We invoke connections to the celestial and terrestrial realms
That we may find enlightenment
We are brought together to progress and affirm the task at hand

To the ancestral canoes, mountains, waterways and people throughout the land
We greet you all
We would like to present to you the Partnership and Engagement Framework.
It is an initiative that will help Kāinga Ora to partner and engage with the many individuals and communities that support the families we serve while also working towards the ideas encapsulated in the proverb below

“Our strength does not come from ourselves alone, our strength derives from the many”

Therefore we acknowledge and welcome you all
Foreword: He Toa Takitini – our Partnership and Engagement Framework

We will remember 2020 as a year like no other in recent memory, one that taught us about the value of community, of neighbours, of friends and of whānau. Our reliance on each other is heartening as we recognise that our values of trust and collective wellbeing have guaranteed that we have made Aotearoa a safe haven. Covid-19 has highlighted the way we express our manaakitanga, our team of 5 million pulling together and looking after each other to save our lives, quite literally. It has also challenged us to examine how we will meet our housing needs, now and in the future.

I am honoured to be Chairman of the Kāinga Ora Board at a time when we have the biggest legislative and organisational change to housing and urban development for a generation.

He Toa Takitini - our Partnership and Engagement Framework provides the foundation that will underpin new ways of connecting and developing relationships with Māori, Pacific peoples, customers, stakeholders and communities. It provides the core principles and a common language across the many functions of Kāinga Ora that lets everyone know that inclusivity and participation are not just important, but critical in us delivering on the outcomes that New Zealanders need and deserve.

This will not be easy, it is not a cookie cutter exercise as no community is alike, no iwi has identical aspirations and there are multiple and competing interests and values. However, we recognise that deep, enduring relationships are central to our business. Embedding this Framework with its supporting tools, provides Kāinga Ora with the opportunity to grow and develop as an organisation, while recognising and valuing the significant expertise that sits outside government.

Vui Mark Gosche
Chair Kāinga Ora Board

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Kāinga Ora – Homes and Communities has been given a wero: to deliver a step-change in supporting and enabling communities to thrive and develop sustainably, with good quality affordable housing, where Māori interests are recognised and their aspirations for urban development are enabled, where our public housing customers live with dignity and independence and the environment is enhanced and protected.

This requires a fundamental transformation of the housing and urban development system. Wellbeing is central to this challenge and provides us with a framework for understanding and responding to the needs and aspirations of Māori, our customers, communities and stakeholders.

Kāinga Ora embraces this opportunity to improve the wellbeing of all New Zealanders and by taking and embedding a wellbeing approach, it enables us to establish clear goals, working towards them and measuring our progress as we go.

Central to this kaupapa is bringing our communities with us: by developing enduring and effective partnerships, strengthening the housing sector capability and increasing our ability to engage meaningfully with Māori, our customers, communities and stakeholders.

He Toa Takitini – our Partnership and Engagement Framework reflects the intention and aspiration of the Kāinga Ora - Homes and Communities Act 2019 and its operating principles, and the Urban Development Act 2020.  It provides guidance to meet this new challenge. It acknowledges that the partnerships and relationships that Kāinga Ora develops and sustains with Māori the Crown’s Treaty partner, customers and stakeholders are central to our business and, ultimately, to deliver successful outcomes for all New Zealanders.

He Toa Takitini – our Partnership and Engagement Framework 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.

The Partnership and Engagement Framework recognises the unique and special relationship that Māori have with the Crown and Kāinga Ora and that this relationship is central to our legislation and how we give effect to our operating principles.

Kāinga Ora acknowledges the role of Pacific peoples in the development of our identity as a Pacific nation.

We want to work closely with Pacific partners to support housing stability and to encourage home-ownership aspirations.

We will ensure that the cultural values and settings of our diverse Pacific communities are respected and included in how we carry out our work.

Kāinga Ora commits to applying the principles in this framework to our future work and to do so thoughtfully and consistently, having regard at all times to the context, scale and significance of the decisions we are considering.

While partnerships and engagement are central to our work, Kāinga Ora has specific legislative obligations with ultimate decision-making responsibilities. This framework will advance our ability to make good decisions, knowing we have listened to and considered all relevant points of view.

We welcome our communities and partners in joining us on our journey, particularly Māori, iwi and mana whenua who have their own distinct interests in urban development, land and housing. By applying the principles central to this framework, Kāinga Ora seeks to demonstrate a genuine commitment to carry out our role in a way that builds mutual trust and respect and delivers the right outcomes for our people and communities.
Our strategic and legislative framework

He Toa Takitini - our Partnership and Engagement Framework responds, in particular, to the operating principles in section 14 of the Kāinga Ora – Homes and Communities Act 2019, and sits within the context of, and is implemented through, our overall strategic and legislative framework and work programme. This framework contains the high-level objectives, outcomes and key components of our strategic and operational response.

The Kāinga Ora - Homes and Communities Act 2019 sets out the Kāinga Ora objectives, functions and operating principles.

Our Objectives: To contribute to sustainable, inclusive, and thriving communities that:

• Provide people with good quality, affordable housing choices that meet diverse needs
• Support good access to jobs, amenities, and services
• Otherwise sustain or enhance the overall economic, social, environmental, and cultural wellbeing of current and future generations.

Our Operating Principles: The operating principles are set out under the following headings (refer to Appendix 1 for the full list of operating principles):

• Public housing solutions that contribute positively to wellbeing
• Housing supply meets need
• Well-functioning urban environments
• Stewardship and sustainability
• Collaboration and effective partnerships.

The Urban Development Act 2020 sets out specific requirements for Specified Development Projects, which He Toa Takitini - our Partnership and Engagement Framework will take into account.

The Kāinga Ora – Homes and Communities Act 2019 Act provides for a Government Policy Statement on Housing and Urban Development, which must be issued by 1 October 2021. The GPS will include how the Government expects Kāinga Ora to manage its functions and operations to meet the Government’s direction and priorities for housing and urban development.

The Minister of Housing’s Letter of Expectations is another key external driver and provides ministerial guidance for strategic planning and programme delivery.

The Kāinga Ora Outcomes Framework and Strategy sets out our strategic priorities, strategies, policies, standards and levels of service for each of our outcomes. This work is developing alongside He Toa Takitini - our Partnership and Engagement Framework.

Our Strategic Outcomes:

• Sustainable, inclusive and thriving communities supporting good access to jobs, amenities and services
• Good quality, affordable housing choices that meet diverse needs
• Partnering with Māori ensure Māori interests are protected and their needs and aspirations are met and allows Kāinga Ora to fulfil its obligations in respect of Te Tiriti o Waitangi
- Our public housing customers live well in their homes with dignity, stability, and the greatest degree of independence possible
- Environmental wellbeing is enhanced and preserved for future generations
- System transformation is catalysed and delivered.

The Statement of Intent (SOI) is a key accountability document (our commitment to the Minister of Housing) that sets our direction for four years.

The Statement of Performance Expectations (SPE) provides an annual view of performance.

We are committed to early and meaningful engagement and communication, flexibility and balancing of values, interests and priorities so that our shared actions will be built on trust and respect. These will be measures of our success.

This document provides an overarching framework for partnership and engagement, giving effect to the operating principles in the Kāinga Ora – Homes and Communities Act 2019, and the aspirations of the Urban Development Act 2020. The framework describes our partnership and engagement principles and intentions and specifically aims to ensure:

- Our customers and stakeholders views are understood and considered when developing housing and urban development policies, proposals and plans
- Our relationships are strengthened and enhanced between Kāinga Ora and Māori, communities, customers and stakeholders by ensuring they are informed about, and participate and have their say on, matters that are important to them
- We build enduring partnerships based on trust, respect and reciprocity
- We close the ‘feedback loop’ by providing timely communication so that people know when and how their contribution has been considered and how it has influenced decisions.

This framework will be enabled and supported by a further series of guidance and toolkits which will provide direction and detail to Kāinga Ora people about how best to give effect to the intent of the overall framework.

Partnering and engaging with Māori

The operating principles of the Kāinga Ora – Homes and Communities Act 2019 and the principles of He Toa Takitini - our Partnership and Engagement Framework recognise the unique and special relationship that Māori, iwi, hapū, marae, Māori providers and organisations, have with the Crown and Kāinga Ora and the opportunities for innovative partnerships.

The principles give effect to the significance of the relationship where Kāinga Ora will: understand, support and enable the aspirations of Māori by actively seeking opportunities for Māori to participate in urban development, identify and protect Māori interests in land and undertake early and meaningful engagement.

The Kāinga Ora – Homes and Communities Act 2019 also requires Kāinga Ora to:

- Uphold Te Tiriti o Waitangi and its principles: Kāinga Ora will support Māori in their activities and decisions to demonstrate and further these principles
- Understand and apply Te Ture Whenua Māori Act 1993
- Engage with Māori and understand Māori perspectives by acknowledging:
  - Tino rangatiratanga - the ability for Māori to make decisions about activities and decisions that are important to them, in a manner that is consistent with Māori kawa and tikanga. This includes the right for Māori to decide for themselves what is important to them.
  - Kaitiakitanga – this recognises the role of Māori as guardians of the land, water, knowledge and people and requires Kāinga Ora to learn and understand what is important to Māori iwi, hapū and mana whenua and support them in their role of kaitiaki.
Principles of Partnership and Engagement

The following principles underpin He Toa Takitini - our Partnership and Engagement Framework. Kāinga Ora will apply these principles overall when we partner and engage.

They are set out in two parts:
1. Engagement principles
2. Partnership principles

<table>
<thead>
<tr>
<th>Engagement principles</th>
<th>How we will apply these principles</th>
<th>With specific regard for Māori</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Respect and Tikanga</strong>&lt;br&gt;<strong>We respect kawa and tikanga and our interactions are mana enhancing.</strong>&lt;br&gt;<strong>Our relationships are based on mutual respect.</strong></td>
<td>We will value the relationships we have with our customers, stakeholders and partners. We will listen to, and seek to understand and support, the needs and aspirations of our customers, stakeholders and partners. We will listen to their views and objectives when making decisions, even when they are different from our own.</td>
<td>The appropriate tikanga guides our relationships with Māori and we acknowledge the value of rangatira to rangatira relationships. We will listen to, seek to understand, support and enable the needs and aspirations of Māori. We will consider Māori views and objectives when making decisions, even when they are different from our own. We will recognise and value the contribution Māori make when engaging with us. We will ensure this contribution is acknowledged.</td>
</tr>
<tr>
<td><strong>Manaakitanga and Trust</strong>&lt;br&gt;<strong>We build relationships based on confidence, competence and goodwill.</strong></td>
<td>We will act in a reasonable, lawful and honourable manner in our role as a public entity and demonstrate good faith. We will seek shared understandings and cooperative resolution of any issues that may arise.</td>
<td>We acknowledge the wrongs of the past and will actively demonstrate trustworthiness in our relationships. We will listen to, seek to understand, support and enable the needs and aspirations of Māori.</td>
</tr>
<tr>
<td><strong>Participation and Tino Rangatiratanga</strong>&lt;br&gt;<strong>We support everyone to participate actively and equitably in matters that are important to them.</strong></td>
<td>We will work towards understanding the needs of our communities. We will help to connect them to inclusive and diverse social networks. We will use strengths-based approaches to enable whānau aspirations and wellbeing. We will facilitate their sense of belonging, safety and identity by providing shared experiences and spaces.</td>
<td>We will support and enable Māori aspirations to sustain future generations by actively assisting Māori to develop and deliver opportunities on their whenua and participate in urban development. We will recognise the value of early engagement before establishing partnerships and making decisions. Our obligations in respect of Te Tiriti o Waitangi and related legislation will be fulfilled.</td>
</tr>
<tr>
<td><strong>Whakawhanaungatanga, Genuine and Meaningful engagement</strong>&lt;br&gt;<strong>We will make time for whakawhanaungatanga. We are in this for the long-term and building relationships is central to our business.</strong></td>
<td>We will provide appropriate and genuine engagement processes prior to decisions being made. We will ensure people can participate genuinely and meaningfully by building our own capability, tools and processes to deliver best practice in engagement and communication that is effective and fit for purpose. Our engagement processes will take account of the diverse needs of Pacific, ethnic and disabled peoples to ensure we have effective and meaningful participation. We acknowledge the diversity of the cultural, spiritual, literacy and accessibility needs of people and will include these in our engagement processes. We recognise the significance of our relationships with Pacific communities and will ensure this is kept central to our engagement with Pacific peoples. We will use suitable and inclusive engagement and communication channels to ensure people can participate meaningfully.</td>
<td>We will take the time to identify Māori that may be affected by our activities. We will take the time to understand how Māori interests in land are affected, by identifying and protecting them. We will actively pursue opportunities for Māori to participate in urban development. We will take the time to identify Māori as potential partners for urban development. We will engage early and meaningfully with Māori when undertaking urban development. We will take time to recognise and provide for Māori relationships with culture, traditions and taonga. We will support Māori to develop their capability to engage, and provide appropriate and genuine engagement processes with Māori prior to entering partnerships, and before any decisions are made. We will ensure that Māori can participate genuinely and meaningfully by building our own capability, tools and processes to deliver best practice in engagement and communication that is effective, fit for purpose and guided by the appropriate tikanga. We will have an extensive and deep network of relationships with Māori that are nurtured and maintained.</td>
</tr>
<tr>
<td>Engagement principles</td>
<td>How we will apply these principles</td>
<td>With specific regard for Māori</td>
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<td><strong>Mōhiotanga and Early Communication</strong>&lt;br&gt;<em>We communicate clearly and early and provide all the information so people can participate effectively.</em></td>
<td>We will engage early so people have the opportunity to influence the process, form, and content of our engagement well before decisions are made.&lt;br&gt;We ensure that affected people and communities will know about the opportunities for involvement so they can respond effectively. In many cases this will include input on how people and communities want to engage with us.&lt;br&gt;We will plan our engagement early and carefully to avoid confusing or unnecessary engagement activities.&lt;br&gt;We acknowledge that engagement is an ongoing process and we will ensure we will communicate regularly.</td>
<td>We will ensure that Māori know about the opportunities for involvement in urban development so they can respond effectively. In many cases this will include input on how they want us to engage with them, and whether they want to partner with us.</td>
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<tr>
<td><strong>Openness, Transparency and Māramatanga</strong>&lt;br&gt;<em>We will be clear about what we are trying to achieve, the scope of our engagement and the potential for people to influence outcomes.</em></td>
<td>We will be clear and open with people about what we are doing, the context, where their input and information is going, and how they can influence decisions.&lt;br&gt;We will provide clear, jargon-free and timely information so people understand what we are doing and how we will do it.&lt;br&gt;We will inform people when things change and when decisions have been made.&lt;br&gt;We will be as open and transparent with information as possible while balancing and respecting diverse interests.&lt;br&gt;We will take a whole of government approach to engagement, providing collaboration, continuity and reducing unnecessary duplication.</td>
<td>We will provide open and transparent information to Māori about the opportunities to participate in urban development, and the decision-making process. We will work closely with Māori, so they know before things change and when decisions are coming up.</td>
</tr>
<tr>
<td><strong>Whai Whakaaro, Responsive and Flexible</strong>&lt;br&gt;<em>We will listen and be adaptable in our engagement approach.</em></td>
<td>We will be adaptable and respond to feedback.&lt;br&gt;We will communicate the results of our engagement and decisions and seek feedback on the engagement process a timely manner.&lt;br&gt;We will welcome feedback about our engagement process, and we will listen and adapt our engagement where possible.&lt;br&gt;We will use suitable and inclusive engagement and communication channels to ensure people can participate meaningfully.</td>
<td>Our relationship with Māori is enduring and we will ensure we communicate regularly.</td>
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<tr>
<td>Partnership principles</td>
<td>How we will apply these principles</td>
<td>With specific regard for Māori</td>
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<tr>
<td><strong>Mahi Tahi and Partnership</strong>&lt;br&gt;Our partnerships are based on good faith and willingness to work together to achieve shared goals and outcomes</td>
<td>We will commit to act in good faith, fairly, reasonably and honourably. We will value the contribution the other party brings to the relationship and will work to ensure both parties benefit from the partnership. We will commit to understanding the other partner’s perspective through meaningful engagement. We will act on our partnership commitments and we will expect our partners to act on theirs. Where possible, we will seek a whole of government approach to partnerships and relationships to provide collaboration and continuity. We will proactively pursue opportunities to partner with others in urban development. We have the responsibility and authority to make well informed and reasonable decisions. We do so by using rigorous, appropriate and well-grounded processes that incorporate all relevant material.</td>
<td>We will balance decision-making kāwanatanga with Māori exercise of sovereignty (rangatiratanga). We will ensure our processes enable Māori to exercise rangatiratanga in the management and decision-making of their own affairs in accordance with tikanga Māori. We acknowledge the equal balance of power between the Treaty partners and commit to the principle of reciprocity. We understand the needs of Māori and the wider community. We commit to understanding, and meaningful engagement and are open to negotiation. We will take the time to understand Māori interests and actively pursue opportunities for Māori to participate in urban development. Genuine partnerships with Māori will be effective and visible every day.</td>
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<tr>
<td><strong>Reciprocity and Ako</strong>&lt;br&gt;Our relationships are based on a genuine intention to strengthen relationships and we will work together effectively.</td>
<td>We will recognise the value of the contribution the other party brings to the relationship and the importance of both parties benefiting from the partnership. We will offer to cooperate and collaborate for mutual benefit and for the wellbeing of our ongoing partnerships and promote the wider social good that comes from our partnerships.</td>
<td>We will commit to create an equal balance of power between Crown and Māori and will uphold that principle in our mahi with Māori. Our relationships with Māori are highly valued and systems are in place to ensure continuity of personnel and knowledge. We will recognise and value the contribution Māori make when engaging with us. We will ensure this contribution is acknowledged.</td>
</tr>
<tr>
<td><strong>Respect and Tikanga</strong>&lt;br&gt;We will respect each other’s tikanga and our interactions are mana enhancing. Our relationships are based on mutual respect.</td>
<td>We will value all our customers, stakeholders and partners. We will listen to, and seek to understand and support, the needs and aspirations of our customers, stakeholders and partners. We will listen to and consider our partners’ views and objectives when making decisions, even when they are different from our own. We will also expect our partners to consider our views and objectives.</td>
<td>The appropriate tikanga Māori will guide our relationships with Māori and we will acknowledge the value of rangatira to rangatira relationships. We will listen to, and seek to understand, support and enable the needs and aspirations of Māori.</td>
</tr>
<tr>
<td><strong>Trust and Manaakitanga</strong>&lt;br&gt;We build relationships based on confidence, competence and goodwill.</td>
<td>We will act in a reasonable, lawful and honourable manner in our role as a public entity and will demonstrate good faith towards our partners and relationships. We will seek shared understandings and cooperative resolution of any issues arising in the relationship.</td>
<td>We acknowledge the wrongs of the past. We will proactively demonstrate our trustworthiness in how we develop and nurture our partnerships.</td>
</tr>
<tr>
<td><strong>Partnership principles</strong></td>
<td><strong>How we will apply these principles with specific regard for Māori</strong></td>
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<tr>
<td><strong>Tuku iho and Active Protection</strong></td>
<td>We will protect Māori property interests and recognise and provide for taonga.</td>
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<tr>
<td><strong>We acknowledge the principle of redress as “a duty to remedy past breaches”</strong></td>
<td>We will take the time to identify and protect Māori interests, to identify Māori that may be affected by our activities and how Māori interests and taonga will be affected by our activities. Tuku iho and Active Protection</td>
<td></td>
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<td></td>
<td>Our actions to protect Māori interests will be honourable, fair and reasonable in each circumstance.</td>
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<td></td>
<td>We will recognise for the relationship Māori, and their culture and traditions, have with taonga.</td>
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<tr>
<td></td>
<td>We will recognise and acknowledge taonga and we will act if it is considered vulnerable.</td>
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<td></td>
<td>We may increase our response to provide for taonga where it was made vulnerable as a result of any default or breach by the Crown.</td>
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<tr>
<td></td>
<td>Māori understand that our commitment to actively protect Māori interests and taonga is not unconditional or unqualified.</td>
<td></td>
</tr>
<tr>
<td><strong>Support existing and future Crown redress and Te Whakatika Hapa</strong></td>
<td>We acknowledge past wrongs and the right of redress.</td>
<td></td>
</tr>
<tr>
<td><strong>The Crown (as the Treaty partner), rather than Kāinga Ora, has the obligation to grant “at least some form of redress” where the Waitangi Tribunal has found merit in a claim and recommended redress.</strong></td>
<td>We acknowledge that past wrongs or breaches give rise to a right of recognition and redress (noting that it is the Crown’s obligation to negotiate and, if agreed, then compensate for any well-founded claims).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>We understand how our activities may affect any proposed redress.</td>
<td></td>
</tr>
</tbody>
</table>
### Appendix 1: Our operating principles:
**Section 14 Kāinga Ora – Homes and Communities Act 2019**

<table>
<thead>
<tr>
<th>Housing supply meets needs</th>
<th>Managing its housing stock prudently, including upgrading and managing its housing to ensure it remains fit for purpose.</th>
<th>Ensuring that the housing it develops is appropriately mixed (with public, community, affordable and market housing) and is of good quality.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well-functioning urban environments</td>
<td>Assisting communities where it has housing stock to develop and thrive as cohesive and safe places to live.</td>
<td>Ensuring its urban development contains quality infrastructure and amenities that support community needs.</td>
</tr>
<tr>
<td>Stewardship and sustainability</td>
<td>Identifying and protecting Māori interests in land, and recognising and providing for the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wahi tapu and other taonga.</td>
<td>Operating in a manner that recognises environmental, cultural and heritage values and the need to mitigate and adapt to the effects of climate change.</td>
</tr>
<tr>
<td>Collaboration and effective partnering</td>
<td>Partnering and having early and meaningful engagement with Māori and offering Māori opportunities to participate in urban development.</td>
<td>Partnering and engaging meaningfully with other persons and organisations including having early and meaningful engagement with other persons and organisations including i) having early and meaningful engagement with communities affected, or to be affected by urban development ii) in order to help grow capability across the housing and urban development sector, and iii) in order to help people into home ownership.</td>
</tr>
<tr>
<td>Public housing solutions that contribute positively to wellbeing</td>
<td>Provide good quality, warm, dry and healthy rental housing</td>
<td>Supporting tenants to be well connected to their communities and to lead lives with dignity and the greatest degree of independence possible and to sustain tenancies</td>
</tr>
</tbody>
</table>