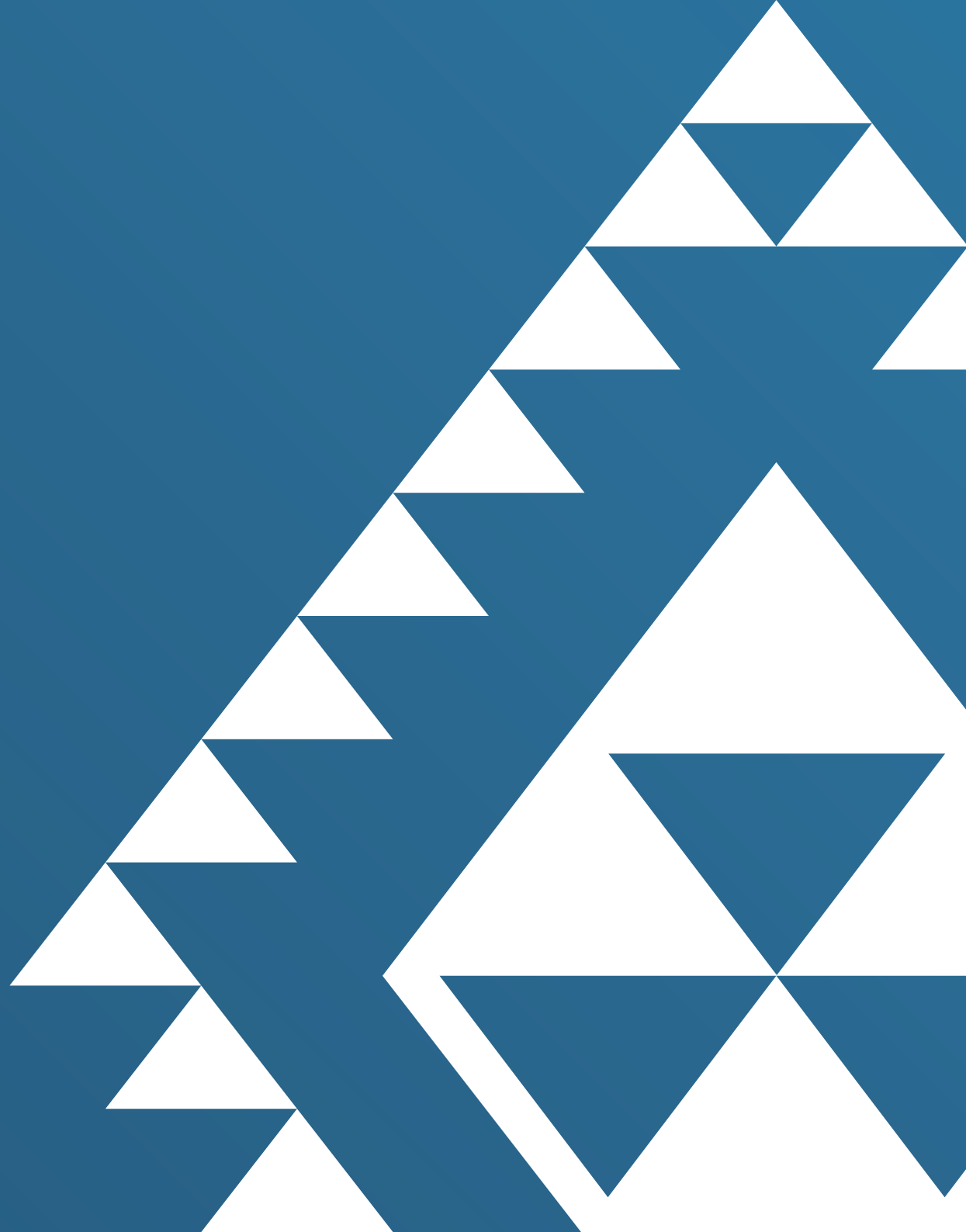


Tātau Tātau o Te Wairoa Trust

HOUSING STRATEGY

APERIRA 2024



HE IHIRANGI

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**Kia tutuki te wawata kia tū anō tātau ngā
whānau, ngā hapū, ngā iwi, i runga i ō tātau
ake mana Motuhake**

To realise our dreams for our people to
stand on their own authority.

FOREWORD

In the context of this housing strategy, this whakataukī encapsulates our aspirations to empower whānau, hapū, and iwi of Te Rohe o Te Wairoa to achieve self-determination in housing. It also underscores our commitment to providing quality housing solutions that not only meet the immediate needs of our members, but also contribute to our long-term sustainability.

THIS STRATEGY

This document sets out Tātau Tātau o Te Wairoa Trust's (TTotWT) Housing Strategy. Housing is just one part (albeit a very important one) of a range of activities we undertake for our Kāhui and iwi members. Whether by design or default, we and our subsidiary entities are key drivers in housing activity within Te Rohe o Te Wairoa. Given the potential depth, breadth, and scale of housing activity, developing a specific housing strategy is an opportunity to bring our achievements and challenges to the fore and articulate a focused strategy going forward that plays to our strengths.

TE MATAWHĀNUI

Vision

Whānau, hapū, and iwi of Te Rohe o Te Wairoa experience the security and pride of a safe, healthy and affordable home, within a community that promotes intergenerational wellbeing and whānau ora, and offers opportunities for employment and education.

TE AKA MATUA

Mission

To secure a sustainable future for the whānau, hapū, and iwi of Te Rohe o Te Wairoa.

UARA

Values

These values affirm what we believe in and what lies at the heart of our work.

Tino Rangatiratanga

We will provide exemplary leadership to guide our members towards sustainable housing solutions.

Manaakitanga

We will prioritise the wellbeing and social prosperity of our members through affordable housing, education, and employment opportunities.

Wairuatanga

We acknowledge the importance of connection with te ao Māori and wellbeing.

Whanaungatanga

We are committed to working with our partners and others to create opportunities that benefit our people and deliver on the strategy.

Kaitiakitanga

As kaitiaki of Te Rohe o Te Wairoa, we will advocate for the protection and preservation of the natural environment in all housing projects.

NGĀ POU E WHĀ



POU KĀHUI

Empower our Kāhui & Community

We will directly engage with our Kāhui and community to understand their needs and aspirations. This Pou aims to ensure that our housing initiatives are deeply rooted in the desires and realities of the whānau we serve.



POU WHAKATIPU

Optimise Our Asset Base

We will smartly leverage and grow our resources to fund and facilitate sustainable housing projects, particularly focusing on developing affordable rental options crucial for community stability and including a possible partnership with Kāinga Ora.



POU HONONGA

Build & Foster Strong Relationships

We will build solid and strategic relationships. While fostering partnerships with government and industry stakeholders, we will also emphasise self-reliance and aim to create collaborations that support and amplify our independent efforts.



POU MĀTAURANGA

Build Knowledge & Capability

We will enhance the skills and knowledge of our community by providing educational programmes and resources tailored to our cultural context. These initiatives will be designed to empower our whānau, enabling them to navigate and thrive within the housing market.

INTRODUCTION

Tātau Tātau Group

The Tātau Tātau Group comprises the parent entity TToTWT which is the post-settlement governance entity that manages the settlement redress on behalf of the iwi and hapū of Te Rohe o Te Wairoa, seven Kāhui which represent different Iwi and Hapū of Te Rohe o Te Wairoa, Tātau Tātau Commercial Limited Partnership (TTCLP) who is the commercial vehicle for TToTWT to engage in commercial activities, and Tātau Tātau Housing Limited Partnership (TTHLP) which oversees the housing portfolio of TTCLP.

Strategic Decisions

The development of this strategy required TToTWT and the Tātau Tātau Group to make several key strategic decisions. The housing continuum includes a range of housing activities, and we simply cannot do everything. For this strategy, we examined all options available, and landed on where we believe we will have the most positive impact based on the resources we have. From there, we were able to form our four Strategic Pou and objectives within these.

We were also aware that we must play to the key strengths of each Tātau Tātau entity. This includes ensuring that we understand how each entity can best contribute and the roles and responsibilities they should have. The structure we have landed on distributes the load across TToTWT, TTCLP, and TTHLP, allowing all entities some freedom in the delivery of the strategy, but ultimately ensuring that there is a united effort. To achieve this, the following transformational shifts are required.

Transformational Shift

OUR CURRENT STATE & FUTURE STATE

To catalyse improvements in housing outcomes in Te Rohe o Te Wairoa, a series of transformational shifts are required. These shifts include:

- A focus on a leasehold homeownership model for developments.
 - Working with Kāhui to identify potential whenua for development.
 - Developing pathways and supporting whānau into homeownership.
 - Developing capabilities in development, construction, and whānau support programmes.
 - Clear roles and responsibilities.
- Better coordination among stakeholders.
 - Data-driven decision-making.
 - Proactive housing repair initiatives.
 - Leveraging underutilised properties.
 - Simplifying land ownership issues.
 - Supporting papakāinga projects.
 - Increasing housing supply through partnerships.

CURRENT STATE	FUTURE STATE
TToTWT and our subsidiaries have various relationships across central and local government. However, there is little coordination between the entities that engage and between government departments and local and regional councils.	<ul style="list-style-type: none">• TToTWT and our subsidiaries are preferred partners for housing development in Te Rohe o Te Wairoa.• TToTWT holds all ‘mana relationships’ with partners, and delegates ‘mahi relationships’ as necessary.• All entities are connected and are driven to achieve the outcomes set out in this strategy.
The roles and responsibilities of TToTWT and our subsidiaries are currently unclear.	TToTWT and our subsidiaries have clearly defined roles and responsibilities to successfully deliver this strategy.

CURRENT STATE	FUTURE STATE
Many of the existing homes in the Te Rohe o Te Wairoa district require significant repairs.	We will partner with repair programmes and leverage our resources to create a comprehensive housing repair initiative, improving the health and safety of whānau homes across Te Rohe o Te Wairoa.
TToTWT has a broad understanding of the needs of members, from feedback at AGMs to engagement hui and other forums.	Robust data will underpin every housing decision. We’ll invest in collecting and analysing housing-related information to make targeted investments that will maximise impact.
There are under-utilised whenua Māori and DSP properties that are suitable for housing.	<ul style="list-style-type: none">• DSP properties will contribute to the housing stock.• We’ll provide resources to assist whānau in resolving issues surrounding whenua Māori ownership, unlocking the potential for successful papakāinga projects across our rohe.
Members would like housing developments within their respective rohe, on whenua Māori and in proximity to their marae. However, there are several barriers posed by multiple ownership of Māori freehold titles, making development efforts extremely complex.	There are several successful papakāinga established on whenua Māori throughout Te Rohe o Te Wairoa.
Housing demand outstrips supply, and the inward migration trend will put further stress on the stock.	We will increase available housing in Te Rohe o Te Wairoa through innovative strategies. We will form strong partnerships with private developers, bringing their expertise and resources to boost our efforts.
Many members lack the financial readiness for homeownership, and current support is fragmented.	We have developed a financial literacy programme tailored to the needs of members across the housing continuum.

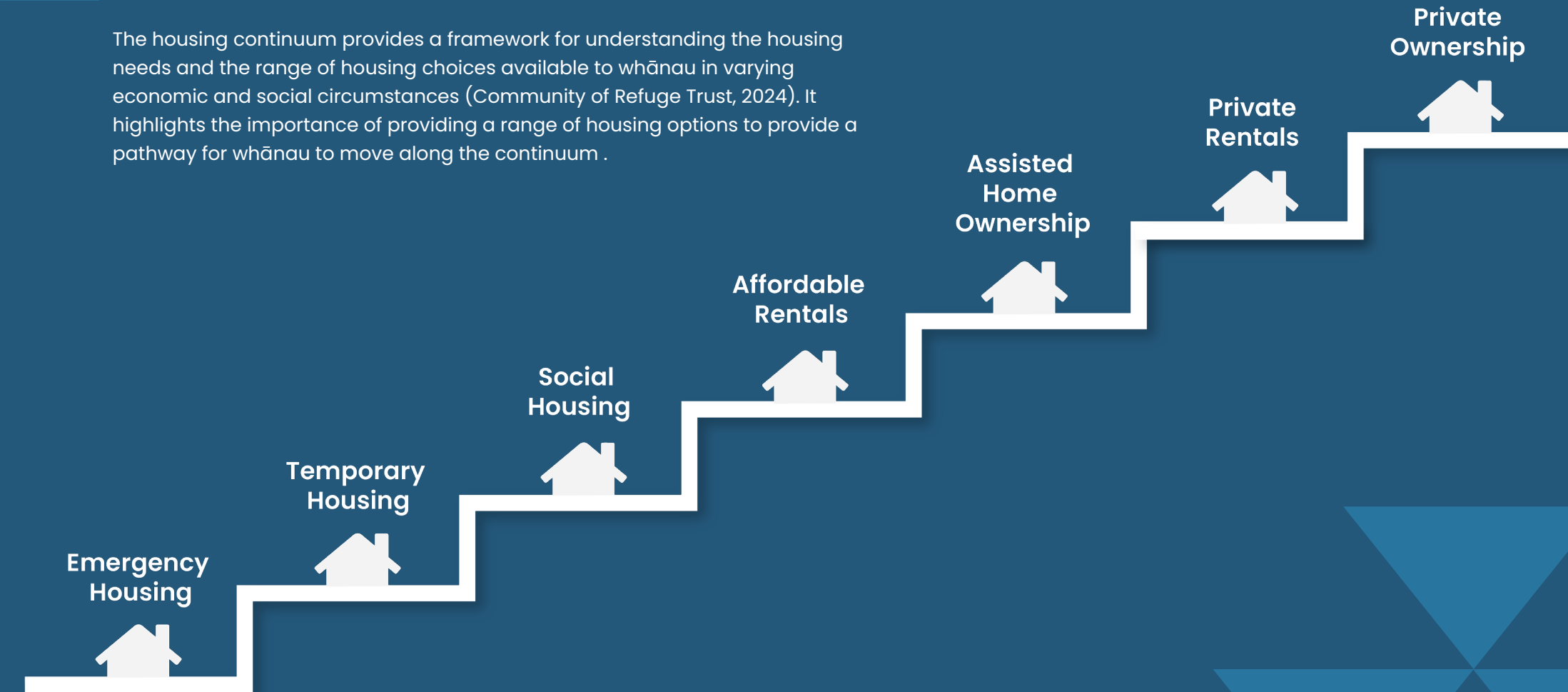


This Strategy

- » **THE HOUSING CONTINUUM**
- » **OUR FOCUS**
 - » Affordable Rentals (Build-To-Rent)
 - » Assisted Homeownership
 - » Private Ownership
 - » Capability Enhancement & Education Programmes
- » **OUR INTEGRATED APPROACH**
- » **WHY TĀTAU TĀTAU? OUR STRATEGIC ADVANTAGES**

THE HOUSING CONTINUUM

The housing continuum provides a framework for understanding the housing needs and the range of housing choices available to whānau in varying economic and social circumstances (Community of Refuge Trust, 2024). It highlights the importance of providing a range of housing options to provide a pathway for whānau to move along the continuum .



OUR FOCUS

The Tātau Tātau Group will strive to provide housing whānau in all segments of the housing continuum, with particular focus on the middle segment; namely, affordable rentals or the 'Build-To-Rent' model that builds upon the existing work TTHLP is undertaking with Te Rauā, assisted home ownership, and private ownership. The Group's focus may also come to include social housing if it is supported within the new government's housing policy once known.



» Assisted Rentals (Build-To-Rent)

The assisted rental or build-to-rent (BTR) model offers rentals to whānau which are discounted from 20% to 30% of the market rental. This enables whānau to save and, in the future, move along the housing continuum to assisted and private ownership.

The Tātau Tātau Group will work together and support each other to enable further assisted rental developments either built on urban or rural whenua, on either general or Māori title. Part of this process will involve identifying which RFR and DSP will be suitable for residential development and what steps need to be undertaken to unlock those parcels of land.

Different funding models will be explored. Given the review currently being undertaken on Kāinga Ora and that the housing policy framework under the new government has yet to be finalised, we will develop funding relationships outside of the central government. However, our relationship with Kāinga Ora is important to building more quality homes in Wairoa. We will continue our partnership if the opportunity is still available post-review.

TTHLP has a commitment to oversee future affordable rental developments. TTCLP will consider the formation of a limited partnership for each future development to ring fence any potential risk arising from the development given the capital-intensive nature and complexity of such developments.

Housing needs assessments will be undertaken to identify the typologies of housing required to address the housing needs of whānau (e.g. five one-bedrooms, ten two-bedrooms, etc.) and we are committed to ensuring any future developments are constructed to Homestar 7 or 8 ratings.

We will offer whānau one-year to ten-year tenure options to provide stability to tenants.



» Assisted Homeownership

We are committed to exploring the following models of assisted homeownership:

Rent to Buy: Whānau agree to rent a property for a specified period and at the end of that period, subject to meeting certain conditions, whānau can exercise an option to purchase the home they have been renting.

Shared Equity: A whānau shares ownership of their home with the appropriate entity of the Tātau Tātau Group and over time the whānau buys out the equity that is owned by that entity and becomes the sole owner of the property.

Leasehold: Whānau buy a registered leasehold interest in a home from the appropriate entity of the Tātau Tātau Group with the right to occupy the property over the long term, such as 100 years. The freehold interest in the property is retained by that entity and the whānau as leaseholder pays a modest ground rent, as well as servicing any mortgage commitment.

This is a future space for TTHLP to commence planning to operate within the next ten years.



» Private Ownership

Relationships with Preferred Lenders/Mortgage Brokers:

Tātau Tātāu Group will develop relationships with preferred lenders and mortgage brokers for whānau who are mortgage-ready to access, regardless of the location they reside in across Aotearoa New Zealand.

Funding for Repairs & Maintenance:

We will expand our current housing repairs and maintenance programme (subject to securing funding) to undertake additional assessments and repairs and maintenance work.



» Capability Enhancement & Education Programmes

Capability Enhancement

With the potential large-scale housing activities, it is essential that we have the appropriate capacity and capability in development and construction. We will take this opportunity to develop our whānau's skills, thereby creating the workforce to undertake such large-scale activities in addition to providing stable, secure employment.

Education Programmes

An integral component of operating in the assisted rental, affordable rental, and repairs and maintenance spaces will be the implementation of education programmes that resonate with Māori values, providing whānau with knowledge in financial literacy, homeownership, and housing rights, thereby empowering them on their housing journey.

We will canvas bespoke education programmes specifically for TToTWT members.



OUR INTEGRATED APPROACH

To ensure the ongoing success of our Strategy, the Tātau Tātau Group will adopt an integrated approach, working, and supporting each other to achieve the end goal that whānau are living in warm, dry, healthy, sustainable, and secure housing.

WHY TĀTAU TĀTAU? OUR STRATEGIC ADVANTAGES

The housing crisis is complex and multi-faceted. While the central government holds many essential policy levers, the Tātau Tātau Group is uniquely positioned to act as a powerful change agent within our region. Our strengths lie in:

Deep Community Understanding: Our connection to whānau, hapū, and iwi gives us invaluable insights into the specific housing needs, preferences, and challenges experienced in Te Rohe o Te Wairoa.

Cultural Connection: We recognise that housing is more than just shelter; it's interwoven with whānau wellbeing, cultural continuity, and connection to whenua. Our solutions will be culturally informed, and community led.

Asset Base: Our diverse holdings, including a land portfolio and commercial assets, are powerful resources for innovative housing solutions. We will leverage these and our in-house development capacity to create new opportunities. Additionally, our skilled directors boast connections, access to capital, and strong expertise that will bolster our housing efforts.

Trusted Partnerships: We foster robust relationships with local iwi, government agencies, and like-minded organisations. These partnerships support navigating complex challenges and provide pathways for innovative housing solutions. Crucially, they will enable us to connect our whānau with essential wraparound services, ensuring that their housing journey supports their overall health and wellbeing.





Roles & Responsibilities

AN INTEGRATED HOUSING DELIVERY MODEL

Our commitment extends far beyond the realm of strategic planning; we focus intently on effective execution.

OUR STRATEGIC FRAMEWORK IS UNDERPINNED BY FOUR FOUNDATIONAL POU:

-  **Pou Kāhui.**
-  **Pou Whakatipu.**
-  **Pou Hononga.**
-  **Pou Mātauranga.**

These Pou are dynamic, actionable elements central to our mission to deliver tangible, impactful housing solutions. Each pou is designed to drive specific strategic outcomes, ensuring that every initiative we undertake is purposeful and impactful.

By combining our collective strengths and enhancing coordination across all of our entities, we aim to elevate our operational efficacy and deliver superior outcomes. We integrate these strategic pou into every facet of our operation, transforming our aspirational goals into concrete achievements. This strengthens our capacity to act and solidifies our position as a proactive leader in development and housing.

TĀTAU TĀTAU O TE WAIROA TRUST

Current Activities:

- Sets overarching strategic direction and housing policy as the parent entity for the Tātau Tātau Group.
- Issues annual letter of expectation to TTCLP.

Aspirational Integration:

- Enhances governance models to ensure all subsidiaries effectively align with strategic housing goals.
- Implements comprehensive oversight mechanisms to facilitate seamless coordination and accountability across all entities.

TĀTAU TĀTAU COMMERCIAL LP

Current Activities:

- Protects and grows the commercial asset base.
- Upholds the mana and integrity of the parent trust by ensuring financial sustainability and profit.

Aspirational Integration:

- Leverages commercial success to fund and support innovative housing projects that contribute to community welfare.
- Coordinates with TTHLP to ensure commercial activities bolster housing availability without duplicating efforts.

NGĀ KĀHUI

Kāhui embodies the voice of our whānau, weaving insights into the fabric of our housing strategy.

Current Activities:

- Directly engages with community members to identify housing needs and preferences.
- Provides cultural and community insight to align housing projects with member expectations.

Aspirational Integration:

- Works closely with both TToTWT and TTHLP to integrate traditional knowledge and community aspirations into housing strategies.
- Plays a pivotal role in communication and mediation between the housing entities and the community to ensure projects are responsive and culturally sensitive.

STRUCTURE

The structure on the following page outlines the key responsibilities and which entity will manage what.

Roles & Responsibilities

TĀTAU TĀTAU O TE WAIROA TRUST

Responsible for:
Setting the overarching strategic direction and housing policy as the parent entity for the Tātau Tātau Group and issuing the LOE to TTCLP.

- Role is to:**
- Lead the Tātau Tātau Group as the Parent Entity.
 - Form and manage ‘mana relationships’ with partners.
 - Delegate ‘mahi relationships’ to subsidiaries as necessary.
 - Make the ultimate decisions on potential development opportunities and whether they will go ahead.
 - Contract and manage tenancy management services.
 - Manage the repairs and maintenance programme.
 - Preparing capability enhancement plans and delegate these to subsidiaries.
 - Manage the financial literacy programme to build the financial capability of members.
 - Manage any further education programmes to enhance members’ knowledge and skills.
 - Collect data and analyse it to inform activities.
 - Engage with Kāhui and members, along with TTCLP and TTHLP.
 - Monitor the success measures and metrics in this strategy.

TĀTAU TĀTAU O TE WAIROA HOUSING LP

Role is to:

- Undertake property development projects and holding the Group’s investments.
- Provide advice on housing opportunities to TTCLP.
- Hold mahi-specific relationships with partners and report on these to TToTWT and TTCLP.
- Engage with Kāhui and members, along with TToTWT and TTCLP.

NGĀ KĀHUI

TĀTAU TĀTAU O TE WAIROA TRUST

TĀTAU TĀTAU COMMERCIAL LP

TĀTAU TĀTAU O TE WAIROA HOUSING LP

TE RAUĀ

FUTURE OPPORTUNITIES

NGĀ KĀHUI

Responsible for:
Directly engaging with community members to identify housing needs and preferences, and providing cultural and community insight to align housing projects with member expectations.

- Role is to:**
- Assist with data collection and analysis to inform housing activities.
 - Provide advice to the Tātau Tātau Group on potential DSP properties and underutilised whenua Māori.
 - Lead the investigation and potential development of papakāinga.

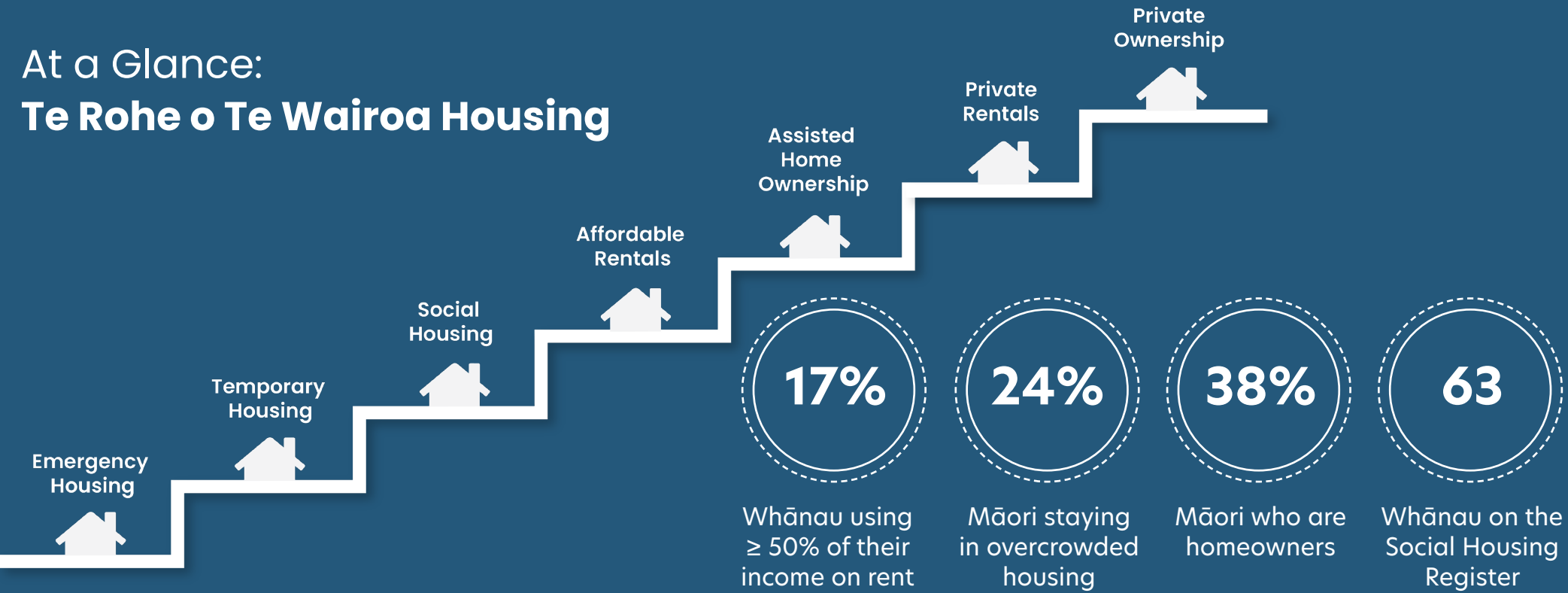
TĀTAU TĀTAU COMMERCIAL LP

Responsible for:
Protecting and growing the commercial asset base and upholding the mana and integrity of the parent trust by ensuring financial sustainability and profit.

- Role is to:**
- Maximise the financial and economic returns of the Group in relation to all property developments.
 - Investigate and review housing opportunities, then provide recommendations to TToTWT.
 - Hold mahi-specific relationships with partners and report on these to TToTWT.
 - Have oversight of TTHLP’s activities, including all housing developments.
 - Engage with Kāhui and members, along with TToTWT and TTHLP.

CURRENT STATE

At a Glance:
Te Rohe o Te Wairoa Housing



(Te Tūāpapa Kura Kāinga (Ministry of Housing and Urban Development), 2024)

For Māori, housing is about more than economic outcomes and material security. Housing cuts across many aspects of Māori wellbeing, such as whānau health, care of whenua and the environment, the ability to provide sustenance and hospitality for themselves and others, and many other aspects of wellbeing unique to Māori.

The Wairoa District has unique and complex needs that are largely due to the historic transfer of power, money, and resources during colonial settlement, which resulted in intergenerational health, and social, and economic disparities. These issues are further exacerbated by the region’s isolation and the culmination (and ongoing nature) of recent adverse weather events (Wairoa Locality Plan, 2023).

The Impact of Cyclone Gabrielle

Te Rohe o Te Wairoa already faced a housing shortage, but Cyclone Gabrielle turned the situation into a crisis. Over 70% of impacted households were Māori, underscoring the deep need within our community. Road closures and infrastructure damage have choked vital housing solutions and recovery efforts. Silt buildup threatens long-term health problems through damp and mouldy housing.

The impacts are far-reaching. Whānau crowd into damaged homes, while affordability, employment, and access to healthcare create new anxieties. Despite these challenges, we, TToTWT, are stepping forward. We are determined to use this adversity to fuel change. We will not only restore homes but build a future where housing is a source of strength and resilience for our whānau and the entire rohe.



Analysis of the Current State: A Housing Landscape Transformed

Residential property in Te Rohe o Te Wairoa faces unprecedented challenges. Cyclone Gabrielle, rising prices, and increased demand are straining an already limited housing supply, especially for Māori whānau. Key indicators reveal the stark reality and highlight a clear need for action:

Stagnant Development: Only 1.3 new dwelling consents per 10,000 people were issued in the year ending December 2023, a figure that falls short when compared to similar regions such as Napier – 6.1 and Hastings – 3.7.

Limited Construction: Just 12 residential building consents were granted in the same period.

Market Shift: Wairoa's median sale price is \$353,000, with limited properties available both to buy and rent.



Our Current Response: Building on Ongoing Efforts

TToTWT and our subsidiaries recognise the urgency of the housing crisis. We are actively engaged in a range of initiatives, including:

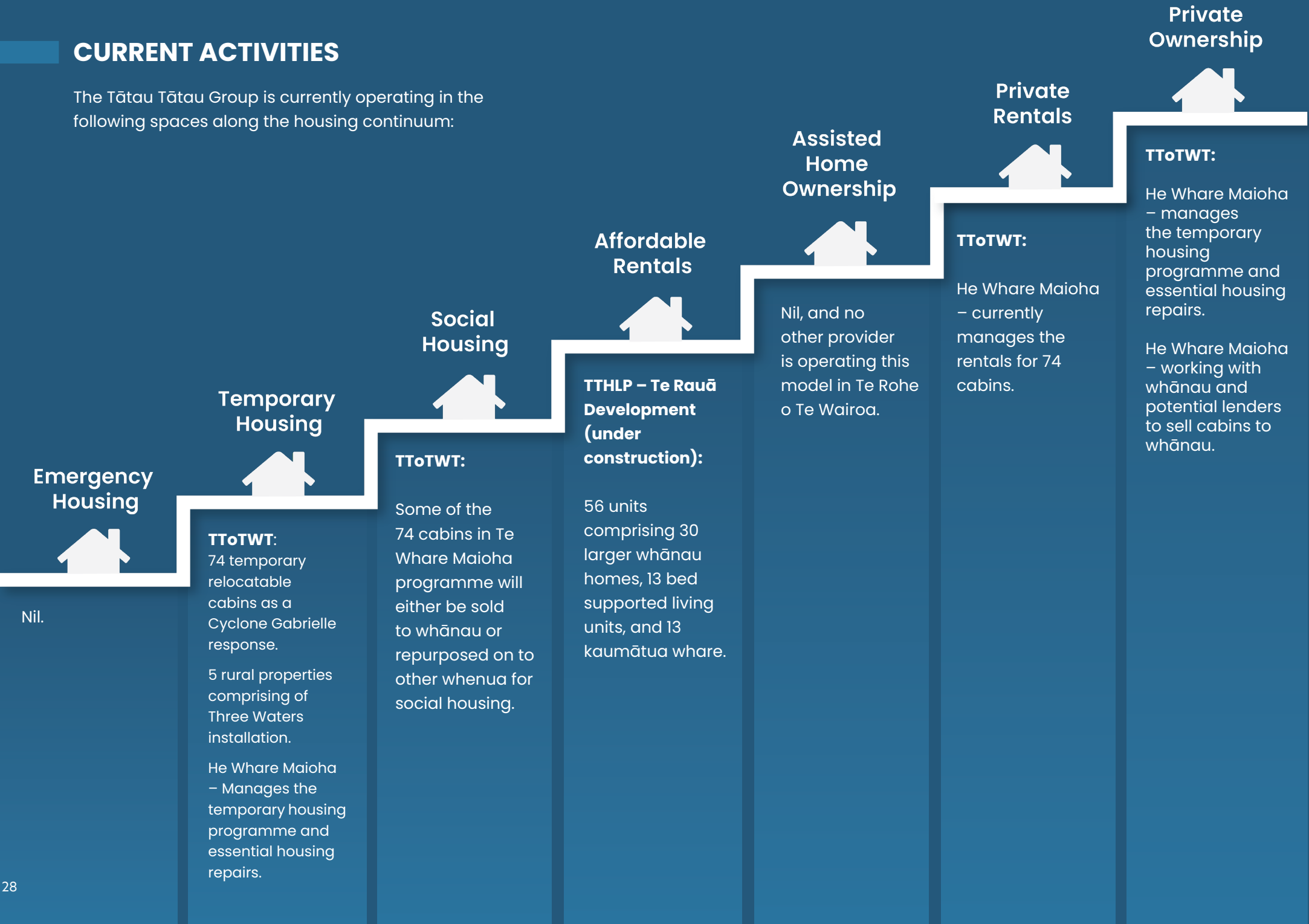
Repairing Existing Homes: Collaborating with repair programmes to address substandard housing, especially those damaged by Cyclone Gabrielle.

Exploring Development Opportunities: Identifying and assessing land for potential housing development projects, including papakāinga.

Advocacy and Partnership: Engaging with government agencies and potential partners to streamline processes, secure funding, and build capacity.

CURRENT ACTIVITIES

The Tātau Tātau Group is currently operating in the following spaces along the housing continuum:



VOICE OF KĀHUI & THE DIRECTORS OF TTHLP

Our voices across the entire Tātau Tātau Group are united in respect of housing aspirations for our whānau. The following key themes emerged from our hui and surveys with the Trustees of TToTWT, the Kāhui, and the Directors of TTHLP:

He Tangata, He Tangata, He Tangata:

- Ensuring that whānau are at the core of a housing strategy.
- A housing strategy is broader than constructing housing, it's about what the Tātau Tātau Group can achieve for our whānau with a housing strategy such as regional economic development.

Affordability:

Ensuring that housing options are affordable. This includes considerations for fair and equitable access to both homeownership and rental opportunities.

Suitability:

Developing homes that are appropriate for the needs of whānau. This will involve prioritising accessible housing for kaumātua and incorporating intergenerational and flexible designs.

Sustainability:

Developing housing solutions that are environmentally sustainable and capable of meeting the long-term needs of Māori communities. This includes considerations for energy efficiency, resource management, and resilience to climate change.

Support:

Addressing barriers to accessing finance for housing developments, including on whenua Māori.

Enhance Capability of Members:

- Providing education, training, and employment opportunities.
- Providing financial literacy programmes to empower whānau to make informed decisions about housing and improving homeownership rates.

Connection to Whenua:

Acknowledging the importance of proximity to respective marae and whenua.

Roles and Responsibilities:

Ensuring clarity in roles and responsibilities across the Tātau Tātau Group to deliver on the strategy.

STRATEGIC FRAMEWORK

Our strategic efforts are underpinned by four foundational pillars, known as Pou, each tailored to strengthen our approach and maximise our impact with the resources available.

Acknowledging our broad capabilities, we recognise that the most impactful strategy is to focus on affordable rentals and housing where the Tātau Tātau Group can fully apply its influence and resources. Utilising our strengths across the Ngā Pou e Whā framework, we actively engage our assets and strategic partnerships to address the specific needs within the housing sector. This targeted approach allows us to construct affordable homes and foster a resilient community, effectively navigating and thriving in a complex socioeconomic landscape.



Pou Kāhui – Empower our Kāhui & Community

We will directly engage with our Kāhui and community to understand their needs and aspirations. This Pou aims to ensure that our housing initiatives are deeply rooted in the desires and realities of the whānau we serve.

Objectives:

- **Tailored housing solutions:**
Kāhui to create, in partnership, housing solutions that reflect the unique needs, aspirations, and cultural values of each rohe, with a focus on providing accessible housing for kaumātua.
- **Enhance wellbeing and social prosperity:**
Facilitate housing developments strategically positioned near amenities and healthcare services, promoting wellbeing and social prosperity.
- **Kāhui-led papakāinga developments:**
Establish and support Kāhui-led models for papakāinga developments.

Success will look like:

- **Whānau are empowered:**
Whānau are empowered, with increased knowledge and confidence to make informed housing choices.
- **Affordability and equity:**
Tangible progress towards greater housing affordability and equity for our members.
- **Kāhui endorsement:**
Housing solutions that are supported by Kāhui and whānau, reflecting their specific priorities.
- **Improved access and quality of life:**
Communities with improved access to quality housing and the vital support services that enhance their quality of life.
- **Papakāinga developments:**
Successful papakāinga developments that embody Kāhui leadership and ownership.

Key Metrics:

- **Affordability Index:**
Track changes in housing affordability for members of the Kāhui, considering factors such as median house prices relative to income, availability of affordable housing options, and accessibility to financial support.
- **Engagement with Kāhui:**
Facilitate hui and distribute surveys to measure the level of support and endorsement from Kāhui and whānau and participation in decision-making processes related to housing initiatives.
- **Papakāinga:**
Track the successful establishment of papakāinga developments led by Kāhui, including metrics such as the number of completed projects, occupancy rates, and Kāhui engagement levels.



Pou Whakatipu - Optimise Our Asset Base

We will smartly leverage and grow our resources to fund and facilitate sustainable housing projects, particularly focusing on developing affordable rental options crucial for community stability and including a possible partnership with Kāinga Ora.

Objectives:	Success will look like:	Key Metrics:
<div>✂ Developer Role: Utilise resources to develop housing projects that offer both community value and potential commercial returns.</div> <div>✂ Cultural and Economic Integration: Prioritise housing solutions that strengthen connections to marae and whenua, integrating cultural values with economic viability.</div> <div>✂ Economic Growth and Skills Attraction: Use strategic land use and development to create jobs and attract skilled workers to Te Rohe o Te Wairoa.</div> <div>✂ Knowledge Sharing: Support Kāhui and other partners with development expertise through collaborative non-commercial initiatives.</div> <div>✂ Sustainability: Implement housing solutions that are resilient to climate change, ensuring long-term sustainability for whānau.</div>	<div>✂ Asset Utilisation: Monitor the expansion and efficient utilisation of land holdings and effective use for culturally and economically aligned housing.</div> <div>✂ Community Development: Measure Kāhui and whānau satisfaction and engagement with new housing projects.</div> <div>✂ Economic Impact: Assess job creation and migration of skilled professionals to Te Rohe o Te Wairoa as direct outcomes of development projects.</div> <div>✂ Collaborative Success: Evaluate the effectiveness of training and support provided to Kāhui in enhancing their development capabilities.</div> <div>✂ Resilient Homes: Build resilient homes in places that aren't prone to flooding of sea level rises and that actively minimise environmental impact by incorporating energy-efficient designs, and utilising low-carbon, sustainable materials.</div>	<div>✂ Number of Housing Developments Completed: Track the total number of completed housing projects to measure the effectiveness of asset utilisation and development execution.</div> <div>✂ Partnership Effectiveness: Assess the strength and productivity of strategic partnerships through the number of joint initiatives and partner satisfaction ratings, to measure our ability to leverage relationships for mutual benefit.</div> <div>✂ Knowledge Sharing Impact: Monitor the number of training sessions conducted and their impact, evaluating how well we disseminate expertise to enhance Kāhui development capabilities.</div> <div>✂ Climate Adaptation & Sustainability: Track the number of homes designed that exceed resilience standards for climate adaptation and sustainability.</div>



Pou Hononga - Build & Foster Strong Relationships

We will build solid and strategic relationships. While fostering partnerships with government and industry stakeholders, we will also emphasise self-reliance and aim to create collaborations that support and amplify our independent efforts.

Objectives:	Success will look like:	Key Metrics:
<div>✂ Cultivate seamless collaboration across all Tātau Tātau Group entities, ensuring a unified approach to housing delivery.</div> <div>✂ Develop robust partnerships with government agencies on all levels to expedite housing solutions and ensure policy alignment.</div> <div>✂ Collaborate with a diverse range of partners – developers, investors, and suppliers – to deliver innovative and sustainable housing solutions.</div>	<div>✂ Efficient project execution fuelled by clear communication and coordination across the Tātau Tātau Group.</div> <div>✂ Government agencies acting as true partners, streamlining processes, and providing resources that support our community-driven housing initiatives.</div> <div>✂ Mutually beneficial partnerships that bring expertise and resources to enhance housing outcomes.</div>	<div>✂ Increase in Housing Stock: Track the annual addition of new, culturally appropriate housing units for Māori in Te Rohe o Te Wairoa.</div> <div>✂ Government Funding Allocation: Monitor the total government funding received specifically for Māori housing initiatives in the region.</div> <div>✂ Utilisation of Government Funding: Assess the effectiveness of how government funds are spent on Māori housing projects, focusing on completion rates and adherence to planned budgets.</div> <div>✂ Improvement in Housing Quality: Evaluate upgrades in the safety, sustainability, and cultural suitability of Māori housing stock through regular quality assessments.</div> <div>✂ Policy Influence: Quantify the number of local and national policy changes achieved through advocacy that directly supports Māori housing goals in Te Rohe o Te Wairoa.</div>



Pou Mātauranga - Build Knowledge & Capability

We will enhance the skills and knowledge of our community by providing educational programmes and resources tailored to our cultural context. These initiatives will be designed to empower our whānau, enabling them to navigate and thrive within the housing market.

Objectives:

- ✦ **Develop In-House Expertise:**
Focus on building a versatile in-house team with comprehensive skills in all facets of housing development, leveraging procurement as a strategic tool to enhance organisational capabilities.
- ✦ **Culturally Relevant Education:**
Implement education programmes that resonate with Māori values, providing whānau with knowledge in financial literacy, homeownership, and housing rights, thereby empowering them on their housing journey.
- ✦ **Maintenance Education and Support:**
Offer practical training and support in home maintenance and repair to ensure the longevity and safety of the housing stock.
- ✦ **Traditional Knowledge Transmission:**
Facilitate wānanga and workshops that focus on the complexities of whenua Māori development, utilising traditional Māori methods of knowledge sharing such as tuakana-teina relationships to foster learning and mentorship.
- ✦ **Workforce Development Strategy:**
Establish training programmes and career pathways that align with the needs of the housing sector, aimed at growing a skilled workforce within Te Rohe o Te Wairoa.

Success will look like:

- ✦ **Capability of Tātau Tātau Group Team:**
Measure the increased competency of the team in handling the complexities of housing projects, evidenced by successful project completions and enhanced decision-making skills.
- ✦ **Whānau Empowerment and Knowledge:**
Assess the growth in whānau knowledge and confidence in navigating housing systems, through feedback and success in achieving their housing objectives.
- ✦ **Housing Stock Quality:** Monitor the condition and maintenance levels of housing stock, ensuring they meet safety and health standards.
- ✦ **Engagement in Whenua Māori Development:**
Evaluate the active participation and empowerment of members in developing housing on their ancestral lands, reflecting the successful application of learned skills.
- ✦ **Expansion of Local Workforce:**
Track the increase in local employment opportunities created through the workforce development strategy, contributing to robust housing outcomes in the region.

Key Metrics:

- ✦ **Increase in Skilled Workforce:**
Track the number of individuals who complete training programmes related to housing development, maintenance, and whenua Māori management, and subsequently gain employment or advance in their careers within the housing sector.
- ✦ **Enhancement of Whānau Knowledge:**
Measure the improvement in whānau understanding and confidence in housing-related matters, such as financial literacy and homeownership rights, through pre-and post-training assessments or surveys.
- ✦ **Quality and Maintenance of Housing Stock:**
Evaluate the effectiveness of maintenance education programmes by monitoring the decrease in housing repair needs and improvements in the overall quality and safety of the housing stock.

CALL TO ACTION

The roadmap below outlines our strategic decisions and milestones for the next 12 months, 3 years, 5 years, and 10 years, to deliver on this strategy and empower the Kāhui and members through tailored housing solutions. Also, appended to this Strategy is a supplementary paper that outlines a range of advice and information to inform our road map and next steps.

Together, the road map and supplementary paper act as a guide to help us navigate the various actions we need to take to ensure our Housing Strategy is more than the words it offers on paper and becomes a tangible force for positive change.

This Housing Strategy is designed to give voice to our ideas, and to provide coherence in terms of a way forward. We are well on our journey to provide the right support at the right time to our people to achieve self-determination in housing. We already have much to celebrate in terms of our successes, and we have much more to accomplish. Our commitment to providing quality housing solutions that not only meet the immediate needs of our members, but also contribute to our long-term sustainability, is at the heart of this Strategy.

To help us achieve our ultimate aspirations for our people, it will take all of us within the Tātau Tātau Group pulling in the same direction.

Roadmap – Pou Kāhui

EMPOWER OUR KĀHUI & COMMUNITY

EMPOWER OUR KĀHUI & COMMUNITY	TIMING				RESPONSIBILITY
	Within 12 months	Within 3–5 years	Within 5 years	Within 10 years	
Pou Kāhui – Empower our Kāhui & Community					
Engagement & Planning					
Begin comprehensive engagement with Kāhui to gather data on housing needs and aspirations.					TTotWT
Develop detailed, tailored housing solution plans for each Kāhui rohe based on initial engagements and ongoing feedback.					TTotWT, Kāhui, TTCLP
Evaluate and refine housing solutions, ensuring they adapt to evolving community needs and aspirations.					TTotWT, TTCLP, TTHLP
Development of Housing Solutions					
Identify potential sites for development and begin planning for Kāhui-led papakāinga and other housing projects.					TTotWT, Kāhui, TTCLP
Complete key housing developments and continue expanding to new areas.					TTotWT, Kāhui, TTCLP
Kāhui-Led Papakāinga Development					
Plan and design initial Kāhui-led papakāinga projects with community input.					TTotWT, Kāhui
Establish a robust network of successful papakāinga developments led by and for Kāhui, showcasing sustainable models.					TTotWT, Kāhui, TTCLP
Metrics & Tracking					
Use surveys and other tools to track changes in housing affordability, as well as community support for housing initiatives.					TTotWT
Continuously monitor and adapt housing initiatives based on comprehensive data analysis, ensuring sustainable success.					TTotWT

Roadmap – Pou Whakatipu

OPTIMISE OUR ASSET BASE

OPTIMISE OUR ASSET BASE	TIMING				RESPONSIBILITY
	Within 12 months	Within 3-5 years	Within 5 years	Within 10 years	
Pou Whakatipu – Optimise our Asset Base					
Resource & Asset Development					
Assess all current land holdings and properties for potential development.					TTCLP
Establish Lease, Build-To-Rent models, and Shared Equity models that allow the Group to maintain an ownership interest while supporting whānau.					TTotWT, TTCLP, TTHLP
Complete housing developments and review asset utilisation for optimisation and further development opportunities.					TTCLP
Ensure all developments sustainably contribute to community stability and continuously integrate cultural values.					TTotWT, TTCLP
Cultural & Economic Integration					
Plan housing projects that integrate cultural values with economic viability, especially near the marae and whenua.					TTotWT, Kāhui
Economic Growth					
Identify and prepare strategic land parcels for development that can create jobs and attract skilled workers.					TTotWT, TTCLP
Launch developments that contribute to local economic growth, partnering with local businesses and educational institutions.					TTotWT
Evaluate and expand the scope of developments in Te Rohe o Te Wairoa to bolster economic impact, create jobs, and attract skilled workers, enhancing growth and skills attraction in the area.					TTotWT
Knowledge Sharing					
Develop a kete of knowledge that’s shared among the Tātau Tātau Group, including preferred suppliers, and Standard Operating Procedures.					TTotWT, Kāhui, TTCLP, TTHLP

Roadmap – Pou Hononga

BUILD & FOSTER STRONG RELATIONSHIPS

	TIMING				RESPONSIBILITY
	Within 12 months	Within 3–5 years	Within 5 years	Within 10 years	
Pou Hononga – Build & Foster Strong Relationships					
Collaboration Across Entities					
Set up and maintain a Memorandum of Understanding detailing communication, key focus areas and inter-Group protocols, and dispute-resolution protocols.					TToTWT
Partnerships with Government					
Establish a government stakeholder matrix to track key relationships that are high-impact and high influence.					TToTWT, TTCLP
Establish and execute an engagement strategy with central and local government based on a stakeholder matrix.					TToTWT, TTCLP
Establish a strong relationship with Kainga Ora (or its successors), to develop joint priorities through our Te Tiriti relationship.					TToTWT
Sector Partnerships					
Identify and engage high-impact, influential partners from the private sector, including developers, investors, and suppliers, to establish relationships with a relational and informational advantage.					TTCLP
Develop joint ventures and collaborative projects that introduce innovative solutions to the housing market, fostering long-term, mutually beneficial outcomes.					TToTWT, TTCLP
Continuously evaluate and refine these strategic partnerships to maximise their effectiveness.					TToTWT, TTCLP

Roadmap – Pou Mātauranga

BUILD KNOWLEDGE & CAPABILITY

BUILD KNOWLEDGE & CAPABILITY	TIMING				RESPONSIBILITY
	Within 12 months	Within 3-5 years	Within 5 years	Within 10 years	
Pou Mātauranga – Build Knowledge & Capability					
In-House Expertise Development					
Establish a continuous professional development programme that ensures all team members are proficient in the latest industry standards.					TTotWT
Employ experienced people.					TTotWT, TTCLP, TTHLP
Culturally Relevant Education					
Launch education programmes that incorporate Māori values, focusing on financial literacy and basic homeownership rights.					TTotWT, Kāhui
Evaluate the effectiveness of these programmes in empowering whānau and adjust curricula to enhance engagement and learning outcomes.					TTotWT
Knowledge Transmission					
Facilitate annual wānanga focusing on the traditional aspects of whenua Māori development to enable papakāinga.					TTotWT, Kāhui
Develop a structured mentorship programme using the tuakana-teina model and case studies of successful projects.					TTotWT, Kāhui
Workforce Development Strategy					
Identify current and future skills gaps in the local housing sector and launch targeted training programmes.					TTotWT
Identify central government funding opportunities and engage with sector partners to leverage procurements for launching and expanding targeted training programmes.					TTotWT
Evaluation & Metrics					
Develop and implement a comprehensive evaluation and metrics framework tailored to monitor and refine the housing strategy.					TTotWT



TĀTAU TĀTAU
o Te Wairoa Trust