

Strategies & Plans **SUMMARISED** ENGAGEMENT REPORT

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Status - Final Summary Report



Contents

Kāinga Ora Background	3
He Toa Takitini Our Engagement Approach	4
Our Engagement Approach – What We Did	4
Our Engagement Approach - What We Heard	6
Kāinga Ora Strategy 2030	7
Feedback Themes	8
Iwi, Hāpu and Rōpū Māori Engagement	10
How We Have Responded to What We Heard	12
Supported Housing Strategic Plan	15
Feedback Themes	16
Iwi, Hāpu and Rōpū Māori Engagement	18
How We Have Responded to What We Heard	19
Asset Management Strategy	20
Feedback Themes	21
Iwi, Hāpu and Rōpū Māori Engagement	23
How We Have Responded to What We Heard	25
Environment Strategy	26
Feedback Themes	27
Iwi, Hapū and Rōpū Māori Engagement	30
How We Have Responded to What We Heard	31
Partnerships Strategic Plan	32
Feedback Themes	33
Iwi, Hapū and Rōpū Māori Engagement	36
How We Have Responded to What We Heard	38
Urban Development Strategy	39
Feedback Themes	40
Iwi, Hapū and Rōpū Māori Engagement	43
How We Have Responded to What We Heard	46
Strategy & Engagement - Key Themes	50

Kāinga Ora Background

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

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

Our Six Outcomes are:



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



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



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



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



5. Environmental wellbeing through sustainable and resilient operations, assets and communities.



6. System transformation through land-use, infrastructure and housing supply that is integrated, efficient, effective and responsive to demand.

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

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

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



He Toa Takitini Our Engagement Approach

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

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

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

Our Engagement Approach – What We Did

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

1. Online engagement using the social pinpoint platform, accessed at letstalk.kaingaora.govt.nz
2. Two online workshops for the general population
3. A series of six iwi and rūpū Māori hui

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

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

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

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

9 May-22 July 2022

5684  visits to letstalk.kaingaora.govt.nz

1157  document downloads

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

HUI GROUPS:

Six hui were held,

broken into the following groups:



HUI SESSIONS:

Six hui were scheduled

for iwi and rōpū Māori, but due to registration numbers, scheduled hui didn't always go ahead.

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

Our Engagement Approach - What We Heard

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

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

Likewise, feedback from people who attended the iwi, hapū and rōpū Māori hui was positive. This engagement was seen as an opportunity to learn and contribute to the development of the strategies and plans, and also as an opportunity to partner with other iwi, hapū and rōpū Māori, and Kāinga Ora.

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

need to resolve funding issues, particularly of infrastructure, were also raised frequently.

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

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





Kāinga Ora Strategy 2030



Feedback Themes



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

Key feedback themes included:

Partnering and Relationship building:

- Good relationships were considered key to being successful as it was acknowledged that Kāinga Ora can't succeed on its own. A focus on relationship building as equal partners, rather than Kāinga Ora approaching relationships from a hierarchical position, was highlighted along with the need for a more relational, rather than a transactional approach. This requires shared priorities to optimise successful outcomes, good, open and honest communication where full information is shared, to enable greater visibility and understanding of our work.
- Formalising relationship expectations was encouraged, as was improving relationships with Māori enterprises and partnerships that focus on clients and communities rather than outputs.
- Additionally, Kāinga Ora could use partnership opportunities to empower and build the capacity of those they work alongside.

Working Collaboratively:

- Stronger collaboration is necessary, enhanced by good, open and honest communication, joined-up planning and agreeing shared outcomes to enable its success.
- Feedback stressed the importance of better collaboration and alignment both internally and across the sector noting that while Kāinga Ora focuses on building houses, we need to collaborate with others to build communities.
- It was noted that the characteristics don't strongly enough reflect the need for genuine collaboration.

Internal Organisational Alignment:

Kāinga Ora needs to be more joined up internally to make it easier for others to work with us.

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

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

Thriving Communities:

- Kāinga Ora was urged to place emphasis on our role in supporting thriving communities and to focus on the whole system, using our role and influence to impact the system and support sector alignment. This included having a focus on diverse and differing needs, including needs outside of housing, such as amenities, safe and pleasant outdoor spaces and good infrastructure
- Inclusivity should be an important characteristic.

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

Cultural Competency within Kāinga Ora:

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

A focus on Sustainable Outcomes:

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

Diversity of Housing Models:

- Kāinga Ora was urged to work with others to explore new and different models of housing to accommodate broader needs. This included responding to differing demographic needs with a variety of housing types and sizes, accessible housing and warm, dry and safe housing for its health benefits. We were encouraged to collaborate with others to explore a variety of models (such as cohabiting, shared ownership etc.) and types (such as universal design, housing solutions for multi-generational families, and housing that is designed to adapt as inhabitants age).
- Being innovative and working collaboratively within iwi, Māori and other Pacific groups were seen as ways to achieve this.

Kāinga Ora using its role and influence:

Kāinga Ora was encouraged to use its role and size to influence the sector, impact systems and better support others, including private developers and Māori. Support is especially needed with legislative restrictions and encouraging more diverse housing types, with a focus on the needs of diverse people.

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

A broader focus on Urban Development including transport

Consideration of transport and good transport infrastructure in our planning was seen as vital, and participants wanted a stronger focus on this, especially given the climate challenges ahead.

- A stronger focus was sought on good urban form and safe communities, along with compact cities to mitigate against urban sprawl and deliver on goals of sustainability and accessibility.
- It was noted that urban development is missing from the strategic priorities. With one respondent noting “I would like to see urban development reflected more strongly in these priorities”

A focus on Housing Affordability:

Feedback noted the need to elevate our Affordable Housing Plan and strengthen our role in supporting more affordable housing by having and using more tools to deliver in this space, given the negative effect on society of the lack of housing affordability and an unequal access to secure housing



Hui Themes

Local Responsiveness and the need for a geographical approach:

- Migration to urban centres has reversed and more whānau are moving home or to smaller urban centres. This needs to be factored into geographical approaches.
- Sharing plans for communities in advance would support iwi to better plan for their whānau.

Thriving Communities:

- Thriving communities is a keydriver for iwi and they would like to see Kāinga Ora focus on building communities, not just houses. This could include more mātauranga Māori in development projects
- Iwi would also like to see Kāinga Ora offering apprenticeship opportunities to build capacity in the housing space
- Building housing close to health providers/services is just as crucial as building homes close to employment and education centres.

Communication:

- Open and honest communication is needed to build trusted relationships
- Using language that resonates with awhānau approach so that kaumātuacan understand what Kāinga Ora istalking about will support betterfunctionality moving forward

All-of-Government approach to housing solutions:

- Participants face frustration with workingacross the whole government system. A more joined-up, streamlined, all of government approach would support progress. There's a disjoint between Kāinga Ora, the Ministry of Housing and Urban Development and territorial authorities.
- There needs to be more collaboration between these organisations and iwi, hāpu and rōpū Māori.

Partnerships (building trust and shared outcomes):

- Partnership is key to achieving shared outcomes, and would allow iwi, hāpu and rōpū Māori to build capacity and capability in the housing space. Success requires long term relationships so Kāinga Ora should focus on building Māori and community relationships.
- Kāinga Ora needs to gain and maintain the trust of iwi and allow them to support projects from beginning to end. Iwi entities are wanting to work with Kāinga Ora to do more with the whenua they have available
- Working in partnership', rather than 'working alongside' shows an understanding of each other's point of view. The former feels as though those with the greatest power get to decide the outcomes
- Currently, relationships can feel transactional and master-servant. Relationships are task-oriented, not strategic and decision-making sits with Kāinga Ora. Iwi and hapū are informed of decisions and asked to respond. Participants also experience passive communication rather than active communication from Kāinga Ora.

By Māori, for Māori:

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

Capability Building:

- Kāinga Ora needs to support iwi to build their capacity and capability.
- The end goal for iwi is being able to build houses on their whenua. Kāinga Ora could help enable this aspiration by supporting them to build their capacity and capability. Kāinga Ora as an organisation has a wide range of knowledge about housing. Iwi need to be guided in the housing space to understand the housing ecosystem. Providing apprenticeships and career pathways to rangatahi would help build iwi capability to build homes



Systems and Processes:

Kāinga Ora could develop road-maps that include progress points, thenecessary steps to achieve the ultimate outcomes and to show Māori where they sit in thatprocess. Breaking all the processes down into bite-sized pieces, using simple diagrams and graphsso Māori do not feel overwhelmed.

Legislation and Policy Issues:

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

Cultural Competency within Kāinga Ora:

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

Housing types and models / Affordability:

- Homeownership is an aspiration for many Māori but due to the price of houses, this dreamis unattainable. Kāinga Ora need to continue to explore alternative models of ownership such as the options of shared equity and rent-to-buy.
- Kāinga Ora should look at off-site manufacturing and other approaches to bring the cost ofbuilding down

Long-term relationships the most importantcharacteristics

Participants endorsed many of the Kāinga Ora characteristics including:

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

Implementation:

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

Engaging with iwi, hapū and rūpū Māori

- Going into engagements with a clear understanding of the organisations being engaged with is important for Māori. One participant shared an experience of engagement where Kāinga Ora did not know who the hapū was or where they are from
- Kāinga Ora should get some background knowledge before engaging with iwi, hapū and rūpū Māori and then have a meaningful conversation about what each other’s outcomes are
- Kāinga Ora need to be honest about what is and what is not on the table

How We Have Responded to What We Heard

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

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

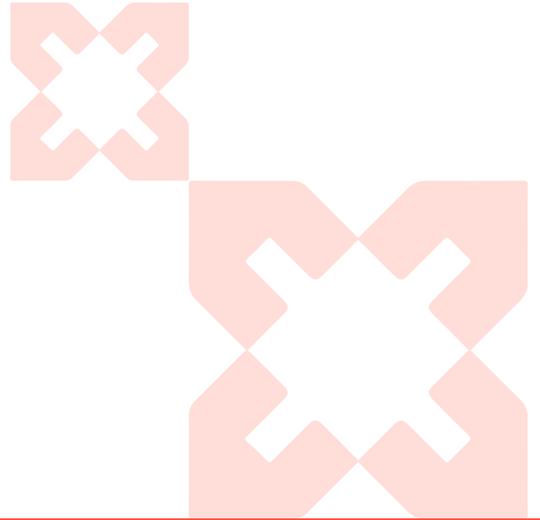
How we have responded to what we heard continued

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

How we have responded to what we heard continued

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

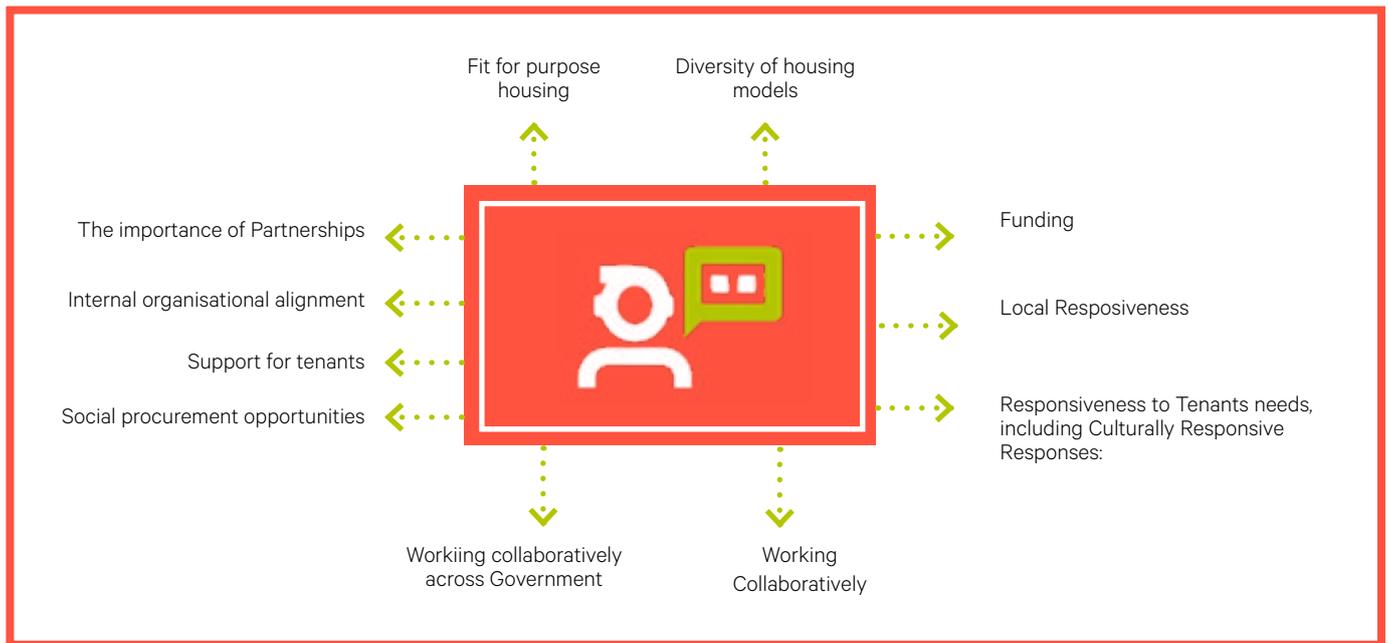




Supported Housing Strategic Plan



Feedback Themes



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

Key feedback themes included:

Fit for Purpose Housing:

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

Diversity of Housing Models:

- Another strong theme was the need to meet diverse housing needs and ensuring suitable housing for multi-generational families.
- When asked if there were other supported housing models we should be considering, responses included:
 - **Bespoke services to respond to diverse needs:**
The largest response to this question was the need for bespoke services to respond to diverse needs. These needs included people moving out of homelessness, those with a need for mental health and/or addiction assistance, the rainbow community, especially trans people and family violence. New models were needed for people such as high and complex needs customers, the elderly and those with other special needs. Suggestions included shared homes rather than small, isolated homes.
 - **Other Housing Models:**
Other models mentioned were Housing First, Community Group Housing, using Tiny Homes, and Papakainga Housing. Replicating the model in Greys Ave, Auckland was also mentioned.

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

Funding:

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

The importance of Partnerships:

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

Local Responsiveness:

There was a desire for more local responses, including a systems approach that is co-designed locally, better local engagement, greater understanding of local needs and joint decision making locally.



Working Collaboratively:

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

Working Collaboratively Across Government:

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

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

Social Procurement Opportunities:

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

Responsiveness to Tenants needs, including Culturally Responsive Responses:

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

Support for Tenants:

Responses included:

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

Internal Organisational Alignment:

A more integrated internal approach was seen as important.

Hui Themes

Support for whānau:

- A network of support needs to wrap around whānau. This includes helping whānau understand the processes they need to go through, providing them with a range of avenues to investigate and ensuring the housing Kāinga Ora provides is healthy to live in. Currently transitional houses are repurposed, so they are never going to fully meet the needs of the people in these houses.
- A shift of focus to helping whānau get back on their feet could be achieved by moving away from the assessment processes that determine what housing they receive and focuses on finding out what tangata whāi kaha want and how they can be supported to move into housing healthily
- Iwi are generally the only ones who are approached and supported in the supported housing space. However, all mana whenua of the rohe need to be recognised and require the same level of support.
- There is a lot of time and energy that goes into the development of housing, but it drops off in redevelopment, wrap-around services are also needed at this stage of housing.
- Participants wanted supported housing services specifically for the Rainbow/ Takatāpui community
- From a te ao Māori perspective, holistic support is very important. Participants would like to see wellbeing and life skills programmes delivered in supported housing.

Collaboration:

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

Local Responsiveness and the need for a geographical approach:

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

Capability and Capacity Building:

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

Partnerships:

- The importance of partnership was reaffirmed. It was noted that Kāinga Ora used to be frightened to engage with the community, but there has been a dramatic shift over time.
- Iwi and hapū organisations should be considered partners to Kāinga Ora rather than providers. This also shows that Kāinga Ora are accountable to Te Tiriti. Iwi have links that allow them to connect with other iwi
- Partnership with iwi in the supported housing space should take priority over the relationships Kāinga Ora have with providers. Currently, providers are being treated superior to iwi

Housing Types and Models / Affordability:

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

Papakāinga Housing:

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

How We Have Responded to What We Heard

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

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

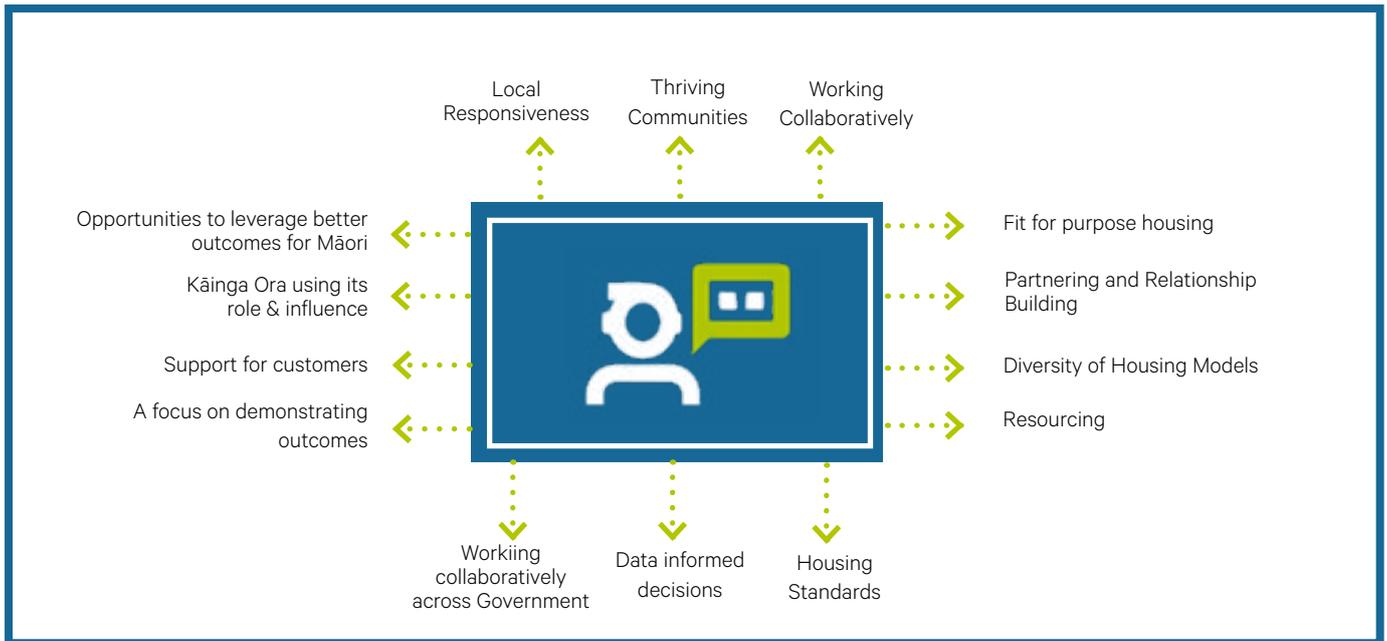
The approval of the plan does not signify the end of our engaging with others on how we deliver supported housing. As implementation of the plan progresses we will continue to engage with others on how we most effectively work together in the interests of supported housing customers and others who need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



Asset Management Strategy



Feedback Themes



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

Key themes included:

Local Responsiveness:

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

Thriving Communities:

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

Working Collaboratively:

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

Fit for Purpose Housing:

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

Partnering and Relationship building:

- Participants wanted opportunities for partnering and collaborating, recognising that strong relationships and partnerships with open and reciprocal communication and that share resources across the sector, including regarding procurement, will result in better outcomes.
- The proposed Locational Framework offers better opportunities for partnering, but highlighted challenges also. These challenges include working with local councils and challenges with relationship building and communication, including knowing who to build relationships with and having the time to build shared understanding, and communicating across a large housing sector.
- Working with others in areas where demand is less, was supported, with a clear desire to ensure good partnering and the need to resource these providers well.
- It was seen as important that if Kāinga Ora looks to partner, that it also provides support to these partners both financially and in dealing with legislative and bureaucratic processes, and that Kāinga Ora sees itself as part of these communities to better understand their needs and the best approaches to meet these needs.

Working Collaboratively Across Government:

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

Diversity of Housing Models:

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

Housing Standards:

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

Resourcing:

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

Data Informed Decisions:

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

A Focus on Demonstrating Outcomes:

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

Support for Customers:

Participants wanted to see wraparound customer support.

Kāinga Ora using its role and influence:

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

Opportunities to Leverage Better Outcomes for Māori:

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

Further Feedback

Participants were asked:

On a scale of 1-5

(1=absolutely not, 5=Totally),

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

Responses Ranged from

3-5 averaging 3.9

One response stated that Kāinga Ora is

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



Iwi, Hapū and Rōpū Māori Engagement

Hui Themes

Engagement:

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

Communication:

Simple and straightforward language is vital. Communication needs to be written in away that iwi, hapū and rōpū Māori representatives can take it home tokaumātua and they understand the intentions of Kāinga Ora.

Culturally Appropriate Housing Design / Amenity:

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

Partnering with Māori:

- Kāinga Ora must allow iwi to take ownership and have a part in creating solutions. It is essential for Kāinga Ora to partner early with iwi to get their buy-in at the very beginning of a project as opposed to reaching out to iwi with solutions.
- Mana whenua need to be involved from the beginning and through the whole process, with a holistic view, rather than a project by project view

Working Collaboratively:

Kāinga Ora need to work with the people who will live in the area to develop the area.

Thriving Communities and Thriving Whānau:

- People should be tenanted where they have a whakapapa connection
- “Is there a strategy allowing for intergenerational living?”

Te Ao Māori standards:

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

Partnership:

Kāinga Ora needs to identify what good partnership looks like, how success is identified and how it is measured.

Partnering with Māori:

- Kāinga Ora must allow iwi to take ownership and have a part in creating solutions. It is essential for Kāinga Ora to partner early with iwi to get their buy-in at the very beginning of a project as opposed to reaching out to iwi with solutions.
- Mana whenua need to be involved from the beginning and through the whole process, with a holistic view, rather than a project by project view

Partnership with iwi and Māori businesses:

- There is support for the idea of providing local whānau with job opportunities within the housing space.
- To link Kāinga Ora activities to local Māori businesses, participants would like resources to go towards an iwi member who will work alongside Kāinga Ora. This representative can gain knowledge around asset management, be a channel of communication for Kāinga and feed this information back to whānau. This representative will give full attention to the housing issues that iwi are facing and relieve stress from iwi members who wear multiple hats and have taken on this role previously.
- Kāinga Ora should consider partnering with iwi to provide trade scholarships to whānau. This would help develop the workforce of each respective rohe and ensure Māori have the capability to be involved in Kāinga Ora projects.



Māori Capability Building:

- Kāinga Ora should partner with Māori businesses and local businesses to build community capacity and capability. This could look like utilising the help of local school caretakers and local tradesmen to help with any projects Kāinga Ora facilitates in their area. It is also important that Kāinga Ora partner and establish relationships with iwi and rūnanga as they are working on the ground to house their people and are wanting to build their capacity and capability in the housing space.
- Providing social procurement opportunities to Māori-owned businesses will build capacity and capability within the rohe and give iwi confidence to start developing apprenticeships for their whānau.

Legislation and Policy Issues:

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

Engagement:

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

Housing Quality and Standards

- In recent years, the houses that Kāinga Ora have built have been of poor quality, systems need to be put in place that monitor the quality of houses that Kāinga Ora are building
- The housing standards of Kāinga Ora were endorsed, with agreement that healthy, dry, warm and safe homes are essential. These housing standards are not a reality for a lot of whānau, especially those living in rural areas. Māori are living in wet, damp and cold homes which lead to negative impacts on the health of the people living in the homes, like rheumatic fever and asthma.
- The foundations to support the housing standards of Kāinga Ora were endorsed, noting that investing in these foundations will lead to positive health outcomes, especially for tamariki who are affected by the dampness of homes. Healthy homes result in healthy lives, so Kāinga Ora need to ensure its housing stock is of standard
- Many whānau are choosing to live off the grid because, in the long term, it is more sustainable, environmentally friendly and cost-effective. However, it can be difficult for some whānau to get their homes up to the housing standards due to the cost of materials like solar panels and connecting to the local water supply.
- A healthy home is more than just the physical building, all other holistic aspects that whānau need should be considered as the foundations of a healthy home

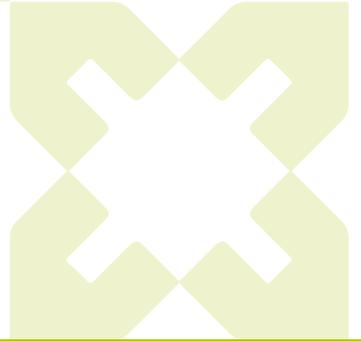
How We Have Responded to What We Heard

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

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

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

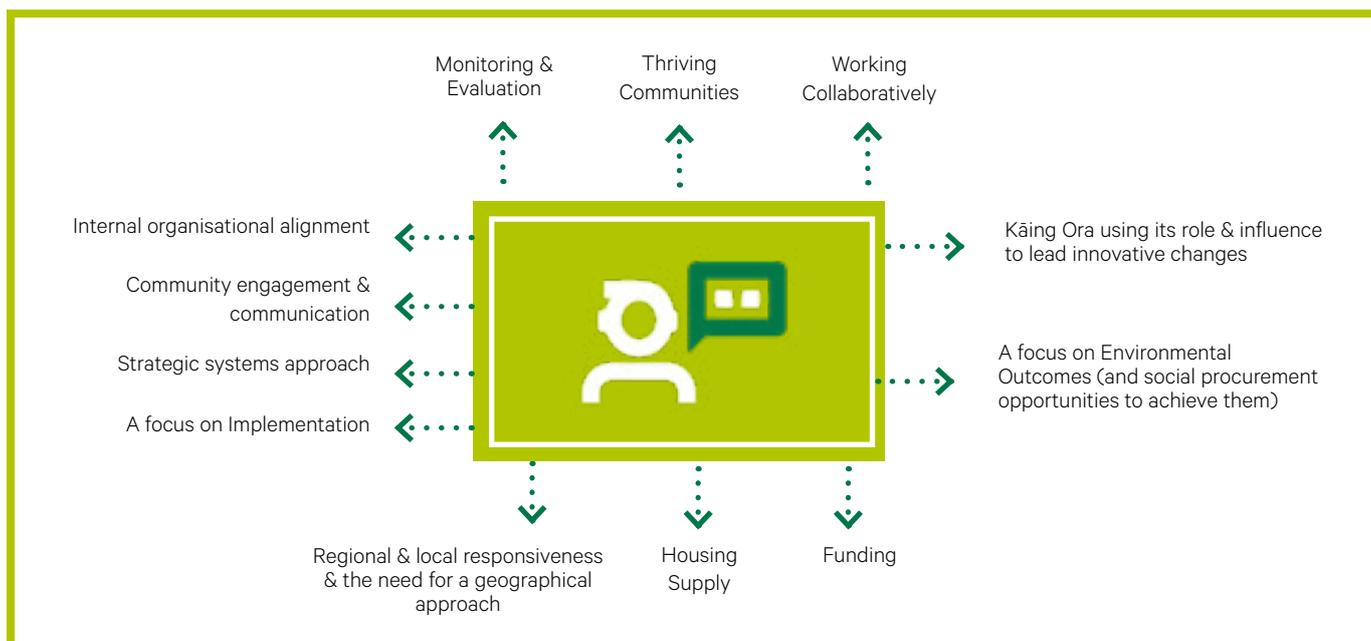
You can view the full response to feedback received [here](#)



Environment Strategy



Feedback Themes



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

Key themes included:

Working Collaboratively:

- There was a strong focus on collaboration across the sector and communities working together to support innovation and new ways of working, rather than competing for resources (which would free them up for greater investment in design, research and project improvements)
- Other responses focused on the need for good communication, with a particular focus on sharing successes so they can be tried in other places. This was seen as a way to raise the bar across the sector.
- Collaboration at a systems level was considered important, to address things like labour exploitation in supply chains; how we will ensure heritage values and sustain built heritage assets; how we will ensure access to a variety of transport modes, especially promoting more walking and cycling, and the role of transport changes in emissions reduction.
- Additionally, there is a need for better role clarity across the whole urban development and building process, and clarity about how each role can contribute to shared goals.

Internal Organisational Alignment:

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

Community Engagement and Communication:

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

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

- Ensure local solutions to local problems, such as transport issues, ease of mobility and proximity to services.
- Finding local solutions and partnering to let local communities lead these solutions was stressed, with access to public transport being a key consideration.

Thriving Communities:

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

Further Feedback

Participants were asked –

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

Responses ranged from 2.5 – 4.5 averaging 3.4.

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

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

Participants were asked -

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

Responses ranged from 3-5 averaging 4.6.

Responses included support for the strategy and that the outcomes were aspirational, aligned with other organisations and one response noted the...

“excellent intent with respect to transport”.

Monitoring and Evaluation:

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

A focus on Implementation:

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

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

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

Strategic / Systems Approach:

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

Housing Supply:

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



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

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

Funding:

Respondents noted that funding is needed to support this strategy.

Hui Themes

Endorsement of Strategy:

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

Collaboration (especially with local authorities):

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

Environmental Wellbeing:

The main priorities for participants are the protection of their whenua, improving the quality of waterways, planting to filtrate water and mitigate waste into waterways, healthy ngāhere, sustainable transport options and reducing the environmental impacts of construction

Reducing Waste:

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

Engagement with mana whenua to ensure mauri concepts incorporated:

It is important that Kāinga Ora are engaging with mana whenua at the inception of developments so they can assess the land using mauri concepts and mātauranga Māori to identify changes needed to improve the state of the environment. This is because Mana whenua know their whenua and the aspirations of their people best, and have the mātauranga to care for their whenua.

Renewable Resources:

- Kāinga Ora need to provide facilities to allow for carbon-neutral living, like ensuring carparks and garages for people moving to the use of electric cars.
- Environmentally friendly housing options were encouraged, including water collection rooftops and ultraviolet filtration systems to collect water

Cultural Competency within Kāinga Ora:

The strategy lead asked the participants for advice on how to recruit more Māori into Kāinga Ora. Suggestions included applying a Māori lens to job advertisements, which are currently Euro-centric, utilising Māori professional networks and Māori recruitment companies. It is essential that Māori values are portrayed within the advertisement. Additionally, the systems within Kāinga Ora need to be responsive to Māori needs.

Endorsement of Strategy:

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

Local Responsiveness and the need for a geographical Approach:

Kāinga Ora needs to include cultural values and address cultural issues with development at a local level. They also need to work with local councils to address these cultural issues and Māori aspirations.

Capability and Capacity Building:

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

How We Have Responded to What We Heard

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

During the hui we tested the below learnings:

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

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

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

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

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

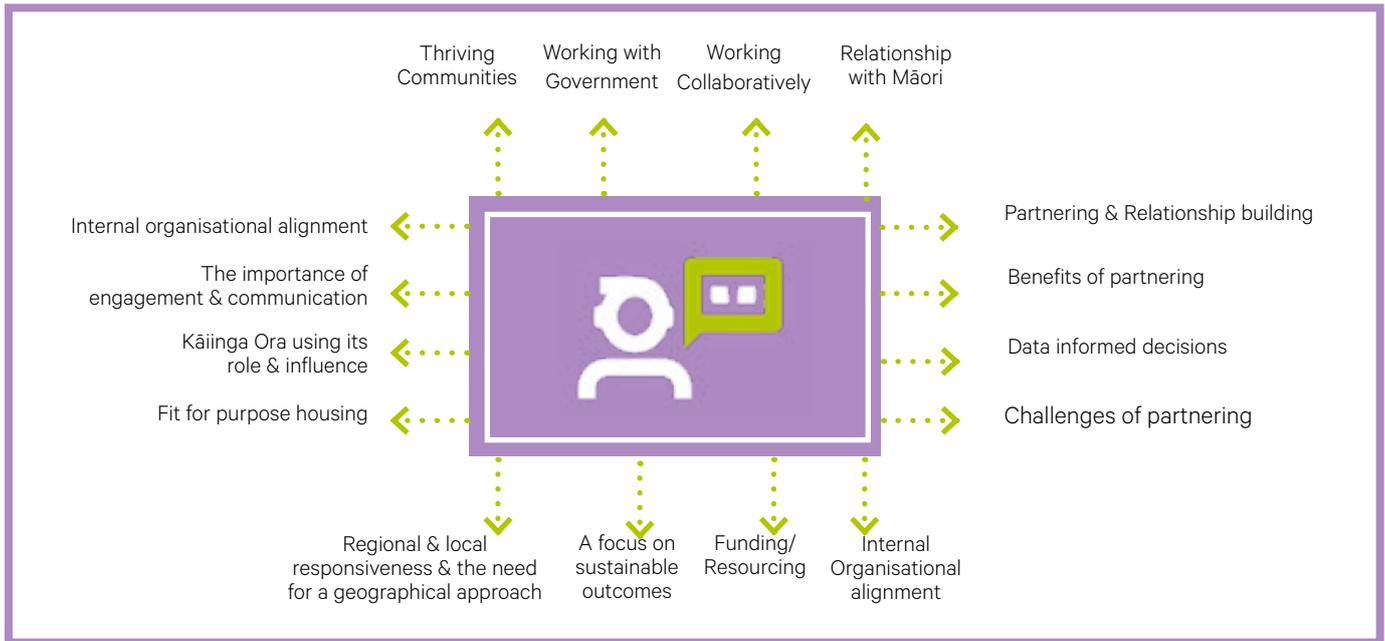
10. Restoring mauri of awa	Designing our neighbourhoods to restore waterways and connection of the land with the water; and reduce the sediment entering our waterways
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Partnerships Strategic Plan



Feedback Themes



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

Key themes included:

Partnering and Relationship building:

- Most responses focused on the types of partnership they wanted to see from Kāiinga Ora, including a more relational and less transactional approach; agreeing upfront what the expectations, purpose and nature of the relationship will be and formalising this through an agreement, such as a Memorandum of Understanding or a Terms of Reference; agreeing on the drivers for the partnership, such as shared goals and outcomes; and ensuring the partnership is equitable, not hierarchical.
- Other factors mentioned include a high trust environment; joint problem solving and real collaboration, including sharing insights and information; seeking ways to work smarter together and making joint decisions.
- Having a consistent contact within Kāiinga Ora who can manage relationships and communication internally would be helpful for consistency of relationship.
- Councils stressed the importance of partnering with local authorities for better outcomes.
- Having equal relationships where power is shared was considered key to success partnering, along with having the ability to review the relationship, provide feedback and evaluate the relationship.
- The importance of good communication and being transparent through open communication, honesty and trust and having a focus on system and process improvement were also highlighted.
- There was a plea to be innovative in our relationships and partnerships.
- Also important were shared goals, joint accountability, and an equitable, reciprocal, non-hierarchical approach. Good communication and integrity were considered important, including openly sharing information. A good understanding of roles was also considered important.

- Having shared outcomes was important and respondents noted that the focus should be on the client and community outcomes, not the economic value of the partnership for either organisation.
- Respondents noted that successful partnerships required parties to be available and committed to the partnership; and that relationships need to be equitable, with joint problem solving and solution finding. Understanding each other's constraints is important. It was noted that the benefits need to flow both ways. A focus on building the relationship is needed, not just moving immediately to the transactional.
- Good systems were seen as helpful, such as a formal agreement that outlines roles and responsibilities as well as processes to address issues or conflicts that arise.

Benefits of Partnering:

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

Challenges of Partnering:

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

Working Collaboratively:

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

Working with Government:

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

The Importance of Communication and Engagement:

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

Funding / Resourcing:

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

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

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

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

Relationship with Māori:

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

Internal Organisational Alignment:

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

Thriving Communities:

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



Fit for Purpose Housing:

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

Kāinga Ora using its role and influence:

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

A focus on Sustainable Outcomes:

There was support for Kāinga Ora partnering with providers who will encourage sustainable solutions.

Data Informed Decisions:

Our partnerships need to be making data informed decisions through better access to, and use of data.

Further Feedback

Participants were asked

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

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

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

One respondent commented

“A commercial agreement is not a partnership”

Another said,

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



Hui Themes

Genuine Engagement:

- Partnering with Kāinga Ora is very important to enable Māori to build capacity and capability within the housing space. It allows both Māori and Kāinga Ora to understand each other's definitions of partnership and see where they need to align and creates opportunities for Māori to be involved in development projects from the outset.
- Te Tiriti o Waitangi and He Whakaputanga must be the basis of partnerships between iwi, hapū and rōpū Māori. Early and meaningful engagement and hui with iwi, hapū and rōpū Māori is important for genuine partnership. Kāinga Ora must be transparent and open with Māori on any policies and plans they have for the development of Māori land. All Kāinga Ora staff and departments should be able to answer to how Kāinga Ora applies the articles of Te Tiriti o Waitangi to this plan and the rest of their strategies.
- The current partnering practices of Kāinga Ora at an operational level are going well. However, at a governance level, there is still some work that needs to be done to establish good partnership, noting that the chair often meets with managers within Kāinga Ora, which is not tika for them. Moving forward, when Kāinga Ora partner with Māori there needs to be a match of mana, whereby rangatira are meeting with rangatira and not with managers.
- As a starting point, creating a healthy partnership with iwi, hapū and rōpū Māori is as simple as calling them and asking to talk over a cup of tea, it is important that Kāinga Ora do not go into the conversation asking for something, this will be happening organically as the partnership progresses. In order to monitor the strategy, Kāinga Ora should work with Māori to define the overarching concept of partnership, and measure their relationships against it.
- Some barriers participants have faced in partnering with Kāinga Ora have been policy parameters, responsiveness and timelines as well as the partnerships not reaching a national level. There needs to be a multi-agency approach towards partnership with iwi, it is very difficult for iwi to navigate the housing system when there are so many agencies involved.
- Moving forward, partnering with Kāinga Ora is seen as important due to the housing situation in Aotearoa. Participants are working in spaces to help Māori who are homeless and in transitional housing. Partnering with Kāinga Ora ensures iwi can make an impact and influence whānau. By co-designing this strategy, it is more likely to be supported and implemented on both sides.
- Iwi need Kāinga Ora to be open, transparent and communicative. It is important that there are no surprises, iwi should know everything that is happening on a project. Trust, loyalty and good faith are some of the key whakaaro that will help Kāinga Ora in their journey to better partner with iwi.
- One participant asked "How are these strategic relationships going to be managed over time? How will this strategy have longevity with a change of government?"
- One participant stated, "I'd like to know what Kāinga Ora's definition of partnership is, and do you understand our definition of partnership? This is a good starting point for how we can actually understand one another. If we understand each other's definitions and meanings of partnership, we're more likely to see where the alignment is and where we need to be aligned."

A partnership built on honesty and clarity

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



A partnership that creates opportunities foreveryone involved:

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

Genuine Engagement:

- Participants wanted to know that Kāinga Ora are going to continually develop and improve their engagements with iwi, hapū and rōpū Māori. They want to see more than just “designs and motifs or a street name” on their housing projects
- To monitor this strategy, Kāinga Ora should be going out to communities and continually seeking feedback from Māori on the partnering practices of Kāinga Ora – this has to be a kanohi-ki-te-kanohi approach.
- One participant noted that they are fortunate around the current partnering practices of Kāinga Ora of this is a Kāinga Ora secondment to assist with iwi housing aspirations and all matters are discussed over a cup of tea. However the participant endorsed the idea that any door should be the right door as sometimes iwi have to go through several doors to be heard by Kāinga Ora.

Regional Responsiveness:

- Kāinga Ora need to prioritise iwi within their mana whenua domains.
- Participants had positive things to say about the relationship with the placebased teaNs of Kāinga Ora. The placebased teaNs have worked really well to keep iwi in the loop and they meet regularly. The relationship began by simply calling the organisation and arranging for a hui over a cup of tea.

Working with iwi and rōpū Māori:

- Iwi are frustrated with the preferential treatment in regards to purchasing land. It was noted that developers and companies are able to purchase land ahead of Māori. When Māori are purchasing land, they are having to pay the market value, though sometimes they have to pay more.
- Iwi are witnessing Māori and Pasifika being pushed out of the communities they have grown up and lived in for generations across Kāinga Ora developments. This was an example of why it's important that iwi are given early opportunities to purchase land and be **involved in developments as they are wanting** to ensure that the Māori and Pasifika communities are maintained.
- Kāinga Ora are not great at working with Māori developers. In some interactions, Kāinga Ora have told Māori designers to make their designs less Māori.
- There is a need to ensure that when housing developments occur on whenua, iwi and hapū have control over the choice of tenants to ensure “our people are being housed on developments on our whenua.”

Relationship Expectations:

It is important to iwi that they are afforded the opportunity to determine what the relationship with Kāinga Ora looks like. Some iwi might want to have a formal agreement, examples include a memorandum of understanding, a relationship agreement, or a kawenata. As a starting point, Kāinga Ora should focus on building relationships with iwi, and having kōrero kanohi-ki-te-kanohi about values, priorities and aspirations.

Capability and Capacity Building:

Kāinga Ora could frontload capacity building so that mana whenua are a part of a development project from start to finish and help build capacity and capability for Māori across the board

How We Have Responded to What We Heard

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

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

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

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

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

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



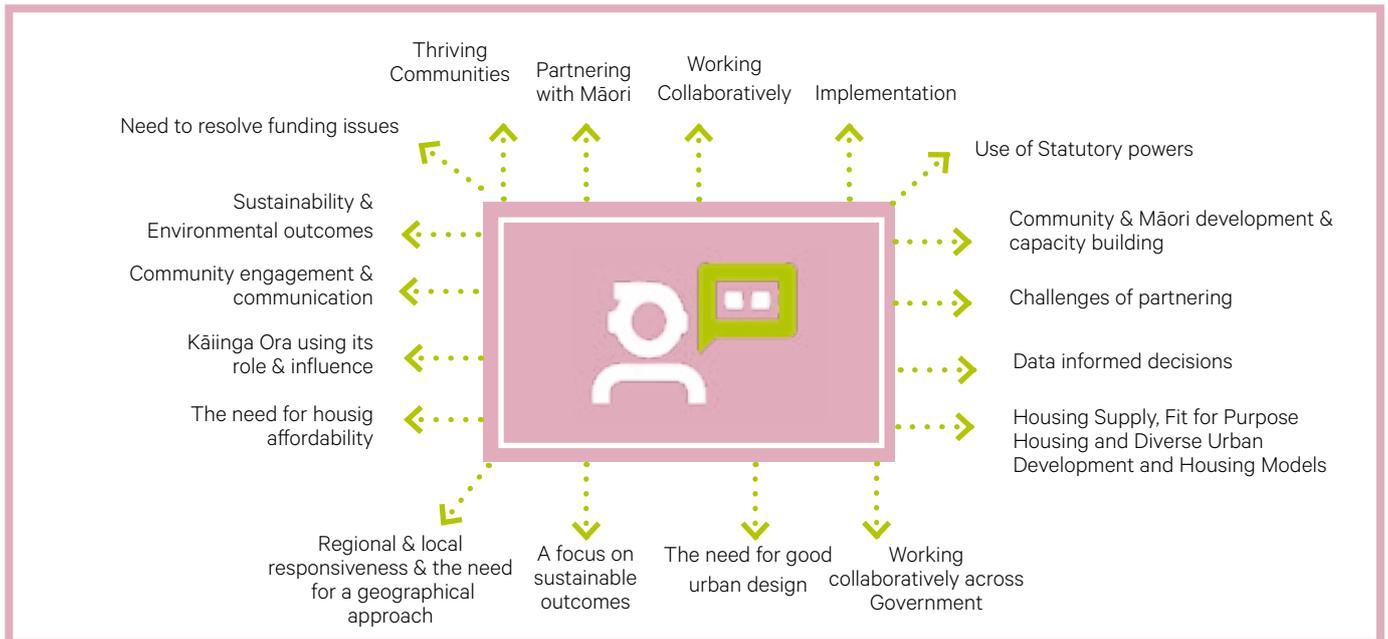


Urban Development Strategy



Feedback Themes

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



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

Key feedback themes included:

Partnering with Māori:

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

Working Collaboratively:

- Collaboration was considered important through the whole process, including at planning and implementation stages, and the need to work closely with councils, communities and across government was highlighted. A multi-agency approach was seen as more effective and a more efficient use of resources.
- Collaboration requires time and needs to be frequent and robust to be successful.
- There was positive feedback about how Kāiinga Ora is communicating and collaborating with others, noting a significant improvement in engagement since Housing NZ days including one comment that stated “You are doing a fantastic job. Compared to four years ago it is transformational.”
- To improve collaboration, feedback suggested better communication to the right people, through the right channels. This included sharing future planning ahead of time so all parties can work together to deliver.

Partnering and Relationship building:

- There was a desire for more partnerships, collaboration and joined up decision making. There was a willingness expressed to work together in the implementation phase of this strategy and that partnerships should be given more prominence.
- The importance of good relationships across the sector, particularly with councils and communities. It was noted that local government was missing as a key partner named in the strategy.
- Good relationships and partnerships are important as they result in a greater understanding of Kāiinga Ora's urban development role. Relationship expectations need to be made clear and ideally formalised to ensure success
- Having shared objectives, the right people involved, an outcomes focus that includes community needs, not just commercial imperatives, and a shared strategy with councils were seen as important to partnering successfully.
- Ongoing communication was regarded as important to support positive relationships.

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



Working Collaboratively Across Government:

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

Sustainability and Environmental Outcomes:

The focus on sustainability and the environment was regarded positively, with a suggestion that stronger emphasis could be given to climate change impacts and emissions reductions in the principles.

Community Engagement and Communication:

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

Thriving Communities:

- A stronger emphasis on thriving communities was encouraged, with a focus on the role urban development has in building communities, particularly around amenity and ease of movement. This included good public transport, good access to the natural environment and amenity, and a focus on inclusion. Green space and gardens will support health and social benefits. Using CPTED (Crime Prevention through Environmental Design) principles will support community safety.
- The need for ongoing engagement and to ensure the voice of communities is evident in development projects was stressed.
- A stronger focus on local community development and placemaking was suggested.
- The approach outlined in the strategy currently gives the impression that it is focused on its customers without acknowledging the wider community. Being cognisant of the impacts of development on the wider community, was considered critical

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

Community and Māori Development and Capacity Building:

Supporting and building capacity in the community, including with Māori, was encouraged, especially providing support where regulatory and planning changes are needed to develop papakāinga housing and supporting Māori to develop housing in general

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

- A greater emphasis on supply housing choices, types and models, and supply is needed to meet differing needs and address affordability.
- Learning from successful overseas models was encouraged. There was emphasis on encouraging mixed housing models that cater for differing needs, with a focus on quality over quantity. This included mixed tenure models, and housing that caters to multi-generational families, an aging population and the elderly, and cultural and accessibility needs.

The Need for Good Urban Design:

- An area identified for improvement in the strategy featured a stronger emphasis on good urban design principles. This included involving people who understand the community's needs. Transport solutions and access to nature stood out in terms of infrastructure needs. Ensuring intensification is well designed with permeable environments was stressed. Integrating heritage outcomes into urban development planning and factoring in renewable energy were also noted. There was support for Kāinga Ora to take a stronger role in urban regeneration.
- The emphasis of the strategy was too focused on quantity (building houses), at the expense of quality and good urban development principles that highlight the need for good quality urban design and placemaking, such as designing for services and for concepts such as the 15-minute city.
- One comment noted "it seems like you are too focused on quantity at the expense of quality." Another said
- Another comment supporting this was "what about access to open space and green space, places to socialise, places for old people to go. The spaces between the buildings are just as important as the buildings. In fact, even more important with higher density." Finally, a comment was that "quantity of housing seems to be the focus and the importance of good urban design doesn't come through" in the strategy.

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

Local Responsiveness and the need for a geographical approach:

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

Kāinga Ora using its role and influence:

Kāinga Ora could have a key influence on this sector as it has the ability to focus on broader outcomes than just financial, thereby changing expectations of what the sector can deliver. We can do this by encouraging good urban design, quality housing, building community and local economic development and influencing the market by doing things at scale that other developers won't risk. This includes medium density housing and emissions reduction strategies

Use of Statutory Powers:

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

Implementation:

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

All we ready to radical action to make this happen?



Hui Themes

General Strategy Feedback:

- Participants appreciated the opportunity to get some background and grow their understanding of Kāinga Ora in regards to the Urban Development Strategy and Te Rautaki Māori.
- Participants appreciated the marae-led solutions, environmental whakaaro, whenua security and the procurement side of this strategy. They praised the mahi that Kāinga Ora does. The case studies in the strategy gave participants hope, (although they would have liked to see some case studies from outside of Tāmaki).
- Questions were raised as to how Kāinga Ora defines “honouring” te Tiriti, and how the statutory powers will support Māori aspirations.

Genuine Engagement:

- Kāinga Ora is mostly understood to be a public housing landlord, and its role as an urban development agency is not widely known. In order for the wider community to understand the role of Kāinga Ora as an urban development agency, it is essential that Kāinga Ora are engaging with iwi, hapū and rōpū Māori so that they can keep up with all mahi that we facilitate. One suggestion is to provide some examples of mahi Kāinga Ora has undertaken with Māori.
- Kāinga Ora need to be more visible in order to better engage with Māori. We need to kōrero with the kaumātua in the regions and allow them to invite their whānau so they can learn together. This is how we will reach everyday people.

Genuine Partnership with Māori:

- As treaty partners, Māori should be sitting alongside Kāinga Ora to build this strategy. Māori are keen to partner with Kāinga Ora to develop land for whānau housing. This strategy should recognise and honour mana whenua and partner with mana whenua to deliver housing – specifically within urban environments. Relationships with iwi and hapū should be established with the intention of lasting generations.

- The most important thing for participants is that the mahi Kāinga Ora does should create opportunities for iwi to ensure their rangatiratanga by determining what options are best for their people. The housing shortage is evident and social housing pigeonholes Māori, participants feel as though this strategy provides them with an opportunity to deliver quality housing to their people.

Local Responsiveness / Papakāinga Housing:

In the last few years whānau have been moving to smaller urban centres and rural towns – this strategy needs to account for this rural drift. This means considering papakāinga developments for those who have returned home or are planning to return, and urban housing for whānau moving to, or still living in urban centres.

Māori staffing and capacity in Kāinga Ora

- For better engagement with Māori, there needs to be more investment in Māori staff. Kāinga Ora should specifically look at recruiting a Māori communications specialist as Māori will generally share more with their own people.
- The capacity issues that Kāinga Ora are facing within their Te Kurutao team are being felt by iwi. Kāinga Ora need to increase investment in Te Kurutao, as they stretch over wide regions and cover a number of iwi and developments.

Need for joined-up housing sector:

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

Use of Statutory Powers:

Clarity on the use of the compulsory acquisition powers is needed and how they would operate when aggregating land. Participants also wondered how the statutory powers would support Māori aspirations



Te Ao Māori Concepts in design:

More Māori designers are needed in the urban development space in order to include te ao Māori concepts in design plans. Māori designers have the ability to accurately portray Māori narratives through their lived experiences and Māori worldview. Concepts like tapu and noa provide context as to why toilets and kitchens should not go right next to each other.

Affordable Housing:

Kāinga Ora was encouraged to continue to seek solutions to housing affordability.

The Need for Good Urban Design and Infrastructure:

- Designing housing to enable spaces where whānau can grow their own kai, or participate in other similar opportunities are important in high-density developments.
- Participants noted the challenge of waiting for the infrastructure aspects of developments that need to be completed before the house building can be progressed, such as roads, stormwater systems or other infrastructure.
- Some urban areas are growing very quickly, and infrastructure is needed across the board, including housing, roading, and schooling. Iwi and hapū want to work with Kāinga Ora so that these needs can be achieved. Kāinga Ora were urged to consult with Māori from the beginning, not halfway through a project

Prioritising Māori:

- It is important to participants that housing whānau Māori in Kāinga Ora homes is the priority as it is their own people that are homeless or living in overcrowded homes.
- There is competition between tau iwi, iwi, hapū and rūpū Māori developers for urban development projects – the current selection process isn't working for Māori. Prioritising Māori developers, builders and architects is something Kāinga Ora should consider in the future

Partnering with Māori:

As treaty partners, Māori should be sitting alongside Kāinga Ora to build this strategy. Māori are keen to partner with Kāinga Ora to develop land for whānau housing

By Māori - For Māori:

Rangatiratanga: The most important thing for participants is that the mahi Kāinga Ora does should create opportunities for iwi to ensure their rangatiratanga by determining what options are best for their people. The housing shortage is evident and social housing pigeonholes Māori, participants feel as though this strategy provides them with an opportunity to deliver quality housing to their people.

Māori Development and Capacity Building:

- Participants want better support for Māori in housing within urban areas where they are not the owners of the whenua.
- Iwi need support as they are working hard to deliver housing to iwi members, but also have to deliver commercial developments. Kāinga Ora can help iwi get the balance right.
- One of the challenges iwi and hapū have is their lack of capacity and capability in the housing space. One suggestion to help build capacity and capability was to have someone from Kāinga Ora mentor iwi and hapū. Any skills and resources Kāinga Ora have need to be shared with iwi and hapū to strengthen the partnership.

Housing types / Papakāinga Housing:

Kāinga Ora need to cater to the intergenerational needs of iwi. Māori are wanting to see more papakāinga and intergenerational homes which are the housing models they like to live in. They want the ability to live in a collective environment whether that be through papakāinga or housing developments that are close to the marae.

Use of Statutory Powers:

Questions were asked about the compulsory acquisition powers and how they would operate when aggregating land. Clarity on the use of these powers is needed. Participants also wondered how the statutory powers would support Māori aspirations.

Sustainability and Environmental Outcomes:

Support was expressed for looking at the impacts of climate change and becoming zero carbon.



Creating local career and employment opportunities:

Participants want to see Kāinga Ora be a part of the education curriculum so rangatahi are looking at urban development as a desirable career. This ensures Kāinga Ora have a long-standing relationship with iwi and hapū that transcends generations.

Language and Terminology:

- There was confusion about the term 'urban', and the difference between urban, regional and rural development. Questions were raised about how rural communities would fit into the Urban Development Strategy.
- Participants appreciated the kōrero but noted that the language can be overwhelming for whānau. Kāinga Ora and the participants understand the big terms that are used in the strategy, but certain kupu are not part of whānau vocabulary. The language needs to be simple and straight forward.

Information Sharing (across housing sector):

- Participants stressed the value of a resource that informs which organisations are doing what within the housing sector and what they can provide to iwi, hapū and rōpū Māori.
- It would be beneficial for Māori to understand who the strong businesses are in each area of housing, this leads back to the place-based approach in the strategy and is another avenue of support for Māori.

Māori Staffing and Capacity in Kāinga Ora:

- For better engagement with Māori, there needs to be more investment in Māori staff. Kāinga Ora should specifically look at recruiting a Māori communications specialist as Māori will generally share more with their own people.
- The capacity issues that Kāinga Ora are facing within their Te Kurutao team are being felt by iwi. Kāinga Ora need to increase investment in Te Kurutao, as they stretch over wide regions and cover a number of iwi and developments.

How We Have Responded to What We Heard

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

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

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

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

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

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

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

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

Strategy & Engagement - Key Themes

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

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

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

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

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

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

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



Kāinga Ora
Homes and Communities

