</b> <ul style="list-style-type: none"> <li>▪ Implementation of SHAs in Tāmaki through real engagement with local residents to build support and understanding.</li> <li>▪ Assemble a Qualifying Development application based on neighbourhood planning work and underlying phasing of development (refer 2a and 2b for neighbourhood plan description). A Qualifying Development is the first of 3 steps in the new SHA resource consenting process</li> <li>▪ Implementation of SHAs through Qualifying Development applications will assist with reducing the consenting risks by reducing time delay and increasing certainty to the project.</li> <li>▪ The SHA will also allow TRC to immediately utilise the proposed Unitary Plan provisions for Fenchurch and Overlea. The new unitary plan provisions enable the intensity of housing required to meet shareholder housing targets.</li> </ul>		
	<b>Project actions and timing (high level summary):</b> <ul style="list-style-type: none"> <li>▪ Consult with Auckland Council on establishing future SHAs in Tāmaki.</li> <li>▪ Seek first SHA for Glen Innes by December 2013.</li> </ul>	<b>Results by 30 June 2014</b>	<b>Result</b>	<b>Commentary</b>
	<ul style="list-style-type: none"> <li>▪ Finalise and seek SHA for whole of Tāmaki following completion of Implementation Plan in May 2014.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SHA for Glen Innes approved by the Government and Council by December 2013.</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Seek SHAs for other critical areas from January-March 2014.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SHA request lodged with Council for the whole of Tāmaki by June 2014.</li> <li>▪ Qualified development for Fenchurch lodged by January 2014 and Overlea by April 2014.</li> </ul>		

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
	<ul style="list-style-type: none"> <li>▪ Community engagement delivered to support Council in the implementation of SHA’s in the area (on-going).</li> <li>▪ Stimulate private sector interest in SHAs (‘how’ further described on key deliverable 2, particularly page 17.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ SHA communication and engagement with Tāmaki community in partnership with Council completed.</li> <li>▪ Tāmaki community is informed about SHAs and their impact. TRC become the entity with which residents seek further engagement on Tāmaki SHAs.</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Produce collateral and plan one or two community events to engage and inform all landowners within the SHA boundary, expected to commence once shareholder approval is obtained (early Nov 2013).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Two community events on SHAs – one at St Pius X (largest congregation), one at local school (Glen Brae Primary or Tāmaki College – completed).</li> <li>▪ Use TRC office as an information hub for the area on SHAs. TRC staff available to respond to landowner enquiries.</li> <li>▪ SHAs communications plan (with supporting collateral) developed by TRC is implemented in partnership with Council by December 2013.</li> </ul>		

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
	<ul style="list-style-type: none"> <li>▪ Implement all SHAs work in alignment with the strategic framework.</li> </ul>	SHAs implemented in alignment with the SF.		
1c	<b>Community Regeneration Programme</b>			
	<b>Project actions and timing (high level summary):</b> <ul style="list-style-type: none"> <li>▪ Work with the Glen Innes Neighbourhood Policing Team (NPT) and Tāmaki Community Patrols Charitable Trust (TCPCT) to enhance crime reduction activity in Tāmaki and improve the perception of Tāmaki for future families who wish to settle and businesses/companies who wish to invest.</li> <li>▪ Continue to implement advice provided by MoJ to engage with the operational agencies on the ground ie. Police, NPT, Corrections (Periodic Detention Centre in Tāmaki). In terms of Police, continue positive engagement which started with the East Auckland Area Commander and which now sits with Glen Innes Police Centre. GI NPT is regarded as best practice across Auckland.</li> </ul>	<b>Results by 30 June 2014</b>  Note context: 4,930 recorded offences per annum across Tāmaki; Target for NPT is 3,451 recorded offences (30% reduction) by 2019. <ul style="list-style-type: none"> <li>▪ Crime Watch Patrols continue to be effective in their communities and have greater coverage of the Tāmaki area (also cover Panmure).</li> <li>▪ Training delivered to 10 people who have joined the Crime Watch Patrol programme given the wider coverage.</li> <li>▪ Fund NPT run course on safety and security for Crime Watch Patrol volunteers e.g. how to engage a possible offender before Police arrive.</li> </ul>	<b>Result</b>	<b>Commentary</b>

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
		<ul style="list-style-type: none"> <li>▪ Use TRC networks across Auckland to advocate strongly for further funding support for the Tāmaki patrols.</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Support local initiatives to raise financial literacy. This will initially target developing a community led project to deal with the <b>mobile retailers</b> (trucks who travel around the area selling goods at high interest rates) in association with the Salvation Army in the GI Town centre, by June 2014. Mobile retailers are an important issue as part of the Government’s broader anti-loan shark campaign started by local MP, Peseta Sam Lotu-liga.</li> <li>▪ TRC to continue regular engagement with the Financial Literacy Commission who developed and implemented the Tāmaki financial literacy programme of which TRC is a party to. These discussions also include MPIA and TPK. Between these three agencies, TRC is confident that they know what interventions are most effective.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Half day course around consumer rights undertaken by a local budgeting service, funded by TRC, for up to 30 residents.</li> <li>▪ Baseline survey undertaken with those on the course as to their understanding of consumer rights with the aim of another follow up survey in June 2014.</li> <li>▪ Residents on the course display increased awareness about signing contracts with high interest rates and have a contacts list of those in the area to contact seeking assistance (e.g. Citizens Advice Bureau).</li> <li>▪ Action plan developed by TRC and Salvation Army following the course on how to engage</li> </ul>		

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
		positively with the mobile retailers in Tāmaki.		
	<ul style="list-style-type: none"> <li>▪ <b>Strengthen the skills and knowledge of long standing local NGO providers</b> including Te Waipuna Puawai (Mercy Sisters), Sharat Ministries, Manaiakalani Education Trust, Network of the 12 Tāmaki Pasifika churches, Langafonua early childhood education for Pasifika kids, and others to build their capability to deliver local programmes in association with TRC and Government agencies. Agencies have been very supportive in our coordination and investment plans, particularly around building the capacity of NGOs.</li> <li>▪ Support of NGO's is important for the delivery of Tāmaki First Homes projects to ensure TRC are taking the community with them. Leaders of the NGO's within the area are leaders within the Tāmaki community and are pivotal in shaping the long term business case.</li> <li>▪ The measurement of TRC's success in this area will be the number of community leaders that authentically support the regeneration programme as at 30 June 2014</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical training and development options identified with a selection delivered to enable local community groups to raise their capability to better deliver their programmes in Tāmaki which can be through funding or TRC staff time e.g. joint training with TRC, TRC accountant providing budgeting assistance, Communications Advisor assisting with website development/communications plans.</li> <li>▪ Organise and fund short course on measurement of outcomes and tracking of their clients.</li> </ul>		
1d	<b>Targeted Maori and Pacific Island Community Development Programme</b>			

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
	<b>Project actions and timing (high level summary):</b> <ul style="list-style-type: none"> <li>▪ To complete the <b>Cultural Mapping Project</b> commenced in 2013, in association with the three mana whenua iwi; Ngati Paoa, Ngai Tai Ki Tāmaki, Ngati Whatua o Orakei, to include their recent history.</li> </ul>	<b>Results by 30 June 2014</b> <ul style="list-style-type: none"> <li>▪ Completed by 1 June 2014 and informs implementation plans and consents for private and public developments.</li> </ul>	<b>Result</b>	<b>Commentary</b>
	<ul style="list-style-type: none"> <li>▪ To work with <b>Ruapotaka Marae (local Tāmaki marae)</b> and Langafonua Pasifika provider to develop a community garden in Maybury Reserve in association with Auckland Council and the Police NPT. The project aims to obtain community support for future planning and implementation to occur in Maybury.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Glen Innes community garden established and maintained by the community.</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Work with the Tāmaki Pacific churches to enhance the <b>Financial Literacy Programme</b> as piloted in 2012/13 in association with Ministry of Pacific Island Affairs and the Financial Literacy Commission for their congregations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased financial literacy programme delivered to up to 30 families in Tāmaki through training and access to on-going budgeting services. Strong relationships established with MPIA/Fin Lit Commission.</li> </ul>		
1e	<b>Community Events</b>			
	<b>Project actions and timing (high level summary):</b> <ul style="list-style-type: none"> <li>▪ Build Tāmaki as a great place to invest. The events</li> </ul>	<b>Results by 30 June 2014</b> <ul style="list-style-type: none"> <li>▪ Profile of Tāmaki raised with the private sector including working</li> </ul>	<b>Result</b>	<b>Commentary</b>

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
	<p>programme will be integrated with a complementary Auckland Council and Local Board programme. These two business associations (Glen Innes, Panmure) will also be involved.</p> <ul style="list-style-type: none"> <li>▪ Identify and document what the private sector sees as necessary for making Tāmaki an attractive place to invest. This will link into the commercial case of the business case.</li> <li>▪ TRC’s baseline perception survey in February 2014 will highlight what businesses see as necessities. In early conversations with key business organisations (NB listed previously in this section), the private sector would like attractive redevelopment opportunities, a welcoming community in acceptance of private sector investment, highly skilled (both in numeracy and literacy) local population, an entity which understands commercial discipline, and one which is knowledgeable about the area.</li> </ul>	<p>with the Property Council, EMA, Committee for Auckland and Auckland Chamber of Commerce to promote regeneration through their membership/events/speaking opportunities. 3 events are planned before July 2014.</p> <ul style="list-style-type: none"> <li>▪ Baseline perception survey implemented.</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Ensure current residents/families are fully informed of upcoming changes to their neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TRC regularly in the media and online through generated media coverage.</li> <li>▪ Communications channels (website, social media, bi-monthly community newsletter)</li> </ul>		

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
		<p>regularly updated with measurable increase in traffic to the website, social media platforms, and foot traffic to office.</p> <ul style="list-style-type: none"> <li>▪ Baseline perception survey about Tāmaki undertaken by December 2013 with second survey to occur in May 2014.</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Plan and deliver a programme of four community events (fairs, markets and community / family days to promote Tāmaki, celebrate cultural diversity and bring vibrancy to public spaces).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delivery of following community events: GI/Panmure family day, neighbourhood planning event for Fenchurch and Overlea, public event in partnership with Ruapotaka Marae.</li> <li>▪ Delivery of two events that target Pasifika and Asian/migrants i.e. use the network of 10 Tāmaki Pasifika pastors to organise and deliver a community event to raise awareness about the programme activities (particularly redevelopments) to their</li> </ul>		

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
		congregations. Use Chinese New Settlers Trust to deliver a community event to their members (2,300 across Auckland) and other Asian NZers in the area about the programme.		
1f	<b>Children and youth (non-school) Programmes</b>			
	<b>Project actions and timing (high level summary):</b> <ul style="list-style-type: none"> <li>▪ Develop and implement a youth initiative based on two successful South Auckland pilots (Sistema Aotearoa, APO with schools) helping kids from low socio-economic areas to learn through music. This initiative will be undertaken by TRC but linked through the newly constructed Glen Innes Music and Arts Centre, which is funded by Auckland Council.</li> </ul>	<b>Results by 30 June 2014</b> <ul style="list-style-type: none"> <li>▪ Proposal developed and potential third party funders identified with any required top-up funding identified in the next Business Case.</li> </ul>	<b>Result</b>	<b>Commentary</b>
	<ul style="list-style-type: none"> <li>▪ Work with the <b>Local Board</b> to develop a Disengaged Youth Project in association with the already established Steering Group to ensure that young people are prepared for employment.</li> <li>▪ The previous Maungakiekie-Tāmaki Local Board had developed the disengaged youth project as part of its 3</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaboration with the Local Board to utilise the TRC networks to get more of the disengaged youth on the Local Board programme. Programme advocated strongly with TRC</li> </ul>		

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
	<p>year plan. Engagement between the Local Board and TRC will continue to ensure that our objectives in this area are aligned.</p>	<p>partners with opportunities for support from third parties (retailers, private sector) identified.</p>		
	<ul style="list-style-type: none"> <li>▪ <b>Tāmaki Youth Employment Programme.</b> The programme aims to build partnerships with the private sector and iwi organisations, who in the future will be key partners to deliver our prescribed economic development objectives.</li> </ul> <p>Ngati Whatua o Orakei and the Auckland Chamber of Commerce are both influential stakeholders within the area and recently TRC partnered with both entities to initiate and deliver a skills training programme for unemployed youth within the area. The results of the programme are monitored and measured closely by the Auckland Chamber of Commerce. Wrap around services are provided by Ngati Whatua for 12 months. History to date predicts that 75% of graduates will find work and remain in employment post a 12 months period (mentoring provided over this period).</p>	<ul style="list-style-type: none"> <li>▪ Complete another 2 work ready workshops by June 2014.</li> </ul>		
1g	<b>Determine future role as a community housing provider</b>	<b>Key Project Outcome:</b> Investigate TRC's future role as a community housing provider as per Ministers' letter of expectations.		

1	<b>Key deliverable: Broad based community support for the Tāmaki Regeneration Programme</b> <b>TĀMAKI AREAS</b>			
	<b>Project actions and timing (high level summary):</b> <ul style="list-style-type: none"> <li>▪ Agree approach with shareholders December 2013.</li> <li>▪ Identify all options for a Tāmaki housing provider, and evaluation of how well each meets social housing and Tāmaki objectives as well as high level costs and benefits of each approach, modelling all financial and non-financial implications for preferred options for all parties involved, end February 2014.</li> <li>▪ Agree preferred option with shareholders May 2014 (via a Business Case or another agreed process).</li> </ul>	<b>Results by 30 June 2014</b> <ul style="list-style-type: none"> <li>▪ Robust position identifying the options and funding implications that are before community housing providers is incorporated within the Business Case for consideration by shareholders.</li> <li>▪ Options for social housing provider in Tāmaki identified and compared with the objectives of SHRP and Tāmaki and relevant criteria.</li> <li>▪ Detailed analysis and feasibility of preferred option completed and presented to shareholders.</li> </ul>	<b>Result</b>	<b>Commentary</b>

2	<b>Key deliverable: Tāmaki First Homes Programme (Fenchurch and Overlea)</b> <b>FIRST HOMES FOCUSED AREAS</b>	
	<p><b>Overall programme objective:</b> To ensure mixed tenure quality neighbourhoods which encompass new homes designed and delivered in a way that is well supported by the Tāmaki community. This will be done by taking an inclusive and practical approach to urban regeneration. Allowing stakeholders to be involved and participate will enable the community (and future families) to benefit long term from this programme.</p> <p><b>Key Programme Outcomes:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Demonstrating the Housing Accord / Special Housing Areas</b> in action via the delivery of social, affordable, market homes, mixed tenure communities, within the context of intensified suburban living. Housing densities to be consistent with achieving shareholders growth targets for Tāmaki. This is dependent on Tāmaki being in the second tranche of Special Housing Areas within Auckland. <b>HNZC Tenants</b> affected by redevelopment <b>given the opportunity to live in a new home in their current locality</b> (assuming they still qualify).</li> <li>▪ <b>From 33 current to 160 new homes built by October 2015</b>, first new home completed by October 2014.</li> <li>▪ <b>Increase in ECE attendance</b> (increase supply), <b>Boost skills training</b> (work experience particularly through local procurement), <b>Contribute to reduction in instance of rheumatic fever and asthma in neighbourhood</b> (warmer drier homes with appropriate number of bedrooms), <b>Reduction in crime</b> in the neighbourhoods (through better spatial planning / reconfiguration of parks and open spaces).</li> <li>▪ <b>Build local and community support</b> and momentum by demonstrating regeneration and neighbourhood planning and delivery on the ground.</li> </ul>	
2a	<b>Fenchurch Area Project</b>	<p><b>Key Project Outcomes:</b></p> <ul style="list-style-type: none"> <li>▪ Fenchurch stage 1: From 2 current to <b>38 new social and affordable homes built by October 2014</b>.</li> <li>▪ Fenchurch stage 2: From 16 current to <b>70 new social and affordable homes built by October 2015</b> (providing temporary homes for residents affected by the subsequent Overlea projects.)</li> <li>▪ <b>Establishment of a new ECE centre by October 2014</b>, plus providing 20 new places for local children in an area where undersupply of ECE providers is a major contributor to the low attendance rate (78% current vs. 98% target according to Better Public Service Targets) (Note: MoE to be approached for capital funding of all or part - \$600,000 <i>contingency</i> to cover any shortfall. Local providers have advised that 50 new opportunities would make a bigger impact. Indications are that availability of facilities is a key factor in the reduced ECE attendance for Tāmaki).</li> <li>▪ <b>New park facilities by October 2014</b> to offer excellent outdoor facilities for all families living in the intensified suburban setting.</li> </ul>

2	<b>Key deliverable: Tāmaki First Homes Programme (Fenchurch and Overlea)</b> <b>FIRST HOMES FOCUSED AREAS</b>		
		<ul style="list-style-type: none"> <li>▪ <i>Work experience provided for secondary students, on-going</i> within the Tāmaki College Trades Academy (next to Fenchurch block), where local students will be given the opportunity to attain work experience throughout the build process.</li> <li>▪ <i>Feasibility study of a place Management model for a mixed income/mixed tenure development on a council owned site</i> which will provide information to TRC and the crown / council on mixed tenure developments in the future.</li> </ul>	
	<p><b>Project actions and timing (high level summary):</b></p> <p><b>Fenchurch Neighbourhood Plan</b></p> <ul style="list-style-type: none"> <li>▪ Designers appointed to develop concept designs for the Fenchurch neighbourhood by September 2013.</li> <li>▪ Neighbourhood Plan produced (with input from community leaders) showing block layout, location of roads, parks, ECE facility, physical infrastructure and utilities, and housing by November 2013.</li> <li>▪ Neighbourhood Plan will also contain phasing plans, rehousing requirements, implementation of key regeneration initiatives (such as skills training) and infrastructure solutions.</li> </ul> <p><b>Tāmaki First Homes Neighbourhood Engagement</b></p> <ul style="list-style-type: none"> <li>▪ Workshops conducted with community leaders, stakeholders by December 2013.</li> <li>▪ Neighbourhood Plan completed by December 2013.</li> </ul>		<p align="center"><b>Results by 30 June 2014</b></p> <ul style="list-style-type: none"> <li>▪ Neighbourhood Plan completed and is the basis for the public infrastructure and housing regeneration programme for Fenchurch. Fenchurch Stage 1 under construction.</li> </ul>
	<p><b>Establishment of a new ECE centre in Fenchurch Area</b></p> <ul style="list-style-type: none"> <li>▪ TRC/MoE and Tāmaki ECE providers to determine</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ownership and governance arrangements for the ECE centre</li> </ul>

2	<b>Key deliverable: Tāmaki First Homes Programme (Fenchurch and Overlea)</b> <b>FIRST HOMES FOCUSED AREAS</b>		
	<p>requirements in the area, and appropriate facilities by December 2013.</p> <ul style="list-style-type: none"> <li>▪ Continue regular engagement with ECE experts from MoE and local providers about the gaps. They have identified what we can do in this area. Continue to keep Rawiri Brell (Dep Sec, MoE) informed of developments.</li> <li>▪ Continue regular engagement the two main ECE organisations in this area - Langafonua and Tāmaki Learning Champions (TLC). Both organisations are working with local Maori and Pasifika families around promoting ECE. We are confident with the advice provided by MoE, two local providers named above, and COMET and Manaiakalani Trust.</li> <li>▪ TRC to partner with MoE, a locally appropriate ECE provider and a design agency to develop a detailed design for the ECE centre. It is recommended by the local Fenchurch Primary School (Glenbrae) that the new ECE building can be on the school. MoE has indicated a likely positive outcome.</li> <li>▪ TRC to work with MoE to procure construction services and oversee the construction of the ECE building. Given the possibility of the ECE Centre on the Glenbrae site, procurement will occur via MoE or through outsourcing. Given the importance of</li> </ul>		<p>agreed.</p> <ul style="list-style-type: none"> <li>▪ Site identified and secured and all consents obtained for the ECE facility.</li> <li>▪ ECE centre under construction.</li> </ul>

2	<b>Key deliverable: Tāmaki First Homes Programme (Fenchurch and Overlea)</b> <b>FIRST HOMES FOCUSED AREAS</b>		
	<p>the centre to the overall neighbourhood plan, TRC will be overseeing all matters relating to this build in partnership with MoE, local providers and community.</p> <ul style="list-style-type: none"> <li>▪ Facility built by October 2014 (dependent on MoE approval).</li> </ul>		
	<p><b>New Park / Community Facilities</b></p> <ul style="list-style-type: none"> <li>▪ Commence discussions with DOC, site owners to convert the dilapidated building on site to new park facilities by January 2014. These will be a neighbourhood park in Fenchurch and a pocket park in Overlea designed for a wide range of ages.</li> <li>▪ TRC to partner with the Council Parks team, Local Board, community leaders and designers to develop detailed designs for the park.</li> <li>▪ Apply for a Private Development Agreement to provide works and funding equivalent to development contributions requirements.</li> <li>▪ Define appropriate construction procurement methods, possibly as part of the overall housing construction programme or separately through a TRC contract.</li> <li>▪ Park built by October 2014.</li> </ul>		<ul style="list-style-type: none"> <li>▪ DOC approval for the Fenchurch Park secured, design completed and consents obtained.</li> </ul>
	<p><b>Anti-social behaviour in the Fenchurch Area</b></p> <ul style="list-style-type: none"> <li>▪ This issue has come through strongly in TRC’s neighbourhood planning meetings and via other interactions with the community and Police.</li> <li>▪ The issue is very high sales from the Fenchurch Street liquor store with a number of young people (but legal age) purchasing alcohol and then drinking on the adjacent abandoned recreation land and former scout hall.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Identified private sector partner to invest in the upgrade of the Fenchurch shops contingent on market acceptance.</li> <li>▪ Future for hall on DOC site secured</li> </ul>

2	<b>Key deliverable: Tāmaki First Homes Programme (Fenchurch and Overlea)</b> <b>FIRST HOMES FOCUSED AREAS</b>		
		<ul style="list-style-type: none"> <li>▪ TRC will work with Council around how their powers re liquor store locational criteria can assist our efforts.</li> <li>▪ We have three main options which need to be tested further with relevant agencies (eg. Police) and Fenchurch community leaders. First option is to talk with current owners to re-work their store within the context of the new neighbourhood. Secondly, working with another private owner who might wish to be part of the new upgrade of the Fenchurch area (option listed previously in the document). Thirdly, work with local Police and youth workers around dealing with the issues that cheap alcohol brings to the neighbourhood.</li> <li>▪ There are two solutions we want to look at. The first targets the building itself and is dependent on the property owner wanting to take a greater civic responsibility. Clearly they want to keep the store but, through a range of physical upgrade and management solutions, we should be able to improve the issues with antisocial behaviour.</li> <li>▪ The alternative approach is that a community group is keen to reactivate the derelict hall on the DOC land as a community facility and to create events and activities which will divert young people from the binge-drinking culture. What they need is the place.</li> <li>▪ The \$250,000 will enable TRC to support either of these initiatives or more likely a combination. The real benefit is that we have a community group that wants to be part of the solution but need help with the physical aspects. We also need to upgrade the shop if we can to enhance the image of the area. We have already had private investors cite the shop as one of the reasons they won't invest in the Fenchurch area.</li> </ul>	<p>for community group.</p>

2	<b>Key deliverable: Tāmaki First Homes Programme (Fenchurch and Overlea)</b> <b>FIRST HOMES FOCUSED AREAS</b>		
		<p><b>Skills Development (learn on the job) and Work Experience</b></p> <ul style="list-style-type: none"> <li>▪ Establish a working group to deliver skills training relevant to Tāmaki residents including Tāmaki College, MIT, Careers NZ, Skills Org, Te Wananga o Aotearoa, and Unitec.</li> <li>▪ Liaise with contractors to establish skills needs and develop a skills development programme for Tāmaki by December 2013.</li> <li>▪ Work with Housing New Zealand to encourage suppliers on First Homes that commit contractors to taking on work experience or local training opportunities by February 2014.</li> <li>▪ Identify relevant employment support programmes in the area to work with people placed into work as part of the First Homes project by December 2013.</li> <li>▪ Significant engagement with all providers of skills development on this core regeneration work has taken place. TRC wants to see greater efficiencies in terms of delivering programmes on the ground. TRC has encountered doubling up of effort. It is about making sure that provision is targeted.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Students of the Tāmaki Trades Academy actively involved in work experience in the construction of Fenchurch Stage 1 which will be under construction by June 2014.</li> <li>▪ Skills working group established coordinated by TRC ensuring alignment of resources into the area.</li> <li>▪ Identify skills that would be required by Tāmaki First Homes suppliers.</li> <li>▪ Identify suppliers who will employ local people.</li> <li>▪ Set up initial framework of contacts, management and co-ordination, and undertake initial pilot of up to 5 people.</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Funding support for a <b>research feasibility study of a Place Management Model for a mixed income/mixed tenure development</b>. This research will be delivered in association with Auckland Council.</li> <li>▪ <b>Receive</b> report February 2014.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft feasibility study completed.</li> </ul>

2	<b>Key deliverable: Tāmaki First Homes Programme (Fenchurch and Overlea)</b> <b>FIRST HOMES FOCUSED AREAS</b>				
2b	<b>Overlea Area Project</b>	<b>Key Project Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Overlea North: From 6 current to <b>16 new social, affordable, market homes built by December 2014</b></li> <li>▪ Overlea South: From 10 current to <b>34 new social, affordable, market homes built by May 2015</b></li> <li>▪ <b>New neighbourhood park facilities by November 2014</b> to offer excellent outdoor facilities for all families living in the intensified suburban setting.</li> <li>▪ <b>Work experience provided for secondary students, on-going</b> within the Tāmaki College Trades Academy, where local students will be given the opportunity to attain work experience throughout the build process.</li> <li>▪ <b>Mixed Tenure</b> development delivered on the ground.</li> </ul>			
		<b>Project actions and timing (high level summary):</b>  <b>Overlea Neighbourhood Plan</b>  Designers appointed to develop concept designs for the Overlea neighbourhood by September 2013. Neighbourhood Plan produced (with input from community leaders) showing block layout, location of roads, parks, and housing by February 2014. Neighbourhood Plan will also contain phasing plans, rehousing requirements, implementation of key regeneration initiatives (such as skills training) and infrastructure solutions.  <b>Tāmaki First Homes Neighbourhood Engagement</b>  Workshops conducted with community, stakeholders and completed by December 2013. Neighbourhood Plan completed by March 2014.	<table border="1"> <tr> <th data-bbox="1601 684 2128 759">Results by 30 June 2014</th> </tr> <tr> <td data-bbox="1601 759 2128 1323"> <ul style="list-style-type: none"> <li>▪ Neighbourhood Plan completed and is the basis for the public infrastructure and housing regeneration programme for Overlea.</li> </ul> </td> </tr> </table>	Results by 30 June 2014	<ul style="list-style-type: none"> <li>▪ Neighbourhood Plan completed and is the basis for the public infrastructure and housing regeneration programme for Overlea.</li> </ul>
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2	<b>Key deliverable: Tāmaki First Homes Programme (Fenchurch and Overlea)</b> <b>FIRST HOMES FOCUSED AREAS</b>		
2c	<b>Building confidence for private sector to invest in Tāmaki</b>	<b>Key Project Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Private sector confidence in investing in Tāmaki with initial projects being progressed by private sector investors.</li> <li>▪ Identify and scope desirable projects where potential partners can facilitate housing development or other regeneration initiatives as part of the regeneration programme.</li> </ul>	
		<b>Project actions and timing (high level summary):</b> <ul style="list-style-type: none"> <li>▪ Select sites and develop feasibilities of desirable projects, on-going.</li> <li>▪ Broker partnerships to deliver housing and regeneration on the ground.</li> <li>▪ Catalyse investment by private owners in the Tāmaki area.</li> <li>▪ Raise the profile and knowledge of Tāmaki to demonstrate opportunities for private sector investment.</li> <li>▪ TRC can assist the private sector on a number of key prerequisites –relationship with Council, SHA assistance, resistance from other parties to partner, good local community intelligence and knowledge, experience with community engagement, and that they wish to engage with TRC. There is growing confidence from investors.</li> <li>▪ Continue engagement with private sector. TRC has already received commercial in confidence requests for assistance from two private companies who are seeking to develop in the area – one developer who is seeking to construct 260 homes and another seeking to redevelop 3-5 ha of land. They wish to deal with TRC only. An outcome will be significant assistance provided to two private sector developers in establishing itself and investing in Tāmaki. There will be further interaction with the private sector as we develop our reputation as deliverers and doers.</li> <li>▪ Continue to our role to inform and assist people but also to use TRC’s networks to put developers in contact with key local stakeholders. We are not going to replace either the Council role or the Housing New Zealand role. However, we are finding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Perceived as the go-to entity for the private sector to receive knowledge, expertise and information about Tāmaki.</li> <li>▪ Assist with site identification and opportunities with investment in Tāmaki.</li> <li>▪ Interest register maintained.</li> <li>▪ Private sector willing to invest in Tāmaki.</li> </ul>

2	<b>Key deliverable: Tāmaki First Homes Programme (Fenchurch and Overlea)</b> <b>FIRST HOMES FOCUSED AREAS</b>		
		people coming to us to get a deeper understanding of Tāmaki’s neighbourhoods.	

**NOTE: ROLE OF TRC**

Tāmaki First Homes programme is delivered as a collaborative project between TRC and HNZN. TRC has a focus on community engagement, neighbourhood planning and insuring that all development in Tāmaki contributes to the key regeneration objectives. HNZN has a key focus on physical delivery of the housing and associated infrastructure. TRC and HNZN are working collaboratively to ensure seamless delivery for the Tāmaki First Homes programme.

The design phase in the development process has the greatest opportunity to innovate, test the appetite of third sector housing providers, and actively engage and address issues that matter to people. It is also the component that has the greatest influence on delivering the key regeneration / project outcomes and maximising return on investment for shareholders and the community, and delivering our growth objectives on the ground.

TRC's role is to provide significant input into all aspects of design, starting at a neighbourhood level which includes location and construction of new roading, practical infrastructure solutions, local parks, type and function of early childcare and creation of residential blocks to accommodate 'Tāmaki First Homes'. TRC will produce a neighbourhood plan encompassing all of the above elements such that they are practical and implementable for regeneration.

HNZN and TRC will then be involved in the detailed design of new homes and resultant typologies based on household need, HNZN and third sector requirements. This work forms the basis of staged resource consenting and subsequent physical land and building works.

3	<b>Key deliverable: Maybury Implementation Plan</b> <b>MAYBURY CORRIDOR</b>	
	<p><b>Overall programme objective:</b> Implementation strategy for the Glen Innes / Maybury / Pt England Corridor (note this includes the Ngati Whatua land block formerly Tāmaki Girls College.)</p> <p><b>Summary of Key Programme Outcomes:</b></p> <ul style="list-style-type: none"> <li>▪ Develop the implementation plan for Glen Innes / Maybury / Pt England corridor, identifying urban design, public places, yield (number of homes), and typologies (type of homes to be built).</li> <li>▪ Identify public open spaces, street network, utilities, community and physical infrastructure,</li> <li>▪ Identify the key landholdings, both public and private and the strategy to deliver the 6,000 target homes required by the shareholders.</li> <li>▪ Staging plan for the developers.</li> <li>▪ Development blocks identified and ready to partner for development with full financial plans in place.</li> <li>▪ Strategy for delivering regeneration initiatives as part of the development of the Glen Innes / Maybury / Pt England Corridor.</li> </ul>	
3a	<b>Maybury Implementation Plan</b>	<p><b>Key Project Outcome:</b></p> <ul style="list-style-type: none"> <li>▪ The Maybury Implementation Plan is a fundamental input into the business case. When TRC completes the Tāmaki First Homes programme (or more likely concurrently) in collaboration with our partners, TRC needs to be able to move straight into the Maybury block. Tāmaki First Homes is about providing new homes but also about testing the working model before we undertake the big Maybury developments.</li> <li>▪ A further critical component is ensuring Maybury achieves the housing density necessary to meet the shareholders' overall yield target for Tāmaki of 6,000 additional homes.</li> <li>▪ TRC need to ensure they are ready to “go” as soon as possible and the Implementation Plan helps achieve this.</li> <li>▪ Maybury will be undertaken in a number of stages. TRC is conscious that the Crown wants to see early traction in Maybury and we can facilitate this through the staging approach.</li> <li>▪ This work will be developed in collaboration with Housing New Zealand. They are already part of our evaluation process for design services.</li> <li>▪ This work will show desired reconfiguration of streets and parks and other regeneration initiatives. The work will</li> </ul>

3	<b>Key deliverable: Maybury Implementation Plan MAYBURY CORRIDOR</b>		
		<p>identify development blocks that will be appropriate for Maybury and the wider Tāmaki. It will measure the growth impact on public service delivery to the area. It will also seek to ensure that blocks are capable of meeting the criteria for qualifying developments under the Auckland Housing Accord.</p> <ul style="list-style-type: none"> <li>▪ Implementation plan for the Glen Innes / Maybury / Pt England corridor ready for development with full financial plans in place to secure development partner(s).</li> <li>▪ Detailed plan of public places including streets and parks.</li> <li>▪ Staged development of the Maybury Corridor.</li> <li>▪ Market analysis / cost analysis.</li> <li>▪ Full feasibility analysis of the development including values, yield and return.</li> <li>▪ Land blocks identified and ready to take to market to commence re-development and regeneration activities.</li> <li>▪ Regeneration initiatives identified and implementation plan in place.</li> </ul>	
		<p><b>Project actions and timing (high level summary):</b></p> <ul style="list-style-type: none"> <li>▪ Release request for expressions of interest for design and professional services in October 2013.</li> <li>▪ Advice to shareholders on the feasibility and high level options for a short-term Maybury project.</li> <li>▪ Review responses and release request for proposal to selected suppliers by end November 2013.</li> <li>▪ Commission partners to assist in development of plan by December 2013.</li> <li>▪ Development of implementation plan including input from HNZC, private land owners, and shareholders into the housing aspects of the plan and other key stakeholders from December 2013 to May 2014.</li> </ul>	<p style="text-align: center;"><b>Results by 30 June 2014</b></p> <p>Maybury Implementation Plan completed identifying:</p> <ul style="list-style-type: none"> <li>▪ Necessary infrastructure upgrades</li> <li>▪ Reconfiguration of public parks</li> <li>▪ Required street layout</li> <li>▪ Housing yields that will contribute towards the required growth targets</li> <li>▪ Urban design strategy for Maybury.</li> </ul>

3	<b>Key deliverable: Maybury Implementation Plan MAYBURY CORRIDOR</b>		
		<ul style="list-style-type: none"> <li>▪ Implementation plan complete by May 2014.</li> </ul>	
3b	<b>Maybury: Ngati Whatua Block</b>	<b>Key Project Outcome:</b> Integration of the Ngati Whatua land block (ex Tāmaki Girls College), into the Maybury regeneration strategy.	
		<b>Project actions and timing (high level summary):</b> <ul style="list-style-type: none"> <li>▪ Work with HNZC and Ngati Whatua to include the Ngati Whatua land within the broader Maybury Plan.</li> <li>▪ Ensure the block contributes to the required density yields for the Maybury precinct if Tāmaki is to achieve the shareholders target of 6,000 additional homes.</li> <li>▪ Implementation of the project as a partnering opportunity with the private sector and possibly community housing providers.</li> </ul>	<b>Results by 30 June 2014</b>  Ngati Whatua block incorporated within Maybury Implementation Plan including: <ul style="list-style-type: none"> <li>▪ Necessary infrastructure upgrades</li> <li>▪ Required street layout</li> <li>▪ Housing yields that will contribute towards the required growth targets</li> <li>▪ Urban design strategy</li> </ul>
3c	<b>Maybury Marae / Cultural Precinct Development Plans</b>	<b>Key Project Outcome:</b> <ul style="list-style-type: none"> <li>▪ Feasibility completed for Marae / Cultural Precinct development, ready to dovetail into future Maybury development.</li> <li>▪ Build on the significant goodwill likely to have been developed as part of other regeneration activities and regular engagement with the community on our plans/strategic framework.</li> </ul>	
		<b>Project actions and timing (high level summary):</b>	<b>Results by 30 June 2014</b>

3	<b>Key deliverable: Maybury Implementation Plan MAYBURY CORRIDOR</b>		
		<ul style="list-style-type: none"> <li>▪ Workshops conducted with appropriate stakeholders, March 2014.</li> <li>▪ Feasibilities completed, April 2014.</li> <li>▪ The single biggest issue of community feedback on the Strategic Framework was support for the Ruapotaka Marae as a community hub.</li> <li>▪ The implementation for Maybury required clear staging and implementation plan for the connection of the Maybury corridor into the Glen Innes town centre. The marae is the focal point and therefore the need to fully understand what the planning and high level design of the marae is and possible impact on future options for the wider Maybury precinct is important.</li> <li>▪ TRC will commission and manage this work.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project plan and high level design completed to a standard enabling the Marae Trust to seek third party funding from sponsors, and the design to be integrated within the Maybury Precinct Plan by May 2014.</li> <li>▪ This will demonstrate the role of TRC in facilitating and enabling the Urban Marae which is a key deliverable from a community perspective.</li> </ul>

4	<b>Key deliverable: Delivering Social and Economic Regeneration TĀMAKI AREAS</b>		
	<p><b>Overall programme objective:</b> Improve education and employment outcomes in Tāmaki, specifically increase ECE attendance rate, increase quality of ECE provision, boost skills and employment outcomes, reduce long terms welfare dependence.</p> <p><b>Key Programme Outcomes</b></p> <ul style="list-style-type: none"> <li>▪ Increase in attendance at ECE for Tāmaki residents through increased supply which is the major driver to low attendance rates (78% attendance rate presently, which is likely to be over stated vs. 98% better public service target). This low attendance rate is likely to be a contributor to poor education outcomes in later years.</li> <li>▪ Increase quality of ECE education within Tāmaki.</li> <li>▪ Boost skills (<b>39% of over 15 year olds in Tāmaki do not have a formal qualification as compared to 15% in Auckland City.</b>)</li> <li>▪ Increase employment (lower labour force participation in Tāmaki, 2006 census)</li> <li>▪ Reducing long term welfare dependence (approximately \$1,000,000 spent on the 3 main benefits per week in Tāmaki with 52% of that on the single parent benefit, 2006 census).</li> </ul>		
4a	<b>Skills Development</b>	<b>Project actions and timing (high level summary):</b> <ul style="list-style-type: none"> <li>▪ Set up a partnership with a local training academy in order to establish skills pathways into the construction industry within the area (Maybury Precinct).</li> </ul>	<b>Results by 30 June 2014</b> <ul style="list-style-type: none"> <li>▪ A partnership agreement is in place with the preferred local training academy for skills development within the construction industry.</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Build on the <b>Youth Employment Pilot</b> with the view to implementing at least 2 additional programmes for up to 45 people.</li> <li>▪ In terms of investment in the recent pilot course, TRC provided \$33k investment for 17 job seekers in the course. Total cost is \$1,941 per student (including the 1 year mentoring programme which follows on from the initial training). Success rate to date for CadetMax is 72% of</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 45 individuals from Tāmaki undertake the course in partnership with Chamber of Commerce and Ngati Whatua o Orakei.</li> </ul>

4	<b>Key deliverable: Delivering Social and Economic Regeneration TĀMAKI AREAS</b>		
		<p>the graduates are placed into long term employment. Based on this, the economic ROI of the investment has been calculated as follows:</p> <ul style="list-style-type: none"> <li>- Current weekly cost to economy for 17 job seekers = \$3,400 per week (\$200 job seekers allowance)</li> <li>- Cost reduction to economy if 72% of graduates are placed into jobs full time = \$2,400 per week</li> <li>- Pay-back period for course costs = 14 weeks.</li> </ul> <ul style="list-style-type: none"> <li>▪ Employers are pre-registered members of Auckland Chamber looking for skills from the area.</li> </ul>	
		<ul style="list-style-type: none"> <li>▪ Expand the opportunities identified through Tāmaki First Homes for apprenticeships, work experience, first job trials to other Tāmaki projects.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Repeatable structure established through Tāmaki First homes capturing the learnings from Fenchurch Stage 1 pilot for future developments.</li> </ul>
4b	<b>Support into Employment</b>	<p><b>Project actions and timing (high level summary):</b></p> <ul style="list-style-type: none"> <li>▪ The <b>transition to employment</b> is a priority for TRC and work has already commenced on two initiatives (Manaiakalani, CadetMax) in this area. The aim is to build on existing catalyst projects that have commenced or been identified and scoped, in 2012/13 and continue to fund and expand catalyst projects which increase employment.</li> </ul>	<p style="text-align: center;"><b>Results by 30 June 2014</b></p> <ul style="list-style-type: none"> <li>▪ Stage 2 of the Manaiakalani Driver's License programme developed and completed.</li> <li>▪ Stage 2 of the CadetMax (see 4a) completed.</li> </ul>
		<ul style="list-style-type: none"> <li>▪ <b>Work</b> with the Auckland Chamber of Commerce to build a portfolio of local employers ready to participate in transition to employment projects. This would include providing coaching and support to</li> </ul>	<ul style="list-style-type: none"> <li>▪ A portfolio of local employers ready to participate in the transition to employment projects</li> </ul>

4	<b>Key deliverable: Delivering Social and Economic Regeneration</b> <b>TĀMAKI AREAS</b>		
		employers who can take on local employment and provide potential for long term employee success.	identified and signed up. Coaching programme developed and ready to pilot.

5	<b>Key deliverable: Long Term Regeneration Planning</b> <b>TĀMAKI AREAS</b>	
	<p><b>Overall programme objective:</b> Set in place plans that will enable TRC to continue the regeneration momentum built through ‘Tāmaki First Homes’. This will set the overall framework for development in the Tāmaki area to guide both TRC and private sector development activities and will demonstrate how regeneration outcomes will be delivered across Tāmaki.</p> <p><b>Summary of Key Programme Outcomes:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Implementation Strategy</b>, sets framework for Tāmaki wide development and regeneration initiatives, including urban design, spatial layout (including locations of major roads and reserves, infrastructure and utilities, and private and public housing opportunities) and phasing for precinct and neighbourhood planning in next 20 years. This framework will also ensure that Tāmaki can deliver the 6,000 homes targeted by the shareholders.</li> <li>▪ <b>Long Term Regeneration Plan</b>, sets out the preferred options for regeneration and the structure of the business beyond June 2014.</li> </ul>	
5a	<b>Implementation Strategy</b>	<p><b>Key Project Outcome:</b></p> <ul style="list-style-type: none"> <li>▪ Implementation strategy to guide staging of precinct plans and overall approach to development in Tāmaki that provides consistency and a coordinated approach across the whole area rather than piecemeal development activity.</li> <li>▪ This plan will bring a particular focus on staging of Tāmaki regeneration to ensure growth matches infrastructure – reflects market ability to absorb development, and builds a sustainable private sector market.</li> <li>▪ Promote partnership opportunities for Tāmaki and attract private investment and partnerships to ensure the market will respond to the development and regeneration objectives.</li> <li>▪ Provide a framework for Auckland Council to use when assessing proposals for activities in the Tāmaki area including both developments and community facilities and infrastructure.</li> </ul> <p>Evaluate procurement practices to identify efficiencies from the significant investment in public infrastructure and housing.</p>
		<p><b>Project actions and timing (high level summary):</b></p> <ul style="list-style-type: none"> <li>▪ Release request for expressions of interest for design and professional services in October 2013.</li> </ul>
		<b>Results by 30 June 2014</b>
		Tāmaki Wide Implementation Plan

5	<b>Key deliverable: Long Term Regeneration Planning</b> <b>TĀMAKI AREAS</b>		
		<ul style="list-style-type: none"> <li>▪ Review responses and release request for proposal to selected suppliers by end November 2013.</li> <li>▪ Commission partners to assist in development of plan by December 2013.</li> <li>▪ Development of implementation plan including input from HNZ into the housing aspects of the plan and other key stakeholders from December 2013 to May 2014.</li> <li>▪ Workshops conducted with community and stakeholders, market research completed March 2014.</li> <li>▪ Implementation plan complete May 2014.</li> </ul>	<p>completed identifying:</p> <ul style="list-style-type: none"> <li>▪ Growth strategy to accommodate the 6,000 homes required by shareholders.</li> <li>▪ Necessary infrastructure upgrades</li> <li>▪ Issues relating to public open space location and configuration</li> <li>▪ Transport connections including public transport and required new roading</li> <li>▪ Housing yields that will contribute towards the required growth targets</li> <li>▪ Urban design strategy</li> <li>▪ Employment areas and their accessibility to housing</li> <li>▪ Private sector investment opportunities</li> <li>▪ All regeneration programmes that have a spatial component</li> </ul>
5b	<b>Long Term Regeneration Planning</b>	<p><b>Key Project Outcome:</b></p> <p>Satisfy the government and council requirements for a business case drawing upon the Better Business Case model so as to deliver the regeneration programme and provide sustainable funding. TRC in conjunction with Crown / Council and private sector partners will tackle key strategic questions affecting Tāmaki and make the case for the long-term future of the programme. The case will be made around:</p> <ul style="list-style-type: none"> <li>▪ The long term redevelopment / regeneration activities for the area</li> </ul>	

5	<b>Key deliverable: Long Term Regeneration Planning</b> <b>TĀMAKI AREAS</b>		
		<ul style="list-style-type: none"> <li>▪ The delivery of the Implementation / Precinct Plans in the area for housing and spatial assets</li> <li>▪ The supply of affordable quality homes</li> <li>▪ TRC's future role as a housing provider</li> <li>▪ Identifying the appropriate measurement framework for Tāmaki cost / benefits (longitudinal)</li> <li>▪ Given the preferred options above and the finalisation of Maybury implementation plans, what is the resulting delivery model, Structure, Systems, and Funding</li> </ul> <p><b>Note that the above key strategic questions will be answered through the implementation of all of the activities identified in key deliverables 1 to 4.</b></p>	
		<p><b>Project actions and timing (high level summary):</b></p> <ul style="list-style-type: none"> <li>▪ Business Plan content and planned workshops agreed with shareholders end November 2013.</li> <li>▪ Workshops complete January 2014.</li> <li>▪ Preferred options for strategic questions (as identified in project outcomes 1-5 above), agreed with shareholders end April 2014.</li> <li>▪ Business Plan final submitted end June 2014.</li> </ul>	<p style="text-align: center;"><b>Results by 30 June 2014</b></p> <ul style="list-style-type: none"> <li>▪ A robust, streamlined Business Case is completed and delivered to meet shareholders' expectations.</li> </ul>

6	<b>Operational Expenses</b>		
	<b>Overall programme objective:</b> delivery of First Homes / invest and delivery of all regeneration activities across Tāmaki / Complete Future Planning items in order to continue delivery on the ground in the future.		