

Pānui #5

November 2022



TE POUAHİ
O TE TAITOKERAU

About this pānui

Te Pouahi o Te Taitokerau interim governance and operations groups have been working to establish a uniquely Te Taitokerau, kaupapa-Maori housing initiative^{1&2}.

A key part of this mahi has been to build unity and cohesion between whanau, hapu, Iwi and entities involved in housing throughout Te Taitokerau.

Our partnership with Crown agencies was formalised on the 31st of October. Te Pouahi trustees signed a three-year agreement for a ~\$55M three-year funding agreement with Whai Kainga Whai Oranga (WKWO)³. An ope of governance, operations and Te Pouahi Nui representatives attended the signing in Pōneke.

This pānui aims to give you, Te Pouahi Nui, our collective members, further information about the work completed to date, and what's next. It covers:

- Update on the signing of the Heads of Agreement with Crown
- Establishing Te Pouahi o Te Taitokerau as a legal entity (Trust)
- How we will operationalise Te Pouahi o Te Taitokerau Trust and the activities
- Next Steps - Signing the PDPA (Programme Delivery Partnership Agreement)
- How we'll work with whānau - we are developing a tikanga for assessing readiness and prioritising projects for funding. We want to wānanga this with you, hear collective whakaaro to design how it could work

For more information, check out links to our previous pānui [#1](#), [#2](#), [#3](#) and [#4](#) and share with your wider whānau!

We look forward to meeting with you on 16th November at Whitiara Marae to share about progress and next steps with this kaupapa.

We encourage you to share this pānui with your wider whānau who are involved with or have aspirations to build kāinga in Te Taitokerau!

1&2: Appendices A1 & A2, Pathway to Today table

3: Appendix B, Funding Agreement

Te Pouahi o Te Taitokerau Strategic Intent 2022-2040
Te Pae ki Tawhiti - Our Vision (*What we want to achieve*)
‘Ko ō tātou kāinga noho, he mea hanga’
‘With our own hands we will build durable homes and communities’

Ta Tātou Kaupapa - Our Mission (*What we will focus on doing*)
‘Me tautoko mārika i a tātou whānau ki te hanga i o rātou ake kāinga’
‘We will fully support our whānau to successfully build their own homes’

Whāinga 1: Enhance our peoples drive for self-reliance,

Ngā Arotake - Our Key Objective:

a, Tautoko the mana, humility, dignity, creativity and drive of our whānau to build their own homes and to foster a kāinga renaissance

b, Get the right people into the right places to achieve tangible results

c, Strengthen our intergenerational kaupapa and build succession

Whāinga 2: Create sustainable housing solutions,

Ngā Arotake - Our Key Objective:

a, Collect and collate our own data and use it to prioritise our housing needs within Te Taitokerau,

b, Develop clear housing pathways and options that will help our whānau

c, Build holistic and integrated housing kaupapa including a focus on our tikanga

Whāinga 3: Whai Rawa - Our business approach

Ngā Arotake - Our Key Objective:

a, Successfully combine our collective expertise and resources to design, engineer and deliver results for whānau

b, Create a ‘one stop’ shop to provide an enabling and integrated approach

c, Deliver quick housing results through professional execution

Whāinga 4: Enhance key relationships

Ngā Arotake - Our Key Objective:

a, Build strong local and regional collaboration and a joined up approach

b, Foster strong relationships and partnerships with government, business, industry and other stakeholders

c, Nurture a kaupapa based on Mātauranga Māori, research and innovation

- 1, Rangatiratanga - ‘We’ will deliver to ‘our’ local aspirations
- 2, Mahi tahi tūtuki noa- Leverage our collective resources and amplify our voice to deliver real results
- 3, Whakawhiti ki tua - We will be transformational in our ways of working
- 4, Te iti me te rahi - Ours is an intergenerational and sustainable approach
- 5, Te pae ki tawhiti - We are strategic and disciplined in our attitude
- 6, Kia horo te āta haere - Urgency with diligence



TE POUHI
O TE TAITOKERAU



Signing of the Heads of Agreement

The signing was a breakfast event hosted at Te Tūāpapa Kura Kainga (HUD) in Pōneke on October 31th 2022

Nora Rameka and Pita Tipene signed the Heads of Agreement on behalf of Te Pouahi.

Minister Peeni Henare and Minister Marama Davidson signed the agreement on behalf of the Crown.





Signing of Heads of Agreement

An ope from Te Pouahi o te Taitokerau attended the signing in support of this kaupapa, including establishment trustees of Te Pouahi o te Taitokerau, operations group representatives and members of Te Pouahi Nui.

MP for Taitokerau Willow-Jean Prime attended also.

What does the HOA mean for us?

Q - What is the Heads of Agreement (HoA)?

This is a relationship agreement between Te Pouahi and Crown.

Interim Operations have worked with Crown to include in the HOA a record of the key elements of our current prototype proposal, the total funding amount and the requested interim drawdown of funding to help with establishment. **It does not however prevent us from continuing to refine the prototype to meet our Strategic Intent and the final Programme Delivery Partnership Agreement (PDPA).**

Remember, the prototype is just the first solution as a whole, based on what we know right now. It will not be a perfect solution but it will be tested, learned from, and refined.

Q - How much funding has been agreed?

A - A total funding package of \$55m has been agreed for Te Pouahi. This includes \$30m for housing supply, \$20m for infrastructure, \$2.69m for project development support and \$2.3m for operational costs.

Q - How many homes could Te Pouahi deliver?

A - The HOA agreement says that the government contribution of funds is for the supply of 80-100 homes (minimum) and infrastructure for 110 housing sites.

Q. What is the legal entity for Te Pouahi?

A - In order to sign the HOA and enter a legal agreement with the Crown, Te Pouahi needed to establish a legal entity. We have sought legal advice and established a Charitable Trust.

Q. Who are the trustees of the Te Pouahi o te Taitokerau Trust (legal entity) and how will they be appointed?

A - Te Pouahi o Te Taitokerau will begin operations and governance under establishment trustees who will support the initial set up of Te Pouahi. These establishment trustees are the interim Governance group, as agreed at the last Te Pouahi Nui hui. Future elections will be held to appoint the permanent trustees.



TE POUAHI O TE TAITOKERAU

Securing the funding for Te Pouahi

A legal entity has been established

In order to sign the Heads of Agreement, a legal entity was required. With the support of Te Pouahi Nui, we sought legal advice and were advised to establish a Trust.

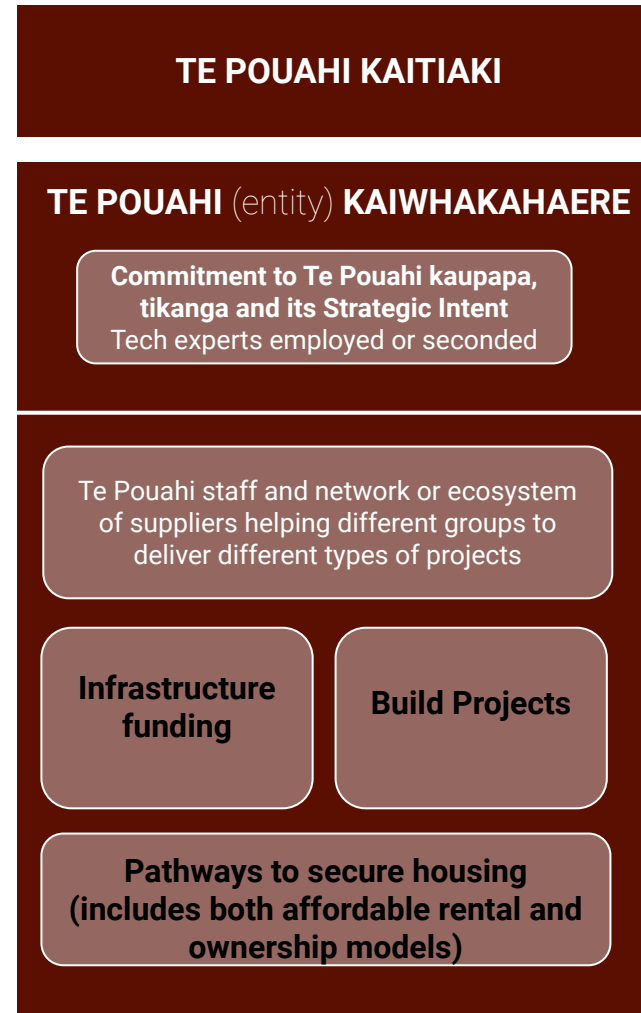
A Charitable Trust has been established - Te Pouahi o Te Taitokerau Trust

We have applied for charitable status to support the activities of Te Pouahi.

Now, we need to set up a bank account so we can draw down funds, and complete the HOA transaction⁴.

The Interim Operations Group continues to explore the appropriate governance and operational structure for this Trust that will meet the aspirations of Te Pouahi.

Whichever structure is used, Kaitiaki and Kaiwhakahaere roles have been identified.



Kaitiaki: Hold the mana

- Strategic planning and policy
- Maintains and builds the collective
- Relationship with Crown/Ministers
- Gives effect to the Strategic Intent

Directors/Trustees: Guide & lead the mahi

- Has strong and trusted relationships with Te Pouahi Nui and Te Taitokerau whānau
- Facilitate the delivery of housing projects across Taitokerau
- Agencies/Funders
- Appoint and direct management to deliver on Strategic Intent
- Identify opportunities for driving strategic planning and policy change

Kaupapa Management & Operations

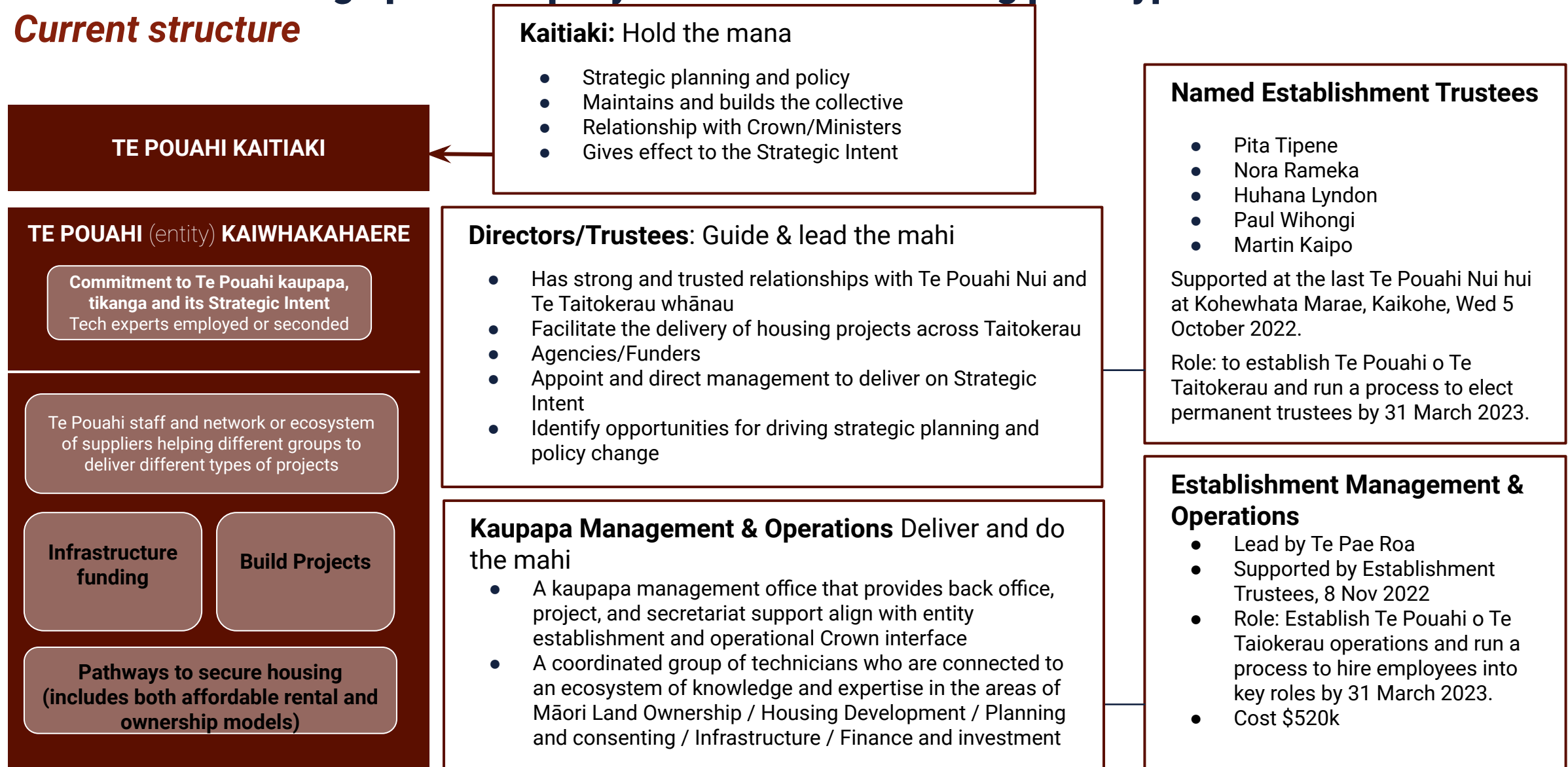
Deliver and do the mahi

- A kaupapa management office that provides back office, project, and secretariat support align with entity establishment and operational Crown interface
- A coordinated group of technicians who are connected to an ecosystem of knowledge and expertise in the areas of
 - Māori Land Ownership
 - Housing Development
 - Planning and consenting
 - Infrastructure
 - Finance and investment

4. The initial drawdown requested has increased to \$750k to enable a hard and fast establishment of Te Pouahi as an fully operational entity, while ensuring the Strategic Intent guides the kaupapa and tikanga at all levels, and the appropriate due diligence is carried out – kia horo te āta haere!

The Plan for setting up our uniquely Te Taitokerau housing prototype

Current structure



The Plan for setting up our uniquely Te Taitokerau housing prototype

What we need to do now

The Interim Operations group is working with trustees to a plan for establishment activities and setting up Te Pouahi for BAU operations over the next three years. We will share the plan with you as soon as it is ready.

Establishment activities

The establishment phase of Te Pouahi (permanent entity) will extend from December 2022 to March 2023, including standing up key functions and running the recruitment and on boarding of:

- Governance
- Management – core staff including a GM
- Community / Collective Membership

Key activities include:

- Charities registration December 2022
- The transition from interim governance and operations into the Te Pouahi legal structure will occur from December 2022 to March 2023
- PDPA preparations December 2022
- Communications and engagement plan in place for December 2022 – June 2023
- Deeper engagement at a whanau/hapu level November 2022 – March 2023
- Prototype investigations and project engagements December 2022 – March 2023
- Finalise initial data and insight collection activity and put platform in place for future engagements December 2022 – March 2023
- PDPA signing February 2023

Next Steps

Developing the prototype detail

We have shared the details of our prototype so far - the What. Our immediate next step is to develop the prototype finer details -

How the prototype works; Who to prioritise; Where; and When.

This will then form the **Programme Delivery Partnership Agreement (PDPA)** with Crown. The initial date for completion and sign-off for this work was signalled for the end of December, however we expect this piece of work will continue into the new year.

While there is pressure to deliver, we must take the time to do some deep thinking on how the key aspects work in practice, and the impact this truly makes for our Te Taitokerau whanau and hapu.

Our intent is to invite you our whanau to be a part of the process.

The day to day business of Te Pouahi will be informed by you and brought to life by us. It is anticipated that Te Pouahi will:

- **provide technical experts** to support the development of member projects and enable the build of more houses in the medium and long term.
- **provide guidance and support** to navigate the blocks and challenges within the housing journey
- **provide connections and access** to capital and financial support
- **provide support** with project development and planning

We know many whānau are eager to know how you can work with Te Pouahi to bring your housing projects to life.

In this establishment phase, we still need to develop the tikanga Te Pouahi will use to determine project readiness, prioritise funding allocation and test our prototype will deliver as intended.

TE POUAHI O TE TAITOKERAU

HE PANUI - NAU MAI, HAERE MAI KI WHITIORA MARAE Te Pouahi Nui Hui - 16 November

We invite you to join our next Te Pouahi Nui hui, where we'll share more about this kaupapa, answer any questions you have, and seek your support to continue the mahi we've been doing.

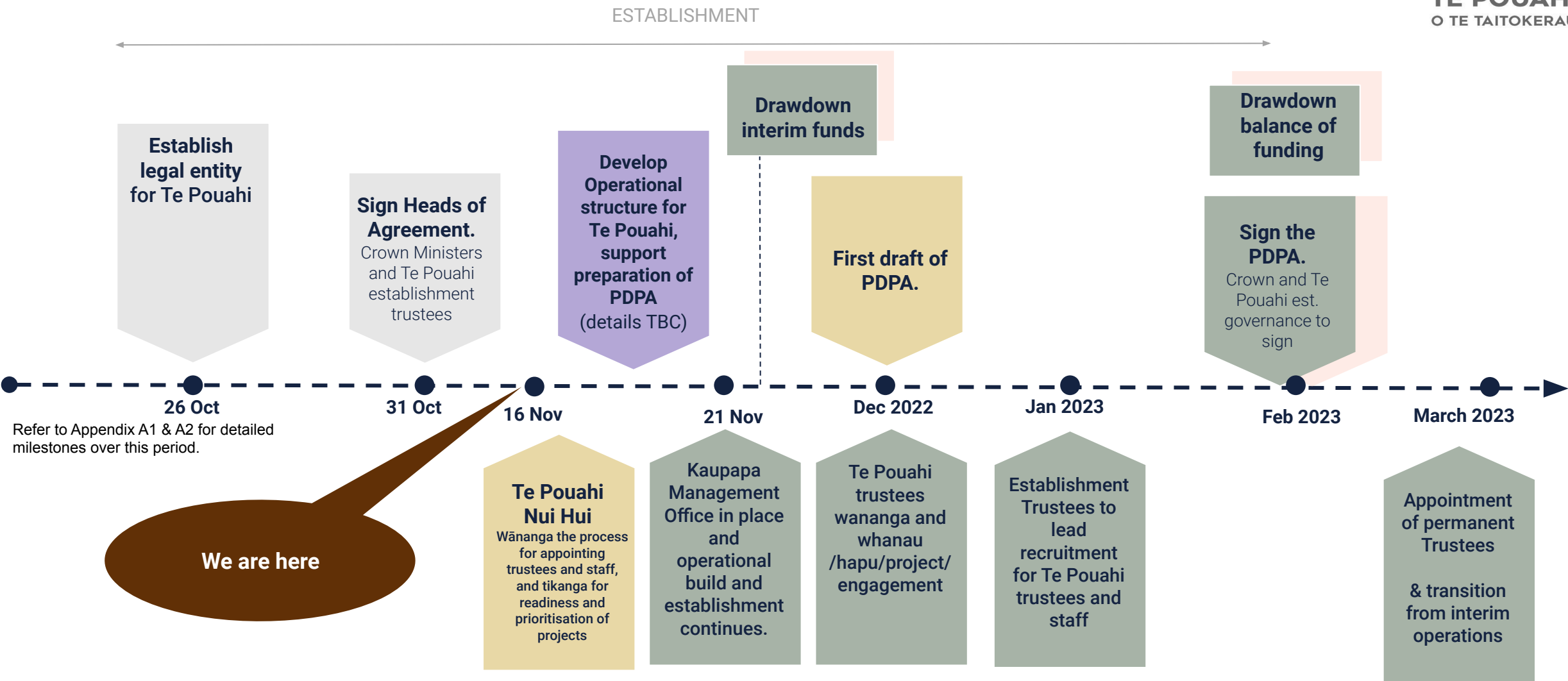
- **Date:** 16 November 2022
- **Time:** 10am - 1pm
- **Where:** Whitiora marae, Te Tii
- *Lunch will be provided*

We encourage you to share this panui with your wider whānau who are involved with or have aspirations to build kāinga in Te Taitokerau!



TE POUAHI
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Securing the funding
Key milestones (updated)



Resharing - What is Te Pouahi?

'Ko ō tatou kāinga noho, he mea hanga'
'With our own hands we will build durable homes and communities'

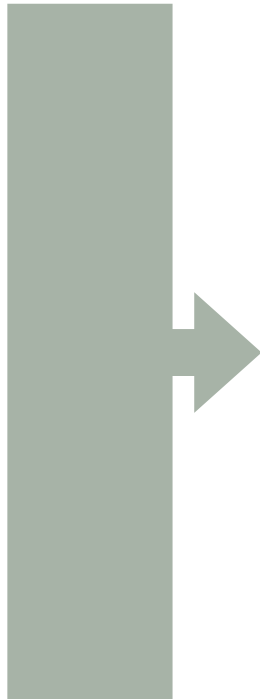
Te Pouahi is a kaupapa-Maori housing initiative designed by Te Taitokerau Maori, for Te Taitokerau Maori. We support Te Pouahi Nui to build their own homes in a way that deepens relationships and connections, so that the health and wellbeing of whānau and our taiao continues to strengthen now, and into the future.

Whāinga 1:
Enhance our
peoples drive
for self-reliance

Whāinga 2: Create
sustainable
housing solutions,

Whāinga 3:
Whai Rawa -
Our business
approach

Whāinga 4:
Enhance key
relationships



- Te Pouahi is about **enabling new houses to get built in Te Taitokerau**. It will work with whānau to get themselves ready, get consent, and find the builders and contractors.
- Te Pouahi will be a **'one stop shop' for Te Pouahi Nui** to get support and funding for their projects, but it won't be the only shop in the region.
 - Te Pouahi will work with others doing mahi in this space.
 - Te Pouahi does not stop groups having a direct relationship with government and getting their own funding and support.
- Te Pouahi support can work in a number of different ways, depending on what the project needs. It can provide resource to help with planning & consents, connect projects to fund for infrastructure, provide development capital for construction, and connect projects with builders and contractors.
- **Te Pouahi's short term focus (1-3 years) will be to support the build of 80-100 houses** across Te Taitokerau, and supporting more groups to overcome existing barriers and get ready to make the most of future funding opportunities.

Resharing - Designing a uniquely Te Taitokerau housing prototype

What did the stocktake tell us?

We know the housing need is great in Te Taitokerau.

The stocktake identified 53 planned projects with a pipeline that could deliver ~1,400 homes in Te Taitokerau.

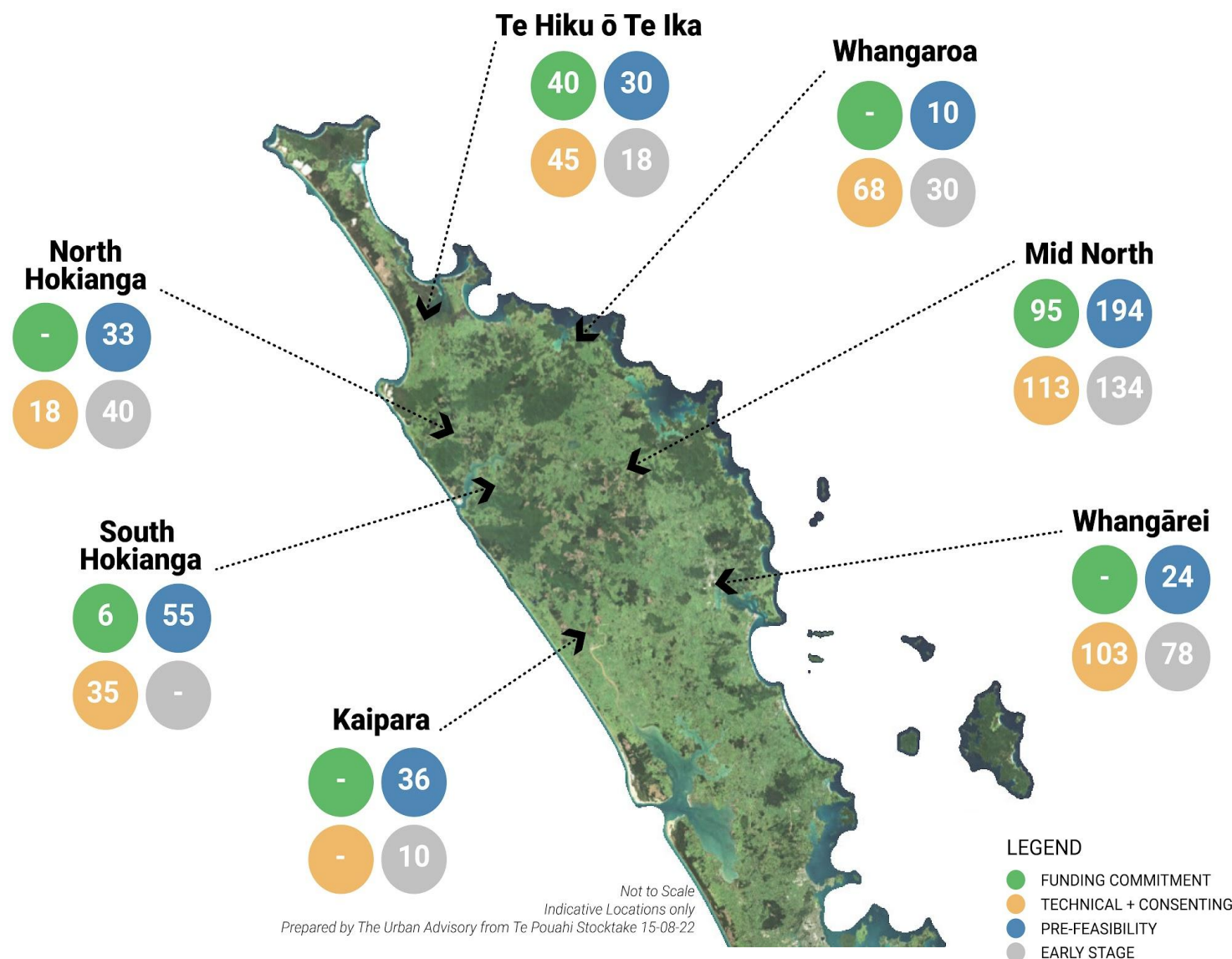
Most* (if not all) projects require immediate support to:

1. Complete feasibility studies
2. With technical resource & consenting

With access to good support and funding ~350 homes could be advanced over the next three years.

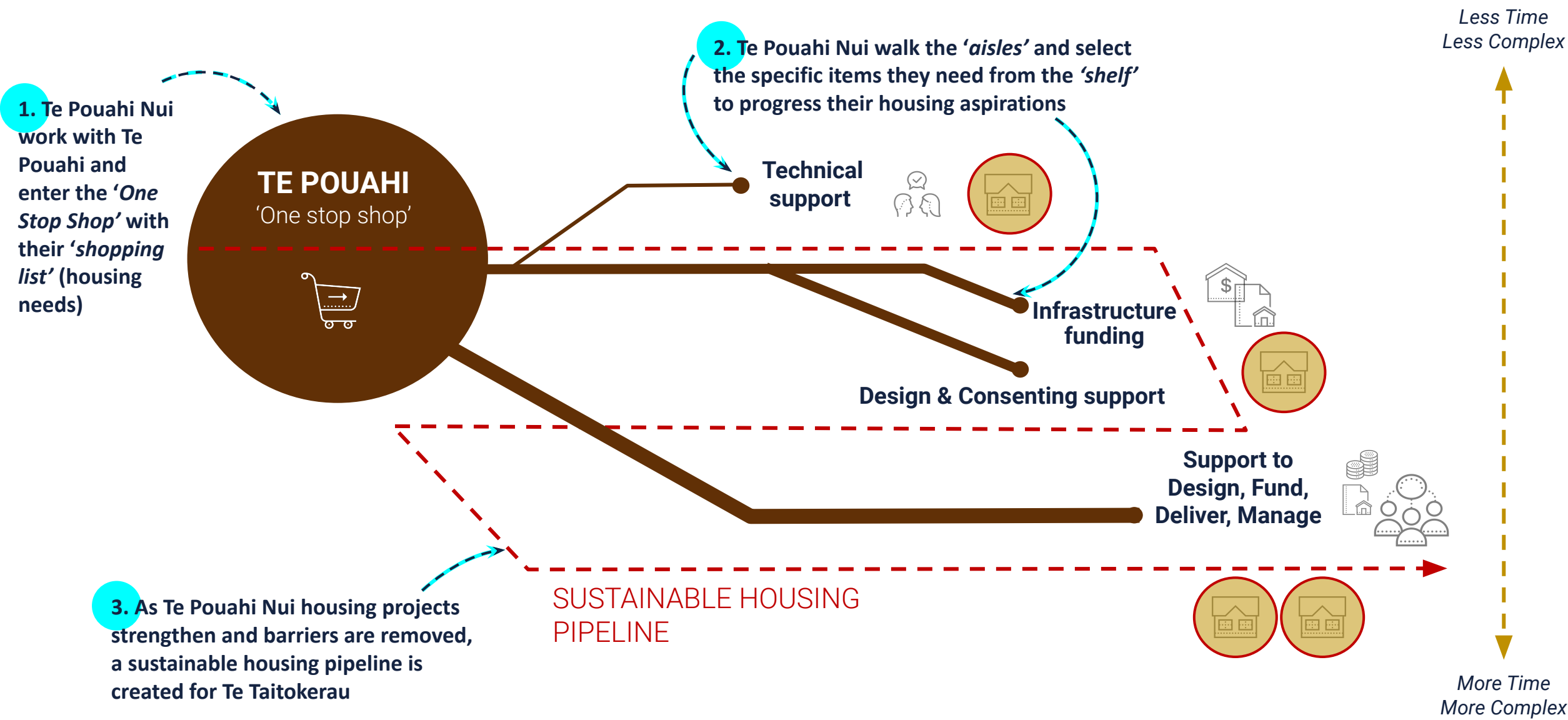
Connecting with Maori groups who are active in Maori housing development throughout Te Taitokerau ensures the design and execution of the kaupapa is grounded in the aspirations and needs of whanau.

Housing Project Stocktake Te Taitokerau - August 2022



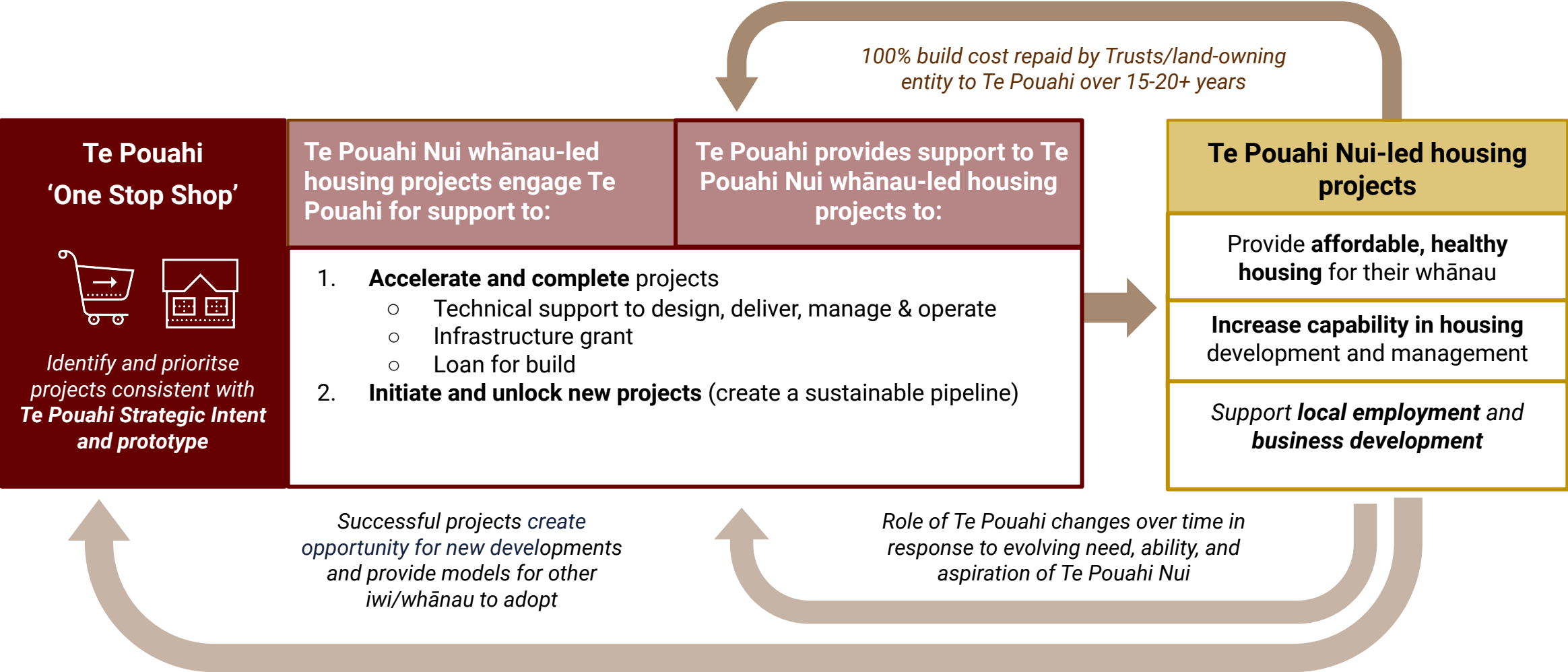
Resharing - Designing a uniquely Te Taitokerau housing prototype

Visualising the 'One Stop Shop'



Resharing - Designing a uniquely Te Taitokerau housing prototype

How does the Prototype work?



Designing a uniquely Te Taitokerau housing prototype

Who could we prioritise?

- Projects who have missed out on previous funding opportunities, but have done work to get ready
- Projects who have sorted the land tenure / ownership arrangements
- Projects which can be unlocked by infrastructure investment
- Projects that can be unlocked with planning and design support
- Projects with a small number of homes (approx 6-10) throughout Te Taitokerau

The formal criteria or process for determining eligibility, and prioritising which projects get funding will be established by the permanent Te Pouahi entity.

A decision-making framework based on the Te Pouahi values outlined in the Strategic Intent could be used to prioritise projects for funding.

This could provide a clear tikanga for prioritisation to:

- Ensure an equitable distribution of funding across Taitokerau
- Offer visibility/transparency about how funding is allocated

To design the Prototype and help progress negotiations with Crown, high-level criteria have been applied to identify 'ready' projects* (see below)

**The pipeline of eligible projects have been identified by some high level criteria:*

- *Planning underway, and clear funding needs known (e.g. infrastructure, consenting)*
- *Not already funded by government*
- *Not supported by KO*
- *Whenua / ownership issues resolved, including genuine engagement with whanau/owners/stakeholders/shareholders/beneficiaries with a shared and agreed housing development plan*

Taitokerau has a pipeline of 15-20 projects* most 'ready' and eligible for Te Pouahi support

Funding allocation process needs to be equitable and transparent



TE POUAHI
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Resharing - Securing the funding

What details of the prototype are in the HoA - Part 1?

The HoA is a step in the process to establish Te Pouahi

	Details	What the details are based on
Level of funding requested	\$55m (\$30m for supply + infrastructure + technical support)	<ul style="list-style-type: none">• Informed by Te Pouahi Nui needs (stocktake) to accelerate and complete projects that are ready• Guidance from Crown officials: limit of \$30M available for supply²
Number of homes it will deliver	New supply of minimum 80-100 homes, over 3 yrs (plus enabling infrastructure for ~110 homes, and project development support for many projects)	<ul style="list-style-type: none">• Guidance from Crown officials: ~80 new builds³ end before June 2025• Infrastructure and technical support for projects that are ready will enable the acceleration and completion of these projects and delivery new build supply. Crown stipulation that there needs to be prioritising.
Funding model	100% subsidy for new homes (suspensory loan) Grant for infrastructure and technical support	<ul style="list-style-type: none">• Recycling of suspensory loan creates a sustainable model to support other projects through their readiness journey
Ownership model	Affordable rental, managed by Māori Trusts or land-owning entities. Additional rental subsidies (e.g. accommodation Supplement) may be required.	<ul style="list-style-type: none">• Informed by Te Pouahi Nui needs (stocktake)• Guidance from discussion with Crown ³⁴⁵⁶⁷

2. Appendix B: The funding bid 2022-25
3. See Appendix C: Potential Pipeline for Te Pouahi funding (Y1-3)

Resharing - Securing the funding

What details of the prototype are in the HoA - Part 2?

The HoA is a step in the process to establish Te Pouahi

	Details	What the details are based on
Capital recycling	Through rental income, Māori/Land owning trusts will repay build cost to Te Pouahi over 15-20+ years (will depend on the project). Te Pouahi can recycle and reinvest this equity in other Te Taitokerau housing projects as appropriate (e.g. repairs).	<ul style="list-style-type: none"> • Learning from other Maori-housing prototypes; recycling a portion of the fund will enable a sustainable approach. • Other housing projects will be initiated and readied for investment. • Work still needs to be done on the level of payments so that it is affordable for whānau.
Interim funding drawdown	Requesting \$750k for set-up of Te Pouahi entity structure (3 months operational funding including recruitment, governance and operating costs).	<ul style="list-style-type: none"> • Guidance from discussion with Crown • Upon signing the Heads of Agreement Te Pouahi is able to drawdown on funds immediately. • A legal entity with an associated bank account is required. • Funds drawn down must be spent within three months. • At this point in time a conservative fund will be requested to test prototype in real world settings, establish key policies and procedures and hire key people into roles for the execution of the prototype.

Glossary for Te Pouahi

Whai Kāinga Whai Oranga (WKWO)	The government's funding programme to support Māori-led housing.
Heads of Agreement (HoA)	A binding record of the key elements of what is agreed between two parties, and the outline of what still needs to be worked through.
Programme Delivery, Partnership Agreement (PDPA)	A Programme Delivery Partnership Agreement between the delivery entity and the Crown is required to support the Prototype Programme delivery.
Relationship Agreement	An agreement which outlines the terms of the relationship between Te Pouahi and Te Pouahi Te Pouahi Nui Nui members - to be developed
Prototype Model	The details of the structure and entity that will be set up to receive the funding, and how the money will be spent to support Te Pouahi Nui groups to get houses delivered.
Te Pouahi Nui	The collective of projects, organisations, iwi, hapū participating in the Te Pouahi Prototype. Also known as 'the Collective'.
Collective members	The collective of projects, organisations, iwi, hapū participating in the Te Pouahi Prototype. Also known as 'Te Pouahi Nui'




TE POUAHI
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Appendix A1: Pathway to Te Pouahi o Te Taitokerau

What has happened on the journey so far?

8 July 2021	Te Wharewaka o Pōneke hui with the Crown - request (tono) for Te Taitokerau to host the next hui, the first held outside of Poneke
1 October 2021 - 14 December 2021	Engagement in developing the Strategic Intent (three key hui).
2 December 2021	Te Taitokerau hosting of MAIHI Whare Wānaga at Ōtiria Marae, postponed due to Covid risk, rescheduled for virtual hui at Waitangi 11 March 2022,
11 March 2022	MAIHI Whare Wānanga ki Te Taitokerau at Waitangi, A Strategic Intent Document for Te Taitokerau is presented to government Ministers
13 April 2022	Roopū delegated to meet with MHUD to underscore the key messages at the MAIHI Whare Wānanga
11 May 2022	Delegation from Te Taitokerau met separately with senior managers from Te Tūāpapa Kura Kāinga - Ministry for Housing and Urban Development (MHUD) and Te Puni Kōkiri (TPK), Both agencies agreed for Te Taitokerau to progress as the fourth prototype rohe – following Ka Uruora Aotearoa (Taranaki), Toitū Tairāwhiti and Ngāti Kahungunu,
25 May 2022	Discussion of merging two groups currently working on Māori housing initiatives in Te Taitokerau, Agreed to: 1, Merge into a temporary structure with an interim governance group and an interim operations group, until the end of August 2022; 2, Adopt the name Te Pouahi o Te Taitokerau for the collective,
31 May 2022	Te Pouahi Interim Governance Group meets for the first time,
30 June 2022	Letter from MHUD/TPK confirming their intent to engage formally with Te Pouahi o Te Taitokerau to develop 'Māori led housing solutions for iwi, hapū and whānau in and across rohe o Te Taitokerau'
6 July 2022	Delegation from MHUD and TPK travel to Kawakawa to engage formally on 6 July 2022 including outlining the process of a Prototype
13 July 2022	TPK supplies a "Whai Kāinga Whai Oranga Iwi Prototype Guide" for Te Taitokerau, The guide outlined things for Te Pouahi to consider as we develop our prototype further, including the Heads of Agreement and Programme Delivery Partnership Agreement (PDPA),
early August 2022	National Iwi Chairs Forum endorses Te Pouahi as an Iwi prototype for Te Taitokerau under Whai Kāinga Whai Oranga,
5-8 August 2022	Operations and Governance Responding to the "Prototype Guide" supplied by TPK
10 August 2022	Presentation of the current state of Te Pouahi with our Te Pouahi Nui whānau , the wider collective, completed to date presented including stocktake findings, feedback from participants and recommendation around extension to 30 November 2022

Appendix A2: Pathway to Te Pouahi o Te Taitokerau



July/August	Received feedback from Te Pouahi Nui Hui and iterated on the prototype design, for discussion with Te Pouahi Nui and Crown
17th August 2022	Met with Governance and discussed feedback from Te Pouahi Nui, and details of Prototype to present to Crown
18 August 2022	Meeting with Crown to present current thinking on Te Pouahi o Te Taitokerau Prototype and receive feedback
Early September 2022	Initial proposal documentation about Te Taitokerau prototype (project plan) to Crown.
16 September 2022	Governance hui with Ops to discuss Prototype model functions and draft Heads of Agreement. Share draft Heads of Agreement with Te Pouahi Nui in advance of 5th October hui in person.
September 2022	Socialisation draft Heads of Agreement with Te Pouahi Nui collective members Share draft Te Pouahi Prototype documentation with Crown officials to support briefing to Ministers.
5 October 2022	Te Pouahi Nui hui, Governance/Ops to share draft Heads of Agreement (including the work completed around the Prototype for feedback, functions of Te Pouahi Prototype and funding structure)
7-11 October 2022	Shared final Te Pouahi Prototype documentation with Crown officials and answered any final questions to support briefing to Ministers.
26 October 2022	Interim Governors to sign Entity Establishment documents
31 October 2022	Formal sign-off by the Crown and Te Pouahi of the Heads of Agreement

What has happened on the journey recently?



TE POUAHI
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Appendix B: The funding bid 2022-25

\$55m

	Year 1		Year 2		Year 3		Total		
	\$000	Houses	\$000	Houses	\$000	Houses	\$000	Infrastructure enabled	Houses (new supply)
Operational	770		770		770		2,310		
Project development - Capability - Technical support	2,690		TBD		TBD		2,690		
Infrastructure (@\$150k incl GST)	4,550	25	6,500	35	8,950	50	20,000	110^	
New Builds/Supply Funding (@\$371k incl GST)	5,550	15*	11,450	30	13,000	35	30,000		80
Total	13,560		18,720		22,720		55,000		80

**Trial with 3 local build suppliers in Year 1 to test procurement processes and systems. Off-site manufactured homes to be sited in Year 2, project TBD*

*^ A total of 110 homes require infrastructure funding, of those 80 **also** receive Build funding. So 30 future where will have infrastructure funded through Te Pouahi.*