



Tāmaki Redevelopment Company Limited

Briefing to Incoming Ministers

October 2017

Released under the Official Information Act

Our Vision: Tāmaki is an awesome place to live.



OVERVIEW

Tāmaki

Tāmaki is located approximately 12 kilometres southeast of Auckland's central business district, consisting of the suburbs of Glen Innes, Point England and Panmure. Currently, there are approximately 18,000 residents in the area, with 60% of Tāmaki residents of Māori or Pasifika descent, 30% being under the age of 15, and 60% living in social housing.

The area is characterised by an outstanding natural environment, world-class amenities and easy access to the city's major shopping, beach and recreation attractions. This makes Tāmaki one of the city's most attractive urban regeneration opportunities and a spatial priority area on the Auckland isthmus.

There are also significant challenges present, with Tāmaki being an area of high social and economic deprivation matched by a high level of state intervention over time. This includes high numbers of residents seeking work and receiving support from the government, with approximately 2,800 of the 5,000 existing homes in the area being social houses.

Tāmaki Redevelopment Company

The Government and the Auckland Council have been attempting to address issues of social and economic deprivation in Tāmaki over an extended timeframe. In 2012, Tāmaki Redevelopment Company Limited (TRC) was established as a Schedule 4A company under the Public Finance Act by the Crown (59% Shareholder) and Auckland Council (41% Shareholder) to facilitate the regeneration of Tāmaki.

TRC has been mandated by its Shareholders to lead on urban regeneration activity in Tāmaki to achieve four equally important objectives: social transformation, economic development, placemaking, and housing resources¹. TRC is making an important contribution to the Government's Social Housing Reform Programme (SHRP).

TRC has the following company structure: TRC Legal Group consists of Tāmaki Regeneration Limited (TRL) and Tāmaki Redevelopment Company Limited Group (TRC Group). TRC Group further comprises Tāmaki Redevelopment Company Limited (TRC Parent) and its two subsidiaries Tāmaki Housing Association Limited Partnership (THALP) and THA GP Limited (THAGP).

TRC Parent owns 100% of the ordinary shares of TRL; however, Crown controls TRL due to the conditions imposed by the preference shares it has been issued with by TRL. TRC Parent's brand or trading name is Tāmaki Regeneration Company.

On 31 March 2016, all the Housing New Zealand properties in the Tāmaki area were transferred from Housing New Zealand Limited to TRL. The approximate book value of assets transferred (land and buildings) was \$1.6 billion. From 1 April 2016, TRC has been responsible for both managing the approximately 2,800 existing social housing properties in the area and for leading on housing redevelopment in Tāmaki.

¹ See the Strategic Framework section for a more detailed description of each objective.

Tāmaki Housing Association

Tenancy and property management services are a key part of Tāmaki's physical and social regeneration. Tāmaki Housing Association (THA) was established to be the landlord for the approximately 2,800 social housing tenancies and properties in the Tāmaki area and has fulfilled this role since 1 April 2016.

Quality tenancy management is at the heart of THA's vision and it has been successfully delivering against SHRP outcome objectives in a complex and challenging regeneration environment for the past 18 months.

THA's customer-centric approach to tenancy and property management involves 'right sizing' tenants, a respectful approach to rehousing, and close collaboration with the social service sector. THA will continue to leverage off its established network of social service relationships going forward, ensuring the delivery of high-quality tenancy and property management services is maintained.

TRC's Role

TRC's vision is that Tāmaki is an awesome place to live. To achieve this, TRC is working with partners across the public and private sectors to build an environment where Tāmaki residents thrive.

As a place-based regeneration organisation, TRC is shaping the vision for Tāmaki, building social licence with the community, aligning delivery across partners and work streams, and creating the platform for transformation, all while maintaining an unwavering focus on housing delivery.

TRC's contribution to addressing Auckland's housing challenges is unique, with a commitment to a diverse housing stock, mixed-tenure, affordable housing and developing the community housing sector. This presents a unique regeneration opportunity to achieve positive social and economic outcomes for residents and for social housing tenants to progress from the need for social housing to more independent living.

The creation of new communities of mixed tenure housing, featuring the best of local and international urban, neighbourhood and housing design, will create a platform to transform the lives of the existing residents for now and generations to come.

In addition to new, warm dry homes, and the provision of excellent social infrastructure, transport connections, and quality neighbourhoods, TRC is directly contributing to the social and economic transformation of Tāmaki by:

- continuing to meet the government commitment that those who are impacted by the redevelopment and are still in need of social housing will have the opportunity to remain within the community;
- addressing housing affordability so that residents can pathway from the need for social housing to more independent living;
- continuing to partner with the Ministry of Social Development and Auckland Chamber of Commerce to support Tāmaki residents into education and employment;
- working with the Auckland District Health Board and local health providers to deliver an improved and better range of medical facilities and services to meet the needs of residents.

Regeneration is about backing and developing local talent and ensuring the right conditions and opportunities are in place to create an attractive environment for businesses and families to thrive. By strengthening current partnerships and attracting new ones, while leveraging Tāmaki's natural advantages and community spirit, Tāmaki's Regeneration is creating new opportunities for its community.

TRC'S STRATEGIC FRAMEWORK

TRC's Strategic Objectives

TRC's Company Purpose is to pursue the following four regeneration objectives, which are outlined in the company's Constitution:

SOCIAL TRANSFORMATION: Supporting Tāmaki residents and families to gain the skills, knowledge and employment opportunities to progress their lives;

ECONOMIC DEVELOPMENT: Strengthening the local economy and unlocking the potential of the Tāmaki area to enable a prosperous community and deliver better value for money to the Crown (with a focus on increasing the return on investment and realising the potential value from state and council-owned housing);

PLACE MAKING: Creating safe and connected neighbourhoods that support the social and economic development of Tāmaki and its community; and

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

These four equally important objectives contribute to Crown and Council's wider strategic goals and the wider social and economic objectives for the region.

Contribution to the Social Housing Reform Programme

TRC is making an important contribution to the Government's Social Housing Reform Programme by:

- Ensuring that people who need housing support can access it and receive social services that meet their needs;
- Ensuring that social housing is of the right size and configuration, and in the right areas, for those households that need it;
- Helping social housing tenants to independence, as appropriate;
- Encouraging and developing a more diverse ownership of social housing, with more innovation and responsiveness to tenants and communities; and
- Driving the supply of affordable housing, especially in Auckland.

Tāmaki Outcomes Framework

TRC has collaborated with the Tāmaki community, Crown and Council to produce a single set of outcomes for Tāmaki. The Tāmaki Outcomes Framework comprises two equally important key outcome areas, representing people and place.

Collectively, these outcomes provide a clear vision for Tāmaki; a vision that TRC will realise through partnership by agreeing priorities, working together and aligning the delivery of social services to best meet the needs of Tāmaki families:

Tāmaki whānau have good lives

- Tāmaki whānau live in quality homes.
- Tāmaki whānau are economically independent.
- Tāmaki whānau have health and wellbeing.
- Tāmaki whānau are connected in their community.

Tāmaki is a vibrant neighbourhood with quality housing

- Tāmaki has quality housing.
- Tāmaki has great neighbourhoods.
- Tāmaki has a thriving economy.

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CURRENT STRATEGIC AND OPERATIONAL PRIORITIES

The following table sets out TRC's current strategic and operational priorities and expected timeframes. It also signals likely dates where decisions will be required of responsible Ministers.

Item	Action	Timeframe
Catalyst Housing Development Programme	<p>TRC is currently developing and delivering new social, affordable and market houses across Glen Innes, Panmure and Point England, with 23 active projects underway. 231 new houses have been constructed in Tamaki to date (as at October 2017); 394 houses are either in the civil works stage or currently under construction; and 915 houses are at various stages in the design and consenting process.</p> <p>In accordance with the Catalyst Programme Summary Schedule, ongoing procurement of development partners is occurring to ensure the future delivery of houses.</p>	Ongoing
Tāmaki Housing Association	<p>THA is continuing to deliver an innovative tenancy and property management service to social housing tenants in Tāmaki, with more than 2500 active tenancies currently under management.</p> <p>Quality tenancy management is at the heart of THA's vision and it has been successfully delivering against SHRP outcome objectives in a complex and challenging regeneration environment for the past 18 months.</p> <p>Overall customer satisfaction was 80% in the most recent survey of social housing tenants.</p>	Ongoing

Withheld under sections 9(2)(i) and 9(2)(j) of the Act

Intensive Support Services	This programme aims to deliver an intensive support service to families in Tāmaki with the most complex needs over a four-year trial. The service will aim to tackle those factors that trap families	October/November 2017
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Item	Action	Timeframe
	<p>with complex needs in crisis and poverty, working both at an individual family level and at the systemic level.</p> <p>The Intensive Support Services Business Case was previously approved by the Minister of Finance, with approval from the Minister for Social Housing expected following the 2017 general election.</p>	
Tāmaki Response	<p>The Tāmaki Response is a resourced collaboration of experts drawn from public, private and third sectors, who will reshape local service delivery, governance arrangements, and funding mechanisms to create systemic change to better meet the complex needs of Tāmaki's most vulnerable residents.</p> <p>Professionals from TRC, Oranga Tamariki, the Auckland District Health Board, and local NGOs working together to effect change at the local and systemic level. TRC has recently secured premises for the Tāmaki Response co-design lab through the Maungakiekie-Tamaki Local Board and will be operationalising the programme from October 2017.</p>	October 2017- Ongoing
Tāmaki Education Strategy	<p>The goal of the Tāmaki Education Strategy is to work with the Ministry of Education to develop a plan for collective delivery of better education outcomes in Tāmaki. This will include elements of social infrastructure, health and wellbeing, affordable housing and social service provision.</p> <p>Once a high-level scope for the strategy is agreed with MoE, detailed planning will be conducted via the Tāmaki Response design process. TRC expects this agreement to be secured by early November 2017, with the full design process taking approximately six months from that time.</p>	November 2017- June 2018
Affordable Housing	<p>This initiative will provide affordable housing options for Tāmaki residents, starting with a pilot of 30 affordable rental products and 30 affordable ownership products to Tāmaki residents, as outlined in the Tāmaki Affordable Housing Business Case.</p> <p>TRC will help to supply houses across each area of the housing continuum, and the physical houses will be delivered as part of the housing and spatial regeneration programme. Through this activity TRC will also support Tāmaki residents to build their financial awareness and capability to progress along the housing continuum, thereby increasing demand for housing products.</p> <p>TRC expects that all 30 affordable rental products will be occupied by the end of December 2017, with the first batch of affordable ownership products delivered in June 2018.</p> <p>In addition, TRC is investigating the use of a shared ownership programme to facilitate house sales in a housing downturn.</p>	September 2017- Ongoing

Item	Action	Timeframe
Tāmaki Jobs and Skills Hub	<p>The Tāmaki Jobs and Skills Hub creates employment pathways for Tāmaki residents to enable them to secure sustainable employment opportunities that will enhance their social and economic wellbeing.</p> <p>The Auckland Chamber of Commerce, who partner with TRC to deliver the Career Start job readiness programme to local youth, have been contracted to manage the operations of the Jobs and Skills Hub through to June 2018.</p>	September 2017-Ongoing
Social Enterprise	<p>TRC's Social Enterprise programme supports Tāmaki residents to start up and operate their own businesses in a sustainable manner that contributes to their economic wellbeing.</p> <p>TRC is working with Envision New Zealand to establish social enterprises which leverage directly off the redevelopment programme and the activities of Tāmaki Housing. Envision is providing ongoing mentoring for the social enterprises established as part of this initiative.</p> <p>TRC will provide seed funding and set the direction for the social enterprises, and provide an ongoing monitoring role.</p>	Ongoing
Building a Tāmaki Identity	<p>The Tāmaki Identity initiative aims to build equity in Brand Tāmaki, to support unlocking the potential of the destination to deliver social and economic results for Tāmaki and its community (both current and future residents).</p> <p>This would also support house sales through variable market conditions.</p>	November 2017-Ongoing

GOVERNANCE

Board of Directors

TRC is governed by a board of directors who bring extensive governance and corporate experience across finance, construction, property development, infrastructure and regeneration and offer community, Pasifika and Maori representation.

The Government and Auckland Council coordinate to select and appoint the Board apart from one Board member each where they have sole discretion to make an appointment. The current Chair is John Robertson, appointed in 2016.

JOHN ROBERTSON – CHAIR

John was appointed to the Chair role on 5 August 2016. He is also the Chair of Fishpond Ltd and a board member of Regional Facilities Auckland. John has served as a Member of Parliament, and has been the chair of the Auckland Mayoral forum and the Mayor of the Papakura District Council. He has also chaired the Council of the Electricity and Gas Complaints Commission and Infrastructure Auckland.

DR SUSAN MACKEN – DEPUTY CHAIR

Susan has extensive governance and senior management experience across the public and private sectors, including as Chair of Kiwibank and Deputy Chair of Panuku Development Auckland.

DIANA PUKETAPU – BOARD MEMBER

Diana is a chartered accountant who is of Ngati Porou descent. She is on the boards of Ngati Porou Holding Company Ltd, a member of the New Zealand Olympic Committee, Public Trust and Aotearoa Credit Union. She has held a range of chief financial officer roles, both in New Zealand and overseas.

JOHN SAX – BOARD MEMBER

Appointed as the Crown's sole discretionary director, John is the founder of the Southpark Group of Companies. He is the Founder and Chairman of the For the Sake of Our Children Trust and works with numerous community and social action initiatives.

KERRY HITCHCOCK – BOARD MEMBER

Kerry is the Council's sole discretionary director and has a long history of experience in a variety of fields, including strategic planning, asset management and the development of commercial and residential property.

MARTIN UDALE – BOARD MEMBER

Martin has extensive experience in land and property development, most recently as CEO of McConnell Properties. He has a leading understanding of development economics, urban planning and design.

MATTHEW HARKER – BOARD MEMBER

Matthew has extensive governance experience delivering social housing, aged care and developing large scale public-private partnership projects. His background is in corporate finance and mergers and acquisitions. Matthew has previously held senior roles at leading international investment banks: UBS, Rothschild and Société Générale.

Senior Leadership Team

JOHN HOLYOAKE – CHIEF EXECUTIVE OFFICER

John Holyoake leads the strategic direction for the TRC team. He has worked at the leading edge of public-private partnership initiatives. His work has spanned to include working with local communities, government, agencies and large stakeholder groups to deliver coordinated solutions.

NEIL PORTEOUS – GENERAL MANAGER HOUSING

Neil worked at Vodafone NZ for 10 years in a variety of roles, culminating in his appointment as Director of Human Resources. He was also the CEO of the Child Cancer Foundation for two years. A strong proponent of diversity in the workplace, Neil is a trustee of the Equal Employment Opportunities Trust.

SHELLEY KATAE – GENERAL MANGER STRATEGY AND PERFORMANCE

Shelley has held general management and operations roles in businesses across New Zealand, Australia and Fiji. She is currently a board member of Taupo Moana Ltd (Ngāti Tuwharetoa).

SAM HANSEN – CHIEF FINANCIAL OFFICER

Sam leads the financial, risk and governance aspects of the business as well as development of long term financial strategy. He brings strong financial and property experience from his previous senior positions at Auckland Airport and New Zealand Steel.

TRACEY WADSWORTH – GENERAL MANAGER ASSETS AND DEVELOPMENT

Tracey is a property and finance professional with over 25 years' experience in valuation, corporate real estate, strategic property advisory, property development and infrastructure financing. Tracey has held senior positions within the Royal Bank of Scotland, CRI and Urban Growth.

PHIL NEVELL – DIRECTOR OF PROCUREMENT

Phil leads the large-scale procurement team which is made up of strategic, commercial and operational procurement functions. He comes with a wealth of experience in both private and public sectors. Most recently, Phil led the strategic and operational procurement teams at CERA.

AVON ADAMS – GENERAL MANAGER COMMUNICATIONS AND ENGAGEMENT

Avon has held communication roles in the UK, Australia and New Zealand. She has led communications and corporate affairs in such organisations as the Department of Conservation, Air New Zealand, Vodafone and TVNZ. Avon has also consulted for many government and private sector organisations.