

BRIEF TO INCOMING MINISTER

November 2020



Our vision: Tāmaki is an awesome place to live.



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1. TĀMAKI, THE PLACE

Tāmaki is set on the Tāmaki river in east Auckland and includes the suburbs of Glen Innes, Panmure and Point England. It has a diverse community of warm, down-to-earth people with a strong connection to the whakapapa of this area. Tāmaki has a rich cultural history and an outstanding natural environment with a diverse, youthful community where generations of Māori and Pasifika whānau live alongside other Kiwis.

Located 12 kilometres southeast of Auckland’s central business district, there are approximately 18,000 residents living across 170 hectares of suburbia, with 60% being of Māori and Pasifika descent, 30% under the age of 15, and 60% living in state housing. The neighbourhoods were first built in the 1950s, so many of the homes and amenities are now due for renewal.

The Tāmaki community has considerable social and economic inequity, with a high number of people seeking work, and more receiving support from the government. It is also home to a significant number of older state houses that are cold, damp and no longer serving our whānau well.

This makes Tāmaki one of New Zealand’s most necessary urban regeneration opportunities. Designed alongside the community, and building on Tāmaki’s rich history, the regeneration will mean revitalised green spaces, town centres, social infrastructure, schools, and homes, while creating opportunities for local people and businesses to thrive.

2. TĀMAKI REGENERATION COMPANY

The New Zealand Government and Auckland Council have been working to address issues of social and economic inequity in Tāmaki over an extended timeframe. In 2012, the Government and Auckland Council established Tāmaki Redevelopment Company Limited as a Schedule 4A company under the Public Finance Act, to facilitate the regeneration of Tāmaki. TRC is 59% and 41% owned by Government and Council, respectively.

Tāmaki Redevelopment Company Limited (referred to as either “TRC”, “Tāmaki Regeneration Company”, or “the company” interchangeably) is creating more opportunities for people who are connected to Tāmaki, as well as attracting new residents and businesses. We take a holistic approach to regeneration, working alongside our partners and community to care for people and place, and create new possibilities. The regeneration programme embraces the manaakitanga, energy, and spirit of Tāmaki to create a thriving community in Glen Innes, Panmure, and Point England, and enhance people’s wellbeing.

Together with our shareholders, the Crown and Auckland Council, TRC is successfully guiding the transformation of Tāmaki. The regeneration programme will see the 2,800 existing state houses in the area replaced with 10,500 state, affordable and private market houses over the next 20 years. These will be approximately one third state housing, one third affordable housing (including Kiwibuild) and one third private market housing.

During this year, the world and New Zealand changed, feeling the impact of the COVID-19 global pandemic and subsequent economic downturn. This impact and uncertainty make the regeneration programme even more vital. While our strategic direction and priorities remain unwavering, this is a time when we need to take decisive, practical, and compassionate action to help support our strong and resilient community through this unprecedented time.

The regeneration programme has broad social and economic goals for the people of Tāmaki. TRC’s vision is that “Tāmaki is an awesome place to live”, and its work is guided by four strategic priorities:

- **HOUSING RESOURCES:** Optimising the use of land and existing housing stock to effectively support and deliver social and economic results, including better public housing options for Tāmaki;
- **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); and

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

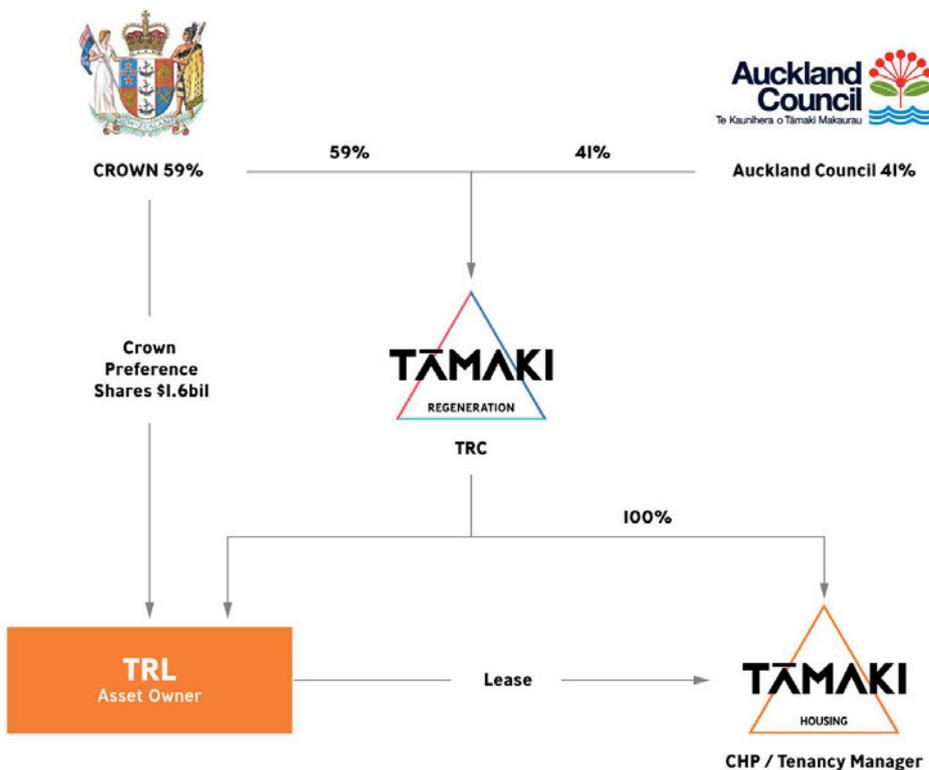
Underpinning our four strategic priorities is a vital focus on achieving equity and changing the system to enable Tāmaki people to reach their aspirations and potential. We are focused on empowering the community, so that mana is achieved through self-determination and control over our community’s destiny – by the community for the community. This involves creating deep partnerships and honouring our commitment to Te Tiriti o Waitangi.

3. COMPANY STRUCTURE

On 1 April 2016, TRC became the agency responsible for managing the approximately 2800 existing social housing properties in the area, and for leading on housing redevelopment in Tāmaki.

The TRC Legal Group consists of Tāmaki Redevelopment Company Limited (TRC Parent) and its two subsidiaries:

- Tāmaki Regeneration Limited (TRL) which owns the State housing assets.
- Tāmaki Housing Association (THA) which is a registered Community Housing Provider and manages the tenancies.



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. This structure ensures that the Crown’s ownership of the state assets is protected.

4. HIGHLIGHTS OF THE REGENERATION PROGRAMME

Some of the recent highlights of our programme are:

- **Homes** - TRC has delivered 774 homes since 2012 to 31 October 2020. In FY20 we delivered a total of 152 homes, of which 59 were state homes and 21 affordable. So far this financial year, 1 July to 31 October, we have delivered a total of 78 homes, which includes 30 state homes and 15 affordable homes.
- **Progressive Home Ownership** – in September 2020 the Associate Minister of Housing confirmed an expansion of our affordable home ownership programme to build an additional 1500 shared ownership homes. This will help more Tāmaki whānau, and especially our Māori and Pacific whānau, buy their own home.
- **Affordable Housing Programme** – in FY20 we helped 31 whānau move along the housing continuum, including three families who have moved into an affordable rental property, and 12 whānau who have bought a shared home ownership property.
- **Housing Independence** – through our Pathways to Housing Independence programme we help support local whānau to get ready to buy a home, and 120 local families are on the path to being mortgage-ready.
- **Jobs** – the Jobs and Skills Hub has supported over 780 people into employment in the past six years, with 181 people helped into a job in the past financial year.
- **Glen Innes town centre** – TRC purchased a commercial building in Glen Innes town centre as part of the town centre revitalisation plan. This building will feature an innovation hub, comprising two separate spaces accommodating local entrepreneurs in one, and local food outlets in the other. This signalled important local investment in the business community.
- **Tāmaki Business Support Service** - called “Level Up” was established by TRC to provide the opportunity for local businesses to access dedicated business advisors to support them in the current economic climate.
- **Tenant Satisfaction** – Tāmaki Housing averaged 90% for overall customer satisfaction during FY20 across four independent surveys of state housing tenants.
- **Tāmaki Housing Maintenance** – we have successfully completed a procurement process for a new maintenance contractor, with Spencers taking over on 1 July 2020 to provide service to our tenants.
- **Tāmaki Commitment** – we have rehoused more than 200 families since 1 April 2016, always authentically upholding our commitment that those who wish to stay in Tāmaki will have the opportunity to do so.
- **Intensive Support Service** – Whānau by Whānau – in response to COVID-19, TRC accelerated elements of the Whānau by Whānau service to provide support to families in Tāmaki experiencing food insecurity and delivered over 1,500 kai parcels, and 12,500 masks.
- **Tāmaki Education Strategy and Implementation Plan** – this year, the Ministry of Education confirmed the first major investment into the education infrastructure (\$70 million for Tāmaki Primary School and Sommerville Special School), and the inclusion of a long-term infrastructure investment plan for Tāmaki in the Ministry of Education Auckland Area Growth Plan.
- **Keruru Renal Centre** – we are working in partnership with ADHB to build a quality local renal facility to cater for the high instances of renal failure and diabetes within the Tāmaki area. Construction has begun and it is expected the Centre will be open in September 2021.
- **Regeneration Support** – we are supporting Kāinga Ora and the Porirua Regeneration partners (Ngāti Toa, Treasury, MHUD, Ministry for Pacific People, and Porirua City Council) to leverage learnings in Tāmaki to support non-housing outcomes within Porirua. We’re helping to set-up an Eastern Porirua Jobs and Skills Hub and guide the approach to affordable housing.

5. RISKS AND ISSUES OF THE REGENERATION PROGRAMME

This is a challenging and complex project and operating environment, with various issues and risks throughout the course of the programme. The key current issues are:

- **Infrastructure** – there is an infrastructure requirement s 9(2)(f)(iv) over the course of the development programme. s 9(2)(f)(iv) Funding will be sought from the Crown on a neighbourhood basis, and an Infrastructure Business Case will be presented to the Minister in mid-December. This is a real risk that needs to be resolved. With current funding commitments, we can only deliver (approximately) a further 900 homes and development will stop in 2024.
- **Complex Operating Environment** – TRC acknowledges that by working with multiple partners challenges can arise. We work with Kāinga Ora as our development delivery partner, Auckland Council, Council Controlled Organisations (CCOs), infrastructure partners, Government agencies, NGOs and community organisations on specific projects. We have systems in place to navigate this operating environment and continue to build relationships to the benefit of all partners. However, at times the competing priorities and funding constraints, particularly during this COVID-19 time, can have an impact on the delivery of the programme.

6. HOUSING DEVELOPMENT IN PARTNERSHIP WITH KĀINGA ORA

Our contribution to the Government’s commitment to **address Auckland’s housing challenges** is unique. Over the next 20 years, the Tāmaki regeneration programme will transform 170 hectares of suburban land to deliver 3,500 new state houses, alongside an additional 7,000 affordable, KiwiBuild, and private market houses, improved infrastructure, and enhanced community amenities.

To support this programme, the Government established two key entities over the past 2 years; the Ministry of Housing and Urban Development (MHUD), which serves as TRC’s monitoring agency, and Kāinga Ora, a centralised housing and urban development authority.

Kāinga Ora is responsible for leading large-scale urban development projects, managing state housing, and ultimately delivering on the Government’s vision of healthy, secure and affordable homes within diverse and thriving communities. Kāinga Ora is TRC’s development delivery partner in Tāmaki and TRC is supporting Kāinga Ora in other regeneration locations, such as Porirua.

The housing programme will be achieved via:

- **Driving the supply of diverse housing stock to the Auckland market**, including state, affordable, KiwiBuild, and private market homes.
- **Delivering new warm, dry, and healthy state houses** that will meet the new regulatory standards for rental properties in insulation, heating, ventilation, draught stopping, and drainage, ensuring a healthy living environment for state housing tenants.
- **Delivering a range of bespoke affordable housing products**, such as shared ownership and affordable rental models, that respond to the challenge of delivering affordable housing to a diverse range of buyers in a city-fringe suburb.
- **Creating thriving mixed-tenure neighbourhoods**, where state housing tenants will live within a diverse community of private renters, new home owners (through affordable housing products), and more established families, leaving behind the stigma of living in a state house.

The following table provides a summary of the roles and responsibilities between TRC and Kāinga Ora:

TRC	Kāinga Ora
Urban regeneration role, ownership of the Precinct Masterplan, responsible for the ownership, tenancy and property management of the state housing stock, lead for community engagement.	Master developer, overall programme and project management, civils infrastructure procurement and construction, superlot assembly and sale, overall building design and coherence, delivery of TRC state housing, delivery of community amenity.

7. OUR APPROACH TO REGENERATION

Regeneration is about more than just building new homes. Our holistic approach to urban regeneration is the first of its kind in New Zealand. We are creating communities where the residents of Tāmaki will have opportunities to thrive, creating a platform to enhance their lives now and for generations to come.

Tāmaki whānau and tamariki are at the heart of what we do. Our partnership approach with the community, through co-design and delivery, enables us to have a trust-based relationship. We do this by:

- **Engaging regularly** with residents via the Tāmaki Housing Association, Jobs and Skills Hub, neighbourhood regeneration projects, affordable housing and more.
- **Understanding** our whānau and tamariki through daily interactions, insights systems (capturing residents’ voices), data analytics and evaluation.
- **Designing neighbourhoods, services, social infrastructure** and policy in **partnership with community**, and where possible we partner with other agencies to deliver.
- **Continuing to meet our Tāmaki Commitment** – that those who wish to stay in Tāmaki will have the opportunity to do so.
- **Working in partnership** with the community, mana whenua, public agencies, and the private sector to create jobs for local people, reducing the need for government support.
- **Partnering with Manu Whenua and Māori entities** and businesses, and building TRC’s Māori capability, including knowledge and implementation of tikanga Māori, Te Tiriti o Waitangi and te ao Māori frameworks to improve outcomes for Māori.
- Utilising our **tenancy management services** arm, the Tāmaki Housing Association, to connect with tenants and residents, taking a **personalised approach** and spending time getting to know state housing whānau to understand their needs, and working with them to achieve their aspirations.
- Working with Kāinga Ora to ensure the **quality** of housing and regeneration neighbourhoods being delivered in Tāmaki are **consistent with the urban design approach and design guidelines** for Tāmaki that were agreed in the Precinct Masterplan.

In 2019, TRC worked alongside the Auckland District Health Board and Oranga Tamariki to create more effective and efficient decision-making about social services within Tāmaki and provide a platform for change across New Zealand. The shared priorities are improving education provision, jobs and skills for Tāmaki residents, supporting families with young children (0-5 years), strengthening mental health provision, and supporting vulnerable families.

Some of our key projects include:

- **Delivering shared ownership** and affordable rental housing products. These products have been tailored to meet the demand profile of the Tāmaki community and support the Government’s commitment to deliver innovative home ownership models within the state and broader community housing programme.
- **Supporting the Ministry of Education** to implement the Tāmaki Education Change Plan. This long-term plan will improve education outcomes in Tāmaki and attract new families to the area.
- **Developing an intensive support service for families** with multiple and complex needs, called Whānau by Whānau, to tackle those factors that trap families in crisis and poverty, working at an individual family level and at a systemic level.

8. MEASURING IMPACT

It is important to acknowledge that this holistic approach to regeneration would not be the same if it was undertaken by a private company, which would seek to maximise the financial return from housing developments. It is recognised that the commercial relationship with Kāinga Ora and our mandate to maximise the economic and social returns for Tāmaki will require trading off some financial return for TRC.

The financial trade-off will be identified and measured. We will use best practice insights to inform the strategic deliverables and measurements of outcomes, both fiscal and social. In 2017, we partnered with the University of Otago Wellington to develop a long-term Evaluation Framework and Plan for Tāmaki. This evaluation framework is now being implemented and will allow us to measure the impact of our activities on outcomes of the local population, over time.

We are also working with the New Zealand Institute of Economic Research to develop a Total Impact Reporting Tool, which will allow us to demonstrate the long-term net economic and social benefits that are forecast to be created by our activities within a given year. The Tool is consistent with Treasury’s Living Standards Framework and Government objectives to report against a wider set of wellbeing outcomes. By delivering effective social, economic, and environmental benefits for the Tāmaki community, TRC will become a leader of regeneration – an organisation that will learn, grow, and share its knowledge.

That journey has already begun. TRC has collaborated with the Tāmaki community, Crown, and Auckland Council to produce a wider set of measures for Tāmaki to capture outcomes wider than what TRC can achieve alone. These outcomes, in areas such as health and education, provide a clear vision for the area, a vision that we will realise through partnership by agreeing priorities, working together, and aligning the delivery of social services to best meet the needs of Tāmaki families.

9. CONTRIBUTION OF THE GOVERNMENT’S POLICY PROGRAMME

There is strong alignment between the priorities and outcomes of the Tāmaki regeneration programme and the Government’s policy agenda to **improve living standards and wellbeing for New Zealanders**. The **Government is committed to major investments in housing, health, education, and infrastructure**, all of which are critical to, and supported by, the regeneration programme in Tāmaki. To this end, we are continuing to work closely with our partners across the public sector and in the community to deliver transformational programmes for Tāmaki whānau. Our work is also helping to reshape the social service system, regionally and nationally, based on a deep understanding of the barriers, enablers, and drivers of change for whānau.

Our contribution to the Government’s commitment to **address Auckland’s housing challenges** is unique. The Tāmaki regeneration programme is transforming 170 hectares of suburban land to deliver new, warm, dry state houses, alongside affordable, KiwiBuild, and private market homes. To date, we have delivered 774 houses through the programme and have started driving improvements to local infrastructure and enhancements to community amenities. We will continue to work closely with Kāinga Ora, who are accountable for the delivery of quality new housing in Tāmaki, ensuring that the redeveloped homes and neighbourhoods enable the broader regeneration objectives of the Crown and our community.

We continue to hold overall responsibility for the regeneration of Tāmaki. We are working with **central and local government** partners to ensure the provision of excellent social infrastructure, efficient transport connections, quality neighbourhoods, and sustainable job opportunities that will support Tāmaki’s growing population to thrive.

The Government’s priorities to **raise living standards and wellbeing for families and significantly reduce child poverty** are aligned with the integrated package of initiatives that we are facilitating or leading in Tāmaki. There are numerous whānau in Tāmaki who will struggle to access the opportunities created through the regeneration due to the complexity of challenges they have in their life, and the immediate needs facing them. Working with the local community and experts, we have developed a framework for an intensive support service, called Whānau by Whānau, to meet the needs of this group.

To improve outcomes for Tāmaki whānau, our programme draws on a strong network of relationships with central and local government agencies, non-governmental organisations, and in the community. This work aims to achieve a step change in the lives of Tāmaki whānau by:

- **Creating system-wide change** to ensure more efficient and effective collective decision-making about social services in Tāmaki by working with our community partners as an exemplar of cross-agency collaboration.
- **Providing system stewardship** and working with the community and our partners to develop sustainable strategies in education, health, and social services, delivering for community and the Crown and feeding into regional and national planning.
- Ensuring that **Tāmaki people have strong educational** foundations, career skills, financial capability, knowledge, and employment opportunities, to enable and empower them to progress their lives and achieve their aspirations.
- **Directly supporting Tāmaki people** into employment, training, and business opportunities through our Jobs and Skills Hub, thereby increasing human and social capital in the area and creating a thriving local economy in Tāmaki.

10. CURRENT PRIORITIES

The next 2-3 years of housing delivery is locked in. In the meantime, TRC and Kāinga Ora are doing significant work to understand how best to move forward in the current environment. This work includes the implementation plan for the Tāmaki Precinct Masterplan, working with Auckland Council to understand infrastructure issues and working with Kāinga Ora to develop a full 25-year plan.

The key priority TRC is currently working with Kāinga Ora on is the **Infrastructure Business Case**, which will be presented to the Minister in mid-December 2020.

The proposed programme is ambitious within a complex environment. There are several dependencies and potential constraints that may impact the delivery of the programme. These include:

- **Infrastructure** – there is an infrastructure requirement **s 9(2)(f)(iv)** over the course of the development programme and work is underway to determine funding streams in the Infrastructure Business Case. **s 9(2)(f)(iv)** funding will be sought from Crown for infrastructure on a neighbourhood basis. This needs to be addressed, as a priority, to ensure that the housing delivery programme does not stall. With current funding commitments, we can only deliver (approximately) a further 900 homes and development will stop in 2024.
- **State housing requirements** – TRC has worked with MHUD to revise these requirements to ensure the new state houses meet the needs of the Tāmaki community, particularly our larger Pasifika and Māori whānau. The housing typology mix is being updated.
- **Innovative housing solutions** – affordable housing options, such as shared ownership and rent to buy schemes, are pivotal to the success of TRC’s regeneration programme. The recent approval by the Associate Minister for Housing to expand our shared home ownership programme is being incorporated into the planning.

- **Enabling projects** – the Tāmaki Masterplan includes several enabling projects that will influence the success of the development programme and affect the attractiveness of Tāmaki.

11. REGENERATION EXPANSION ACROSS NEW ZEALAND

In Tāmaki we leverage development to improve wellbeing for our community. With the growing number of redevelopment projects, there is an opportunity to partner with Kāinga Ora to deliver better wellbeing outcomes for other communities around New Zealand.

This in turn has the potential to increase redevelopment pace and social and fiscal return downstream by building a social licence to operate and creating thriving communities and desirable destinations.

TRC has developed its regeneration capability over the past six years. We have a set of exportable regeneration services and products, and deep experience and capabilities on how to make regeneration happen. Our ways of working make us successful and we can share this.

Over the last year, TRC has been working with Kāinga Ora’s Porirua regeneration project by sharing regeneration knowledge. TRC recently secured \$410K per annum to fund the start of an Eastern Porirua Jobs and Skills Hub for three years.

12. DELIVERING AGAINST OUR STRATEGIC PRIORITIES

The following information relates to TRC’s current strategic and operational priorities as set out in the current Statement of Performance Expectations. All of these activities are well underway and reported on regularly in our Quarterly Report documents.

12.1 Housing Resources

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

12.1.1 Housing

During the 2020/21 financial year, we will:

- Work with Kāinga Ora and existing partners to plan and develop housing on TRC’s vacant sites, with TRC committing to purchase back all homes delivered on those sites that are delivered to the specifications and price points required for our state and affordable homes;
- Investigate the potential to purchase a greater proportion of properties from current development projects in Tāmaki, increasing guaranteed takeout for development partners and adding to our state and affordable housing stock;
- Bring forward planning of the Glen Innes North West neighbourhood, in collaboration with Kāinga Ora; and
- Purchase approximately 40% of all new homes delivered in Tāmaki by Kāinga Ora during the financial year, contributing to the renewal of our housing portfolio and the delivery of our Affordable Housing Programme.

The following enabling project will be delivered:

Enabling Project	Project	Milestone 20/21
What we need to do to support our objectives.	Glen Innes North West During FY21, we will work with Kāinga Ora to bring forward planning of the Glen Innes North West neighbourhood.	Commence neighbourhood planning for Glen Innes North West

12.1.2 Tenancy Management

Looking after our tenants is our top priority and our tenancy management services arm, Tāmaki Housing Association (THA), delivers an innovative tenancy management service in Tāmaki that places the wellbeing of our state housing whānau at the centre of all that we do. Our philosophy and service delivery are based on a deep understanding of the barriers, enablers, and drivers of change for each state housing whānau.

During the 2020/21 financial year, we will:

- Manage our tenancies efficiently, effectively, and compassionately, within a complex regeneration and public health environment;
- Work closely with our tenants, particularly those with at-risk tenancies, to ensure those tenancies are sustained;
- Respond to tenant requests quickly and resolve issues within agreed timeframes; and
- Always adhere to the Tāmaki Commitment.

Outputs – Desired Trends:	Measure	Target 20/21
How we will know if we're making progress	Percentage of tenants who are affected by redevelopment and want to stay in Tāmaki who are rehoused within Tāmaki.	100%

12.1.3 Asset Management

We are an efficient and effective manager of our significant state housing portfolio, with a strategic asset management system and tactical investment strategies in place to guide our operational activities. This strategic and systematic approach to asset management will ensure that we maximise both financial and non-financial (social and economic) dividends for the Crown and community over the long-term, while adhering to the overarching principles of the regeneration programme.

During the 2020/21 financial year, we will:

- Bring forward TRC-planned maintenance and our Quality Housing Maintenance Programme, enabling local construction businesses to remain viable and generating quality jobs for people in Tāmaki;
- Manage our housing portfolio efficiently and effectively, within a complex regeneration and public health environment;
- Continue to improve the overall quality of our portfolio by purchasing newly built state houses and upgrading existing stock as required, acknowledging that there may be impacts to housing delivery over the next 12 months;

- Keep vacancy periods to a minimum and maximise the number of public housing places available, within the constraints of the redevelopment programme and our rehousing schedule; and
- Ensure that state houses are suited to tenants’ needs, as agreed with our Crown partners.

Outputs – Desired Trends:	Measure	Target 20/21
How we will know we are making progress.	Portfolio average property condition (CGI).	2.52
	Percentage of customers satisfied with repairs and maintenance.	65%
	Percentage of lettable homes that are let.	98%
	Average inter-tenancy void turnaround time (vacant to ready to let).	28 Days

12.2 Social Transformation

Our overarching objective in this area is to support Tāmaki residents and whānau to gain the skills, knowledge, and employment opportunities to progress their lives. To achieve this, we engage with the community and undertake research to deeply understand the needs of Tāmaki whānau. Based on this understanding, we galvanise and catalyse the efforts of public, private, and community partners to co-design transformational social and economic programmes for Tāmaki whānau. While these programmes are already delivering benefits for the community and the Crown, the social and economic dividends that will be realised through these programmes will be significantly increased over time.

During the 2020/21 financial year, we will:

- Work with existing budgeting services and social lenders to deliver a debt management and debt-relief programme to state housing tenants and other Tāmaki residents;
- Expand the existing offering of the Tāmaki Jobs and Skills Hub for jobseekers, with a focus on training a construction-ready local workforce;
- Work with the Crown to ensure that our Affordable Housing Programme meets the strong demand within the Tāmaki community;
- Enhance education and employment opportunities for Tāmaki residents through our strategic influence and jobs and skills initiatives;
- Equip Tāmaki whānau with the financial knowledge and tools to be able to transition out of the need for state housing, over time;

- Provide system stewardship through our collective impact projects, undertaking deep research within the community to shape key projects in education, health, and social services; and
- Support our partner, Ruapotaka marae, to operationalise Whānau by Whānau, an intensive support service for local families with multiple and complex needs.

Outputs – Desired Trends:	Measure	Target 20/21
How we will know we are making progress.	Number of Tāmaki people who are employed through TRC initiatives.	100
	Number of Tāmaki people who progress along the housing continuum.	10

Enabling Project	Project	Milestone 20/21
What we need to do to support our objectives.	Whānau Debt Relief Programme During FY21, we will work with existing budgeting services and social lenders to deliver a debt management and debt-relief programme to state housing tenants and other Tāmaki residents.	Deliver a Whānau Debt Relief Programme via partners

12.3 Economic Development

Economic development is an integral part of the regeneration programme. Our objective in this area is to strengthen the local economy and unlock the potential of the Tāmaki area, to enable a prosperous community and deliver better value for money to the Crown. To date, we have achieved this by partnering with central and local government organisations to facilitate the delivery of improved transport connectivity and community infrastructure, thereby enabling local industry and the local economy to thrive.

During the 2020/21 financial year, we will:

- Establish a support service for Tāmaki businesses, to ensure that they are aware of and able to access support from central and local government. This will be delivered as a new function within the Tāmaki Jobs and Skills Hub;
- Continue to work closely with the Auckland Council family and Maungakiekie-Tāmaki Local Board on the revitalisation of town centres and commercial precincts in Tāmaki, on both short-term activations and longer-term projects;
- Complete feasibility studies for TRC-owned sites in the Glen Innes town centre, also exploring opportunities for strategic land purchases in both Glen Innes and Panmure;
- Deliver marketing campaigns, designed to drive people into the town centres and support Tāmaki businesses;

- Work with our partners to build short and long-term economic development capability and capacity in Tāmaki, to enable a more strategic approach and management of local economic development, including the recovery from COVID-19; and
- Promote Tāmaki as an innovative and inclusive location that provides a range of investment opportunities.

Enabling Project	Project	Milestone 20/21
What we need to do to support our objectives.	<p>Glen Innes Town Centre Revitalisation During FY19, we worked with the Maungakiekie-Tāmaki Local Board, Glen Innes Business Association, Auckland Council family, and key stakeholders to produce a development plan for the revitalisation of the Glen Innes town centre.</p>	Complete feasibility studies for TRC-owned sites in the Glen Innes town centre
	<p>Tāmaki Employment Precinct Project During FY19, we partnered with ATEED, the Auckland Business Chamber, local businesses and landowners, the MaungakiekieTāmaki and Ōrākei Local Boards, and key stakeholders to develop a long-term strategy for the Tāmaki Employment Precinct, designed to support businesses to grow, encourage development and investment in the area, and drive improved employment outcomes for locals.</p>	Complete the Tāmaki Employment Precinct Neighbourhood Plan
	<p>Tāmaki Business Support Service During FY21, we will establish a new function within the Tāmaki Jobs and Skills Hub, to support local businesses, facilitating engagement with relevant central and local government agencies.</p>	Establish a Tāmaki Business Support Service

12.4 Placemaking

Regeneration neighbourhoods in Tāmaki will demonstrate best practice in urban design and efficiency, creating cohesive communities that are linked through a quality open space network, supported by social infrastructure that meets the needs of Tāmaki’s changing population. TRC will work with Kāinga Ora, Auckland Council, and the Tāmaki community to ensure Tāmaki is connected; both physically through great transport infrastructure, and socially through friendly, welcoming neighbourhoods and community facilities. We will also work with our partners to make sure that our developments enhance Tāmaki’s natural environment.

During the 2020/21 financial year, we will:

- Deliver key placemaking elements for FY21, in line with the Tāmaki Precinct Masterplan Implementation Plan and relevant public health guidelines;

- Market Tāmaki as a destination of choice, strengthen community resilience, and create social cohesion through the implementation of our Placemaking Strategy; and
- Deliver events and activate spaces in Tāmaki for families and residents to form connections within their community.

Outputs – Desired Trends:	Measure	Target 20/21
How we will know we are making progress.	Percentage of neighbourhood designs that meet the agreed minimum standard under the Quality Neighbourhood Framework.	100%
	Number of events and activations delivered directly by TRC or in conjunction with partners.	5

13. GOVERNANCE

13.1 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 Māori 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 Evan Davies.

- **EVAN DAVIES – CHAIR**

Evan was appointed to the Chair role in August 2018. He is also Managing Director of Todd Property Group. He has held a number of senior positions during his career, including Managing Director of Sky City for 11 years. Evan is also a Trustee and Board Member of several charitable and public sector enterprises.

- **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.

- **MADHAVAN RAMAN – BOARD MEMBER**

Madhavan has extensive experience in public service including public housing and community development. He is currently involved with a number of charitable and community organisations including serving as a Trustee and Chair of the Finance Committee of West Auckland Living Skills Home Trust, which provides a range of mental health related services.

- **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.

13.2 Senior Leadership Team

The members of the leadership team all have a connection to Tāmaki and are passionate about enhancing the well-being and catalysing change for Tāmaki whanau.

- **JOHN HOLYOAKE – CHIEF EXECUTIVE OFFICER**

John 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) and Te Waipuna Puawai Mercy Oasis Limited.

- **PAUL MCELWEE – CHIEF FINANCIAL OFFICER**

Paul joined TRC in January 2019 as CFO. Paul's experience spans both public and private sectors. He has been in senior leadership roles for over 15 years, following many years driving business performance in corporates such as New Zealand Dairy Foods, Fonterra, Pact Group and Northpower.

- **JOANNA BRAIN – GENERAL MANAGER REGENERATION AND PLACEMAKING**

Joanna has extensive experience working on major urban regeneration projects in the United Kingdom. She joined TRC in 2013 and led the development of the overarching Strategic Framework for Tāmaki. In 2018 she took on the role of GM Regeneration and Placemaking to ensure regeneration outcomes are delivered through quality neighbourhood design and placemaking initiatives.

- **AFOA MALOLO – GENERAL MANAGER TRANSFORMATION AND PARTNERSHIPS**

Afoa has been with TRC for over 5 years in a number of roles spanning community development, strategy and now delivering social transformation programmes. A lawyer by profession, Afoa combines his legal expertise with his passion for community wellbeing outcomes to lead affordable housing and employment pathways for Tamaki residents. A local himself having grown-up and still living in the Panmure area, Afoa is deeply connected to the Tamaki community.

- **JO MACKIE – GENERAL MANAGER COMMUNICATIONS AND MARKETING**

Jo's career spans consultancy, in-house and the public and not-for-profit sectors, working in New Zealand, England and Singapore. A large portion of her career has been in destination marketing, including leading the global PR programme for Tourism New Zealand and leveraging tourism and major events for Auckland, Tourism, Events & Economic Development (ATEED).

- **MIHI TIBBLE – GENERAL MANAGER INSIGHTS AND EVALUATION**

Mihi (Ngāti Porou, Te Whānau ā Apanui, Te Arawa) has an extensive background in the health and social services sector including Counties Manukau Health, Lakes DHB, PHOs and Iwi based hauora holding a number of executive and governance roles. She joined TRC five years ago and is passionate about community driven outcomes, inequity, whakapapa centred design, strategy and leadership.

