

Tāmaki Regeneration Company

Statement of Intent
2021-2025



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STATEMENT OF RESPONSIBILITY

In accordance with the Public Finance Act 1989 and the Crown Entities Act 2004, this Statement of Intent (“SOI”) publicly states the activities and intentions of Tāmaki Redevelopment Company Limited (referred to as either “the Company” or “TRC” interchangeably) and its subsidiaries for the next four financial years (FY22-FY25, inclusive), and the objectives and outcomes that those activities will contribute to.

This SOI has had shareholder input, allowing our responsible Ministers and Auckland Council to participate in setting the direction for the Company over the next four years, and includes performance measures and targets as the basis of organisational accountability.

The Board of TRC is responsible for the statements contained in this SOI and for the appropriateness of the assumptions as well as the relevant disclosures made in them.

The Board has the responsibility for establishing and maintaining a system of internal controls, designed to provide reasonable assurance as to the integrity and reliability of financial and non-financial reporting.



Evan Davies
Chair

30 June 2021
Date



Dr Susan Macken
Deputy Chair

30 June 2021
Date

PURPOSE OF STATEMENT OF INTENT

This document is TRC’s Statement of Intent 2021-2025, which describes our organisation and medium-term strategic intentions in detail, outlining how our operating environment is changing and how we are planning to respond to those changes. It also describes our functions and operations in greater detail than our annual Statement of Performance Expectations (“SPE”).

Our SOI covers the financial years 2021/22 to 2024/25 (inclusive). The SOI includes medium-term indicators of success and describes key strategic initiatives that are being delivered over the four-year SOI period, including the medium-term outcomes (FY22-FY25) that we expect those initiatives to deliver. We will report annually on progress against these indicators of success and progress within key initiatives through our annual reporting at the end of each financial year.

The SOI should be read in conjunction with the relevant SPE, which sets out our expected financial performance during the relevant financial year, along with appropriate annual performance measures and targets within each of

our functional areas. This will ensure that readers have a complete view of the intended activities of the organisation over both the medium-term and the short-term.

ABOUT TĀMAKI REDEVELOPMENT COMPANY LIMITED

The Tāmaki Regeneration Company (TRC)¹ works alongside the community and our partners, shaping the future of Tāmaki together through an urban regeneration programme that is unique within Aotearoa. We are creating a space, driven by the people of Tāmaki, where whānau and whenua can flourish in a place that is vibrant and connected.

The fertile Tāmaki whenua includes the suburbs of Glen Innes, Panmure and Point England and is located in east Auckland along the beautiful Tāmaki awa. Whānau in Tāmaki and the whenua are bonded together by the interwoven strands with deep connections that are similar to whakapapa. A collection of different communities call Tāmaki home with generations identifying Tāmaki as their spiritual home or tūrangawaewae.

In the future we see a thriving Tāmaki where all people prosper, especially local Māori and Pasifika. The diverse threads of the community will be strongly connected through a shared sense of kotahitanga and pride, so'o le fau i le fau. Tāmaki will be a living exemplar of Te Tiriti o Waitangi. The opportunities on offer here, the strong and inclusive community, and the number of affordable housing options will enable rangatahi and their whānau to achieve their aspirations. This will be an area where people will want to put down roots, and where mana whenua living outside Tāmaki return home, reconnecting to the whenua that defines their personal and cultural identity both physically and spiritually.

To ensure the vision for the future will be enduring, and its impact will span generations, we are further shaping the way we do things. Our focuses will include:

- Honouring our commitment to the Te Tiriti o Waitangi;
- Growing our existing partnerships with mana whenua and the Tāmaki community;
- Concentrating our investment in programme areas that will support the wellbeing of Tangata Whenua and Tangata Tiriti and improve equity outcomes for Māori and Pasifika whānau in Tāmaki. This includes working with our partners to improve system and conditions, to ensure that these are designed and delivered with an equity lens; and
- Achieving mana for our community and mana whenua through their self-determination and control over their own destiny.

With these principles guiding us, combined with the knowledge of our past work, we will continue to develop the regeneration programme to help navigate the community towards this thriving future, while holding steadfast in the cultural essence and ethos of Tāmaki by:

- Developing exemplar regeneration neighbourhoods in Tāmaki that deliver better housing, infrastructure, open space, and social and community amenities, which demonstrate the best in urban design thinking and adhere to the urban design framework set out in the Tāmaki Precinct Masterplan²;

¹ Tāmaki Regeneration Company is the brand or trading name of Tāmaki Redevelopment Company Limited ("TRC"). Activity, and associated expenditure, described within the Asset Management and Housing Supply subclasses of the Housing Resources section of this SOI relate specifically to Tāmaki Regeneration Limited ("TRL"), TRC's asset-owning subsidiary. Activity, and associated expenditure, described within the Tenancy Management subclass of the Housing Resources section of this SOI relates specifically to the activities of Tāmaki Housing Association Limited Partnership, TRC's tenancy management services arm. Activity, and associated expenditure, described within the Placemaking section of this SOI relates either TRC or TRL. Activities, and associated expenditure, described in the Social Transformation and Economic Developments sections of this SOI relate specifically to TRC.

² The Tāmaki Precinct Masterplan acts as the overarching development framework for the area, providing for the consistent and coherent urban design approach to the development of Tāmaki. The masterplan was developed in FY19 in collaboration with HLC, a predecessor entity to Kāinga Ora, and in consultation with the Maungakiekie-Tāmaki Local Board, Auckland

- Providing a world-class tenancy management service to public housing tenants in Tāmaki, through our tenancy management services arm, the Tāmaki Housing Association Limited Partnership³ (referred to throughout this document as “Tāmaki Housing” or “THA” interchangeably), which places the wellbeing of our public housing whānau at the centre of all that we do, and supporting our public housing whānau through the rehousing process, maintaining a compassionate and flexible approach through this process;
- Supporting Kāinga Ora (as the Tāmaki master developer) and our build partners to develop, design, and deliver innovative housing products across the housing continuum, including new public homes, shared home ownership homes, and the continued delivery of our affordable rental pilot (commenced during the previous SOI period), supporting Māori and Pasifika whānau to move across the housing continuum;
- Delivering our Whānau by Whānau service to support families to achieve their whānau oranga, working at both an individual family level and a systemic level to tackle the barriers that drive inequity across Tāmaki;
- Continuing to support Māori and Pasifika whānau into education and employment opportunities through the Tāmaki Jobs and Skills Hub, with an increasing focus on enabling a construction-ready workforce locally;
- Implementing the Tāmaki Education Change Plan, with our partners, which is owned and delivered by our rangatahi, who will ensure that the wellbeing services match the need among Tāmaki whānau and learners;
- Partnering with mana whenua, the Tāmaki community, and service providers to incrementally design and deliver a wellbeing hub where whānau can access a broad range of services (social, economic, health, emotional, and education) and where activities feel integrated and seamlessly connected to support their wellbeing aspirations;
- Advocating for the acceleration of infrastructure delivery where this will support local economic development and business growth, specifically within the Glen Innes town centre and the Tāmaki employment precinct⁴;
- Partnering with Auckland Unlimited to pilot a Tāmaki innovation hub, to act as the centre of gravity for local innovation and entrepreneurship; and
- Continuing to implement the Glen Innes Town Centre Revitalisation Plan with our partners, with the Line Road Building that we acquired in FY21 opening this year, bringing new commercial uses into the town centre.

Last year was a time of huge uncertainty with the world feeling the effects of the COVID-19 global pandemic. While the economic downturn here in Aotearoa has been less severe than originally anticipated there have been changes to the ways in which we work. In particular, we are continually having to be flexible and adjust quickly to new community needs. For example, last year we quickly set up community kai distributions to help our most vulnerable whānau. The importance of our close partnerships with community leaders, mana whenua and Government in Tāmaki has been highlighted during these difficult times.

We will continue to assist the Crown with community regeneration across Aotearoa by bringing our latest learnings and kaupapa. Specifically, we continue to support the Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development (“MHUD”) and Kāinga Ora to implement the Government’s housing and urban development

Council, and key community stakeholders.

³ The Tāmaki Housing Association Limited Partnership is a registered community housing provider that is a wholly owned subsidiary of Tāmaki Redevelopment Company Limited.

⁴ The Tāmaki employment precinct has been defined as the light-industrial and business (mixed-use) zoned land adjacent to the rail line in the Tāmaki regeneration area, excluding land that is already covered by the Glen Innes Revitalisation Plan or Unlock Panmure Project.

programme, sharing with them our regeneration expertise and enabling the Crown to deliver better wellbeing outcomes for other communities.

Iwi Engagement

Conversations must always start with mana whenua, and we look to them to learn and apply their kaupapa. This includes engaging with mana whenua on the regeneration programme, pursuing opportunities for partnerships with Māori entities and businesses, and building staff Māori capability, including knowledge of tikanga Māori and te ao Māori.

In respect of engagement with mana whenua iwi, TRC will:

- Partner with mana whenua iwi to develop and deliver housing solutions for their people and explore other potential commercial partnering opportunities. To this end, we are currently working with Ngāti Whātua Ōrākei, Ngāi Tai ki Tāmaki and Ngāti Pāoa on specific projects as well as exploring additional opportunities. With respect to housing solutions referred to above, this is limited to prioritising mana whenua for TRC's shared equity programme, as per direction received when ministerial approval for the programme was received;
- Engage with the 19 iwi (settled and yet to settle) so that they are kept up to date on our public plans and are aware of any opportunities to formally participate in any procurement process;
- Have regard to the customary interests of iwi in land during processes involving sale or disposal, including giving iwi with strong customary interest the best opportunity to participate in that process; and
- Actively protect and promote Māori knowledge, interests, values, and other taonga through the design process, ensuring that Tāmaki celebrates its unique composition and history through its physical design and the development of new amenities and services.

TRC recognises that mana whenua and iwi organisations do not represent all Māori in the Tāmaki area. It is important therefore that TRC engages with the whole Māori community including with Ruapotaka Marae through the successful implementation of its Māori Engagement Strategy.

During FY22, we will work with mana whenua to develop a partnership measure that reflects the intended approach and outcomes described above.

OUR OPERATING ENVIRONMENT

Overview: Our New Normal

COVID-19 has held the world in its grasp for over a year now and this continues to impact us in Aotearoa. We are becoming more accustomed to living alongside this virus, and a vaccine rollout has begun which offers us a light at the end of the tunnel. Despite this, the future of Aotearoa and the world remains unclear and the unavoidable economic uncertainty will remain with us for the near to mid-term future.

The current uncertainty is impacting us in strange ways. Because of how well we have responded to the virus in Aotearoa we have mostly managed to retain our normal freedoms –. We are now experiencing a housing boom across the motu. This is putting pressure on the affordability of housing which is a concern for our Tāmaki community. In addition, there have also been serious disruptions to global supply chains which has impacted our work programmes.

As we did last year, we continue to stand behind the Government’s response to COVID-19 and acknowledge the need for ongoing flexibility into FY22. With this in mind, we are continuing to take decisive, practical, and compassionate action to ensure the people and businesses of Tāmaki have the best chance to survive and thrive. This includes the acceleration of delivery in programme areas that will have a direct impact on business and employment outcomes locally, such as the planned maintenance and housing redevelopment programmes, and continuing to deliver business support services for local businesses. We will continue to provide a range of enabling and supportive wellbeing services to support local people, including through the Whānau by Whānau service and Tāmaki Jobs and Skills Hub.

Our Role in the Housing and Urban Development Landscape

The Government has an ambitious housing programme, focused on addressing the housing crisis in Auckland and transforming the housing and urban development sector. The delivery of affordable housing for first home buyers through the revised KiwiBuild programme is being complemented by significant boosts to public housing supply, the development of government-sponsored affordable housing models, improvements to rental housing standards, policies to reduce homelessness, and replacing the Resource Management Act to reduce cost and complexity.

We continue to work alongside Government entities in our work. MHUD serves as our monitoring agency. Kāinga Ora, a centralised housing and urban development authority, is the master developer for Tāmaki. TRC is the asset, property, and tenancy manager for all public housing in Tāmaki and continues to hold overall responsibility for the regeneration of Tāmaki. In addition to the new, warm dry homes that will be delivered through the redevelopment programme, we are working with central and local government partners to deliver exemplar regeneration neighbourhoods, through the provision of excellent social infrastructure, efficient transport connections, that will support Tāmaki’s growing population.

Consistent with direction from TRC’s shareholding Ministers, and the Government’s broader affordable housing and progressive home ownership objectives, TRC is working with Kāinga Ora and development partners to deliver an Affordable Housing Programme in Tāmaki, including shared home ownership houses and affordable rental houses (continuing through a pilot commenced in the previous SOI period) that have been designed to meet the needs of our local Māori and Pasifika whānau.

Our Long-Term Contribution to the Government’s Priorities

Our future state and long-term vision for Tāmaki is strongly aligned to the Government’s policy agenda to improve living standards and wellbeing for all New Zealanders, with a focus on driving improved equity outcomes for Māori and Pasifika whānau. The Government is committed to major investments in housing, health, education, and infrastructure, all of which are critical to, and supported by, the regeneration programme in Tāmaki. In parallel with this we will continue to work closely with our partners across the public sector and in the community to support and help our current, and future, mana whenua to feel empowered as the kaitiaki of Tāmaki. We also continue to

contribute our mahi and kaupapa to our partners helping to reshape the social service system, regionally and nationally, based on our deep understanding of the barriers, enablers, and drivers of change for whānau.

We play an important role in the Government's commitment to address Auckland's housing challenges. The Tāmaki regeneration programme is transforming 170 hectares of whenua to deliver new, warm, dry public houses, alongside affordable, KiwiBuild, and private market homes for our Tāmaki whānau. In the coming years, we will be delivering increasing numbers of innovative Tāmaki-specific affordable housing products that will enable local Māori and Pasifika whānau to move across the housing continuum and into home ownership.

At this point in our journey towards our future state we have delivered more than 800 houses through the programme since FY14. We have also started driving improvements to local infrastructure and amenities which are continually enhancing the social cohesion and vibrancy of our community. We work in partnership with Kāinga Ora, who are responsible for the delivery of quality new housing for our Tāmaki residents, and we will continue to support their efforts by ensuring our redeveloped homes and neighbourhoods enable the broader regeneration objectives of Tāmaki whānau and the Crown.

Our local economy will continue to be strengthened by our work programme. The work programme will:

- Drive the supply of diverse housing stock to the Auckland market, including public, affordable, KiwiBuild, and private market homes;
- Create thousands of jobs for Tāmaki locals and rangatahi over the next 20 years, both through the housing redevelopment programme and through the revitalisation and optimisation of employment land in Tāmaki;
- Focus on providing additional affordable housing opportunities alongside programmes to boost financial capability to allow Tāmaki whānau to feel secure and empowered; and
- Create vibrant and thriving mixed-tenure neighbourhoods reflecting the culture and ethos of Tāmaki.

We will continue the mahi and hold ultimate responsibility for the regeneration of Tāmaki. Kāinga Ora and its development partners, through the housing redevelopment programme, are providing new warm dry homes. We will continue to partner with central and local government bodies to provide a wealth of sustainable job opportunities, excellent and inclusive social infrastructure, quality neighbourhoods and efficient transport options that will all allow Tāmaki to draw back mana whenua who have left and ensure that other residents see Tāmaki as their tūrangawaewae.

To encourage more opportunities for our Tāmaki whānau, our programme draws on a strong network of relationships with central and local government agencies, non-governmental organisations, and in the community.

Our Contribution to the Mayoral Vision for Auckland to be a world-class city where talent wants to live

Our work to regenerate Tāmaki and make it an awesome place to live complements the Mayoral vision for Auckland to be a world class city where talent wants to live. In contributing to the Mayoral vision for Auckland, the regeneration programme is delivering outcomes aligned to the six key outcomes areas in The Auckland Plan 2050, as set out below.

- **Belonging and participation:** We worked with the Tāmaki community to develop a “neighbourhood approach” to regeneration. The approach is underpinned by ongoing community involvement and participation at an early stage of and throughout the design process. This ensures TRC can deliver on its commitment to delivering outcomes based on the needs and aspirations of the Tāmaki community.
- **Māori identity and wellbeing:** We continue to deepen our relationships with mana whenua and have established strategic partnerships with local iwi in recent years. This includes engaging with mana whenua on the regeneration programme, pursuing opportunities for partnerships with Māori entities and businesses, and continuing to work closely with the Ruapotaka Marae, who sit at the heart of our Māori community, to enhance the wellbeing of whānau in Tāmaki.

- **Homes and places:** The housing redevelopment programme will see the majority of the existing 2,700 public houses in Tāmaki redeveloped into approximately 10,500 new, warm dry houses, over the next 20 years⁵ – comprising a mix of public housing, affordable housing, and market housing. Affordable housing delivery includes shared ownership houses and affordable rental houses (continuing through a pilot commenced in the previous SOI period) that have been designed to meet the needs of our local Māori and Pasifika whānau.
- **Transport and access:** We advocate for high-quality public transport infrastructure and services in Tāmaki, as the success of the transport linkages within Tāmaki, as well as between Tāmaki and other parts of the region, contributes directly to the success of the regeneration programme.
- **Environment and cultural heritage:** During this SOI period, we will partner with mana whenua to develop a strategy and implementation plan for the rehabilitation and strengthening of Tāmaki’s natural environment. Our intention in undertaking this mahi is that TRC and partners identify and take concrete steps to address climate change and that the whenua and awa of Tāmaki are restored and revitalised, so that Tāmaki has natural resources that can be enjoyed and utilised by current and future residents. In addition to this, we will continue to partner with mana whenua and local environmental groups to clean up the Omaru Creek.
- **Opportunity and prosperity:** Through our Jobs and Skills Hub, we are enabling Tāmaki people to enter the workforce, helping them gain driver licences, access education and training opportunities, and supporting them into sustainable employment. We also support the establishment of local social enterprises that trade goods and services to achieve social, environmental, economic, and cultural outcomes. In FY22 and FY23, we will partner with Auckland Unlimited to pilot an innovation hub, providing a physical centre of gravity for local innovation and entrepreneurship in Tāmaki.

We work collaboratively with the Maungakiekie-Tāmaki Local Board and Auckland Council family on a range of regeneration projects, including infrastructure planning and delivery, the Glen Innes town centre revitalisation project, and urban activations and events throughout the Tāmaki area.

⁵ Note that the ability to deliver the full housing redevelopment programme in 20 years is contingent on a range of interrelated factors, such as infrastructure financing and delivery, the ability of the Tāmaki master developer to procure and contract delivery by private sector construction firms in line with the development programme, and other property market dynamics and drivers on both the supply-side and demand-side. Note, too, that there may be some movement in the headline delivery figure of 10,500, which is subject to the outcome of future programme business cases in FY23-FY24.

OUR STRATEGIC FRAMEWORK & MANDATED STRATEGIC PRIORITIES

Our long-term vision is that “Tāmaki is an awesome place to live”, and our mahi is guided by four long-term strategic priorities for the regeneration programme. This section defines these strategic priorities, with our objectives and work programme within our housing resources, social transformation, economic development, and placemaking strategic priority areas, and the results we are aiming for over the next 12 months, described in the following sections.

Our Mandated Strategic Priorities

TRC has been mandated by its shareholders, Crown and Auckland Council, to lead on urban regeneration activity in Tāmaki, focussed on four strategic priorities outlined in our Constitution:

HOUSING RESOURCES⁶

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

SOCIAL TRANSFORMATION⁷

Supporting Tāmaki residents and families to gain the skills, knowledge, and employment opportunities to progress their lives.

ECONOMIC DEVELOPMENT⁸

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).

PLACEMAKING⁹

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

These four mandated strategic priorities are outlined in TRC’s Constitution and contribute to Crown and Auckland Council strategic goals, the wider social and economic objectives for the region, and the Tāmaki Shared Outcomes Framework (see following section).

⁶ Activity, and associated expenditure, within the Asset Management and Housing Supply subclasses relate specifically to Tāmaki Regeneration Limited (TRL), TRC’s asset-owning subsidiary; activity, and associated expenditure within the Tenancy Management subclass relates specifically to the activities of Tāmaki Housing Association Limited Partnership. Expenditure is consolidated within the Housing Resources Revenue and Output Expenses Table.

⁷ Activities, and associated expenditure, as set out within this output class relates to TRC.

⁸ Activities, and associated expenditure, as set out within this output class relates to TRC.

⁹ Activities, and associated expenditure, as set out within this output class relates to both TRL and TRC. This expenditure is consolidated within the Placemaking Revenue and Output Expenses Table.

TĀMAKI SHARED OUTCOMES FRAMEWORK

The Tāmaki Shared Outcomes Framework (“TSOF”) outlines the desired impact that the overall regeneration programme aims to have on the Tamaki community. The TSOF is an update of and supersedes the Tāmaki Outcomes Framework, the previous outcomes framework that TRC agreed with Crown, Auckland Council, and community in 2016. The TSOF seeks to account for that impact and attempts to link that impact to activities or inputs. The TSOF also recognises that the regeneration of a community requires collective action and as such, seeks to acknowledge the shared contribution of all partners operating in this community.

This framework groups the intended outcomes into People, Place, and Partnership domains, outlining how high-level conditions (Partnerships) influences the environment (Place), which, in turn, impacts the community (People).

TĀMAKI is a great place to Live, Work, Invest & Play



OUR OVERARCHING STRATEGIC COMMITMENTS

In addition to our four mandated strategic priorities, we have made the decision to call out two overarching strategic commitment that are integral in enabling us to move towards our identified future state.

These two overarching strategic commitments are:

TE TIRITI O WAITANGI

Our vision is for Tāmaki to be a living exemplar of Te Tiriti o Waitangi. We will honour the principles of Te Tiriti o Waitangi in all our actions and ways of thinking. Mana whenua are partners with the Crown in all decisions regarding Tāmaki and its future. A te ao Māori approach underpins our connections and relationships. We will have deep relationships with mana whenua and Māori organisations and businesses that bring benefits for all. Through a te ao Māori approach all other cultural identities and groups will be respected and considered, and their aspirations enabled.

We will honour Te Tiriti o Waitangi and other historical Māori events. Community programmes will be offered frequently to enhance knowledge of tikanga Māori and te ao Māori.

TĀMAKI COMMITMENT

A cornerstone of the regeneration programme has been a commitment that we have made to the existing residents of Tāmaki, which we have termed the Tāmaki Commitment: those who wish to stay in Tāmaki will have the opportunity to do so.

We always adhere to this commitment throughout the rehousing process. Our Affordable Housing Programme is a key enabler for this commitment, providing the opportunities for whānau to progress into affordable housing products and into home ownership within Tāmaki, over time.

STRATEGIC PRIORITY – HOUSING RESOURCES

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

Long-Term Vision

Our vision is for the housing resources of Tāmaki to be high-quality, such that all people in Tāmaki have warm, dry, secure, and affordable houses that they are proud to live in.

Housing provided by the Crown will be collaborative and inclusive. A diverse range of housing options will be provided across the housing continuum, including public houses, shared home ownership houses, and supported living environments. Homes built for families and neighbourhoods will be designed by the people for the people.

Tāmaki homes will be affordable. Homes will be built with a range of affordable housing products that provide the stability needed for Tāmaki whānau to flourish and be part of the wider community they live in without barriers.

Our Housing Resources Mahi

Delivering housing resources to the current and future populations of Tāmaki is key to making Tāmaki an awesome place to live. The Government has a continued focus on the pace, quantum, and affordability of housing being delivered through its housing and urban development programme. We are working closely with Kāinga Ora to meet the Government's public housing supply intentions for the next four years, as expressed in our responsible Minister's directives to TRC and the **Public Housing Plan 2021-2024**, by driving the supply of diverse housing stock to the Auckland market through Tāmaki development projects.

Kāinga Ora is the master developer for Tāmaki and, as such, remains accountable for the delivery of new housing stock in the area. Over the life of the redevelopment programme, the majority of the 2,700 existing public houses and 170ha that TRC owns in Tāmaki will be redeveloped into approximately 10,500 new homes over the next 20 years¹⁰, comprising a mix of high-quality public houses, affordable houses, KiwiBuild houses, and private market houses. During this SOI period, we will work with Kāinga Ora to increase housing supply in Tāmaki, including increasing the supply of public housing and enabling regeneration outcomes through the delivery of our Affordable Housing Programme.

We are responsible for the management of the Affordable Housing Programme in Tāmaki and have developed a set of bespoke affordable housing products across the housing continuum, including shared home ownership houses and affordable rental houses (continuing through a pilot commenced in the previous SOI period) that have been designed to meet the needs of our local Māori and Pasifika whānau. Kāinga Ora is responsible for the supply of these products through Tāmaki development projects. In addition, we are actively working in partnership with Ngāi Tai ki Tāmaki and Ngāti Pāoa to deliver affordable housing solutions for their people, prioritising mana whenua for TRC's shared equity programme, as per direction received when ministerial approval for the programme was received. As well as increasing housing supply, this will help to create economic opportunities for our mana whenua partners.

We will ensure that the housing that is delivered in Tāmaki caters to our existing communities, specifically the needs and requirements of our Māori and Pasifika whānau, as well as families that are moving into the area. It is important

¹⁰ Note that the ability to deliver the full housing redevelopment programme in 20 years is contingent on a range of interrelated factors, such as infrastructure financing and delivery, the ability of the Tāmaki master developer to procure and contract delivery by private sector construction firms in line with the development programme, and other property market dynamics and drivers on both the supply-side and demand-side. Note, too, that there may be some movement in the headline delivery figure of 10,500, which is subject to the outcome of future programme business cases in FY23-FY24.

to us that housing is accessible to all Tāmaki whānau, that whānau are proud of where they live and see their dwellings as a home, not just a house, and that their homes provide for their physical health and holistic wellbeing. These guiding principles will continue to inform our approach to the supply of housing in Tāmaki and our maintenance of our public housing portfolio over the next four years.

Providing housing is about more than building new dwellings – neighbourhoods that are well-designed and built lead to other outcomes that TRC is accountable for, such as improved social cohesion, increased perceptions of safety, and greater provision and uptake of social and community services. Kāinga Ora shares our objectives of delivering regeneration through high-quality urban design and placemaking and we will continue to support them through the design process, to ensure the quality of housing and regeneration neighbourhoods being delivered in Tāmaki is consistent with the urban design approach documented in the Tāmaki Precinct Masterplan¹¹.

This holistic approach to housing supply outlined above extends to the management of our significant public housing portfolio, with a strategic and systematic approach to asset management in place, which places whānau at the centre of what we do. The overall quality of our portfolio will be significantly improved over time, through both regeneration and the provision of cost-effective planned and responsive maintenance to achieve our desired levels of service across the housing portfolio. All properties will meet the health and safety requirements expected of a public house. Since the baseline for the Condition Grade Index¹² (“CGI”) measure was established in FY19, TRC has made good progress in improving the overall condition of the portfolio, taking a planned maintenance approach to asset management. Progressively, all houses in our public housing portfolio will be compliant with the **Residential Tenancies (Healthy Homes Standards) Regulations 2019**, with 100% of the portfolio compliant with the regulations by 1 July 2023.

Looking after our tenants is our top priority and we deliver an innovative tenancy management service in Tāmaki that places the wellbeing of our public housing whānau at the centre of all that we do. Tāmaki Housing’s philosophy and service delivery are based on a deep understanding of the barriers, enablers, and drivers of change for each public housing whānau. This includes our work with public housing whānau through the rehousing process when we plan to redevelop the house, they live in.

Tāmaki Housing is committed to sustainable tenancies and takes a compassionate and flexible approach to tenancy management, including those whānau that are facing challenging circumstances. Working with public housing whānau in this way is both the right thing to do and an approach that we feel confident will enable whānau to achieve their aspirations. This approach is consistent with the Government’s directive that public housing providers sustain tenancies for current tenants or household members who could be at risk, as expressed in the **Aotearoa Homelessness Action Plan (Phase One 2020-2023)**. At all times, we will adhere to the Tāmaki Commitment that those who wish to stay in Tāmaki will have the opportunity to do so.

We will continue to regularly survey our public housing whānau throughout this SOI period, holding ourselves to account for the quality of the service we deliver and enabling us to understand the needs of our public housing whānau, and how these might change, over time. The headline survey output measures our public housing tenants’

¹¹ The Tāmaki Precinct Masterplan acts as the overarching development framework for the area, providing for the consistent and coherent urban design approach to the development of Tāmaki.

¹² To assess the overall condition of our properties at a portfolio-level, we use a Condition Grade Index (“CGI”) that measures the average condition grade of components, weighted by their gross replacement costs. This encompasses all the components that make up a property and is rolled up to provide an overall portfolio score. If the CGI is less than 2.0, it is likely that the average condition of properties across the portfolio are good to very good. If the CGI is greater than 2.5, then it is likely that properties across the portfolio are, on average, in poorer condition. Our target for this SOI period is to improve the overall quality of our portfolio to a CGI score of 1.90 by the end of FY25.

overall satisfaction rating for Tāmaki Housing. Our annual target for FY22 for this measure is 70% and this will progressively increase across the SOI period, with a target of 73% for FY25.

HOUSING RESOURCES: MULTI-YEAR INITIATIVES		
Initiative	Description	Expected Medium-Term Outcomes (FY22-FY25, inclusive) ¹³
Increased Housing Supply.	We will work with Kāinga Ora and our partners to increase housing supply in Tāmaki, including increasing the supply of public housing, and increasing the supply of affordable housing, to enable regeneration outcomes.	<ul style="list-style-type: none"> • Accumatively increasing numbers of new public houses delivered over the forecast period. • Accumatively increasing numbers of new affordable houses delivered over the forecast period.

HOUSING RESOURCES: MEDIUM-TERM INDICATORS OF SUCCESS	
Indicator	Target for June 2025 (unless otherwise stated)
Portfolio Average Property Condition (CGI).	1.90 ¹⁴
Percentage of portfolio that is compliant with the Residential Tenancies (Healthy Homes Standards) Regulations 2019 by 1 July 2023.	100%
Tenant's overall satisfaction rating for Tāmaki Housing.	80%
Percentage of tenants who are affected by redevelopment and want to stay in Tāmaki that are rehoused within Tāmaki.	100%
Number of newly constructed public homes –	359

¹³ Note that the expected medium-term outcomes listed in this table relate to intermediary outcomes directly delivered by individual projects and programmes (i.e., these outcomes will support the long-term delivery/achievement of headline People, Place, and Partnership outcomes identified in the TSOF). Any differences between the medium-term outcomes listed in this table and short-term outcomes for projects or programmes that also appear in a related SPE (FY22 SPE; FY23 SPE; or FY24 SPE) reflects the difference in the time horizon for the delivery/achievement of project or programme outcomes (i.e., the SPEs are using a two-year time horizon for the delivery/achievement of short-term outcomes, whereas the SOI is using a four-year time horizon for the delivery/achievement of medium-term outcomes).

¹⁴ To assess the overall condition of our properties at a portfolio-level, we use a Condition Grade Index ("CGI") that measures the average condition grade of components, weighted by their gross replacement costs. This encompasses all the components that make up a property and is rolled up to provide an overall portfolio score. If the CGI is less than 2.0, it is likely that the average condition of properties across the portfolio are good to very good. If the CGI is greater than 2.5, then it is likely that properties across the portfolio are, on average, in poorer condition.

HOUSING RESOURCES: MEDIUM-TERM INDICATORS OF SUCCESS	
delivery managed by Kāinga Ora on behalf of TRC ¹⁵ .	
Number of newly constructed shared equity homes – delivery managed by Kāinga Ora on behalf of TRC ¹⁶ .	212 ¹⁷
Number of third-party affordable houses delivered across Tāmaki neighbourhoods.	242

¹⁵ These houses are defined as completed once practical completion has been received. The target listed here is an aggregate of public housing delivery forecasts for FY22, FY23, FY24, and FY25, and represents the best available information and data at the time of writing.

¹⁶ These houses are defined as completed once practical completion has been received. The target listed here is an aggregate of shared equity housing delivery forecasts for FY22, FY23, FY24, and FY25, and represents the best available information and data at the time of writing.

¹⁷ In addition to the 212 shared equity homes forecast for delivery during the SOI period, there are 18 build-to-rent pilot units forecast for delivery in FY22, as per the FY22 SPE output measure for the build-to-rent pilot.

STRATEGIC PRIORITY – SOCIAL TRANSFORMATION

Supporting Tāmaki residents and families to gain the skills, knowledge, and employment opportunities to progress their lives.

Long-Term Vision

Our vision is that Tāmaki continues to be a vibrant community as diverse and rich as the stories passed down from our ancestors. Here people grow with the whenua. Here people can feel the strength of kotahitanga and unity that binds all threads together, so'o le fau i le fau.

Our Tāmaki whānau, and neighbours, support the community. As whānau immerse themselves in the community they discover the wealth of opportunities available for everyone, from education and home ownership, to employment, allowing our Tāmaki whānau to realise their potential.

Education opportunities provided by the area support and enable Tāmaki whānau to pursue their dreams, passions, and aspirations. The breadth of work and education opportunities and a strong and inclusive community together with a huge number of affordable housing options will draw and hold people to Tāmaki. This will be an area where people want to put down roots.

Our Social Transformation Mahi

We engage with the Tāmaki community and undertake research to deeply understand the needs of Tāmaki whānau. Based on this understanding, we partner with organisations such as the Auckland District Health Board, Ministry of Education and Manaiakalani Kahui Ako, Ministry of Social Development (“MSD”), and Oranga Tamariki to support them to deliver more effective and joined-up social and community services, targeted at those who will gain the most benefit from them. Through this approach, we support Tāmaki residents and whānau to gain the skills, knowledge, and employment opportunities to progress their lives, to have good physical health, holistic wellbeing, and to be financially secure and independent. We will often play a convenor role in this space, as well as providing project management expertise and capacity.

Underpinning this mahi is a clear focus on driving equitable change and better outcomes for Māori and Pasifika whānau in Tāmaki. This systems thinking approach is aligned with the Government’s strategic intent to enable a more adaptive, agile, and collaborative public service, through the **Public Service Act 2020** and related work programme. Our priorities over the next four years are to enhance education and employment opportunities for through our jobs and skills initiatives, deliver our Affordable Housing Programme with partners, support the delivery of the Whānau by Whānau programme, and design and deliver a wellbeing village where whānau can access a broad range of services.

There are numerous whānau in Tāmaki who struggle to access the opportunities created through the regeneration programme, due to the complexity of challenges they have in their life, such as housing and food insecurity, and an absence of other support factors. Working with the Tāmaki community and experts, we have developed an intensive support service, called Whānau by Whānau, to meet the needs of this group, supporting them to access and successfully engage with the services they require, thereby improving their long-term outcomes. We will support the delivery of this service to commence in FY22, providing backbone support to the Whānau by Whānau service providers and ensuring that the success of programme interventions is measured during this SOI period, and key insights are captured and shared to improve social service systems across Aotearoa.

We want all whānau in Tāmaki to have good health and wellbeing but recognise that there are some whānau who are dealing with challenging health factors. To ensure that Tāmaki whānau with kidney disease and related comorbidities, such as diabetes, can receive quality care locally, we have partnered with the ADHB and the Kidney

Society to deliver a local renal dialysis centre on TRC-owned land, meeting high demand within the community. The Kereru Kidney Centre will be operational in FY22, removing the need for those Tāmaki whānau with kidney disease and related conditions to travel out of the area to receive treatment, reducing travel and wait times for patients to receive care. We will also support the delivery of education to the Tāmaki community on kidney health and related conditions.

In FY21, Ministers approved the delivery of 1,500 shared home ownership homes over the life of the redevelopment programme, as part of TRC's Affordable Housing Programme. Delivery of Tāmaki affordable housing products will enable us to support accumulatively increasing numbers of Māori and Pasifika whānau to progress along the housing continuum, in line with the Government's objective to address housing affordability for Māori and Pasifika communities.

TRC supports the delivery of a Pathways to Housing Independence ("PHI") programme in Tāmaki, which builds the local demand pipeline for affordable housing. The programme provides whānau with the knowledge and tools to be able to progress along the housing continuum. We have 118 whānau who are ready to progress into shared home ownership in FY22, and a further 130 whānau who we expect to be ready to progress along the continuum in FY23 and future years. By scaling up the delivery of the PHI programme in Tāmaki, in FY22 we will create a groundswell of demand for affordable home ownership, in readiness for our future supply. At least 70% of people who progress along the housing continuum through our initiatives will identify as Māori or Pasifika.

The Tāmaki Jobs and Skills Hub, operated in partnership with the Auckland Business Chamber, supports local people into training and employment opportunities. The Hub's operating model is built on a foundation of manaakitanga, trust, and working with whānau to truly understand their career goals and life aspirations. We will continue to foster and deepen connections between industry and talent locally, including between industry partners and the local education network, with the intent of developing a more diverse range of training and employment pathways for Tāmaki rangatahi and jobseekers. This will include more opportunities for digital and technology-related apprenticeships and internships, over time.

Consistent with the Government's **Trades and Apprenticeships Training Package** announced in Budget 2020, TRC is delivering a construction-ready workforce programme in partnership with the Building and Construction Industry Training Organisation. This programme is equipping Tāmaki locals with skills in high demand in the economy and creating a pool of skilled local employees for our development partners to draw on. We have set a target of supporting 800 Tāmaki into employment through our initiatives within the four-year SOI period, with a benchmark of 70% of people who are supported into employment identifying as Māori or Pasifika, and 25% of people being employed in construction-related jobs.

As set out in the Government's **Child and Youth Wellbeing Strategy**, education is a key enabler of wellbeing for tamariki and rangatahi and the education sector has an important role in promoting, supporting, and improving the wellbeing of all learners. Over the next four years, we will support the Manaiakalani Kahui Ako, Ministry of Education and Auckland District Health Board, with project management expertise and capacity, to continue delivery of the key moves of the Tāmaki Education Change Plan, including infrastructure investment, locally-coordinated wellbeing services, accommodation support for at-risk youth, and pedagogical development. In addition, we will work with our partners to design and deliver innovative early years hubs in Tāmaki, providing early childhood education and broader early years and wellbeing support and services through these facilities.

TRC acknowledges the Government's commitment to putting the wellbeing of current and future generations of New Zealanders at the heart of public services, and the Wellbeing Approach set out in Budget 2020 and Budget 2021 by the Prime Minister and Minister of Finance. Consistent with the Government's wellbeing objectives, we will work with mana whenua, the Tāmaki community, and service providers to incrementally design and deliver a wellbeing hub during this SOI period, where whānau can access a broad range of services (social, economic, health, emotional, and educational) and where activations feel integrated and seamlessly connected to support the wellbeing aspirations of whānau.

TRC's Social Regeneration Programme, outlined above, is strongly aligned with the Government's continued focus on reducing child poverty, raising living standards and wellbeing for families, improving housing affordability, and improving equity outcomes for Māori and Pasifika whānau. While these programmes are already delivering benefits for the Tāmaki community and the Crown, it is acknowledged that social and economic benefits, and improved equity outcomes, that will be realised through these programmes will be significantly increased over time.

SOCIAL TRANSFORMATION: MULTI-YEAR INITIATIVES		
Initiative	Description	Expected Medium-Term Outcomes (FY22-FY25, inclusive) ¹⁸
Affordable Housing Programme.	<p>Continue to deliver an affordable housing programme in Tāmaki that is tailored to the needs of local Māori and Pasifika whānau, in line with ministerial approval.</p> <p>Equip Tāmaki whānau with the financial knowledge and tools to be able to advance along the housing continuum/transition out of the need for public housing.</p>	<ul style="list-style-type: none"> • Accumulatively increasing numbers of local Māori and Pasifika whānau participating in the Pathways to Housing Independence programme, contributing to the continued building of a robust pipeline of local whānau growing their financial capability and becoming mortgage-ready. • Accumulatively increasing numbers of local Māori and Pasifika whānau progressing along the housing continuum. • Accumulatively increasing numbers of local whānau transitioning out of the need for public housing.
Tāmaki Jobs and Skills Hub.	<p>Continue leveraging the regeneration programme and linking people to upskilling and employment opportunities via the Tāmaki Jobs and Skills Hub.</p> <p>Enhance opportunities in the trades industry through a construction-ready workforce programme.</p>	<ul style="list-style-type: none"> • Accumulatively increasing numbers of Māori and Pasifika locals engaged in training and employment (see four-year SOI targets). • A more diverse range of training and employment pathways available, locally, including in industry sectors with low rates of Māori and Pasifika participation at present. • Increasing numbers of locals supported into construction-related jobs, providing a local talent pool for development partners.
Whānau by Whānau.	<p>Delivery of the Whānau by Whānau programme to support families in Tāmaki to achieve whānau ora and to identify and tackle the systemic barriers that drive inequity for Māori and Pasifika families.</p>	<ul style="list-style-type: none"> • Improved wellbeing for whānau receiving support through the Whānau by Whānau programme (measured holistically through whānau aspirations for mauri ora). • Enhanced capability of Ruapotaka Marae, as demonstrated through sector leadership; whānau advocacy; and capturing and sharing best practice locally. • Establishment of a collective impact approach across government and community

¹⁸ Note that the expected medium-term outcomes listed in this table relate to intermediary outcomes directly delivered by individual projects and programmes (i.e., these outcomes will support the long-term delivery/achievement of headline People, Place, and Partnership outcomes identified in the TSOF). Any differences between the medium-term outcomes listed in this table and short-term outcomes for projects or programmes that also appear in a related SPE (FY22 SPE; FY23 SPE; or FY24 SPE) reflects the difference in the time horizon for the delivery/achievement of project or programme outcomes (i.e., the SPEs are using a two-year time horizon for the delivery/achievement of short-term outcomes, whereas the SOI is using a four-year time horizon for the delivery/achievement of medium-term outcomes).

SOCIAL TRANSFORMATION: MULTI-YEAR INITIATIVES

		organisations, which is having a demonstrable, positive impact on the operation of the social service system locally.
Early Years Hub.	Design and deliver innovative early years hubs, providing early childhood education and broader early years support and services.	<ul style="list-style-type: none"> Increasing engagement from whānau in services for tamariki under 5 years, as a result of greater provision locally in welcoming, accessible spaces. A strong community of practice established that results in services that are integrated, culturally grounded, and continuously improving based on whānau voice and experience. Improved quality of services and support available for parents and tamariki under 5 years, which results in: parents feeling more confident and engaged in supporting their child's development and children entering school ready to thrive.
Tāmaki Education Change Plan.	Support the Manaia Kalani Kahui Ako, Ministry of Education and Auckland District Health Board, with project management expertise and capacity, to continue delivery of the key moves of the Tāmaki Education Change Plan, including infrastructure investment, locally coordinated wellbeing services, accommodation support for at-risk youth, and pedagogical development.	<ul style="list-style-type: none"> Tāmaki whānau aspire to send their tamariki to Tāmaki schools. Every child in Tāmaki is engaged in education. Tāmaki schools and learners are supported to achieve their potential.
Wellbeing Hub.	Work with mana whenua, the Tāmaki community, and service providers to incrementally design and deliver a wellbeing hub where whānau can access a broad range of services (social, economic, health, emotional, and educational) and where activations feel integrated and seamlessly connected to support the wellbeing aspirations of whānau.	<ul style="list-style-type: none"> A place where connections between people, whenua, awa and te taiao are celebrated and strengthened. Whānau give and receive support and share new skills based on their aspirations. Whānau can seamlessly access a broad range of services (social, economic, health, emotional, and educational) to support their wellbeing aspirations.

SOCIAL TRANSFORMATION: MEDIUM-TERM INDICATORS OF SUCCESS

Indicator	Target for June 2025
Number of Tāmaki people who are employed through TRC initiatives ¹⁹ .	800
Percentage of people who are employed through TRC initiatives that identify as Māori or Pasifika.	70%

¹⁹ The definition of employed, for the purposes of this measure, and related measures within this section, is a person being supported into a sustainable job directly through the Tāmaki Jobs and Skills Hub, or through other TRC-led employment initiatives, such as local jobs fairs or product accelerator events that bring together employers and potential employees, or engagement with housing development build partners to identify and cultivate employment opportunities for locals. A sustainable job is defined as a contract providing 30 or more hours of work per week for three or more months.

SOCIAL TRANSFORMATION: MEDIUM-TERM INDICATORS OF SUCCESS

Percentage of people who are employed through TRC initiatives into construction-related jobs.	25%
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Number of Tāmaki people supported into apprenticeships, cadetships, or internships through TRC initiatives.	60
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STRATEGIC PRIORITY – ECONOMIC DEVELOPMENT

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

Long-Term Vision

Tāmaki will be a thriving hub of enterprise. A variety of employment centres will exist in the area and rangatahi will be able to pursue employment in their field of interest. Tāmaki rangatahi will choose to stay in the area because of the number of opportunities that are open to them.

Opportunities to work, study and live in Tāmaki will be accompanied by wide-ranging enablers for example, support for people to upskill and transition into high-quality sustainable jobs; support for people to own their homes should they wish; availability of childcare; excellent transport to and from work/study, amongst others.

The workforce of Tāmaki will have skills in a diverse range of industries due to the regenerated town centres and industrial area to the west of the rail line. Tāmaki will offer a myriad of opportunities to trades people, technicians, and entrepreneurs, and locals will be supported to develop the key skills that will allow them to thrive in the workforce of the future. The level of innovation will be such that Tāmaki business leaders will be able to pass on their kaupapa to the young rangatahi such that the next generation can prosper.

Our Economic Development Mahi

Economic development is an integral part of the regeneration programme. We take a leadership role in the development of the local economy, partnering with central and local government to facilitate the delivery of improved transport connectivity, enabling business infrastructure, and community infrastructure. We work at this intersection of the public and private sectors, supporting key initiatives that will have a stimulatory effect on the economy, support business growth, and create employment opportunities for locals. This includes advocating for the acceleration of infrastructure delivery where this will support local economic development, specifically within the Glen Innes town centre and the Tāmaki employment precinct²⁰.

The development of the local economy will benefit all the people of Tāmaki, with a clear focus on driving improved economic outcomes for local Māori and Pasifika whānau through the regeneration programme. Consistent with this focus, the Government's good-faith, and collaborative approach to Māori-Crown relationships²¹, and our Te Tiriti o Waitangi obligations, we are actively pursuing opportunities for commercial partnerships with mana whenua and Māori entities and businesses.

In response to COVID-19, TRC has taken proactive steps to build a job-rich environment in Tāmaki, accelerating delivery in programme areas that will have a direct impact on business and employment outcomes, such as the planned maintenance and housing redevelopment programmes. This acceleration will continue during the SOI period and is consistent with one of the Government's three overarching policy goals for the next three years to accelerate the recovery and rebuild from the impacts of COVID-19, as set out by the Minister of Finance in the **Budget Policy Statement 2021**.

²⁰ The employment precinct has been defined as the light-industrial and business (mixed-use) zoned land adjacent to the rail line in the Tāmaki regeneration area, excluding land that is already covered by the Glen Innes Revitalisation Plan or Unlock Panmure Project.

²¹ This commitment was set out in the Government's **Enduring Letter of Expectations** to statutory Crown entities in 2019.

Well-connected and patronised town centres are both a sign of a healthy local economy and a key attraction feature for new residents. Over the next four years, we will continue working with our partners, including the Glen Innes Business Association, Maungakiekie-Tāmaki Local Board, and Auckland Council family to revitalise the Glen Innes town centre. This project aims to transform Glen Innes into a more thriving, attractive, and sustainable town centre that encourages investment in retail and commercial space. Our work in this area has a clear focus on supporting local businesses to be successful and stimulating local economic development, with the aim that Glen Innes is a destination of choice in Auckland’s eastern suburbs.

This will include refurbishing and opening the building on Line Road in Glen Innes that we purchased in FY21, bringing new commercial uses and offerings into the town centre, and providing a link to the Bradley Lane artistic hub, supporting the theme of the Glen Innes town centre being a place for ‘makers’ and creatives. TRC is working alongside the local community to design, and ultimately run in some cases, the service offerings that are provided with the building. In addition, we will continue to deliver events and activations to increase patronage in Glen Innes, exploring opportunities to utilise additional space in the town centre (e.g., through a commercial lease). The physical transformation of the Glen Innes town centre is being complemented by our destination brand project, promoting local Tāmaki businesses and positioning Tāmaki as an attractive investment opportunity for individual, commercial, and institutional investors.

Innovation is the cornerstone of sustained economic growth and prosperity – regionally, nationally, and internationally. COVID-19 demonstrated that customer needs and market conditions are constantly changing and businesses with an innovation culture are typically best placed to respond to external shocks and capture new opportunities as they arise. TRC shares the Government’s commitment to enabling all New Zealanders and New Zealand businesses to benefit from new technologies and lift productivity and wages through innovation²² and the vision for New Zealand to be a global innovation hub and world-class generator of ideas, expressed in the Government’s **Draft Research, Science, and Innovation Strategy**.

Consistent with the Government’s innovation objectives, we will partner with Auckland Unlimited to pilot an innovation hub in Glen Innes during this SOI period. The hub will act as the physical centre of gravity for local innovation and entrepreneurship, providing the platform to support, enable, and promote Tāmaki’s existing innovation community, of which a high proportion are Māori and Pasifika rangatahi. It will bring together industry, talent, and specialist support from within Tāmaki and further afield to collaborate, learn, and develop scalable products and services. The pilot will commence in FY22 and run for a duration of 18 months, supported by a series of innovation-themed programmes, services, events, and activations, delivered through the hub and TRC and partner networks.

Alongside the economic development projects and initiatives outlined above, we will continue to work closely with our partners, including Kāinga Ora, to ensure that all projects in Tāmaki that are delivered over the next four years are underpinned by social procurement principles and use local suppliers wherever possible. Our objective in doing so is to create a sustainable, circular economy in Tāmaki that is built to survive and thrive.

²² Hon Grant Robertson, Minister of Finance, *Foreword, Budget Policy Statement 2021*.

ECONOMIC DEVELOPMENT: MULTI-YEAR INITIATIVES

Initiative	Description	Expected Medium-Term Outcomes (FY22-FY25, inclusive) ²³
Glen Innes Town Centre Activation.	Identify opportunities to utilise additional space in Glen Innes (e.g., through a commercial lease), including potential catalyst sites that would enhance the existing offerings and amenities within the town centre.	<ul style="list-style-type: none"> • New uses introduced into the town centre mix, through acquisitions and leasing of spaces as resources permit. • The Glen Innes town centre gains a reputation as a hub for makers and creatives, the repurposing economy, and an everyday market shopping experience.
Tāmaki Innovation Hub Pilot.	Partner with Auckland Unlimited to pilot an innovation hub in Tāmaki, to cater to Tāmaki's community of innovators and entrepreneurs and act as the physical centre of gravity for local innovation and entrepreneurship. The pilot will commence in FY22 and run for a duration of 18 months.	<ul style="list-style-type: none"> • A more visible, connected, and collaborative Tāmaki innovation ecosystem and increased visibility and awareness of Tāmaki innovation infrastructure. • Greater involvement of Tāmaki businesses and local Māori and Pasifika innovators and entrepreneurs in the innovation ecosystem, including participation in innovation-themed programmes, services, events, and activations. • Development and scaling of local businesses, products, and services, including those led by local Māori and Pasifika people, as a result of the development of the Tāmaki innovation ecosystem and related support services.

²³ Note that the expected medium-term outcomes listed in this table relate to intermediary outcomes directly delivered by individual projects and programmes (i.e., these outcomes will support the long-term delivery/achievement of headline People, Place, and Partnership outcomes identified in the TSOF). Any differences between the medium-term outcomes listed in this table and short-term outcomes for projects or programmes that also appear in a related SPE (FY22 SPE; FY23 SPE; or FY24 SPE) reflects the difference in the time horizon for the delivery/achievement of project or programme outcomes (i.e., the SPEs are using a two-year time horizon for the delivery/achievement of short-term outcomes, whereas the SOI is using a four-year time horizon for the delivery/achievement of medium-term outcomes).

STRATEGIC PRIORITY – PLACEMAKING

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

Long-Term Vision

Our vision is that the fertile whenua and awa at the heart of Tāmaki has been regenerated in alignment with mana whenua knowledge of the whakapapa of the area and the 'blueprint' on how to build from what is already there. Mauri provides mana, flowing into mana whenua and the community.

The Tāmaki community uses a circular approach in all processes which reduces pressure on natural resources and generates prosperity for the Tāmaki people.

Alongside this, festivals and celebrations of all cultures are held within community halls and in green spaces enabling a strong sense of belonging. Walking around the community, physical anchors such as archaeological sites commemorate and act as educational tools, sharing the rich history of our whakapapa.

All communities of the Tāmaki whenua are celebrated. For example, celebrations of Māori, Tongan, Samoan, Chinese, and Burmese, communities can be physically demonstrated through the act of raising pou (pillars) together for each community. Marae, fale, mosques, community parks and halls reinforce Tāmaki's wide inclusiveness allowing everyone to feel a sense of belonging and connectedness to the Tāmaki area.

Our Placemaking Mahi

We want Tāmaki to be a safe and welcoming place for everyone – whether you have lived here your whole life or are visiting the Tāmaki Estuary or Point England Reserve for the day. Regeneration neighbourhoods in Tāmaki will demonstrate best practice in urban design and efficiency, creating cohesive and vibrant communities that are linked through a quality open space network and supported by social infrastructure that meets the needs of Tāmaki's changing population. It is important to us that the built environment of Tāmaki reflects the communities that it serves, specifically our Māori and Pasifika communities and whānau.

The existing community of Tāmaki will identify and contribute to the long-term outcomes that will be delivered in Tāmaki, benefiting from the opportunities that regeneration creates. We will ensure that the Tāmaki community helps to shape the future Tāmaki, taking a neighbourhood-by-neighbourhood approach to development and consultation. We will also ensure that mana whenua are engaged early and throughout the design process, recognising the principles of Te Tiriti o Waitangi and mana whenua's enduring role as the kaitiaki of Tāmaki. We will also ensure that Tāmaki celebrates its unique composition and history through its physical design and that these reflect the design aspirations of the Tāmaki community, actively protecting and promoting Māori knowledge, interests, values, and other taonga through the design process.

Through engagement with our delivery partners, including Kāinga Ora and the Auckland Council family, we will ensure that our developments restore, protect, and ultimately enhance Tāmaki's natural environment and that regeneration neighbourhoods are built with appropriate consideration of long-term environmental sustainability. To support this and inform this mahi going forward, we will partner with mana whenua during this SOI period to develop a strategy and implementation plan for the rehabilitation and strengthening of Tāmaki's natural environment. Our intention in undertaking this mahi is that TRC and partners identify and take concrete steps to address climate change and that the whenua and awa of Tāmaki are restored and revitalised, so that Tāmaki has natural resources that can be enjoyed and utilised by current and future residents. By taking this approach, we are ensuring that mana whenua have self-determination and control of this process and, ultimately, the desired

environmental outcomes for Tāmaki. It is also acknowledged that this focus on climate change and sustainability will influence our broader work programme.

The Tāmaki Precinct Masterplan defines the key moves that are required to make Tāmaki a safe, sustainable, and connected place. We will ensure that the urban design approach outlined in the masterplan is respected through the design process. To achieve our vision for Tāmaki, and deliver the spatial and built environment outcomes that the regeneration programme depends on, we will work with Kāinga Ora, the Auckland Council family, and the Tāmaki community over the next four years to ensure that Tāmaki is connected, both physically through great transport infrastructure, and socially through friendly, welcoming neighbourhoods and high-quality community facilities.

Our strategic intent in undertaking this collaborative and holistic approach to the physical redevelopment of Tāmaki is to provide whānau with everything they need to maximise their wellbeing and explore their recreational and cultural interests. New buildings and amenities will tell the story of Tāmaki, weaving the rich cultural narrative of the area into the physical outputs. We will ensure that all those who choose to live in Tāmaki have access to playgrounds, communal gardens, and beautiful parks and that neighbourhoods are connected by living streets, walkways, and cycleways. Whānau will be able to get around Tāmaki safely and easily, reducing the reliance on motor vehicles in Tāmaki, promoting healthy lifestyles, and supporting the Government’s priority to transition to a low-emissions and climate-resilient Aotearoa New Zealand.

The new and improved physical amenities will not only make Tāmaki more attractive to current and future residents but will ensure that residents will have opportunities to mix with their neighbours and form lasting relationships. To help achieve this, we will continue to work with our partners and the Tāmaki community to deliver events and activations during this SOI period to bring new and existing spaces to life, such as our parks and town centres, putting emphasis on the people who live, work, and play in Tāmaki and creating vibrant and socially cohesive communities. All events and activations that we deliver during this SOI period will adhere to relevant public health guidelines.

PLACEMAKING: MULTI-YEAR INITIATIVES		
Initiative	Description	Expected Medium-Term Outcomes (FY22-FY25, inclusive) ²⁴
Implement the Tāmaki Precinct Masterplan.	Continue to work with Kāinga Ora and other partners to implement the key moves of the Tāmaki Precinct Masterplan, with a focus on increasing the diversity and density of housing in Tāmaki and enabling a modal shift towards active travel modes, such as walking and cycling, as well as improved public transport options.	<ul style="list-style-type: none"> Progressing all 14 key moves of the Tāmaki Precinct Masterplan through our neighbourhood planning efforts, achieving key regeneration objectives. Designing for current and future generations, revitalising the public realm, and creating community cohesion. Creating healthy communities through walking and cycling initiatives, and leveraging the redevelopment programme to achieve social and economic outcomes.
Tāmaki	Partner with mana whenua to develop an	<ul style="list-style-type: none"> Iwi’s self-determination and control of the ways

²⁴ Note that the expected medium-term outcomes listed in this table relate to intermediary outcomes directly delivered by individual projects and programmes (i.e., these outcomes will support the long-term delivery/achievement of headline People, Place, and Partnership outcomes identified in the TSOF). Any differences between the medium-term outcomes listed in this table and short-term outcomes for projects or programmes that also appear in a related SPE (FY22 SPE; FY23 SPE; or FY24 SPE) reflects the difference in the time horizon for the delivery/achievement of project or programme outcomes (i.e., the SPEs are using a two-year time horizon for the delivery/achievement of short-term outcomes, whereas the SOI is using a four-year time horizon for the delivery/achievement of medium-term outcomes).

Environment Strategy.	environmental strategy for Tāmaki that responds to climate change and restores and revitalises the whenua and awa of Tāmaki, subsequently developing an implementation plan to execute the strategy.	<p>that the natural environment in Tāmaki is restored and protected.</p> <ul style="list-style-type: none"> Improved quality of the whenua and awa of Tāmaki. Improved wellbeing for Tāmaki residents.
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PLACEMAKING: MEDIUM-TERM INDICATORS OF SUCCESS	
Indicator	Target for June 2025
Percentage of neighbourhood designs that meet the agreed minimum standard under the Quality Neighbourhood Framework ²⁵ .	100%

²⁵ The Quality Neighbourhood Framework was developed with the architecture design firm, Jasmax. The idea of the tool is to run this assessment three times in relation to regeneration neighbourhoods in Tāmaki: 1) Pre-development phase; 2) Concept-design phase; and 3) Post-development phase. Where there is a completed neighbourhood design ready for assessment, a suitably qualified architectural design firm assesses that design utilising the criteria within the framework, with this result counting towards the year-end reporting on the output measure. The framework takes into account the lived experience of existing and new residents within a regeneration neighbourhood, allowing TRC and Kāinga Ora to respond to feedback from residents in a reflexive fashion.

FUNCTIONS AND OPERATIONS

TRC has a broad range of responsibilities and functions, including but not limited to:

Commercial

The finance functions maintain the commercial and financial risk management functions of the business ensuring integrity and control. The finance function also supports and enables commercial decision making and long-term financial planning.

Health and Safety

Health and Safety is first and forefront to all planning and operational activities undertaken by TRC. We ensure health and safety plans are in place internally and with our external partners, we have dedicated health and safety officers, we discuss health and safety at team meetings, and we encourage employee engagement with health and safety reporting systems. The outcome that we strive for is that everyone goes home safe.

Procurement

Tāmaki Redevelopment Company Limited (TRC) is subject to and adheres to the government rules of sourcing for all its procurements, as per TRC procurement policy. TRC follows a fit for purpose procurement framework that underpins planning for great results, being fair to all suppliers, getting the right supplier, achieving the best deal for everyone, best value for money, fairness, and transparency of process.

Human Resources

The Company operates a human resources framework that adopts the Good Employer requirements of the Crown Entities Act and aspires further to best practice. We strive to provide our employees with opportunities for both personal and professional development, with a focus on physical and mental health and wellbeing. The outcome that we strive for is that our people are happy, healthy, and enabled to achieve their personal and professional aspirations.

Governance

TRC is governed pursuant to the terms of its constitution and the Shareholder's Agreement entered into between the shareholders, and its Strategic Framework (August 2013).

Tāmaki Redevelopment Company Limited's (TRC) shares are owned as to 41% by Auckland Council and 29.50% each by the Minister of Finance and the Minister of Housing and Urban Development. As a majority Crown-owned entity, TRC is listed under Schedule 4A of the Public Finance Act 1989 (PFA), and Part 2 of Schedule 1 of the Ombudsmen Act 1975 (OA). TRC has obligations under all Acts and regulations that apply to TRC:

- by explicit reference to TRC; or
- by reference to companies listed under Schedule 4A of the PFA; or
- by reference to organisations listed under Part 2 of Schedule 1 of the OA.

TRC is not a Council-Controlled Organisation (as defined in section 6 of the Local Government Act 2002).

The business and affairs of the Company are managed by, or under the direction or supervision of, the Board.

The role of a Director is to assist the Company to meet its Company Purpose and any other requirements in the Statement of Intent. The Board may exercise all the powers of the Company which are not required, either the Companies Act 1993 or its Constitution, to be exercised by the Shareholders. The Board may delegate to a committee of Directors, a Director, an employee of the Company, or to any other person, any one or more of its powers, other than a power set out in the second schedule to the Companies Act 1993. The Board remains responsible at all times for any delegated powers.

Audit

The TRC Audit and Risk Committee is a sub-committee of the TRC Board of Directors. The Committee assists the Board in fulfilling its responsibilities in relation to the Company's financial reporting, internal controls, risk management, health and safety, and external audit function. Quality Assurance services are provided by KPMG (internal audit) and Audit New Zealand (external audit).

Engagement

Community engagement will be fit-for purpose.

Urban regeneration is more than bricks and mortar. It is taking an integrated whole-of-community and resource approach by delivering long-lasting improvements in the economic, physical, social, and environmental conditions.

TRC's delivery of its projects (housing, social, economic development and placemaking) is based on collaboration and partnership. There are projects in which the Company will lead, however with most initiatives TRC will act as an enabler, facilitator, connector, and implementer. TRC is physically located in the Tāmaki community, led by people connected to their communities and the private sector, and will be measured by its success in delivering on the regeneration promise as outlined in the Tāmaki Strategic Framework.

To leverage the current goodwill and commitment of the Tāmaki community for change, it is critical that significant progress is made on all regeneration objectives within the next four years. The SOI has identified important social, placemaking, and economic projects to support the delivery of the housing programme over the next four years, ensuring a planned and phased approach to regeneration is taken.

Clear spatial, public infrastructure, and amenity plans will be shared with the Tāmaki community once the Tāmaki Precinct Masterplan has been completed, linked to place-based strategy which articulates the uniqueness of the place.

TRC is leveraging its role with other key stakeholder groups such as the private sector, Crown departments, Council entities, iwi, the Maungakiekie-Tāmaki Local Board, and local community groups. Shareholders require an entity that can provide simple and yet long-lasting solutions and ensure that all relevant stakeholders are committed to delivering on one action plan for the area.

There are a range of ways and mechanisms with which TRC engages with various groups from surveys, meetings, newsletters, information sessions, social media, and face-to-face meetings. TRC is a member of most community groups in Tāmaki, so engages with the Tāmaki community via those avenues. TRC is also fortunate to have an established group of local leaders that are contributing to the regeneration programme by providing us with continuous feedback from a community perspective. Where appropriate, TRC will work collaboratively with the Maungakiekie-Tāmaki Local Board to engage with the Tāmaki community.

With the establishment of TRC, the Government and Auckland Council have recognised that whilst collaboration will be important, having a single entity to drive the vision and regeneration outcomes is critical. The people of Tāmaki have endorsed the need for an enabling and place-shaping entity to ensure that resources in the area are targeted to the most in need and make a real difference on the ground.

Iwi Engagement

Conversations must always start with mana whenua, and we look to them to learn and apply their kaupapa. This includes engaging with mana whenua on the regeneration programme, pursuing opportunities for partnerships with Māori entities and businesses, and building staff Māori capability, including knowledge of tikanga Māori and te ao Māori.

In respect of engagement with mana whenua iwi, TRC will:

- Partner with mana whenua iwi to develop and deliver housing solutions for their people and explore other potential commercial partnering opportunities. To this end, we are currently working with Ngāti Whātua Ōrākei, Ngāi Tai ki Tāmaki and Ngāti Pāoa on specific projects as well as exploring additional opportunities.

With respect to housing solutions referred to above, this is limited to prioritising mana whenua for TRC's shared equity programme, as per direction received when ministerial approval for the programme was received;

- Engage with the 19 iwi (settled and yet to settle) so that they are kept up to date on our public plans and are aware of any opportunities to formally participate in any procurement process;
- Have regard to the customary interests of iwi in land during processes involving sale or disposal, including giving iwi with strong customary interest the best opportunity to participate in that process; and
- Actively protect and promote Māori knowledge, interests, values, and other taonga through the design process, ensuring that Tāmaki celebrates its unique composition and history through its physical design and the development of new amenities and services.

TRC recognises that mana whenua and iwi organisations do not represent all Māori in the Tāmaki area. It is important therefore that TRC engages with the whole Māori community including with Ruapotaka Marae through the successful implementation of its Māori Engagement Strategy.

During FY22, we will work with mana whenua to develop a partnership measure that reflects the intended approach and outcomes described above.

Social Responsibility

The Tāmaki Way of Working 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.
- Exhibiting sound business practice, including responsible and transparent financial management, procurement integrity, sound regeneration principles and practice, and a “no surprises” communication policy.

RISK MANAGEMENT

Overview

Effective risk management supports TRC in achieving its strategic and business objectives. It creates a robust control environment and supports informed risk-taking that promotes business growth. It does this by maximising opportunities, reducing the likelihood of business loss and reputation, and effectively managing exposure to risks.

TRC has implanted a robust Risk Management framework that is overseen by the Chief Financial Officer and the Board's Audit and Risk Committee. The Risk Management Framework is comprised of a Risk Policy, a Risk Organisational Structure, the Risk Management Lifecycle, and Risk Assurance.