

WHĀTUA ĀHURUTANGA

Ngāti Whātua Ōrākei Trust Draft Housing Strategy



NGĀTI WHĀTUA ŌRĀKEI
TRUST

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Summary & Next Steps

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Summary & Next Steps

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Whātua Āhurutanga
is proud to present
this 50 year strategy
Whātua āhurutanga,
mā tātou, mō tātou.

CHAIR'S FOREWORD – WHĀTUA ĀHURUTANGA

Living amongst us are our kaumātua, some of whom grew up at the Papakainga at Okāhu Bay. Their stories of growing up at the Papakainga are taonga tuku iho. They describe stories of whanaungatanga, being strongly connected to each other and being nurtured by multiple generations. They describe a pride of living as ahi kaa, continuing the legacies of our tūpuna. Sixty-six years after our papakainga was burnt to the ground our desire to live as whānau, connected to one another, connected to our Marae and practising our tikanga remains, and will continue to remain for generations to come.

Housing whānau remains a priority for the Ngāti Whātua Ōrākei Trust (NWOT), but faces a number of challenges. Challenges include a lack of certainty about which entity is responsible for which aspect of tenancy management and lack of transparency for whānau about who to turn to for support and what support is available. We have a lack of stock available to meet current demand, and much of the stock we do have is aged and in some cases not fit for purpose. The number of registered beneficiaries is also forecast to double in the next 21 years. These challenges exist in a larger national context that sees declining home ownership rates, steep increase in housing prices especially in Tāmaki and little long term investment by government due to high capital costs and steep market fluctuations.

To support NWOT to find an enduring response to support its priority to house whānau, a committee was established (Whātua Āhurutanga) to develop a housing strategy. Whātua Āhurutanga comprises two Directors from NWOT, two Directors from Whai Rawa, two Directors from Whai Maia and two whānau representatives, supported by the Trust Governance Services Administrator. Whātua Āhurutanga commissioned consultants, Deloitte NZ to support Whātua Āhurutanga to develop the strategy.

In developing this strategy Whātua Āhurutanga made it a priority to ensure

the strategy was driven by the voices of our whānau. We sought whānau views in four ways: one on one interviews, whānau hui, an online survey and through the appointment of two whānau representatives onto Whātua Āhurutanga. The one on one interviews allowed for a broad range of whānau to be interviewed, including kaumātua, rangatahi, solo parents, people of different income brackets, whānau living in Orākei around Aotearoa and overseas, whānau caring for whānau with disabilities and whānau both engaged and not engaged in tribal activities. A whānau hui was held at the marae and was well attended by whānau mostly living within Orākei and Tāmaki, while the online survey saw whānau living in Aotearoa and around the world have a say.

Based on whānau contributions, 5 key themes emerged: the need for clear and transparent processes, Ahi kaa – the desire to be connected to ancestral whenua and whānau, Whakapapa – the wish to live with whānau in multiple generations, the aspiration to build a village and to a lesser extent the importance of te reo and tikanga in the home.

From these themes a strategy emerged:
Whātua āhurutanga, mā tātou, mō tātou.

*Meeting our housing needs is paramount
Our housing aspirations and moemoea are realised
Our papakainga throughout Tāmaki are strong
We celebrate being Ngāti Whātua Ōrākei wherever we are*

This strategy prioritises addressing the current housing needs of whānau, while being aspirational to increase our footprint within Tāmaki and embedding our cultural identity within the many houses Ngāti Whātua Ōrākei whānau call home, regardless of where they live around the world.

CHAIR'S FOREWORD – WHĀTUA ĀHURUTANGA

Whātua Āhurutanga is proud to present this 50 year strategy Whātua āhurutanga, mā tātou, mō tātou, that will resolve some of the challenges experience by whānau and the Ngāti Whātua Ōrākei group, but more importantly, it outlines a pathway forward to achieve a number of transformational shifts for Ngāti Whātua Ōrākei:

Transformational Shifts		
Current Challenges		Future State
Inconsistent legal arrangements	→	Consistent housing arrangements
High rent population	→	Pathways to home ownership
Not enough existing stock	→	Increased housing stock
Under utilised land	→	Mid-high density use planned
Uncoordinated approach	→	One stop shop for services
Provision only in Orākei	→	Build villages throughout Tāmaki
Non transparent/inconsistent process	→	Clear process
No non-property support	→	Increased non-property support
Lack of security in property tenure	→	Increased long-term security
Poor quality homes	→	Healthy new homes
High rental arrears	→	Incentives for long term security & pathways to home ownership
No option for whānau to build wealth	→	Options to build whānau wealth

CHAIR'S FOREWORD – WHĀTUA ĀHURUTANGA

Whātua āhurutanga, mā tātou, mō tātou provides a suite of options for the NWŌT to choose from to deliver its housing strategy. The strategy does not include a recommendation about an appropriate structure to deliver Whātua āhurutanga, mā tātou, mō tātou, as the NWŌT must first determine what, of the suite of options, it will deliver over the 50 year horizon. There was, however, a strong push towards establishment of a separate entity, which the Trust will need to explore in the next stage. The next stage will also need to consider the appropriate management systems, policies and processes to deliver on the suite of options selected by the NWŌT and investigate options for co-investment.

This document is in two parts. The strategy summary document and an Appendix with the full working papers that helped Whātua Āhurutanga make the recommendations proposed in the strategy.

Housing is an increasingly complex issue. Whātua āhurutanga, mā tātou, mō tātou could not have been developed without the commitment of the past and present members of Whātua Āhurutanga who have been instrumental at various stages along this journey: Rangimarie Rawiri, Rangimarie Hunia, Wayne Pihema, Wyllis Maihi, Precious Clark, Ross Blackmore, Dane Grey, Lope Ginnen, Donna Tamaariki, Anthony Hawke, Monique Pihema with support from Sharon Hawke. I would also like to acknowledge the support of staff from Whai Maia (Jamie Sinclair, Dane Tumahai, Sariah Witika, Rebecca Drage, Naomi Faasipini, Jane Tariau) Whai Rawa (Rob Hutchinson and Kate Healy) and Deloitte (Leon Wijohn, Linda Meade, Adithi Pandit, Reid Panoho and Nick Barry).

Finally, we believe that adequate housing provides the foundation for strong, vibrant and healthy whānau. Whātua āhurutanga, mā tātou, mō tātou provides a 50 year vision to deliver on this belief, thereby securing a thriving future. This strategy must sit alongside other NWŌT strategies (for example, Hauora/Health, Savings & Investment, Whānau Prosperity and People Development) if we are to provide a holistic approach to support whānau to achieve rangatiratanga and soar to the greatest heights. Nō reira, e whānau ma, ma te rautaki, ka rere arorangi te Kāhu Pokere ki nga taumata tiketike.

I roto i te aroha

Precious Clark
Chair, Whātua Āhurutanga

We believe
that adequate
housing
provides the
foundation for
strong, vibrant
and healthy
whānau.



HUMAN CENTRED DESIGN

In developing our housing strategy, we used a human centred approach. Our approach values our whānau needs, aspirations and views to reflect them in our strategy.

This is consistent with “... he tangata, he tangata, he tangata” - we start our strategy thinking with understanding and building empathy for our people. The housing strategy is not about property first but about people first.

A Ngāti Whātua Ōrākei representative steering committee was formed. It comprised 8 people; two representatives each from NWŌT, NWWRL, NWWML and whānau (also with the support of NW Ōrākei staff and their advisors).

Our first step was to conduct in depth listening with whānau members - from rangatahi to kaumatua. We then used surveys and hui to explore priorities. This set the intent of the strategy.

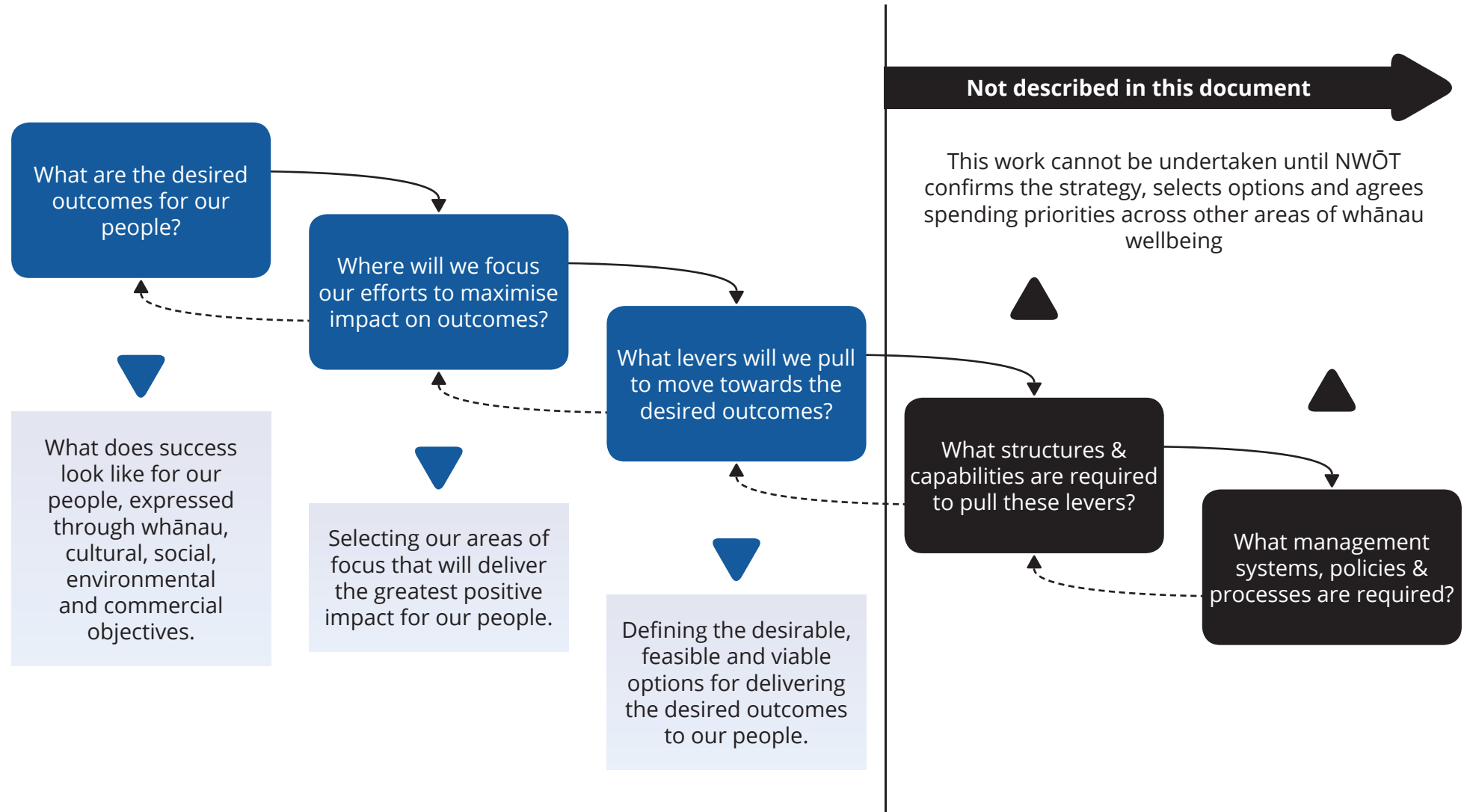
We then used these to guide the options analysis of the strategy and to develop the physical housing strategy. This has allowed us to take a much broader view on possible options and desirable outcomes.

As illustrated in the following slide, our housing strategy architecture worked across three stages culminating in three building blocks as foundations for our housing strategy. It brings them together under the roof of a human centered design approach.

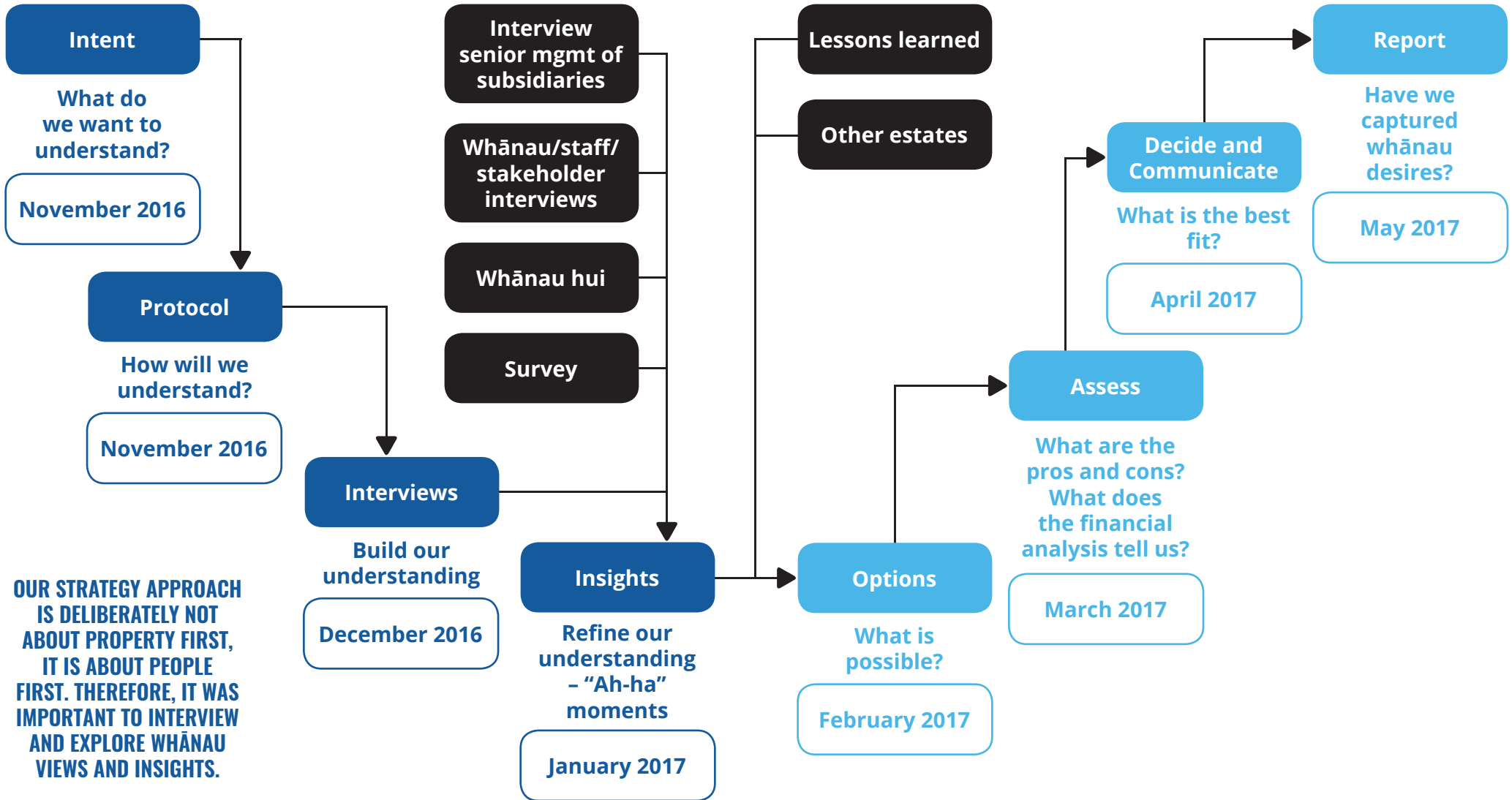
We start our strategy thinking with understanding and building empathy for our people. The housing strategy is not about property first but about people first.

“he tangata, he tangata, he tangata”

Ngāti Whātua Ōrākei – Housing Strategy Architecture



The Pathway – Te Hikoi: How have we developed this strategy?



Communication/Korero

What does our strategy enable us to do?

**WHĀTUA
ĀHURUTANGA**
*"Strategy we can
plan our lives with"*

- ...identify assistance whānau can get from Ngāti Whātua Ōrākei for housing
- ...have a clear and systematic plan to address the housing issues, needs and aspirations of whānau
- ...have a sense of fairness with equal opportunities for whānau to access housing and assistance
- ...whānau can see themselves and their future options in the strategy



*Horizons of
planning*



**5
years**



**15
years**



**50
years**

*"Our children have
a new reality in
their lifetimes"*



**TRUST
BOARD**
*"Strategy we can hang
our policies off"*

- ...have a clear translation of the Trust Board's Strategy into the Housing Strategy
- ...can develop policy and process that addresses the housing needs of whānau
- ...can see the 'big ideas' that can be invested in: choices and trade offs
- ...can make investment prioritisation decisions
- ...can make decisions on the right delivery vehicles
- ...have a clear Ngāti Whātua Ōrākei-centred and data driven rationale for whānau housing investment
- ...is clear on the cultural shifts that are necessary for strategy to be achieved

Who is our strategy for?

Current population, demographics and forecasts

The demographics on the descendants of Tuperiri are diverse in terms of both age group and location. Approximately 58% live in Auckland, 24% elsewhere in the North Island, 3% in the South Island and the remaining 15% overseas.

There were 2,571 registered NWŌ members at 10 January 2017 on the hapū database.

The chart below provides location information, and opposite (top) summarises age and gender demographics from the 2014 Ngāti Whātua Ōrākei Census.

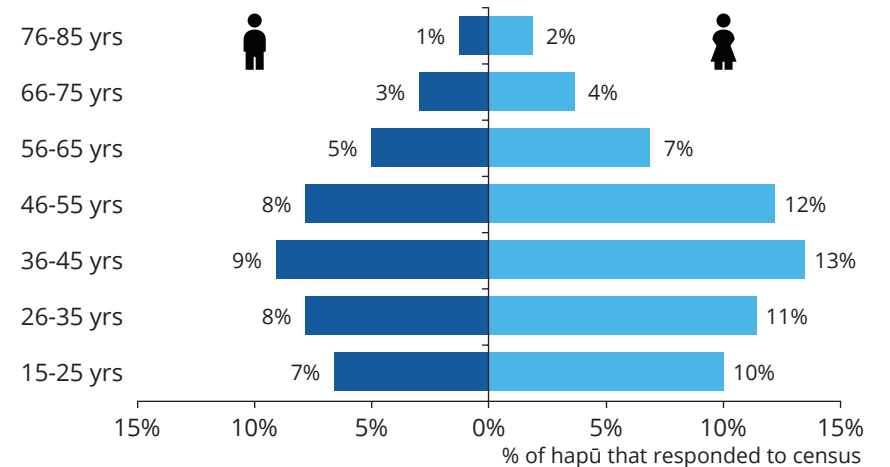
Whai Maia commissioned Development by Design to provide population projections using the hapū database information on NWŌ. This database has a number of limitations, which will be addressed. However, the population projections provide the best estimate of population forecasts currently available, forecasting approximately 5,300 NWŌ by 2038 (see chart opposite, below).

Census data on location of hapū



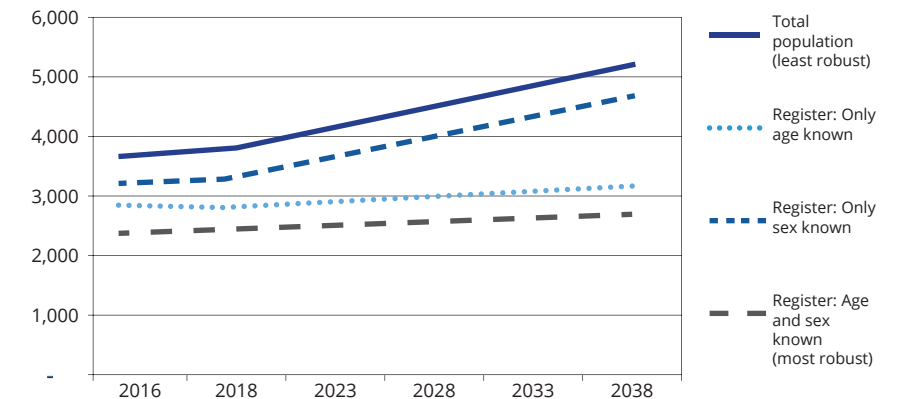
Source: Ngāti Whātua Ōrākei Census Report 2014

Census data on number of hapū by age and gender from 2014



Source: Ngāti Whātua Ōrākei Census Report 2014

Population projections for NWO 2016 - 2038



Source: Population Projections - Ngāti Whātua Ōrākei. Development by Design

Who is our strategy for?

Housing needs

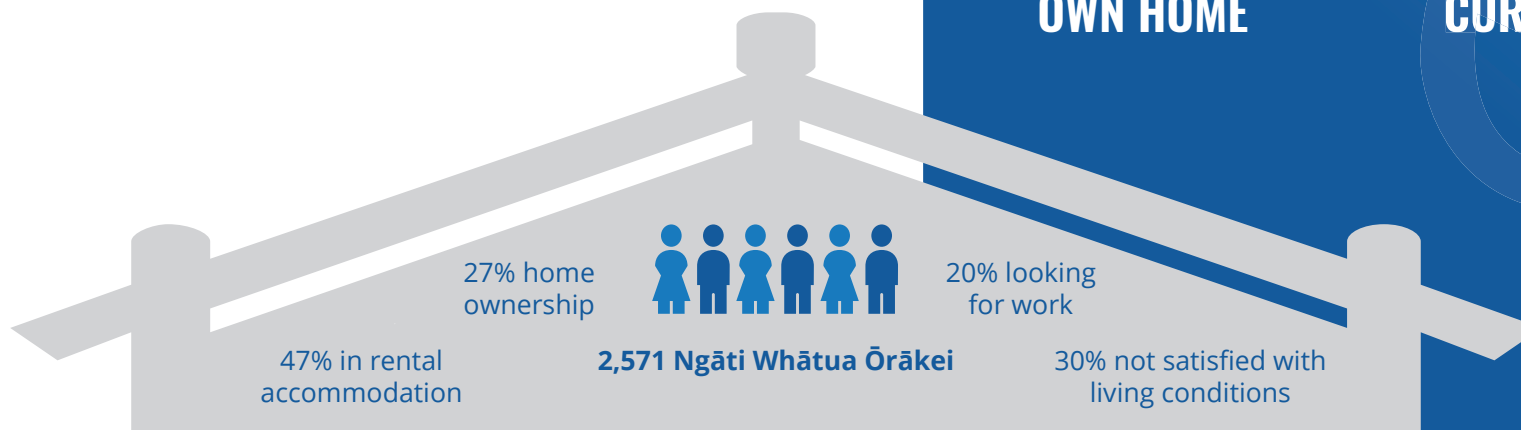
Across our members there is a broad range of needs, however there continues to be a strong and consistent desire for home ownership. The 2014 Ngāti Whātua Ōrākei Census, interviews undertaken with whānau and the Whātua Āhurutanga Survey in January 2017 identified the following barriers and desires.

Key barriers identified in the Census:

- Financial – deposit savings, poor credit history, high rent
- Financial literacy / education
- Lack of affordable home ownership pathways
- 20% identified employment situation specifically – need for a job, a better paying job, stable income, higher education

Barriers identified in interviews were very similar:

- High personal debt and therefore low ability to borrow
- Bad credit ratings
- Financially illiterate
- Knowledge gaps in how to secure lending



Source: Ngāti Whātua Ōrākei Census Report (2014), Whai Maia Registration Database and Ōrākei Papakāinga Masterplan

63%
I WOULD LIVE NEAR
ORĀKEI MARAE IF
I WAS GIVEN THE
CHANCE

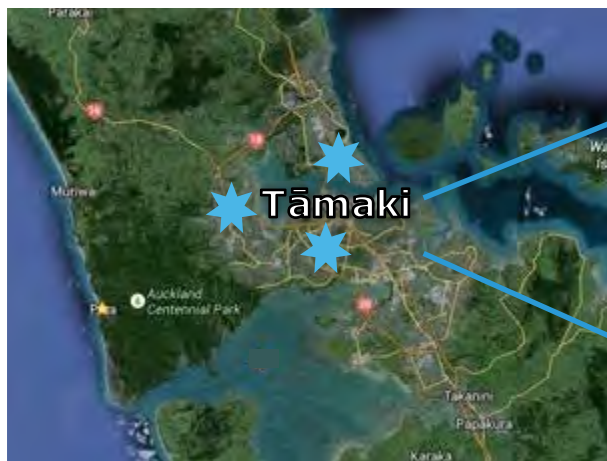
Source: Ngāti Whātua Ōrākei Census Report 2014

85%
WOULD LIKE TO
PURCHASE THEIR
OWN HOME

60%
VIEW THIS AS
IMPOSSIBLE IN
CURRENT FINANCIAL
SITUATION

What land do we have available, or potentially available?

Tāmaki-Makaurau



Source: Google Earth

Orākei block



Source: Orākei Papakāinga Masterplan

Current approx. density = 8 dwellings per hectare (dph)
Typical medium density = 45 dwellings per hectare
Maximum possible housing supply = 900 houses (based on 45 dph)

Current NWŌT landholdings:

20 hectares of residential land which includes:

- 7 hectares subject to license to occupy
- 0.9 hectares Kāinga Tuatahi
- 0.5 hectares Atareta St houses
- 11.6 land yet to be developed

There is other land on the Orākei block not classified as residential land but could be rezoned.

Residential land excludes 60 hectares at Whenua Rangatira and 33 hectares at Pourewa.

Potential 3 ha of additional freehold land on Kupe Street

We have 161 homes with a range of tenancy, lease and licence agreements. Potential for 900 homes in a well planned medium density redevelopment in Orākei.

★ Developments outside of Orākei but in Tāmaki

NWŌT has land outside of Orākei in Tāmaki that is being developed for commercial returns. Currently the holdings include 25 ha of residential land in Auckland's North Shore, approximately 7 ha of land in Mt Albert and a 50/50 interest in a housing project being delivered in Massey, all being used for commercial development.

What are we starting with?

Whai Maia managed rental properties

- Whai Maia manages 68 rental properties on the Orākei block
- The amount of rent is based on an approved rent policy. For tenants not eligible for income related rent subsidies (IRRS), the benchmark rent is set at the lower quartile of rents payable for comparable houses in Glen Innes and Pt England. Some tenants are paying less than the benchmark rent level, but are being transitioned to full rent over time.
- Current waiting list of 88, primarily for 2-3 bedroom places.

Leases of Legacy Properties

- Legacy properties (located on upper Kitemoana Street, Watene Crescent, Reihana Street and Rowena Crescent) fall under a life long lease designed in 1978 following the transfer of ex-Housing New Zealand properties to the Trust.
- Housing that is leased by nominated members of whānau at a very low 'rent' that is aimed to recover only land, water rates and insurance costs, but falls short in most cases. Discussed in more detail in later sections (Pages 42 to 55).

Licence to Occupy

- There are 21 houses on the Orākei block owned by hapū members who have Licenses to Occupy from NWŌT, typically for a period of 30 years. An example includes 14 houses on Nga Oho View developed in 1992
- All expenses related to these houses are borne by the owners; they are cost neutral to NWŌT.

Kainga Tuatahi leases

- 30 houses were completed in 2016. With Whai Rawa managing the mortgages residents obtained the properties with a low deposit and can access reasonable mortgage interest rates. Residents have a 150 year lease that may be reviewed approximately every 25 years.
- If houses are sold within 15 years, NWŌT has the exclusive right to buy the house back using a pre-determined formula.
- The Residents are responsible for all ongoing costs and maintenance. Therefore, Kainga Tuatahi is cost neutral to NWŌT except for the initial infrastructure investment. Investment of \$1.5m in additional infrastructure was required initially based on around 60 houses (the benefits of which can be recouped from further development stages).

NWŌT-owned residential properties on Ōrākei

Property type	Number
Rental properties	
Tenants receiving IRRS	32
Tenants not eligible for subsidised rent	36
Under maintenance by WRL	3
Total rental properties	71
Kitemoana Street Leases/Legacy Homes	39
Kainga Tuatahi	30
Licence to Occupy	21
Total properties	161

Composition of rental properties

Properties	Number
1 Bedroom	4
2 Bedrooms	30
3 Bedrooms	32
4 Bedrooms	1
5 Bedrooms	1
WR maintenance	3
Total	71





DEFINING OUR HOUSING VISION

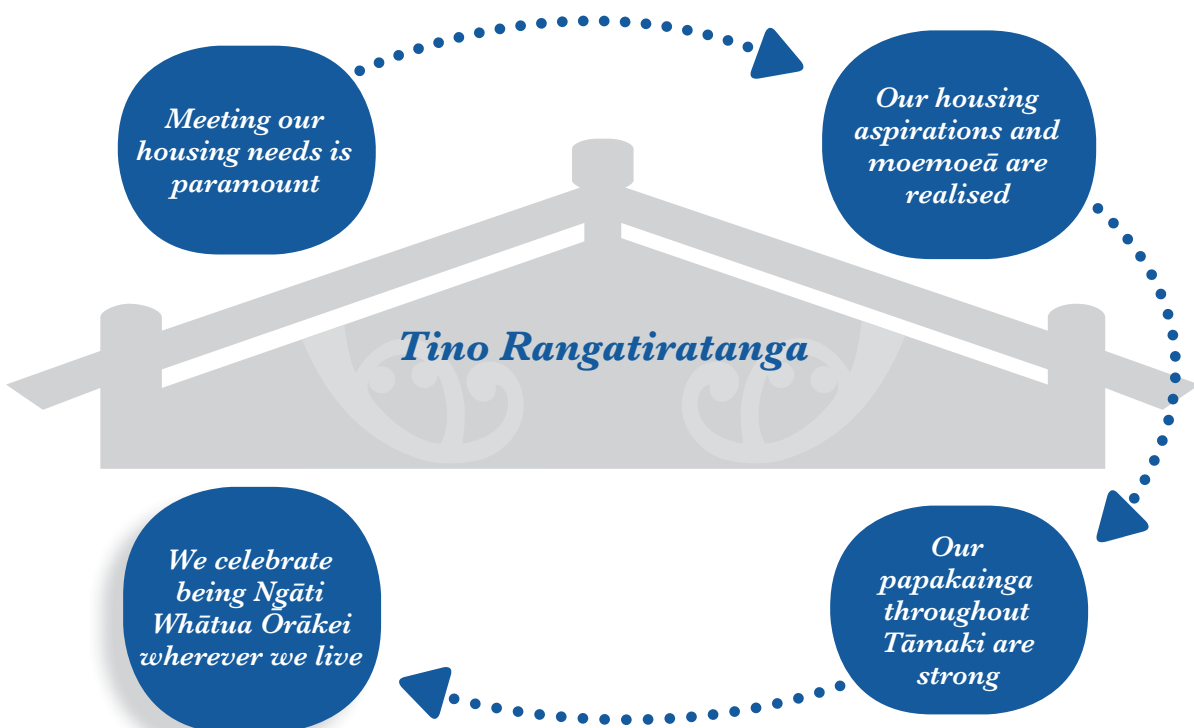
Ngāti Whātua Ōrākei Trust Draft Housing Strategy

Our Housing Vision

Guided by the Ngāti Whātua Ōrākei Trust Strategy and the voices of whānau, an overarching vision statement has been developed for our Housing Strategy

Whātua ahurutanga mā tātou, mō tātou

Ma te rautaki ka rere arorangi a Kāhu Pokere ki tona tino rangatiratanga



Whātua āhurutanga mā tātou, mō tātou

Guided by the Ngāti Whātua Ōrākei Trust Strategy

Principles Underpinning Our Vision For Housing

Guided by the Ngāti Whātua Ōrākei Trust Strategic Plan, the following housing principles have been developed to underpin the Housing Strategy and drive decision-making going forward.

Ngāti Whātua Ōrākei Trust Strategic Plan 2016 – 2021

Key Principles

Tino Rangatiratanga - *Self Determination*

Stand strong as Ngāti Whātua Ōrākei now and forever.

Rangatiratanga - *Leadership*

To live and practise positive leadership throughout the hapū.

Manaakitanga - *Care and host responsibility*

Whānau are the core focus of hapū development. Our host responsibility to others will positively reflect our role as tangata whenua.

Whanaungatanga - *Kinship*

To embrace and acknowledge the importance of our whakapapa and relationships and how these binds us together.

Kotahitanga - *Unity*

Stand as one and work together.

Kaitiakitanga - *Guardianship*

To protect our people, our lands, our resources and our taonga forever.

Mana Taurite - *Equity*

All hapū members have equal access to benefits and opportunities.

Ahi Kaa - *Keeping the home fires burning*

To uphold the unique and important role that Ōrākei papakāinga maintains across Tāmaki Makaurau.

Whātua Ahurutanga, mā tātou, mō tātou principles

Tino Rangatiratanga - *Self Determination*

A safe and secure home is a foundation for our people standing strong as Ngāti Whātua Ōrākei.

Kaitiakitanga - *Guardianship*

Our people, our lands, our resources and our taonga are central to and protected through high quality and long-term housing approaches. Our high quality and long-term housing approaches.

Any housing initiatives will have to be financially, socially and culturally sustainable for the tribe to enable housing investment for present and future generations.

Mana Taurite - *Fairness*

All hapū members will have equal access to benefits of housing initiatives to meet their needs, with an emphasis on equity ensuring those most in need receive appropriate priority. We will ensure a responsive and consistent approach across our housing portfolio. Our housing processes will be fair, transparent, consistent and easy to use.

Ahi Kaa - *Keeping the home fires burning*

Fostering an Ōrākei papakāinga to be the initial central hub of our housing initiatives, and inspire whānau to spread our fires across Tāmaki.

Hurihanga - *Whānau needs change over time*

We need to be mindful of the need to provide access to housing that is appropriate for the life stage of our whānau members. Any development masterplans need to include a variety of mixed size of dwellings.





VOICES OF OUR PEOPLE

Ngāti Whātua Ōrākei Trust Draft Housing Strategy

What whānau have said about housing...

In developing a housing strategy that will adequately serve the current and future needs and aspirations of Ngāti Whātua Ōrākei whānau, we recognise the absolute importance of whānau having a say in that process and understanding their desired outcomes. This process involves knowing what their needs are (short-term and long-term), what is most important to them and understanding the best way they could be helped. To assist with this, the views of whānau have been considered from three key sources; interviews, hui, and a survey.

Interviews

During December 2016, the Whātua Āhurutanga committee members (and supporting team) undertook 20 interviews with Ngāti Whātua Ōrākei whānau (some with whānau support) in relation to Ngāti Whātua Ōrākei's housing strategy.

Whānau Hui

A whānau hui was held on 22 January 2017 at Orākei Marae. The aim of the hui was to create a secondary source to support the key findings from the twenty whānau interviews completed in December 2016.

Fifty whānau attended the hui along with five Whātua Āhurutanga committee members who acted as hui and group facilitators. The hui attendees were split into four groups, each with an assigned facilitator, to address four questions:

- What is good about your housing?
- What don't you like about your housing?
- How would you like Ngāti Whātua Ōrākei to support you in your housing?
- What is your vision for the Orākei Papakāinga?

Each group facilitator had each of the questions written on a large A0 sheet of paper. Under each question, there were six columns. Five of the columns were headed with the five key categories identified from the twenty whānau interviews. The sixth column was headed 'Other' to capture anything else.

Groups were given between 1 ½ and 2 hours to address the four questions. Group members were invited to write a response or comment on a post-it-note and stick it on the column they thought matched their response/comment.

What whānau have said about housing continued...

Interview and Whānau Hui Results

The results of the interviews and the hui were analysed and from this we were able to identify five categories that were most important to whānau from a housing perspective. This is presented in the table below, which lists the five key categories in the order that whānau thought were important:

Category	Overall comments
1. Process	Process was considered the most important category for whānau. Whānau wanted a clear, transparent and consistent process to all housing related matters. A good process is seen as an instrumental mechanism through which inequities, improvements in policy and communications as well as bricks and mortar concerns might be addressed.
2. Ahi kaa	This was the most widely supported category following 'Process'. Ahi kaa gave whānau the most powerful way to express their connection to housing and acted as an organising principle that gave a cultural and social foundation to the way other categories were sensed.
3. Intergenerational/Whakapapa	Whakapapa and intergenerational thinking was seen as closely aligned to ahi kaa for some whānau. It reflected the primacy of blood connection to the hapū and the desire to live together in multiple generations.
4. Building a village	Following Intergenerational/Whakapapa in importance, home safety and the provision of community amenities was seen as key. Whānau want greater controls over membership of their neighborhood, road speed limits, and greater access for whānau with disabilities. A reduction in mortgage and rental payments was also important to whānau.
5. Te Reo and Tikanga	This category was not as relevant as the others. It did not rate highly with whānau. The revitalisation of Te Reo and Tikanga is a major drive for the Trust's strategy so any housing strategy needs to consider the challenges of creating a housing community that is aligned with this strategy.

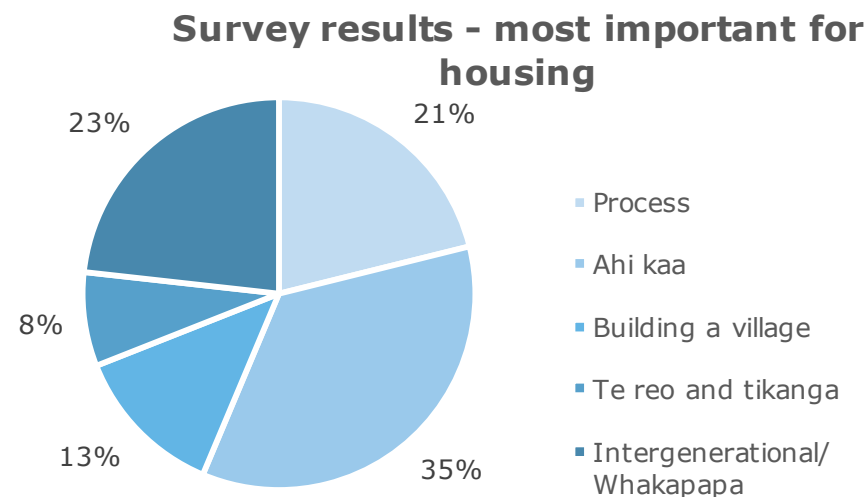
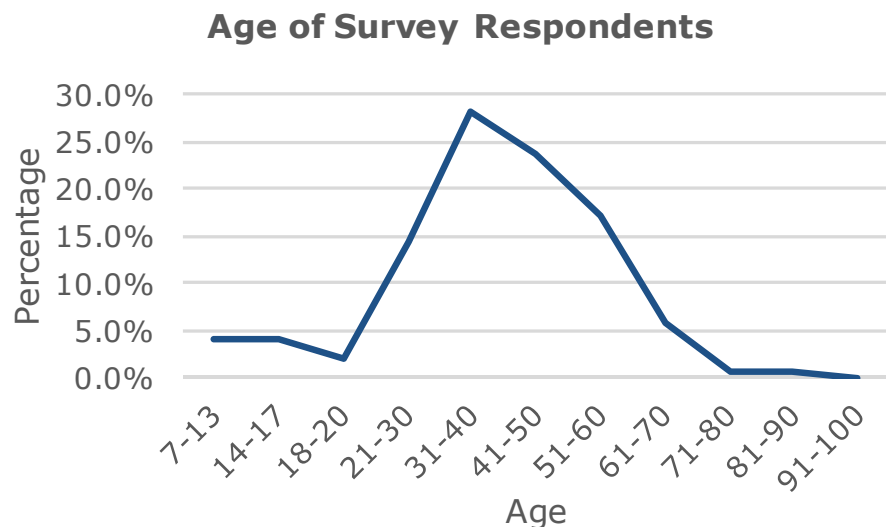
What whānau have said about housing continued...

Survey

A housing survey was released on 23 January 2017, the day after the whānau hui. The survey was launched online (via survey monkey) to Ngāti Whātua Ōrākei registered members and their whānau (above the age of seven) via social media and hapū email lists as well as Trust and subsidiary websites. The survey closing date was 31 January 2017.

The survey received 153 responses. Of this, 142 whānau stated they were registered members. The majority of respondents were between the age of 30 and 50 years old.

The survey asked respondents to rank the five key categories, identified during the twenty whānau interviews, from 1 to 5 in the order of importance. Whānau also had the ability to express their disagreement with the categories, and the overwhelming response was positive, indicating the categories resonated with whānau on the whole. The result revealed that the category 'Ahi kaa' was seen as most important to whānau, followed by 'Process', Intergenerational/Whakapapa, and 'Building a village' (in that order).



Consistent with the whānau hui results, the categories 'Building a village' and 'Te Reo and tikanga' sit outside the top three areas whānau identified as most important in the survey. Again, 'Te Reo and tikanga' ranked as the least important area for whānau in relation to housing.

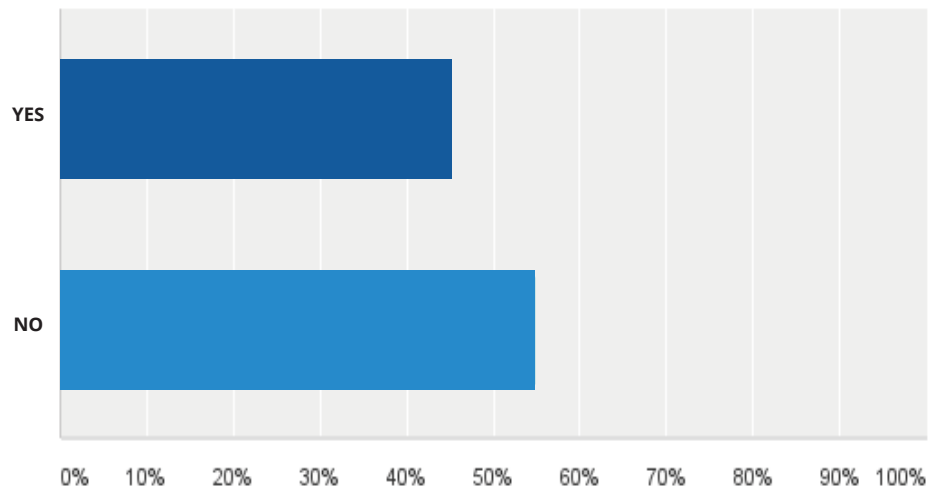
What whānau have said about housing continued...

Survey continued...

In terms of where the respondents were located, the survey revealed that just over half of the respondents lived outside of the Orākei papakāinga. Of those note living on the papakāinga, approximately 65% lived in the wider Orākei or Tāmaki Makaurau area. This is shown below:

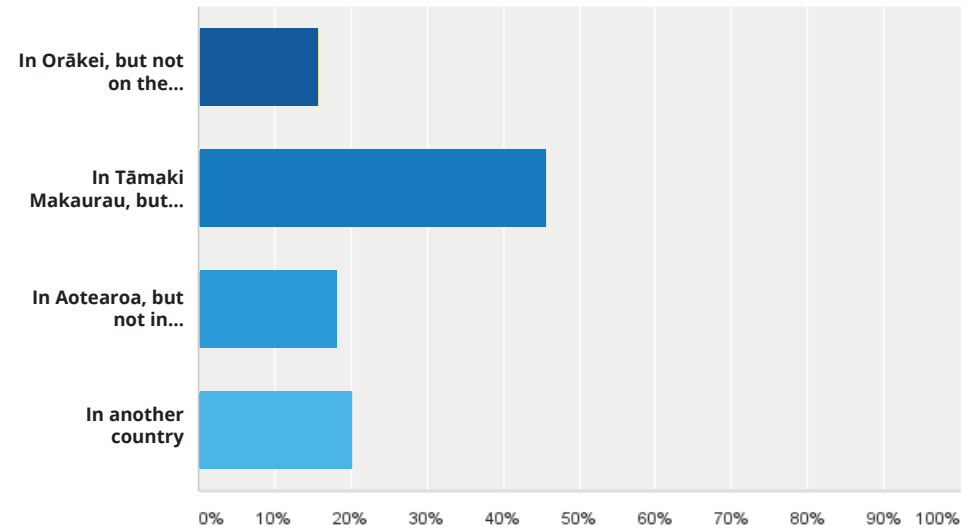
Q6 I live on the Orākei Papakainga (If NO go to Question 8)

Answered 153 - Skipped 0



Q8 I don't live on the Orākei Papakainga, this is where I live

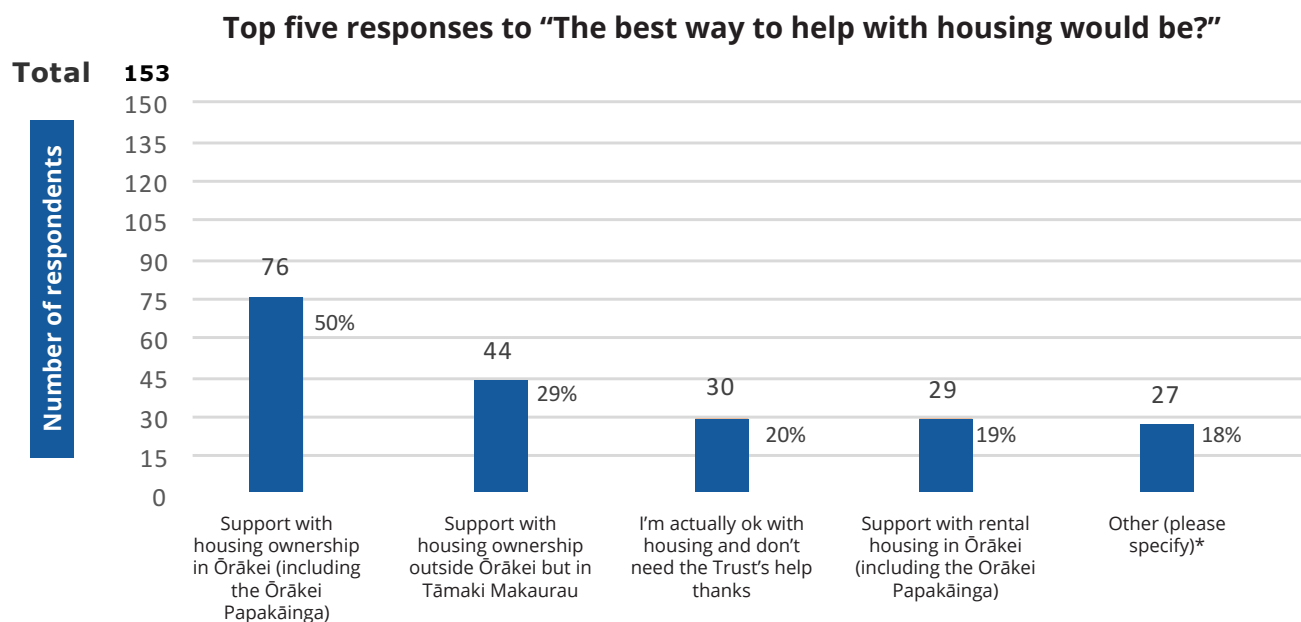
Answered 94 - Skipped 59



What whānau have said about housing continued...

Survey continued...

The 153 respondents were asked question “The best way to help me with housing would be?”. A list of twelve answer options were provided and whānau were asked to tick up to three answers. The options included ‘Don’t know’ and ‘Other’. The top five answers, by response count, are shown in the following table (in order of most counts):



The most popular answer to the question was “Support with housing ownership in Ōrākei (including the Ōrākei Papakāinga) - 76 of the 153 respondents selected this answer (50%).

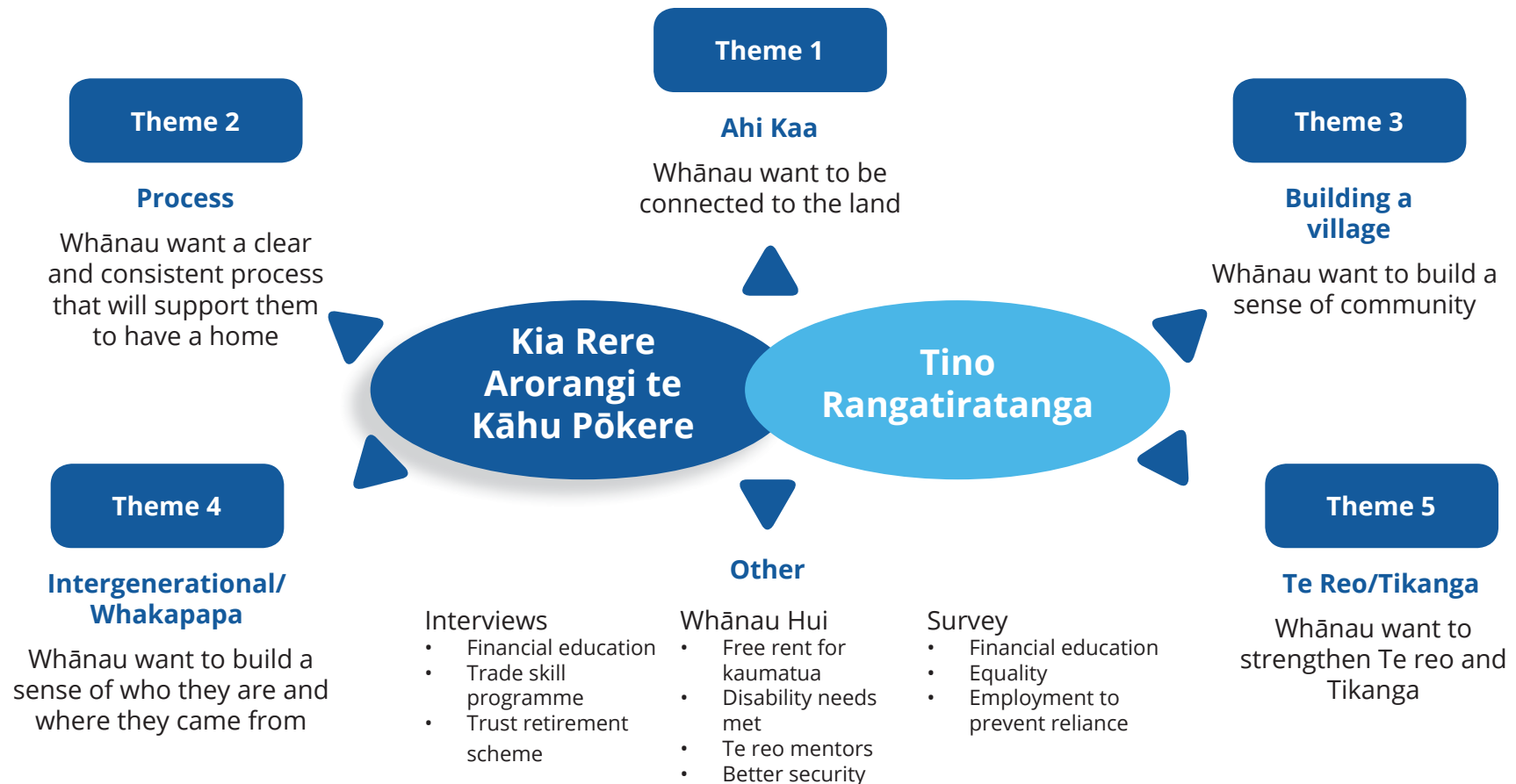
**Includes financial assistance, equality and financial/housing education. These other important themes were present in the interviews and whānau hui but not flagged as important as the other five other key areas.*

What whānau have said about housing continued...

Emerging themes

The aim of the interviews, whānau hui, and survey was to ensure whānau had a say in the process of developing a housing strategy and to understand what they, as end users of the strategy, expected from Ngāti Whātua Ōrākei Trust.

Five key themes emerged from this exercise as core and common across the interviews, whānau hui and survey, and these are the drivers of our housing strategy. Many other ideas came through (many could be subsets to key themes), but either could not fit under any one category or were not considered as important as the top five. We have included this an additional category referred to as 'Other'.



Theme 1: Ahi Kaa – Connection to the Land

Build and maintain practices for remaining connected to our whenua, our iwi, hapū and our whānau.

This theme means developing a sense of stewardship/ custodianship in connection with the land to hand down to the next generation. It is concerned with protecting our Ngāti Whātua Ōrākei values and tikanga associated with preserving that land.

It sets up the foundation for developing a deep spiritual connection with the land and tupuna who served as past ahi kaa roa.

Whānau expressed a desire to:

- Connect and “return home”
- Become reunited with childhood teachings and aspirations

This theme runs in tandem with ‘building a village’ and is important to sustaining a sense of connectedness and improving participation in Ngāti Whātua Ōrākei activity (Tangihanga, Wānanga etc.).

DEVELOPING A SENSE OF STEWARDSHIP CUSTODIANSHIP IN CONNECTION WITH THE LAND

“I’m proud to be from the hill and I live here but we need to do more for those who want to come home to be part of what it means to be Whātua” (Interview)

“I feel connected but can’t always make tangis cause it is a mish to get back up here” (Interview)

What is your most important housing issue?
“To help people to connect feel connected and strong in identity” (Survey)

“Being here will enable me to better connect with my people, for the sake of kids and mokopuna” (Interview)

“Support whānau not living in Orākei” (Hui)

“Being closer will let me attend events and support Whātua to be Whātua” (Interview)

“Vision is to have Orākei remembrance day” (Hui)

What is your most important housing issue?
“I now have desires to strengthen my connections to my Whātuatanga outside of Orākei. I have desires to live in or around our other marae in the Kaipara, for me specifically Haranui” (Survey)

Theme 2: Process - support to have a home

Support whānau when they need help with housing choices.

The process and support to getting a home.

Whānau expressed:

- A strong desire to get into their own home on Whātua Papakāinga
- A clear, transparent and consistent process for all housing matters
- An indifference as to the type of unit i.e. apartment, villa etc.
- A desire for continued support to continue to build further dwellings
- Frustration with the Trust communication process
- Desired rent alternatives to be equal

Navigators or kaiwhakahaere who are able to help whānau with the intricacies of the process of getting into a home is a key determinant of achieving this theme.

SUPPORT WHĀNAU WHEN THEY NEED HELP WITH HOUSING CHOICES

"A lot of us have bad histories so we can't even get a meeting with a bank. Why can't Whātua use its leverage to help us get into our own homes?"
(Interview)

"Housing situation overcrowded, too small"
(Hui)

"A lot of us fought for what we have here today and I'll be damned if I'm gonna let those who haven't put in the yards get a place before me!"
(Interview)

"Make the process easier for whānau to afford a home on our Papakāinga"
(Survey)

"No support, no processes from Management for housing on Kitemoana"
(Survey)

"I can't afford the rent in new homes up the top so I have to live elsewhere. But yea, I want to come home so my children can connect with their whakapapa"
(Interview)

"No one at NWō to contact and discuss our accessibility issues"
(Hui)

"Communication channels to Whai Maia and Whai Rawa are not clear"
(Hui)

"Very hard getting any advice/help"
(Hui)

Theme 3: Building a Village

Develop a sense of community and whanaungatanga that empowers and underpins what it means to be Ngāti Whātua Ōrākei.

This theme is about building a sense of community within a housing establishment.

- This would look like community events driven through Marae based initiatives e.g. Wānanga, Kapa Haka, Hui.
- This theme would assist notions expressed to connect with the land and intergenerational connection

Participants:

- Expressed a desire to remain connected to their fellow whānau members regardless of process outcome
- Expressed a desire to help out
- Remain wary of the challenges of getting into homes
- Remain 'cautious' of the cost of getting into new dwellings in future (whether it is in Orākei or otherwise)

Whānau who aren't present at Orākei expressed a strong desire for open communication so that they too could participate in Orākei based events.

BUILDING A SENSE OF COMMUNITY WITHIN A HOUSING ESTABLISHMENT

"Having everyone close by will make sure we can take care of each other instead of finding out last minute and having to drive 45 minutes to get to them"
(Interview)

"Being Ngāti Whātua means giving back to those who provided this for us today, but I can't do that from out West [Auckland]"
(Interview)

"A lack of community facilities"
(Hui)

"I want to live in an apartment environment where I can see my koro, kuia and parents in case they need some tautoko and I can give it"
(Interview)

"Help install gardens to help with cost of food, create a community at the Papakāinga of sharing excess kai, swapping kai"
(Survey)

"Develop strategy for community facilities in Orākei"
(Hui)

Theme 4: Whakapapa/Intergenerational connection

Build a resilient sense of who we are, where we came from that informs who we are going forward.

This theme means sustaining the linkages between past, present and future. This means understanding who we are and what our foundation looks like that will propel our tamariki and mokopuna into the future.

Whānau expressed:

- A desire to see future developments built in line with what mokopuna would need (particularly in kaumatua stages) to enable them to achieve future success
- Acknowledged that innovative thinking would be required to overcome the burden of cost
- A desire to live in multiple generations

This would involve working closely with hapū to help define future contribution of various people. Rangatahi involved in the process suggested fronting up the cost of renting or owning a home within Ngāti Whātua Ōrākei. Kaumatua who were interviewed suggested they could offer up equity if needed to support their mokopuna into homes provided it was affordable for all.

SUSTAINING THE LINKAGES BETWEEN PAST, PRESENT AND FUTURE

**“I want my children and their children to be part of what we have worked so hard to achieve”
(Interview)**

**Vision? “Knowing who your whānau whānui is”
(Hui)**

**“Fix whakapapa list”
(Hui)**

“Whenua and Whakapapa most important housing issue” (Survey)

“I want the best for my children and being able to live here and take part in Whātua events on a daily basis is crucial to helping my moko’s become fluent in who they are” (Interview)

**“affordable housing that meets the needs of an intergenerational whānau”
(Survey)**

“Understanding who we are thanks to our tupuna who have provided this for us is a duty for me to kids and their kids after them” (Interview)

Theme 5: Te Reo Māori Me Ona Tikanga (Ngāti Whātua Centric)

Continue our traditions, kawa and tikanga and nurture this through to our tamariki and mokopuna.

This theme is focusing on strengthening Te Reo Māori and Whātua Tikanga principally through whānau empowerment.

Whānau:

- Expressed a desire to return to Whātua roots as a result of this process. It's about increasing the number of confident and able members to key roles on the Marae such as the paepae, karanga and leadership roles imbued in a deep Ngāti Whātua Ōrākei sense.
- Wanted to see a united effort, through a formal programme (whānau hui), to establish an understanding and appreciation of Te Reo amongst tamariki, rangatahi and mokopuna (particularly kaumatua).
- Were willing to learn alongside their tamariki for the betterment of their mokopuna (Non-kaumatua)

Through both a directed focus within this theme and the sustained exposure through various other themes, members will be able to be nurtured into roles currently held by the aging population of Ngāti Whātua Ōrākei.

STRENGTHENING TE REO MĀORI AND WHĀTUA TIKANGA

**"No specific facilities for whānau to learn te reo and tikanga"
(Hui)**

**"Whenua and Whakapapa most important housing issue"
(Survey)**

**"Our language and culture are key to understanding who we are so of course we need to support it. Being kotahi in the same environment will let us share with those who aren't here"
(Interview)**

**"We arrived here because of the tikanga that's been passed down and we need to make it a non-negotiable for any project, be it housing, health or otherwise to achieving our overall goal"
(Interview)**

The background is a solid blue color. On the left side, there is a decorative white line art design consisting of several overlapping, swirling, and curved shapes that resemble stylized floral or scrollwork patterns. The design is more prominent on the left and fades towards the right.

STRATEGIC OBJECTIVES FOR HOUSING

Ngāti Whātua Ōrākei Trust Draft Housing Strategy

Translating our Themes into Investment Objectives - What does this mean for NWŌT's approach to housing?

Through engaging with our whānau in one on one interviews, whānau hui and the survey we have ascertained (and in many cases reconfirmed) what is most important to us as Ngāti Whātua Ōrākei. For each of the five themes identified, we have developed corresponding objectives that our Housing Strategy will endeavour to achieve. Theme 2 has been split into two, to reflect the Strategy's increased focus on supporting our whānau in most need to be well housed.

BECAUSE OUR PEOPLE VALUE...

WE WILL INVEST IN...

SO THAT OVER TIME...

**1. Ahi Kaa -
Connection to the land**

▶ A range of Housing options that are strongly connected to & around our whenua

▶ *More of our whānau are living on, or strongly connected to, our whenua.*

2. Support to have a home

▶ An expanded range of housing support available to all our whānau

▶ *Across our hapū, all of our whānau are living in homes that meet their needs.*

▶ *Across our hapū, more of our whānau are having their housing aspirations realised.*

2. Supporting our whānau in most need to have a home

▶ Housing that supports our whānau in most need

▶ *Be confident that our whānau in most need are well housed.*

3. Building a village

▶ Place making and urban planning that foster community and connection

▶ *Create a thriving, healthy village which builds whanaungatanga.*

4. Whakapapa/Intergenerational connection

▶ Creating options and opportunities for our tamariki and mokopuna to be housed

▶ *Create intergenerational equity and increase connectedness between generations of whakapapa.*

5. Te Reo Māori Me Ona Tikanga

▶ Embedding te reo and tikanga across all housing developments and approaches

▶ *Housing enables our people to have richer te reo and tikanga knowledge.*

Our Objectives

Our objectives, developed from our five themes, are listed below. Each objective and corresponding indicators to measure progress are discussed on the following pages.

1. *More of our whānau are living on, or strongly connected to, our whenua.*
2. *Across our hapū, all of our whānau are living in homes that meet their needs.*
3. *Across our hapū, more of our whānau are having their housing aspirations realised.*
4. *Be confident that our most vulnerable whānau are well housed.*
5. *Create a thriving, healthy village which builds whanaungatanga.*
6. *Create intergenerational equity and increase connectedness between generations of whakapapa.*
7. *Housing enables our people to have richer te reo and tikanga knowledge.*



Through engaging with our whānau, we have ascertained what is most important to us as Ngāti Whātua Ōrākei

Ma te rautaki ka rere arorangi a Kāhu Pokere ki tona tino rangatiratanga

Objective 1: More of our whānau are living on, or strongly connected to, our whenua

Invest in a range of housing options that are strongly connected to our whenua.

In practice, this objective is about NWŌT enabling whānau from all locations and demographics to fulfil their desire to be connected to the Orākei heartland. Any developments on tribal land must assist in enhancing the connection.

Strategy objective	Short term objectives 5 yrs	Medium term objectives 15 yrs	Long term objectives 50 yrs
More of our people are living on, or strongly connected to, our whenua	<ul style="list-style-type: none"> Whānau are able to access and engage with their ancestral lands and marae, and feel welcomed and a part of the wider community Communicate the range of pathway options designed to assist members to be connected and “return home” More whānau return home to Orākei 	<ul style="list-style-type: none"> A number of the pathway options are available and our whānau able to access in increasing numbers 	<ul style="list-style-type: none"> As many of our people as possible are supported to live on or near Orākei. More whānau return home to Orākei Ngāti Whātua Ōrākei retains spiritual and cultural connection to the entirety of our land (Tāmaki), for all members
Possible Key performance indicators	Short term	Medium term	Long term
	<ul style="list-style-type: none"> % of people feel connected to the marae and the land (survey) Number of whānau housed at Orākei Modi model measurements 	<ul style="list-style-type: none"> % of people aware of options available, able to access and expressed interest 	<ul style="list-style-type: none"> Number of whānau housed at Orākei Engagement score (%)

Objective 2: Across our hapū, all of our people are living in homes that meet their needs

Provide a range of housing support mechanisms to whānau.

In practice, this objective is about NWŌT providing the most appropriate support for hapū that meets their needs and aspirations including through clear, transparent and equitable processes and policies. This will include support for housing ownership aspirations but also for other housing options including private rental and supported rental. Communication and fairness in the process is paramount for achieving the success of this objective.

Strategy objective	Short term objectives 5 yrs	Medium term objectives 15 yrs	Long term objectives 50 yrs
Across our hapū, more of our people are living in homes that meet their needs	<ul style="list-style-type: none"> Increased stock available for affordable rental All Ngāti Whātua Ōrākei whānau are in a safe living environment Clearly defined processes and policies for whānau to access assistance to get into decent housing 	<ul style="list-style-type: none"> Increased stock available for affordable rental Range of options available to whānau to meet a variety of needs and aspirations including ownership (or effective ownership/ long-term lease on tribal land) 	<ul style="list-style-type: none"> More members are in homes that meet their needs A refined, sustainable model to support the housing aspirations of future generations
Possible Key performance indicators	<p>Short term</p> <ul style="list-style-type: none"> % of whānau in safe housing (includes emergency housing) Appropriate “one stop shop” housing operating model designed, resourced and launched. Includes policies and processes. 	<p>Medium term</p> <ul style="list-style-type: none"> Number of affordable rental units available Number of whānau assisted 	<p>Long term</p> <ul style="list-style-type: none"> % of whānau in homes, where NWŌT has provided assistance

Objective 3: Across our hapū, more of our whānau are having their housing aspirations realised

Provide a range of housing support mechanisms to whānau.

In practice, this objective is about NWŌT providing the most appropriate support for hapū that meets their needs and aspirations including through clear, transparent and equitable processes and policies. This will include support for housing ownership aspirations but also for other housing options including private rental and supported rental. Communication and fairness in the process is paramount for achieving the success of this objective.

Strategy objective	Short term objectives 5 yrs	Medium term objectives 15 yrs	Long term objectives 50 yrs
Across our hapū, more of our people are having their housing aspirations realised	<ul style="list-style-type: none"> Increased stock available for affordable rental All Ngāti Whātua Ōrākei whānau are in a safe living environment Clearly defined processes and policies for whānau to access assistance to get into decent housing 	<ul style="list-style-type: none"> Range of options available to whānau to meet a variety of aspirations including ownership (or effective ownership/ long-term lease on tribal land) 	<ul style="list-style-type: none"> More members are in homes that meet their aspirations A refined, sustainable model to support the housing aspirations of future generations
	Short term	Medium term	Long term
Possible Key performance indicators	<ul style="list-style-type: none"> % of whānau in safe housing (includes emergency housing) Appropriate “one stop shop” housing operating model designed, resourced and launched. Includes policies and processes. 	<ul style="list-style-type: none"> Number of affordable rental units available Number of whānau assisted 	<ul style="list-style-type: none"> % of whānau in homes, where NWŌT has provided assistance

Objective 4: Be confident that our most vulnerable whānau are well housed

Prioritise investing in housing support and mechanisms targeted at our most vulnerable whānau, and kaumatua.

In practice, this objective is about NWŌT targeting support in the short to medium term for hapū members that are in the greatest need of housing. This is likely to be focused around emergency and assisted rental, but also be providing pathways into other housing options.

Strategy objective	Short term objectives 5 yrs	Medium term objectives 15 yrs	Long term objectives 50 yrs
We can be confident that our most vulnerable whānau are well housed	<ul style="list-style-type: none"> All Ngāti Whātua Ōrākei whānau are in a safe living environment Clearly defined processes and policies for whānau to access assistance to get into decent housing Emergency housing options available with priority for Ngāti Whātua Ōrākei More kaumatua are well housed Increased stock available for affordable rental Whānau living with disabilities and needing support with mental health are in appropriate, accessible properties 	<ul style="list-style-type: none"> Emergency housing options available with priority for Ngāti Whātua Ōrākei Increased stock available for affordable rental All kaumatua are well housed 	<ul style="list-style-type: none"> Housing pathways are available to support low income and vulnerable whānau towards home ownership, where this meets their aspirations
Possible Key performance indicators	<ul style="list-style-type: none"> % of whānau in safe housing (includes emergency housing) Appropriate “one stop shop” housing operating model designed, resourced and launched. Includes policies and processes. 	<ul style="list-style-type: none"> Number of affordable rental units available Number of kaumatua housed 	<ul style="list-style-type: none"> Waiting list for high needs whānau eliminated

Objective 5: Create a thriving, healthy village which builds whanaungatanga

Invest in place making with our marae at the centre, and urban planning that foster community and connection.

In practice, this objective is about the development of the Orākei block as the heart of Ngāti Whātua Ōrākei; any housing developments must develop a sense of community and whanaungatanga that empowers our Tino Rangatiratanga and underpins what it means to be Ngāti Whātua Ōrākei.

Strategy objective	Short term objectives 5 yrs	Medium term objectives 15 yrs	Long term objectives 50 yrs
We will create a thriving, healthy village focused on building whanaungatanga	<ul style="list-style-type: none"> Review existing Papakāinga Masterplan and refresh before any new developments are undertaken A process is established so that all whānau can be included in planning and decision making New initiatives and events on Papakāinga, designed to build whanaungatanga 	<ul style="list-style-type: none"> Masterplan enables hapū members to be surrounded by their koro, kuia and parents, and wider whānau Housing developments are designed in a way that embraces community and the principles of kaitiakitanga 	<ul style="list-style-type: none"> Housing strategies support the vision of Orākei as a place which actively builds whanaungatanga All hapū can participate in an engaged society that drives the kawa and tikanga of what it means to belong to Ngāti Whātua Ōrākei
	Short term	Medium term	Long term
Possible Key performance indicators	<ul style="list-style-type: none"> % who actively participate as hapū members # of events held per year (categorise) 	<ul style="list-style-type: none"> % hapū who can see how they could participate in a master plan for Ōrākei, which is both inclusive and adaptable 	<ul style="list-style-type: none"> % of Ngāti Whātua Ōrākei who agree a thriving village has been created for the benefit of the entire hapū

Objective 6: Create intergenerational equity and increase connectedness between generations of whakapapa

Invest in creating opportunities for tamariki and mokopuna to be well-housed as they grow into adulthood.

In practice, this objective is about planning our housing options with a focus on the future, ensuring tamariki and mokopuna are able to connect with their whakapapa/bloodline, and creating equity (both financial and non-financial) to ensure the sustainability of Ngāti Whātua Ōrākei. It also has a broader focus on initiatives that support future generations.

Strategy objective	Short term objectives	Medium term objectives	Long term objectives
We will create inter-generational equity and increases connectedness between generations of whakapapa	<ul style="list-style-type: none"> Programmes are established so that members are educated on financial literacy Establish a savings plan to assist with home ownership 	<ul style="list-style-type: none"> Members live in homes that enable the generation and accumulation of equity and/or housing stability from one generation to the next Options created for young people to participate in developing housing from a practical perspective to learn life skills and gain employment Benefits of saving plan begin to realise 	<ul style="list-style-type: none"> Members are living in homes with little financial constraints, enabling focus on future generations All members feel connected to whakapapa and have strong understanding of who we are and our foundation
	Short term	Medium term	Long term
Possible Key performance indicators	<ul style="list-style-type: none"> Number of members who have participated in financial literacy programmes 	<ul style="list-style-type: none"> Number of young people actively participating in housing development, including on Papakāinga 	<ul style="list-style-type: none"> % of whānau who see themselves passing on housing to future generations

Objective 7: Housing enables our people to have richer te reo and tikanga knowledge

Find ways to embed te reo and tikanga in our homes, and our housing developments.

In practice, this objective is about considering te reo and tikanga enablement when considering housing developments, and launching programmes and supports that enable whānau, where ever they live, to have a Ngāti Whātua Ōrākei home.

Strategy objective	Short term objectives	Medium term objectives	Long term objectives
Through housing, our people have richer te reo and tikanga knowledge	<ul style="list-style-type: none"> Identify options to embed te reo and tikanga into housing approaches 	<ul style="list-style-type: none"> Members are housed in a way that encourages and facilitates an understanding and appreciation of their language Establish a future framework to assist housing projects 	<ul style="list-style-type: none"> An increase in members fluent in te reo An increase in younger generation members in key roles
Possible Key performance indicators	<ul style="list-style-type: none"> Launch of programmes or approaches designed to embed te reo and tikanga 	<ul style="list-style-type: none"> % members actively engaged in te reo and tikanga through housing-based approaches 	<ul style="list-style-type: none"> % of members fluent in te reo

Prioritisation of objectives

Where should our initial focus lie?

In developing pathways towards the objectives described above, a number of choices need to be made on where the focus will lie in the short-to-medium-term. This is in regards to which direction to take and the timing of different priorities.

These were tested with Whātua Āhurutanga which provided direction as follows:

- 1. Focus first on our families and individuals in most need, with an eventual broad focus on all members**
- 2. Focus first on creating options for current population, and then on building choices for future generations**
- 3. Focus on meeting a broader range of needs than just housing ownership needs**
- 4. Focus on existing challenges immediately (i.e. Kitemoana St, rental property financials, waiting list, process)**
- 5. There needs to be a balance between providing options for all members while achieving our objectives around Orākei and wider Tāmaki**
- 6. Balancing maximising occupancy of Orākei with building a village through investing in quality, values-driven design**

A number of choices need to be made on where the focus will lie in the short-to-medium-term

Where should our initial focus lie?





LEGACY HOUSES

“Initial Houses Obtained On Kitemoana St, Watene Cr, Rowena Cr & Reihana St”



This Google map illustrates the land involving the “Legacy Houses” on Kitemoana St, Watene Cr & Reihana St

Legacy Houses - Background

We have referred to the initial houses on Kitemoana St, Watene Cr, Rowena Cr and Reihana St as “Legacy Houses”

In 1951, when the papakāinga at Okahu Bay was burnt to the ground, whānau moved into the already built state housing on Kitemoana St, Watene Cr, Rowena Cr and Reihana St and became tenants of the state. Without enough dwellings to house all the whānau, some had to reluctantly leave Orākei altogether. Those whānau that stayed have continued to maintain the ahi kaa of Ngāti Whātua Ōrākei .

In 1978 the then NWŌMTB took ownership of 33 houses on these streets and whānau living in these homes were granted tenancies for life but on unique terms. The lease agreement between NWŌMTB and the tenants allowed for limited assignment (succession) rights, and a rental setting mechanism that only permits recovery of council levied rates and insurance costs. In consideration for this low rental, tenants accepted responsibility for maintaining the houses at their own cost. In many cases the houses have not been optimally maintained and some tenants have undertaken modifications that have been detrimental to the building's structure. Many are now sub-standard and deteriorating with age.

The houses are typical of the state homes built in the 1940s. Some have asbestos cladding. Through independent reports commissioned on behalf of NWŌT it is confirmed that this poses a low risk and is not in breach of health and safety requirements provided the tenant is educated about the risk. (Note there are a large number of HNZ homes with this form of cladding.)

The houses located on Kitemoana Street, in particular, sit on very large sections and are capable of accommodating additional dwellings.

WRL has invested approximately \$800,000 in the past 2 years to ensure the properties meet health and safety standards. Since 1978 significantly

more than that has been spent on the general maintenance and repair of these homes including painting the exterior of the homes and upgrading drains.

Although the lease permits an annual rent review, the last increase of rent occurred in 1992. Council land rates, water rates and insurances have all increased significantly over this time. The current shortfall between these expenses and the rent actually recovered is approximately \$3,500 per month. Despite the terms of the lease, this shortfall does not include any recovery of the maintenance costs that WRL and NWŌT has borne.

There are also issues with rent arrears on some of the properties.

There is currently one vacant site on Kitemoana Street that may be suitable for housing. This previously housed two kaumatua flats which were demolished in 2015 when they were no longer safe for occupation.

We acknowledge that a successful housing strategy needs to look at the potential or perceived issues with legacy homes. The strategy needs to understand these issues and address them in the long term also.

**WE ACKNOWLEDGE THAT
A SUCCESSFUL HOUSING
STRATEGY NEEDS TO LOOK
AT THE POTENTIAL OR
PERCEIVED ISSUES WITH
LEGACY HOMES**

Legacy Houses - Summary

We have referred to the initial houses on Kitemoana St, Watene Cr, Rowena Cr and Reihana St as “Legacy Houses”

The legacy homes are a very important part of our housing history. The issues that were highlighted by whānau will be well known by trustees of the NWŌT. They touch on requests for fairer rents, better communication around housing and the aspiration of having more whānau housed in Orākei.

Discussions and workshops explored six main solutions at a high level. The best solution that gain consensus was:

Create an Orākei Village – (Scenario A – Where house is transferred to existing resident at a determined cost and subject to time-frame to intensify the section. NWŌT redevelops the surrounding land. Redevelopment is still underpinned by a masterplan but existing residents buy-in is critical)

- A master plan for redeveloping all land holdings in Orākei is reviewed and updated. The plan will seek to optimise land utilisation weighing up amenities required and environmental aspirations.
- Existing residents in legacy homes get a long term licence to occupy the site that their house is on. Houses (not the land) are sold to the existing residents at a determined amount after also weighing up a number of factors (including the residents rental payment history, the amount they have spent on maintaining the house and the amount that NWŌT has needed to spend).
- In this case, redevelopment of the legacy land needs to adequately and appropriately take into account and recognise the unique relationship NWŌT has with existing residents of the legacy houses. A full hohou te rongo consultation process needs to be undertaken.
- Redevelopment of the sections is subject to agreed timeframes but staging of the redevelopment might see other areas in Orākei redeveloped first (e.g. at Kupe St).

The key advantages compared to other options included:

Key Advantages

Ahi kaa for Orākei means having dominant presence in Orākei. Not just a focus on legacy land held, the master plan looks at the whole Orākei area with the marae as the central hub.

Good design and a revamped master plan explores the opportunity to consider better land utilisation, higher density building options while balancing environmental sustainability. Better ability to build more houses and therefore house more whānau. Will incorporate multi-generation options to express culture.

The village concept goes further than just medium-high density housing needs. The ability to provide rental and home ownership options can be included (and a variety of tenure). It looks at what things are desirable in a healthy vibrant village (e.g. facilities and environment). Develops new houses and all the health and environmental benefits from whānau living in healthier homes

Ability to coordinate jobs and advantages using economies of scale

A number of matters were listed that need to be incorporated as part of a suit of policies and procedures to make the recommended option work.







Some key directions include:

- To enhance our ahi kaa and to house more whānau, there will be an initial focus on medium-to-high density development of existing land already owned in Orākei. This will include the land surrounding and on which the legacy houses sit.
- Existing contractual agreements with existing residents might need to be unravelled. Development pathways should include secure rental tenures for a reasonable time period. Options need to allow residents the ability to house themselves and whānau on the redeveloped land.
- With the sale of existing houses or new houses, the land component will be on a similar terms to Kainga Tuatahi, long term leases.
- A hohou te rongo process and a strong engagement process with existing residents is vital to the implementation of a plan involving the legacy houses and the surrounding land.

Legacy Houses - Recommended Solution – Create An Orākei Village (Scenario A)

We have referred to the initial houses on Kitemoana St, Watene Cr, Rowena Cr and Reihana St as “Legacy Houses”.

The recommended option is in line with whānau feed back around “ahi kaa” and “building a village”. Initial focus will go into creating more homes for whānau in the Orākei area particularly on the 20 hectares of residential land already owned by NWŌT. There is a desire to create an integrated comprehensive village in Orākei centred around our marae. Whānau in legacy homes will get to buy their homes at a determined amount with an expectation that they will intensify housing on their own section within a determined time-frame (recommend 15 years). The NWŌT will develop the surrounding land in line with a master plan for the whole Orākei area. If the house needs to be moved or redeveloped, it will be staged in line with the master plan and subject to whānau consultation.

Solutions Explored	Recommendation	
Create an Orākei Village – (Scenario A – Where house is transferred to existing resident at a determined cost and subject to time-frame to intensify the section. NWŌT redevelops the surrounding land. Redevelopment is still underpinned by a masterplan but existing residents buy-in is critical)	Preferred Option For Legacy Homes – Recognises our special relationship with existing residents. Utilises all the land in Orākei in line with a comprehensive plan that provides additional housing options for whānau in Orākei near our Marae.	
Create an Orākei Village (Scenario B – Where NWŌT leads full redevelopment of the legacy homes underpinned by a masterplan)	Not Recommended - Some positive attributes included the ability to house more whānau on our legacy land. This did not consider the needs of existing residents sufficiently.	
Sell The Houses (Scenario C) <ul style="list-style-type: none"> Similar to scenario D but in the case of redevelopment, NWŌT has the right to plan approve which whānau can build on the remaining land on the section. 	Not Recommended - Issues with old buildings may not be dealt with. Building around existing house is still likely to house less whānau than other options.	
Sell The Houses (Scenario D) <ul style="list-style-type: none"> Similar to scenario E but in the case of redevelopment, current residents are encouraged to intensify. They have the right to plan and approve which whānau they want to build on the remaining land on “their” section. 	Not Recommended - Some positive attributes included recognising the contribution residents made to ahi kaa and tino rangatiratanga. However, this did not maximise our ability to house as many whānau as possible on our land in Orākei.	
Sell The Houses (Scenario E) <ul style="list-style-type: none"> Existing residents get a long term licence to occupy the site that their house is on. Houses (not the land) are sold to the existing residents at a determined amount. Redevelopment, if any, will be a secondary priority. 	Not Recommended - May not address aspirations of housing as many whānau as possible back at Orākei as a well planned development	
Status Quo Rental (Scenario F) Existing residents living in the houses get to continue renting on the same terms and conditions, therefore, nothing changes.	Not Recommended – The status quo is not considered sustainable in the long run	

Legacy Houses - Solution Scenarios

We have referred to the initial houses on Kitemoana St, Watene Cr, Rowena Cr and Reihana St as “Legacy Houses”
Six main options were considered at a high level.

<p>Status Quo Rental (Scenario F)</p> <ul style="list-style-type: none"> Existing residents living in the houses get to continue renting on the same terms and conditions, therefore, nothing changes. 	<p>Sell The Houses (Scenario E)</p> <ul style="list-style-type: none"> Existing residents get a long term licence to occupy the site that their house is on. Houses (not the land) are sold to the existing residents at a nominal amount. Redevelopment, if any, will be a secondary priority.
<p>Sell The Houses (Scenario D)</p> <ul style="list-style-type: none"> Existing residents get a long term licence to occupy the site that the house is on. Houses (not the land) are sold to the existing residents at a determined amount after also weighing up a number of factors (including the residents rental payment history, the amount they have spent on maintaining the house and the amount that NWŌT has needed to spend). In the case of redevelopment, current residents are encouraged to intensify. They have the right to plan and approve which whānau they want to build on the remaining land on “their” section. 	<p>Sell The Houses (Scenario C)</p> <ul style="list-style-type: none"> Existing residents get a long term licence to occupy the site that the house is on. Houses (not the land) are sold to the existing residents at a determined amount after also weighing up a number of factors (including the residents rental payment history, the amount they have spent on maintaining the house and the amount that NWŌT has needed to spend). In the case of redevelopment, NWŌT has the right to plan approve which whānau can build on the remaining land on the section.
<p>Create an Orākei Village (Scenario B - Where NWŌT leads full redevelopment of the legacy homes underpinned by a masterplan)</p> <ul style="list-style-type: none"> A master plan for redeveloping all land holdings in Orākei is reviewed and updated. The plan will seek to optimise land utilisation weighing up amenities required and environmental aspirations. In this case, planning would treat the combined land blocks where the legacy homes are situated as one large block for redevelopment purposes. 	<p>Create an Orākei Village - (Scenario A - Where house is transferred to existing resident at a determined cost and subject to time-frame to intensify the section. NWŌT redevelops the surrounding land. Redevelopment is still underpinned by a masterplan but existing residents buy-in is critical)</p> <ul style="list-style-type: none"> A master plan for redeveloping all land holdings in Orākei is reviewed and updated. The plan will seek to optimise land utilisation weighing up amenities required and environmental aspirations. Existing residents in legacy homes get a long term licence to occupy the site that their house is on. Houses (not the land) are sold to the existing residents at a determined amount after also weighing up a number of factors (including the residents rental payment history, the amount they have spent on maintaining the house and the amount that NWŌT has needed to spend). In this case, redevelopment of the legacy land needs to adequately and appropriately take into account and recognise the unique relationship NWŌT has with existing residents of the legacy houses. A full hohou te rongo consultation process needs to be undertaken. Redevelopment of the sections is subject to agreed timeframes but staging of the redevelopment might see other areas in Orākei redeveloped first (e.g. at Kupe St).

Legacy Houses - Exploring Solutions – Create an Orākei Village (Scenario A)

Create an Orākei Village – (Scenario A – Where house is transferred to existing resident at a determined cost and subject to time-frame to intensify the section. NWOT redevelops the surrounding land. Redevelopment is still underpinned by a masterplan but existing residents buy-in is critical)

Explored further

Key Advantages	Key Disadvantages
Ahi kaa for Orākei means having dominant presence in Orākei. Not just a focus on legacy land held, the master plan looks at the whole Orākei area with the marae as the central hub.	Ahi kaa and tino rangatiratanga of existing residents might not come through as strongly unless there is a comprehensive communication plan with existing residents.
Good design and a revamped master plan explores the opportunity to consider better land utilisation, higher density building options while balancing environmental sustainability. Better ability to build more houses and therefore house more whānau. Will incorporate multi-generation options to express culture.	The value of Orākei land creates an opportunity cost when weighing up development options for whānau “in zone” compared to funding property initiatives out of Orākei.
The village concept goes further than just medium-high density housing needs. The ability to provide rental and home ownership options can be included (and a variety of tenure). It looks at what things are desirable in a healthy vibrant village (e.g. facilities and environment). Develops new houses and all the health and environmental benefits from whānau living in healthier homes.	Less houses might be built on legacy land compared to a fully adopted master plan. No guarantee that existing residents will vacate the existing properties if that is the best option to build more houses for whānau. Big changes can be unsettling for existing residents in the legacy homes.
Ability to coordinate jobs and advantages using economies of scale	Seeing action on the ground could take longer due to the hohou te rongo process.

This solution gained consensus because it combined the best aspects from the other 5 solutions explored. The Building of an Orākei Village concept was important but it was considered equally as important to recognise the unique circumstances that existed for the residents in the legacy houses. Residents get to secure their existing house and be part of a development plan.

Legacy Houses - Exploring Solutions – Create an Orākei Village (Scenario A)

Create an Orākei Village – (Scenario A – Where house is transferred to existing resident at a determined cost and subject to time-frame to intensify the section. NWŌT redevelops the surrounding land. Redevelopment is still underpinned by a masterplan but existing residents buy-in is critical)

.. Explored further

If this scenario is adopted, the following matters need to be considered to make this scenario viable....	Also required in other scenarios
A strong and early communication program needs to be in place to consult appropriately with whānau throughout the process.	✓
Need to determine the land available. Exact land holdings, sites and sections need to be confirmed (including proposed purchases of new land in the Orākei area).	✓
NWŌT needs to retain the ability to put caveats on the land and have the right to sell the property to other whānau if new terms are not adhered to.	✓
Developments must be underpinned by a masterplan; to maximise environmental sustainability, embed good design, plan density and utilisation, bring more whānau home to Orākei. A development process is required that empowers whānau to make development decisions.	✓
NWŌT needs to agree to be time bound but a longer time span can be agreed for the development of the legacy homes area of the Orākei plan: Existing occupancy rights to be extended for x years (period pending NWŌT and whānau consultation. 5-20 years may be required to allow for potential lifetime tenancy options).	<i>(additional term modified)</i>
Financial support may be required. Finance options need to be investigated. Assisting whānau to access suitable finance when mainstream finance options are exhausted. WR will be required to leverage relationships with banks to unlock funds at the best available rates for whānau.	✓
The master plan needs to include affordable houses for rent or purchase. Rents are to be on a cost recovery basis (in line with general rent policies currently recommended on this strategy document).	✓

Legacy Houses - Exploring Solutions – Create an Orākei Village (Scenario A)

Create an Orākei Village – (Scenario A – Where house is transferred to existing resident at a determined cost and subject to time-frame to intensify the section. NWŌT redevelops the surrounding land. Redevelopment is still underpinned by a masterplan but existing residents buy-in is critical)

.. Explored further

If this scenario is adopted, the following matters need to be considered to make this scenario viable....	Also required in other scenarios
Plan needs to be conducted in clear stages that also outline transition arrangements for those living in existing houses, where the houses will be moved or demolished. Alternative rentals and appropriate support is required for residents that do not wish to take up the development options.	✓
If existing tenants are up to date with their payments then they automatically get first option into a new house. Rental arrears (if any) need to be addressed via payment or incorporated into a price for new properties and therefore added to the mortgage of the new house. Succession is to be to Ngāti Whātua Ōrākei descendants (and lifetime tenancy to spouses).	✓
Plan will investigate if existing home can be relocated.	✓
Existing contractual agreements with existing residents may need to be unravelled.	✓
Masterplans need to insist on best case environmental sustainability.	✓
Need a clear and consistent housing allocation policy for all uri.	✓
Comprehensive policies and procedures need to be drafted and endorsed by NWŌT. Policies need to be understood and followed by all (NWŌT, its entities as well as residents in NWŌT houses).	✓
The village starts with the Marae as its centre and branches outwards from there.	<i>(additional term)</i>
Hohou te rongu process to heal the mamae surrounding the legacy homes (acknowledging mamae in historical and recent times).	<i>(additional term)</i>

Legacy Houses - Exploring Solutions – Create an Orākei Village (Scenario 2)

Create an Orākei Village – (Scenario 2 – Where house is transferred to existing resident at a determined cost and subject to time-frame to intensify the section. NWOT redevelops the surrounding land. Redevelopment is still underpinned by a masterplan but existing residents buy-in is critical)

.. Explored further

If this scenario is adopted, the following matters need to be considered to make this scenario viable....	Also required in other scenarios
Master plan for Orākei land interests in the whole Orākei area not just Kitemoana St (Includes legacy homes and best case environmental sustainability).	<i>(additional term)</i>
Staged approach that is likely to include: <ul style="list-style-type: none"> • Development of existing land next to legacy land. (Potential for Kupe St tenants to move in while Kupe St is redeveloped) • Options for existing whānau living in legacy homes to allow whānau to build on “their” land block. • Comprehensive redevelopment of Kupe St houses that are available to all Uri. 	<i>(additional term)</i>
If whānau choose not to redevelop surplus land within reasonable timeframes, NWOT reserves the right to give the development opportunity to other whānau.	<i>(additional term)</i>
Whānau living in the legacy house get a long term licence to occupy. This is also subject to them developing the additional house/houses on the block within X years (say 20 years).	<i>(additional term)</i>
New Developments are to include long term tenure options: <ul style="list-style-type: none"> • Rentals • Rent to buy • Home ownership 	<i>(additional term)</i>
Need to unravel existing contractual agreements with tenants.	<i>(additional term)</i>
Need a fair and consistent housing allocation policy for all Uri on new land.	<i>(additional term)</i>

Legacy Houses - Exploring Solutions – Create an Orākei Village (Scenario B)

Create an Orākei Village (Scenario B – Where NWŌT leads full redevelopment of the legacy homes underpinned by a masterplan)

· A master plan for redeveloping all land holdings in Orākei is reviewed and updated. The plan will seek to optimise land utilisation weighing up amenities required and environmental aspirations.
 · In this case, planning would treat the combined land blocks where the legacy homes are situated as one large block for redevelopment purposes.

Key Advantages	Key Disadvantages
Good design and a revamped master plan for legacy land blocks explores the opportunity to consider better land utilisation, higher density building options while balancing environmental sustainability. Better ability to build more houses and therefore house more whānau.	If existing residents needs are not at the forefront of developing plans, ahi kaa and tino rangatiratanga may not recognised as much. Less whānau involvement in the development. Less participation and control over what happens on “their” land. Loss in connection to the existing house and land.
Ability to coordinate jobs and advantages from economies of scale.	Seeing action on the ground could take longer.
Develops new houses and all the health and environmental benefits from whānau living in healthier homes.	Big changes can be unsettling for existing residents in the legacy homes. No guarantee that existing residents will vacate the existing properties. Higher likelihood for potential grievances as a result.
Ability to provide rental and home ownership options.	

Legacy Houses - Exploring Solutions – Selling The Houses (Scenario D)

Sell The Houses (Scenario D)

- Existing residents get a long term licence to occupy the site that the house is on. Houses (not the land) are sold to the existing residents at a determined amount after also weighing up a number of factors (including the residents rental payment history, the amount they have spent on maintaining the house and the amount that NWŌT has needed to spend).
- In the case of redevelopment, current residents are encouraged to intensify. They have the right to plan and approve which whānau they want to build on the remaining land on “their” section.

Key Advantages	Key Disadvantages
Recognises ahi kaa and tino rangatiratanga. Potential for higher whānau involvement, participation and control over what happens on “their” land.	Less ability for an integrated plan. NWŌT has less say over planning and density on their land. NWŌT has less ability to consider or address options that might also benefit whānau not already housed on the land.
Higher likelihood to avoid potential politics and arguments with existing residents living in the legacy houses.	Might not be fair or acceptable to whānau not living on the legacy land already.
Leads to increased housing stock on the legacy land.	May not lead to the best land utilisation. Reduces opportunity for high density building options. Should be able to build more houses and therefore house more whānau if a plan was made for the whole block.
Could get building action sooner than other options.	Assumes existing residents are able to and want to develop the sections they are currently living on.
Opportunity to negotiate transfer of the house ownership (not land) to existing residents.	No guarantee that existing residents will execute further housing development within reasonable timeframes.
	No guarantee that existing houses will be upgraded within reasonable timeframes.
	Less ability to coordinate jobs and advantages from economies of scale.

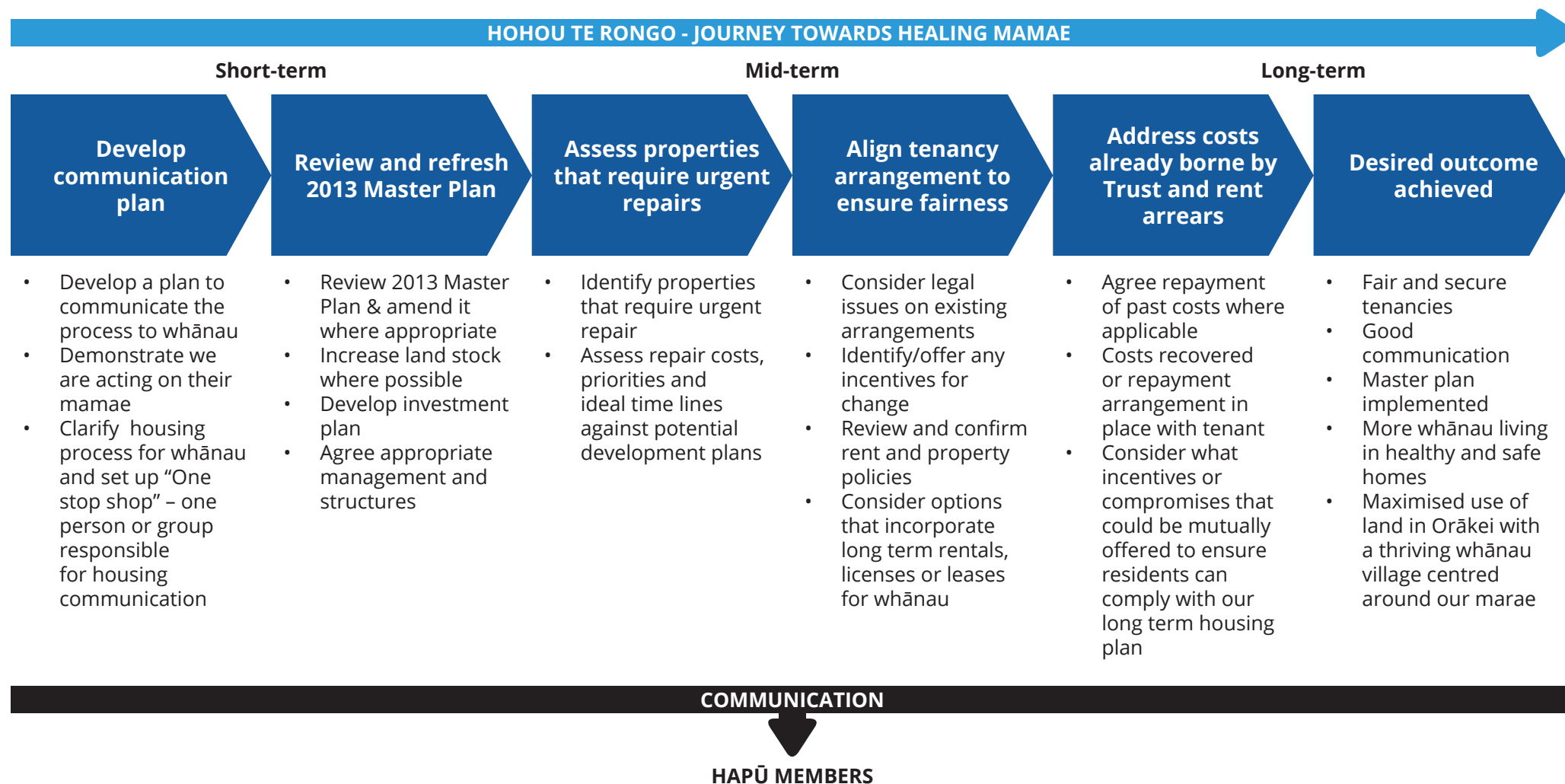
Legacy Houses – Issues Raised

Numerous issues have been raised in our interviews that are consistent with korero in years gone by. There is a history of mamae that needs attention and healing. Both the NWŌT and whānau will need to explore changes and compromises to find an enduring solution.

Issues Often Raised	Additional Comments
1. Rent differences not fair. Rental policies are not seen as consistent across NWŌT's housing portfolio.	Some whānau pay much lower rents (and have longer tenures) than other hapū members. During the interviews, hui and survey, whānau expressed a strong desire for the Trust to address this issue. Some would like rents as cheap as Kitemoana Street and others consider that the residents of legacy homes should pay a fair rental.
2. Lack of communication from NWŌT or confusion around who whānau should be dealing with within the NW group.	Many whānau have been frustrated by the lack of and clarity around communication from the Trust. One respondent to the survey commented <i>"No support, no processes from Management for housing on Kitemoana"</i> . Some have expressed the need for a "one stop shop".
3. Some tenants have large rent arrears	Rental arrears is a cost borne by the Trust and all hapū members. This is also a fairness issue because non-Kitemoana Street hapū members have to bear the cost incurred by a few.
4. Rent does not cover outgoings	Some whānau are paying very low rent which in many cases is not covering general outgoings i.e. land rates, water rates and insurance costs. As a result, the Trust is incurring monthly losses on these properties which is not sustainable going forward.
5. Some properties are in dis-repair, some have asbestos and some have had non-compliant work done on them.	Although independent reports indicate low risks as a result of the asbestos, having this type of cladding is not wanted in the long run. Some properties required urgent repair and maintenance to address health and safety concerns. The Trust has already borne significant costs relating to these concerns that have not been (or likely to be) recovered. Further work will continue to add to the Trust's on-going financial losses which cannot be sustained going forward.
6. Poor utilisation of land, inefficient use.	This restricts those whānau who want to return to Orākei but can't because of availability. A Master Plan was developed by Boffa Miskell in December 2013 for a design strategy of NWŌ land, including Kitemoana Street land. The Master Plan contemplated that existing houses would be regenerated and use of land would be more efficient over time. <i>However, we must also consider the question "How do we maximize land use while maintaining respect for the legacy of old Kitemoana?"</i> .
7. Whānau will not want change that puts them in a worse off position or a worse position compared to other whānau.	Some change will be necessary for any pathway towards a solution to the issues. This will require some difficult decisions to be made.

Legacy Houses - Hohou te rongo - A healing process is part of the solution

An important part of any solution is the consultation process with existing residents and wider whānau. There is no silver bullet to rectify the legacy housing issues raised. We need to embark on a journey to heal the mamae and implement a master plan. The process to developing a solution will require change and some brave decisions. There will need to be compromise from all parties for all hapū members to benefit in the long run. The process will also represent a journey towards healing mamae of hapū members affected by historical injustices and difficulties faced by tenants of the legacy properties in the past and in recent times.





EXPLORING BROADER HOUSING STRATEGY RESPONSES

Ngāti Whātua Ōrākei Trust Draft Housing Strategy

Exploring responses

The potential solutions for housing options involved the committee exploring our potential stances on the following matters

Land Development – What areas should we concentrate on for housing our people

Land development options for housing our people that can span throughout Tāmaki, Aotearoa and even Australia.

However, initially we will concentrate on papakāinga and inalienable land already owned in Orākei. This is considered a logical step given that already owned land is more cost effective to develop and the stance is consistent with whānau feedback about ahi kaa and aspirations to reside in Orākei first if possible.

Communication - The need for a “One Stop Shop”

Having a clear, transparent and consistent process and good communication came through as important to whānau. Whānau expressed the desire to have better housing communication, information and support from a “one stop shop” that they could turn to that would help navigate their housing needs.

This is clearly a customer facing requirement. The structure and shape of the navigator service will be listed in the housing road map as a matter to attend to immediately after the housing strategy is endorsed.

How should we charge whānau for housing?

We imagine many whānau would like rents as cheap as the rents currently being charged on legacy homes.

There was a strong desire for fair and sustainable housing policies across all NWŌT housing stock. However, when setting charges to whānau, the aim will be to cover costs – “we do not want to make a profit from our whānau”.

The potential solutions for housing options involved the committee exploring our potential stances on the following matters

Confirming how we should charge whānau for housing?

Our strategy development debated continual investment in housing against having a housing program that pays for itself over time (breaking even or “washing its face”). There was a strong desire for fair and sustainable policies when setting charges to whānau. The committee agreed on the following principles:

1. When building homes we do not want to make profit from our whānau (in line with current practise).
2. When managing rental housing we do not want to make profit from our whānau (in line with current practise).
3. Sustainability is important. Rents set need to be mindful of the costs required to hold and maintain the properties. This currently includes:
 - Water rates
 - Insurance
 - Repairs and maintenance
 - Management fees
 - Land rates
 - Borrowing and/or cost of capital
4. It is acknowledged that in some cases projects providing housing to whānau might make a loss in the short term but over the medium term (less than 20 years), projects are to be done in a way that they can cover their own costs and any accumulated shortfalls.
5. Where whānau live in rentals and cannot meet the rents, we will continue to access IRR subsidies and other appropriate subsidies. Where there is still a shortfall, NWŌT may consider providing a separate fund or annual budget to meet the affordability requirements.
6. It is recommended that the NWŌT consider obtaining professional advice about the viability of challenging the current IRD and other government rules that constrain our ability to set NWŌT rent in the context of our housing being on inalienable or papakāinga land.



Exploring responses

What are the possible responses available to NWŌT?

The following section sets out some possible responses available to NWŌT to provide housing assistance to whānau and drive towards achieving our housing vision.

There are many potential mechanisms that could be used, and by grouping these into different categories we can develop a combination of options or “pathways” towards meeting the housing objectives. The mechanisms are grouped into the following categories:

- On Papakāinga
 - ‘Property based’ responses (i.e. building houses)
- Off Papakāinga
 - ‘Property based’ responses (i.e. building houses)
 - Non-property responses - providing support to getting into houses (i.e. still related to properties but NWŌT is not building or owning the houses)
- Other support or programs NWŌT can provide to whānau to help them meet their housing needs more broadly

The pathway forward may focus entirely on one category, combine aspects of all three categories, or move between the three over time and as hapū needs change.

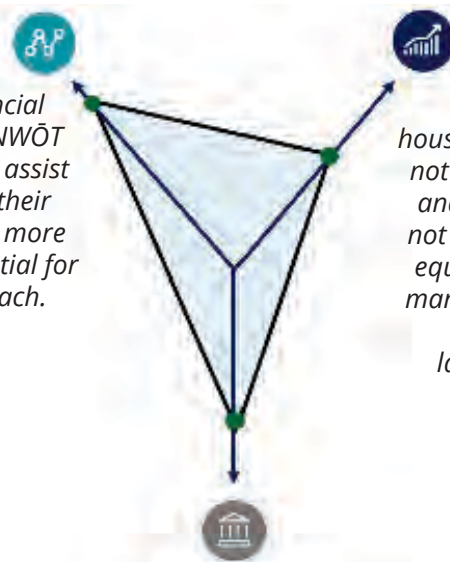
Note that while this Strategy has provided indicative detail around potential structures to deliver these options may take, full consideration of the structure, capabilities and policies required to implement these options is a further piece of work and outside the scope of this Strategy.

Broader housing support

Other support, including financial support, that NWŌT can provide to assist whānau meet their housing needs more broadly. Potential for much wider reach.

Support to get into houses, off Papakāinga

Property or non-property based - Support to get into houses or properties, but not on Papakāinga land and NWŌT may or may not construct or hold an equity stake. Potentially many more whānau can be supported, where land can be acquired.



Property based, on Papakāinga

Responses on Papakāinga land, where NWŌT builds or holds an ongoing equity stake in the house. Size of response limited by land capacity and available capital



PROPERTY RESPONSES

Ngāti Whātua Ōrākei Trust Draft Housing Strategy

Property-based housing responses on or near Orākei

Options to support aim to “get housing, keep housing, live well”

Emergency housing	Assisted rental	Standard rental	Assisted ownership	Long term rental/ lease	Standard ownership
Temporary accommodation and support services for whānau requiring urgent accommodation support – often with concurrent needs. NWŌT may not own or run, but NWŌ whānau have priority access.	Rental accommodation for whānau with a range of support needs, & persistently low incomes, who are unlikely to be able to access housing on private market. Access to IRRS likely.	Rental accommodation for whānau in Tāmaki, mostly in stable employment: rental housing within an affordable price range which supports good health, education & employment outcomes.	Enables whānau to transition into home ownership, with a focus on those where there are barriers to accessing bank mortgages. NB, also includes home ownership outside Orākei	Rental accommodation which meets the aspirations of whānau for good, high quality housing, but is not home ownership. Enables whānau to access long term tenure without owning.	Home ownership, with access to favourable financing arrangements.

Āhurutanga: safe, dry and healthy housing. Sense of identity (taha Māori) and cultural coherence (tikanga).

Affordable, stable, good quality housing to meet a range of needs (whakaruru).

Whānau empowerment (mana), sense of community (hapori whānui).

Property-based housing responses on or near Orākei

Options for Papakāinga, and for other land

Emergency housing	Assisted rental	Standard rental	Assisted ownership	Long term rental/ lease	Standard ownership
<p>Limited provision on Papakāinga could be considered.</p> <p>Options for priority access for NWŌ whānau at other locations also desirable</p>	<p>Includes kaumatua housing.</p> <p>Significant provision on Papakāinga likely – exact proportion to be determined.</p>	<p>Desirable to have significant provision on Papakāinga.</p> <p>Properties could transition into long term lease, assisted or standard ownership. Re-designation as assisted rental also possible.</p>	<p>Both on and off Papakāinga.</p> <p>On Papakāinga supports a mix of models within the village.</p> <p>Assisting into ownership in other locations provides broader reach.</p>	<p>Most likely on Papakāinga since this form of long tenure leasehold is not commonly available in Aotearoa.</p>	<p>Home ownership, with access to favourable financing arrangements. May be on Papakāinga land (i.e. leasehold) or other land (freehold)</p>

Āhurutanga: safe, dry and healthy housing. Sense of identity (taha Māori) and cultural coherence (tikanga).

Affordable, stable, good quality housing to meet a range of needs (whakaruru)

Whānau empowerment (mana), sense of community (hapori whānui)

Ngāti Whātua Ōrākei: Property responses - Assisted rentals – likely to be on Papakāinga

Requirements:

- The provision of adequate housing (either constructing new build, renovating housing already owned or purchasing existing housing). Could be on or off Papakāinga, but most likely on, so as to be closely connected into the village
- Sufficient funding to subsidise the difference between market rent and the rent a household will pay under a “social housing” arrangement. Likely via IRRS
- The provision of appropriate social services specific to the needs of the household

Examples:

- Tenants with significant housing needs living in housing provided by a registered Community Housing Provider, paying income-related rent, for as long as needed. Includes kaumatua.
- Assistance in accessing Healthy Housing programme or other programmes.
- Likely to require some degree of community support for a period of time.
- Possibility of transition to a standard rental arrangement (see below) or assisted ownership.

Example Scenario	Impact on Ngāti Whātua Ōrākei			Implications For NWŌT
	Benefits	Risks	Opportunities	
a) New IRRS housing provided on papakāinga	<ul style="list-style-type: none"> • Helping lowest income, most vulnerable • Ability to wrap other services around • Increase housing capacity • Land already owned 	<ul style="list-style-type: none"> • Reliance on IRR subsidies • Transitioning from IRRS beneficiaries becoming ‘working poor’ • Do not want to govt. subsidies to shape housing approach • Relocating existing houses 	<ul style="list-style-type: none"> • Strong step towards building a village • New houses can revert to standard rentals as tenants needs change (stay in same house, providing stability) • Better utilise tribal space 	<ul style="list-style-type: none"> • Significant capex required • Market rent received via IRRS, more financially sustainable • Increased tenancy mgmt. and admin staff • Higher levels of support required than standard rentals
b) New kaumatua housing provided on papakāinga. Factor in accessibility and location	<ul style="list-style-type: none"> • Provide safe, accessible and comfortable homes to core members of tribe • Increase housing capacity • Land already owned 	<ul style="list-style-type: none"> • Must ensure kaumatua housing is done alongside other housing projects, not in isolation • Reliance on IRRS; desire to provide independent of govt. funding • Affordability for kaumatua 	<ul style="list-style-type: none"> • Integrate kaumatua into heart of Ōrākei • Create intergenerational community 	<ul style="list-style-type: none"> • Considerable capex may be required (depending on number providing) • Market rent received via IRRS • Lower tenancy support required than above

Ngāti Whātua Ōrākei: Property responses - Standard rentals

Requirements:

- A range of properties which can be rented at a rate which may be below “traditional” market rent on the wider Auckland market, mostly on tribal land. Rent must still cover operating costs for these, however the trade-off between capital investment recovery and providing low rent (i.e. subsidisation) is a decision for the Trust.
- Stable rental accommodation for families and individuals which supports their particular circumstances in terms of education, employment, health and wellbeing. Most are likely to be in stable employment.

Examples:

- Properties owned by NWŌT (not necessarily a Community Housing Provider), designed to be affordable rentals.
- Rent set at a fair rate which recognises the value of whānau living on Ōrākei land and contributing to the community. Tenants provided with support to plan for long term housing aspirations and transition to ownership.
- Outside of tribal land, NWŌT could lease properties from the private market (or HNZC), and then on-rent these to whānau. Alternatively, WRL developments could have a % of rentals ring-fenced for whānau.

Example Scenario	Impact on Ngāti Whātua Ōrākei			Implications For NWŌT
	Benefits	Risks	Opportunities	
a) Rental properties constructed on papakāinga	<ul style="list-style-type: none"> • Create additional capacity on papakāinga • Discounted/ affordable rental on tribal land • Land already owned 	<ul style="list-style-type: none"> • Finding appropriate balance between affordable rent, capital recovery and level of subsidisation • Relocating existing houses 	<ul style="list-style-type: none"> • Tenants provided with support to plan for long term housing aspirations • Strong step towards building a village • Flexible options to transition to other models 	<ul style="list-style-type: none"> • Significant capex required • Lower rent received than through IRRS • Tenancy mgmt. required, less additional support services required • Appropriate structure required (tax / charitable status)
b) Properties constructed off papakāinga (land still owned by NWŌT, e.g. Hillary block)	<ul style="list-style-type: none"> • First opportunity to access these houses ahead of market • Provide quality houses to whānau 	<ul style="list-style-type: none"> • Disconnect from papakāinga • Larger costs to cover due to land purchase 	<ul style="list-style-type: none"> • Diversify portfolio outside of Ōrākei • Build community across Tāmaki or further afield 	<ul style="list-style-type: none"> • Significant capex required • Market rent (but affordable options) • Tenancy mgmt. (could outsource) • May impact WRL commercial returns
c) Lease properties from private market and then on-rent to whānau	<ul style="list-style-type: none"> • Provide quality houses to whānau across Tāmaki • Structure to create long-term arrangements, providing stability to tenant 	<ul style="list-style-type: none"> • Isolation from community as houses may be highly dispersed • Reliance on market or 3rd party for houses 	<ul style="list-style-type: none"> • Potential to provide scale to housing needs within broader Tāmaki • Could complement b) above through scale with 3rd party partnerships 	<ul style="list-style-type: none"> • Much lower capital outlay, but won't own land or property • Rent at affordable options – cover costs but no capital to recover • Tenancy mgmt. required, potentially across larger geographical area

Ngāti Whātua Ōrākei: Property responses - Assisted ownership

Requirements:

- The provision of adequate housing (either constructing new build, renovating housing already owned or purchasing existing housing)
- Variety of mechanisms are possible to fund the difference between cost to build and amount contributed by owners
- Standard Ownership (i.e. with mortgage) arrangements also possible – as a transition, or as entry point. Leases on tribal land would have to be structured to give banks security around lending, or a visible market for re-sale evident

Examples:

Shared equity homeownership model (best suited off tribal land) - All privileges of ownership without funding 100%.

- Household purchases a share of the home at a level they can afford, and NWŌT provides the rest and retains percentage passive ownership in the house.
- Value of share grows in proportion to its investment. Whānau can increase share to 100% over time.

Kainga Tuatahi (Tuarua) – NWŌT (or through another entity) plays the role of the bank and provides access to homeownership to whānau with varying levels of deposits and who can't access traditional mortgage from bank

Rent-then-buy model (on or off Papakāinga)

- Tenants first rent as a “Standard Rental” and have an option to purchase the property at a later time when saved enough for a deposit.
- Proportion of rent paid in excess of operating costs could go into reducing the purchase price or providing a deposit at a later time, or lower rent levels and whānau save independently (e.g. through NWŌT savings scheme)

Rent-then-lease model (on or off Papakāinga) – the benefits of ownership, without the debt

- Transition from “Standard Rental” to long tenure leases, with locked in rentals, providing long term security
- Access to funding for property extensions or upgrades, paid back through temporary rental uplifts
- Similar to current arrangements on Ōrākei – formalise (but ensure consistent and transparent terms)

Other mechanisms for assisting members into ownership but without NWŌT building or owning the property (such as financing assistance) are discussed later under ‘non-property responses’.

Example Scenario	Impact on Ngāti Whātua Ōrākei			Implications For NWŌT
	Benefits	Risks	Opportunities	
a) Shared equity. On or off tribal land - whānau secure mortgage from a bank up to level they can afford. NWŌT contribute the rest and retain a passive ownership in the house	<ul style="list-style-type: none"> • Access to home ownership and all privileges of ownership without funding 100% • Share can be increased over time • Long term security and equity generation 	<ul style="list-style-type: none"> • Limited reach as only helping those who are able to access bank financing and have saved some way towards a deposit • Exposed to real estate market risk if off papakāinga 	<ul style="list-style-type: none"> • Recycle capital as house is on-sold or owners increase share of ownership to building more homes • Homeownership off tribal land brings potential to access land capital gains for owners • Potential to sell back to NWŌT and retain in tribal asset base 	<ul style="list-style-type: none"> • Lower capital cost than fully funding new builds • No ongoing operating requirements • Potential to share in capital gains as houses sold (primarily off papakāinga) • NWŌT has some control over sale or development terms of property, maintaining more village / community ownership while still creating ownership opportunities
b) Kainga Tuatahi model (Tuarua), on tribal land. NWŌT plays role of bank. Also can contribute a proportion to the build as in Tuatahi	<ul style="list-style-type: none"> • Access to home ownership to those unable to access traditional financing • Bring closer to homeland • 150 year lease on land essentially equal to ownership 	<ul style="list-style-type: none"> • Resource intensive • Limited reach as only helping those who are able to afford mortgage repayments • Credit risk associated with mortgage repayments 	<ul style="list-style-type: none"> • Step towards building a village and providing mix of options on papakāinga • Combine with shared equity to create access to finance 	<ul style="list-style-type: none"> • Significant capex, though able to be funded through borrowing and passed through to owners • Can tie up capital or limit capability to borrow for commercial developments • Minimal ongoing operating requirements (mortgage admin)
c) Rent to buy model (on or off tribal land). Decrease rent and hapū save through own means (e.g. NWŌT saving scheme). Lower rent recovered when purchase complete	<ul style="list-style-type: none"> • Tangible scheme providing path to home ownership • Tenants in houses immediately, providing stability and flexibility to improve property (with permission) • Price and date fixed for purchase providing certainty 	<ul style="list-style-type: none"> • Whānau may not be able to save deposit at time of purchase if fall under hard times 	<ul style="list-style-type: none"> • Existing rental properties can be transitioned into rent to buy, giving whānau path to ownership • Lift whānau from paying rent to paying mortgages • Land can remain in tribal asset base • Recycle capital as home purchase completed 	<ul style="list-style-type: none"> • Significant capex for new builds • Tenancy mgmt. required until purchase complete • If rent decreased, tax implications need to be managed • Risk is on NWŌT if rent is decreased on expectation sale will complete • Clear, agreed policies required if arrangement falls through
d) Rent-then-lease (long-term lease provided on or off tribal land)	<ul style="list-style-type: none"> • Lease payments locked in for long term (e.g. 10 years) • Provides long term stability • Sense of ownership without mortgage • Flexibility to not renew lease upon expiration and move out 	<ul style="list-style-type: none"> • Lease agreements differing creating inconsistency. Must ensure all agreements are consistent and transparent in their creation • No equity (financial) created for whānau in long-term lease arrangement 	<ul style="list-style-type: none"> • More dynamic shift in perceived movement in income scale • Opportunity for intergenerational leases • Land remains in tribal asset base, but gives whānau long term security 	<ul style="list-style-type: none"> • Rent & lease payments cover operating costs • Varying degrees of tenancy mgmt. required • Similar to some rentals currently offered on Ōrākei. These arrangements should be formalised as such if going to continue (and moved to consistency)

Building a village for our people - Focus on our Papakāinga

Within the Orākei block

Variations or combinations of the property responses presented above could all be constructed on Orākei. Focusing initially on those with the biggest housing assistance needs, more assisted and standard rental properties would be developed.

However, the needs of hapū are not static, and the houses built need not be static either; buildings can be independent of 'ownership type' and able to change as the needs of whānau change, within a variety of affordability / design specification options.

Papakāinga Masterplan

Our whānau want a strong, thriving village community on Orākei. They want Orākei to stand tall as the heartland, where whānau can develop and maintain strong whakapapa and keep the home fires burning. To reach these goals, the Papakāinga Masterplan should be reviewed, refreshed and updated to be compliant with the Auckland Unitary Plan and turned into a communal plan that NWŌT actually acts on.

The design focus of the properties on the Papakāinga should show it has heard the voices of our whānau, use the themes as a guiding light and drive towards achieving the Strategic Objectives.

Existing houses on the Orākei block utilise land poorly. The average density across NWŌT's residential land holdings is approximately 8 dwellings per hectare.

Compared to a typical medium density development (between 30 - 45 dwellings per hectare), there is significant opportunity to increase the number of houses in Orākei and extend the privilege of living on the block to many more hapū members. The revised Masterplan should identify

how to maximise available land for housing while balancing the desire to create a thriving community through values-driven design.

Need for Emergency housing?

The Strategy considers NWŌT's efforts are best focused on a navigator role, partnering with existing organisations, supporting whānau to access safe, health homes, and providing a wrap-around service (through Whai Maia) to help them on their journey getting back on their feet. This does not preclude a small number of new houses in a development being set aside for emergency housing if a need arises, however there must be strong, clear and enforceable policies around criteria to access, length of term and how these whānau are helped into their next accommodation.

Negotiations are ongoing with HNZN around securing priority for NWŌ hapū in the emergency houses provided on NWŌT land, and the outcome of these negotiations will impact the Trust's approach to emergency housing.

**FOCUSING INITIALLY ON
THOSE WITH THE BIGGEST
HOUSING ASSISTANCE
NEEDS, MORE ASSISTED
AND STANDARD RENTAL
PROPERTIES WOULD BE
DEVELOPED**

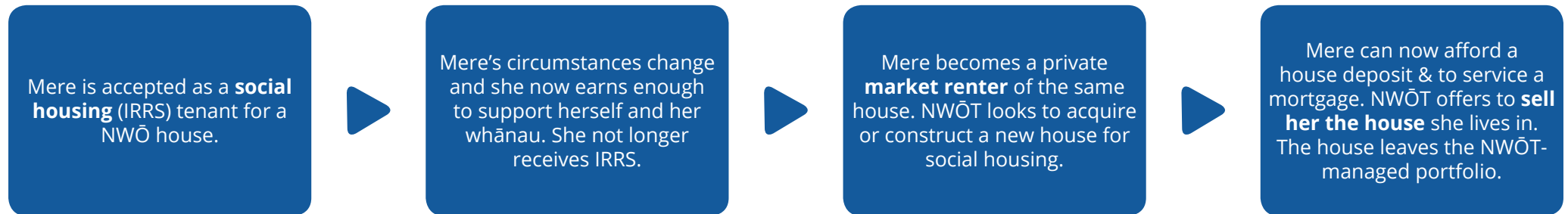
Within Orākei block - Dynamic portfolio of houses - Evolving portfolio as hapū needs change

What is a dynamic portfolio?

Typically when we refer to a housing portfolio, we think of the buildings that constitute it. The property options presented above all picture a house that is determined by the rental structure or ownership type. A dynamic portfolio is best thought of in terms of people, rather than houses.

Houses may change their designation in the portfolio (social housing, market rental, assisted ownership etc.) in response to the changing needs of their occupants. In some instances, this may mean that houses actually leave the NWŌT-managed portfolio (recognising the land will remain inalienable). As a result, we have called it a 'dynamic portfolio' to recognise that the stock of housing within the portfolio is constantly subject to change as the needs and circumstances of residents evolve.

Whānau Occupant Journey



Portfolio Impact



Broader reach to support whānau into housing

Outside Orākei but within Tāmaki

Through Whai Rawa, there are developments within Tāmaki that present opportunities to housing whānau that should be investigated:

- Whānau could be offered “first opportunity” to purchase or rent properties ahead of open market (at market prices) from WRL developments.
- 10% of homes within Special Housing Areas (SHA) must meet the Auckland Council’s definition of “affordable” (e.g. c. 40 homes for Hillary Block). These could be ring-fenced for whānau (and combined with other initiatives like deposit assistance, could realise home ownership dream for a number of families)
- The Trust could instruct Whai Rawa to set aside an additional percent (e.g. 2.5%) of developments for social housing, standard rentals or purchase for whānau
- This could result in blurring of WRL objectives as the houses may not be used commercially optimally. The Trust would have to carefully weigh up the implications against the benefits of providing more housing options for whānau.

The benefits of this include providing whānau first access to these developments, and the potential to create pockets of NWŌ communities in other areas than Orākei, spreading our home fires across Tāmaki once more.

Hillary Block is used as an example in the modelling, however each development should be analysed independently as they are undertaken.

Outside of Tāmaki

With the housing market in Tāmaki being so expensive, the Strategy has considered putting forward options for housing developments outside of Tāmaki. From engagement with whānau, the priority in the short- to medium-term has been identified as bringing people home and creating a village for our people on Orākei.

However, in the longer term as Orākei reaches capacity, the Trust should keep options open and consider developments in areas with much cheaper land that NWŌ still have a spiritual connection to, such as Ōtaki. NWŌT could house far more whānau for every dollar spent, provide options to those who don’t want to live in Tāmaki and continue to spread the tribal asset base across Aotearoa.

**THROUGH WHAI
RAWA, THERE ARE
DEVELOPMENTS
WITHIN TĀMAKI
THAT PRESENT
OPPORTUNITIES TO
HOUSING WHĀNAU**

The background is a solid blue color. On the left side, there is a decorative white line art design consisting of several overlapping, swirling, and curved shapes that resemble stylized leaves or scrolls. The design is positioned on the left side of the page, partially overlapping the text area.

NON-PROPERTY RESPONSES

Ngāti Whātua Ōrākei Trust Draft Housing Strategy

Non-property responses - How can we help our whānau with housing needs more broadly

Engagement with hapū also identified a strong desire to help our whānau who are not on Orākei, in Tāmaki-Makarau or even Aotearoa, and not just through building houses. One of the Trust's key principles is Mana Taurite, stating all Ngāti Whātua Ōrākei should have equal access and opportunity to help provided by the Trust. While this Housing Strategy has a strong focus on developing Orākei into a thriving village community, there are a number of options that the Trust could pursue to help whānau further abroad, that are not related to building houses in Orākei.

Assistance to access to quality housing

For those not living on tribal land, assistance in finding decent quality rental housing could make a real difference to their housing situation. This could include things like undertaking "WOF" assessments and working with government to provide landlords access to grants to improve housing quality including insulation, heating and accessibility for kaumatua. This would also assist those who have completely fallen off the map (e.g. couch surfers or homeless) and providing them with a housing navigator to support them first into safe, warm housing, and then on their journey to get back on their feet.

Access to finance

Inability to access finance and get a loan (for example through lack of a deposit or a poor credit rating) was identified as one of the key barriers to home ownership. A way NWŌ could tangibly help whānau either on tribal land, or in wider Tāmaki / Aotearoa is through providing deposit assistance.

There are a number of potential structures that this could take. An example is NWŌT providing cash as collateral for the bank, which sits in an account and as the home loan reduces and the borrower's equity in their home grows, the security deposit is released back to NWŌT and NWŌT can continue to offer assistance to new applicants with the

released money (similar to the West Dapto Home Deposit Assistance Program in Australia). This scheme is attractive as it doesn't involve lending money directly to whānau, yet still tangibly assists them into accessing finance. The key downside is the NWŌT's capital tied up until being released and the opportunity cost that goes with this. NWŌT could also leverage WRL's balance sheet (guarantor role), however would have to consider the potential effects this would have on WRL's commercial operations.

Intergenerational mortgages are another method that could be explored to provide access to finance. NWŌT would likely have to design their own approach through negotiations with a bank, and either act as an intermediary between the bank and the borrower, or play the role of the bank as it has done with Kainga Tuatahi. These could be similar to mortgage guarantee arrangements in the interim as typical mortgage terms roll over and are refinanced, to provide the bank with longer term security.

Assistance to finance extensions or repairs on existing houses has been requested by some whānau. This could be provided through guarantee arrangements similar to that discussed above, or alternatively a direct loan from NWŌT could be provided and repaid back through a rental uplift for the duration of repayment.

**ALL NGĀTI WHĀTUA
ŌRĀKEI SHOULD HAVE
EQUAL ACCESS AND
OPPORTUNITY TO HELP
PROVIDED BY THE TRUST**

Non-property responses - How can we help our whānau with housing needs more broadly

Build financial literacy and budgeting skills

A recurring issue identified from interviews with Ngāti Whātua Ōrākei whānau was a lack of financial literacy and budgeting skills. Concerns were around meeting not just getting into a home, but developing capability to keep a home. NWŌ could have internal staff for whānau to access and receive free, personalised advice. Some of these services could be provided online to create a broad reach of assistance to whānau who aren't in Orākei or Tāmaki.

Programmes like Te Wānanaga o Aotearoa's Papa Whairawa (personal financial capability) programme exist for free, so NWŌT could help in other aspects, such as connecting whānau with such programmes, helping with transport, childcare or mentoring.

Social enterprise partnering

Engaging other organisations with similar goals to partner up in delivering some of the above non-property initiatives, or in undertaking property developments across the country in a joint effort, with a proportion of houses set aside for whānau. Examples of organisations could include collaboration with the Māori Housing Network, Housing New Zealand, local community trusts, Habitat for Humanity, New Zealand Housing Foundation, or Te Tumu Paeroa.

Could also involve targeting investment partners who are willing to tolerate lower financial returns in exchange for social returns (e.g. a proportion of their investment fund allocated to social responsibility investing and providing diversification through exposure to the property market).

Other programmes

During our interviews with whānau, some other initiatives mentioned include:

- Trade training programme – young people into programme, develop capability and apply skills to development and helping with R&M on housing. Also provides a source of income to
- 'Whātuasaver' (Kiwisaver) – retirement scheme – help with deposit on first house purchase. The development of a savings scheme for whānau is well underway.
- NWŌ playing a navigator type role – to help whānau with various housing matters – financial, development, dealing with builders/architects/landlords.

**ENGAGING OTHER
ORGANISATIONS
WITH SIMILAR GOALS
TO PARTNER UP IN
DELIVERING SOME OF THE
ABOVE NON-PROPERTY
INITIATIVES**

What else is necessary to deliver the housing outcomes? “One-Stop-Shop”

An ongoing and recurring issue raised by whānau has been process, whether whānau were wanting to get into housing or had issues with their current housing. While detailing process and structure sits outside the scope of this Strategy, it was considered necessary to touch on a potential response to these issues and other practical requirements necessary to deliver the outcomes.

‘One stop shop’

Services for all things housing

This might look like the creation of a new entity for all whānau to go to if they have any questions relating to housing, with the aim of reducing barriers to information and having the ability to provide whānau with a definitive answer (without being redirected between Whai Maia, Whai Rawa). The entity could deliver all functions currently delivered by Whai Maia related to housing (including connection to MSD).

The entity could have staff who provide the non-property based support options discussed above, including financing and budgeting advice (or direct members to where to get it), and social workers who work alongside Whai Maia to help those most in need into houses. The entity will need to be adequately resourced to deliver these functions.

Structure (simplify and address existing issues)

The entity could own all residential houses occupied by whānau, and undertake all planning, construction, refurbishments and management. The structure of the entity should deal with existing problems around the risk to Whai Maia’s charitable status and tax liabilities. Expert legal and/or tax advice should be sought in creating this structure.

A new entity is not necessarily a requirement for providing these services; it would compliment and likely simplify things, however the services could be provided independently, for example through investing increased resources in Whai Maia and breaking down the information barriers.

The following items need to be carefully considered when delivering the Housing Strategy (whether through a ‘one stop shop’ or not):

- Purpose – a new standalone entity alone won’t solve all problems simply by existing. The entity should have a clear purpose based on the Housing Strategy (using vision, principles and objectives), have a clearly defined role and documentation as to how it is funded, structured and governed.
- Funding models/partners – clearly establishing funding parameters (self sustaining or operate with support from WRL/NWOT), considering possible partners or strategic alliances to reduce outlay if undertaking larger scale investments, increase scale if need additional capacity or increase overall quality of deliverable
- Policies – develop and implement clearly defined and transparent policies, including whānau Rent and Lease Policies (who gets properties, process to apply, terms and amount paid) and Collection Policies (who is responsible for collection and what happens if payment is missed). A mandate for the various non-property initiatives also needs to be established through fully identifying needs.
- People/capability – assessing the need for future resource depending on the extent of services to be provided, considering the use of a key partnership to fulfil capability gaps, increase quality of service offering, and reduce costs

**THIS MIGHT LOOK LIKE THE
CREATION OF A NEW ENTITY
FOR ALL WHĀNAU TO GO TO
IF THEY HAVE ANY QUESTIONS
RELATING TO HOUSING**

Housing Strategy Responses - Property Responses and Existing Houses

On Papakāinga

Develop the Orākei Village

- Update the masterplan with increased density approach (45+ dwellings per hectare). Values-driven design must incorporate ideas coming through themes and drive towards achieving investment objectives (i.e. building village, connection to land, whakapapa, te reo and tikanga), and explicitly deal with existing properties.
- Sell existing legacy homes to tenants at a determined rate and a new long term lease or licence to occupy in put in place. Price may consider any arrears and maintenance costs incurred by the NWOT. Tenants are expected to intensify their sections with additional housing to their whanau within a defined time-frame (recommend 15 years). If intensification does not occur within that time-frame, the Trust reserves the right to intensify the section.
- The Trust to develop land surrounding the legacy homes for long term tenancy and home ownership options for whanau. This will be used as temporary and permanent accommodation for whanau currently living in Kupe St.
- We recommend NWOT then fully redevelop Kupe St (excluding land WRL intends to purchase from HNZ) achieving medium to high density.
- Focus initially on those with biggest housing assistance needs, but develop buildings which can be independent of 'ownership type' (i.e. dynamic portfolio) and are able to change as needs of whānau change, with a variety of affordability / design specification options.
- Existing lease and rental arrangements on Orākei amended over time to be fully consistent with a shift to providing long term tenancy and home ownership security. This will need to be done through careful and considered engagement and negotiation with whānau.

Outside of Orākei but in Tāmaki

WRL developments

- Instruct Whai Rawa to, where legally possible, make all "affordable" homes (subject to SHA's) available to whanau to purchase. These houses are to remain as affordable stock. Whai Rawa to determine an appropriate mechanism.
- Instruct Whai Rawa to give whanau first right of refusal to all other homes in 100% owned commercial residential developments at market rate. This allows whanau to access opportunity while creating opportunity to build whanau wealth.

Outside of Tāmaki

With the property market in Tāmaki-Makarau so expensive, options in areas with cheaper land, yet NWOT still have a spiritual connection with (e.g. Ōtaki) should be explored as alternatives as Orākei begins to reach full capacity in the longer term.

Housing Strategy Responses - Non-Property

Available to all whānau who meet criteria for different initiatives

- Establish a “one stop shop” for all housing related issues and support. NWŌT to undertake assessment as to whether a separate entity should be established.
- Provide assistance to access financing (requires negotiations with banks)
 - Deposit assistance – A number of potential structures are available
 - Intergenerational mortgages or acting as guarantor
- Social partnering – engage NGO partners with aligned objectives and complementary expertise, or investors who may be willing to have lower financial returns in exchange for social returns
- Financial literacy, budgeting advice, provided by staff at ‘one stop shop’.
- Direct personal assistance to those in need to access housing assistance (e.g. couch surfers or homeless provided with social worker from ‘one stop shop’ to support them into housing and on their journey to get back on their feet, accessing Healthy Housing programme etc.)





EVALUATING ‘PACKAGES’ OF RESPONSES

Ngāti Whātua Ōrākei Trust Draft Housing Strategy

Package One: Village first and ‘one stop shop’

Prioritise turning Orākei into a thriving, inter-generational village community, and create new entity for all things housing with large housing support role.

Package components	Potential for alignment with Investment Objectives						Relative commercial affordability and sustainability
	More whānau are living on, or strongly connected to our whenua	More of our people are living in homes that meet their needs	Our most vulnerable whānau are well housed	Create a thriving, healthy village and whanaungatanga	Increased intergenerational equity and connectivity is evident	Our people have richer te reo and tikanga knowledge	
- Large investment into constructing medium- to higher-density houses on Papakāinga (e.g. 100 new houses). Mix of home models built (75% rental / 25% ownership), with a heavier focus on housing vulnerable families and those most in need (i.e. social and assisted rental properties), but with capability to transition to ownership.	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	
- Over time incorporate increasing number of home ownership assistance schemes (assisted ownership or financing assistance) for houses in Orākei and more broadly.	✓✓	✓✓		✓✓	✓✓	✓✓	
- WRL development opportunities (ring-fence 10% Special Housing Area affordable and instruct to set aside additional proportion for whānau).	✓	✓✓	✓	✓			
- New entity (‘One stop shop’) formed with a large operational role, providing range of property support services within Tāmaki to whānau – e.g. support into quality rental properties across Tāmaki, assistance in accessing grant funding / tenancy support programmes, financial literacy programmes. Entity also structured to deal with tax and charitable status problems.		✓	✓✓		✓		
- Extend reach of ‘one stop shop’ service offering to be accessible anywhere, e.g. through online initiatives (videos / tutorials), site visits.		✓	✓			✓	
Total package	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓

Package Two: Use full forecast dividend stream to maximise occupancy on Ōrākei, large reach of ‘one stop shop’

Increase density / reduce construction costs and maximise occupancy.

Package components	Potential for alignment with Investment Objectives						Relative commercial affordability and sustainability
	More whānau are living on, or strongly connected to our whenua	More of our people are living in homes that meet their needs	Our most vulnerable whānau are well housed	Create a thriving, healthy village and whanaungatanga	Increased intergenerational equity and connectivity is evident	Our people have richer te reo and tikanga knowledge	
- Use entire forecast Trust dividend stream until FY21 (~\$80m) to build as many houses on Ōrākei as possible (primary rental, some ownership), at increased density and trying to reduce construction costs.	✓✓✓	✓✓✓	✓✓✓	✓	✓✓	✓✓	
- WRL development opportunities (ring-fence 10% affordable and instruct to set aside additional proportion for whānau).	✓	✓✓	✓	✓			
- New entity (‘One stop shop’) formed with a large operational role, providing range of property support services within Tāmaki to whānau – e.g. support into quality rental properties across Tāmaki, assistance in accessing grant funding / tenancy support programmes, financial literacy programmes. Entity also structured to deal with tax/charitable status problems.		✓	✓		✓		
- Extend reach of ‘one stop shop’ service offering to be accessible anywhere, e.g. through online initiatives (videos / tutorials), site visits.		✓	✓			✓	
Total package	✓✓✓	✓✓✓	✓✓✓	✓	✓✓	✓✓	

Package Three: Low capital risk

Combines low initial capital investment in properties on Orākei, ownership assistance on Orākei or further abroad, and heavy operational support through 'one stop shop'.

Package components	Potential for alignment with Investment Objectives						Relative commercial affordability and sustainability
	More whānau are living on, or strongly connected to our whenua	More of our people are living in homes that meet their needs	Our most vulnerable whānau are well housed	Create a thriving, healthy village and whanaungatanga	Increased intergenerational equity and connectivity is evident	Our people have richer te reo and tikanga knowledge	
- Construct and manage a small number of social / assisted rental houses (~25 houses) on Orākei and slowly build more over time.	✓	✓	✓	✓	✓	✓	
- Focus on assisted ownership or financing assistance models that require lower capital outlay (low % shared-equity), or deposit assistance (with limit to capital rqmts). Could be on tribal land or not.	✓	✓		✓	✓	✓	
- WRL development opportunities (ring-fence 10% affordable and instruct to set aside additional proportion for whānau).	✓	✓✓	✓	✓			
- New entity ('One stop shop') formed with a large operational role, providing range of property support services within Tāmaki to whānau – e.g. support into quality rental properties across Tāmaki, assistance in accessing grant funding / tenancy support programmes, financial literacy programmes. Entity also structured to deal with tax and charitable status problems		✓	✓✓		✓		
Total package	✓	✓✓	✓	✓	✓	✓	✓✓✓



HIGH LEVEL FINANCIAL MODELLING OF PACKAGES

Ngāti Whātua Ōrākei Trust Draft Housing Strategy

Building a village for our people - Key Assumptions

Papakāinga

Rental Properties

Setting the appropriate level of rent for properties on the Orākei block is a complex undertaking, with the desire to provide affordable rental properties needing to be balanced against the level of subsidisation provided to whānau who are in these homes at the expense of the rest of the hapū. Any subsidy must be recognised as coming at the expense of other uses of tribe money, such as education, health, employment, social initiatives.

Further complicating the issue is the inconsistencies in terms provided to hapū in existing houses on Orākei. For example, rent charged on three bedroom properties ranges from \$85 per week to over \$500 per week.

Consistency and fairness, instead of self interest, must be the starting point when determining new rental policies. This has been consistently heard when engaging with whānau through the interviews and whānau hui. Rent should also be set at a fair rate that recognises the value of whānau living on Orākei land and contributing to the community.

The next factor to consider is the extent that rent covers costs, or 'washes its face'. A starting principle is that rent should at least cover ongoing operating costs (such as rates, repairs and maintenance etc.), so the property is not costing the tribe money on an ongoing basis.

If NWŌT is going to construct new properties to be used as rental properties, the timing and level of capital investment recovery has to be considered (no margin/profit is intended to be made from NWŌ hapū renting from NWŌT).

At one end of the spectrum, rent could be set as approximately equal to operating costs, resulting in no recovery of the cost to construct the

properties. The capital would essentially be a distribution to whānau who end up renting in the properties for the term of the rent. If the tenants are on rent to buy arrangements, the capital may be recovered once the purchase is executed. The cost to the Trust is the opportunity cost of that capital being tied up until purchase, weighed up against the price received for the property upon sale.

At the other end of the spectrum, a market rent could be charged. The ability to live in safe, quality housing on the Papakāinga would be the extent of the Trust's housing assistance provided to these whānau – more in line with a 'user pays' model. The actual level of rent charged will likely sit in between these two extremes.

High level modelling of these two scenarios is presented on the next page to provide an estimate of the cost differential.

SETTING THE APPROPRIATE LEVEL OF RENT FOR PROPERTIES ON THE ORĀKEI BLOCK IS A COMPLEX UNDERTAKING

Building a village for our people

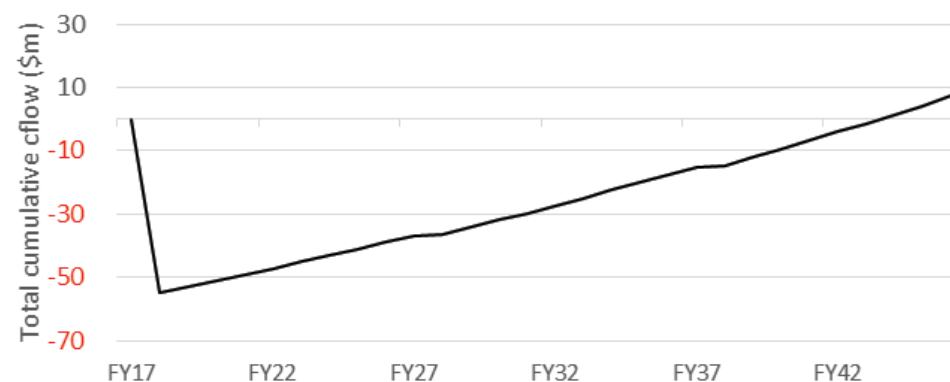
Under both scenarios below, 100 three bedroom properties are constructed. The properties are assumed to be 120m² and cost \$4,428 per square metre (totalling \$528,000 each).

Average weekly rent in the Eastern Suburbs in February 2017 was \$638 for a three bedroom property. Operating costs include assumptions on repairs and maintenance, tenancy management, insurance, rates and organisation overheads, and are discussed in more detail in the financial modelling section. Note these estimates are indicative. Forecasts are inherently uncertain and are based upon assumptions that cannot be assured.

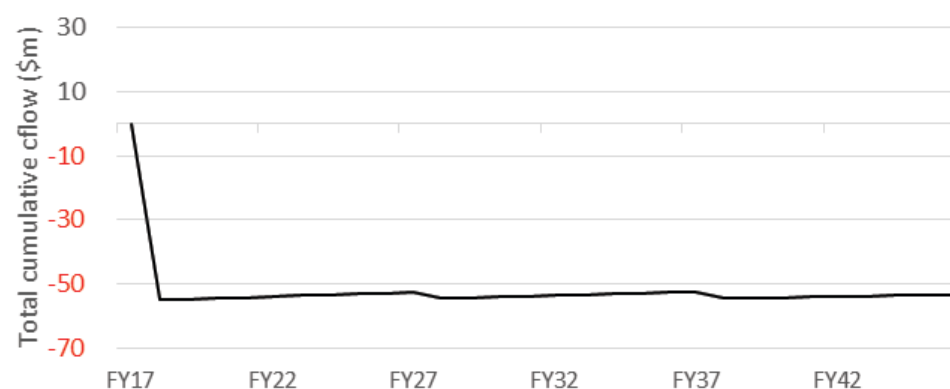
If rent is set at the average market weekly rent level, gross rental yield (rent received divided by property price) is 6.1%, and gross profit margin (gross profit divided by rent) is approximately 50%, based on operating expenses assumptions. Both of these metrics are more or less in line with industry standards. Under these assumptions, the payback period for the \$53 million investment is approximately 25 years (see top chart opposite). Setting rent at 40%² of market (\$255 per week) approximately results in rent just covering operating costs (bottom chart opposite).

Over the 30 year modelled period, there is a \$61 million difference (nominal, not discounted) between setting rent at market levels and setting rent approximately equal to operating costs. These numbers are indicative, but provide an indication of the trade off NWŌT must make.

Cumulative net cashflow (full market rent)



Cumulative net cashflow (40% market rent, just covering costs)



1. Source: Barfoot & Thompson February 2017 Rental report
 2. This might be expected to be 50% given the 50% gross profit margin in the first scenario. This is due to taxes paid on operating profit (assumed to be Māori Authority rate of 17.5%)

Financial Modelling

High level comparison between different ownership types, timing of construction and volume of houses built.

We have modelled the three 'packages' of responses above to provide an indication of the amount of funding required and the impacts of different choices NWŌT can make. The modelling forecasts costs and revenue based on the number of houses of each different property ownership or tenancy model chosen to build on Orākei land. The modelling also provides a high level estimate of the operating costs of implementing the 'one stop shop'.

Any modelling is dependent on the inputs and assumptions made. The assumptions in the model are appropriate for high level outputs and comparisons, however more detailed assessment on any options being considered is required before any decisions are made.

Construction costs

In estimating the construction costs, consistent values have been used across different property types, essentially assuming social houses, rentals, rent to buy or shared equity houses are all built to the same specification and reflecting the dynamic portfolio approach. The key assumptions are:

1. Number of houses being built
2. What type of dwelling (number of bedrooms) and the size (m²) of each type. Assumption of 60m² one bedroom -> 150m² four bedroom
3. Cost per m² to build

Current estimates for standalone houses in Auckland range from around \$1,500/sqm for lower quality houses, standard quality at \$2,000 - \$2,500, and \$3,500/sqm for 'executive', high quality houses. This is just construction costs, i.e. does not include site costs and 'pre-construction costs'.

Consistent with advice from WRL, we have used a total build cost (including site costs and pre-construction) in the modelling of \$3,500 per sqm, plus 15% professional fees plus 10% contingency, for a total of \$4,428 per sqm. Sensitivities of +/- 10% are also applied to provide a range for each scenario.

Relocation costs of existing houses (\$20,000 per house) on Orākei are estimated based on the land required for a 45 dph development and the current density average of 8 dph.

Operating revenues and costs

Rent charged depends on the operating model. As a base case:

- social housing tenants are assumed to receive IRRS and therefore NWŌ receives market rent;
- assisted rentals pay 60% of market rent; and
- rent to buy models paying 90% of market rent.

Market rent is based on average rent received in Auckland's Eastern Suburbs in February 2017, and assumes only 5% bad debts. Rent charged is a key variable that NWŌ will need to determine in making decisions further down the line.

Operating expenses include repairs and maintenance (based on 10% of market rent), tenancy management (based on the number of tenants and corresponding staff required at \$60k salary p.a.), insurance and rates (based on 0.4% value of the properties) and organisation overheads (based on 10% of operating costs).

Additional capital expenditure for larger maintenance or expansions of \$15,000 (inflated) is forecast every 10 years. All figures are in nominal terms, inflated at a flat 2% p.a. over the 30 year forecast period, unless otherwise specified.

Financial Modelling - Package One: Village first and 'one stop shop'

Prioritise turning Orākei into a thriving village community, and create new entity for all things housing with large housing support role

Under this package, 100 houses are built in Orākei, commencing in mid-2019. 75 are rentals (split between social housing / IRRS, and assisted rentals) and 25 are for private ownership (recognising this is on papakāinga land, i.e. land is leased). These are assumed to be shared equity developments, where NWŌT contributes and retains 50% passive ownership of the property. Other ownership assistance schemes discussed earlier could be incorporated to help whānau into these developments. Key assumptions are presented opposite.

The package includes establishing a new entity to become a 'one stop shop' for all things housing. As the exact shape and scope of services provided is still uncertain, the extent of the financial modelling for this entity is limited to an estimate of the number of staff members required, the salary they might receive and 10% of this cost as additional overheads. We assume two full time staff members, receiving \$60,000 p.a, beginning from mid-2018. Note this is in addition to tenancy management expenses forecast.

Increase home ownership assistance schemes over time, in Orākei and more broadly, is another component of the package. Deposit assistance is modelled at a high level based on NWŌT helping 50 people with their deposit. NWŌT is assumed to provide security in an account amounting to half of the required 20% deposit for a new home (on average), at an average home value of \$700,000. This provides an estimate of the amount of capital required, however doesn't model any associated cost of this capital. This scheme would result in significant capital being tied up and the opportunity cost of this capital would have to be considered. The package includes 40 affordable houses at Hillary Block (c. 10%) being set aside for whānau to purchase at market price.

Also included is NWŌT instructing WRL to set aside 2.5% of houses in future developments to be used as social housing for whānau (e.g. those currently on the waiting list for WML rentals). This would be

approximately 10 houses at Hillary Block. No financial information is modelled related to these houses – if the Trust is interested in pursuing then the opportunity cost implications for each development would have to be considered by NWŌT and WRL.

Key financial assumptions for housing development

No. of Units	Social housing	Assisted rental	Shared equity	Total
2 Bedroom	10	10	5	25
3 Bedroom	15	15	10	40
4 Bedroom	10	15	10	35
Total	35	40	25	100

Construction metrics	#of units (total)	Size (m2)	Cost (\$/m2)
2 Bedroom	25	90	4,428
3 Bedroom	40	120	4,428
4 Bedroom	35	150	4,428

Rent	Social housing (market)	Assisted rental (60% of market)	Shared equity
2 Bedroom	500	300	-
3 Bedroom	650	390	-
4 Bedroom	800	480	-

Operating expenses	Social housing	Assisted rental	Shared equity
Repairs & maint. % of mkt rent	10%	10%	-
Tenancy mgmt. FTE's required	1 per 30 houses	1 per 50 houses	-
Salary p.a.	60,000	60,000	-
Insurance % of house value p.a.	0.35%	0.35%	-
Rates % of house value p.a.	0.40%	0.40%	-
Overheads % of house value p.a.	0.10%	0.10%	-

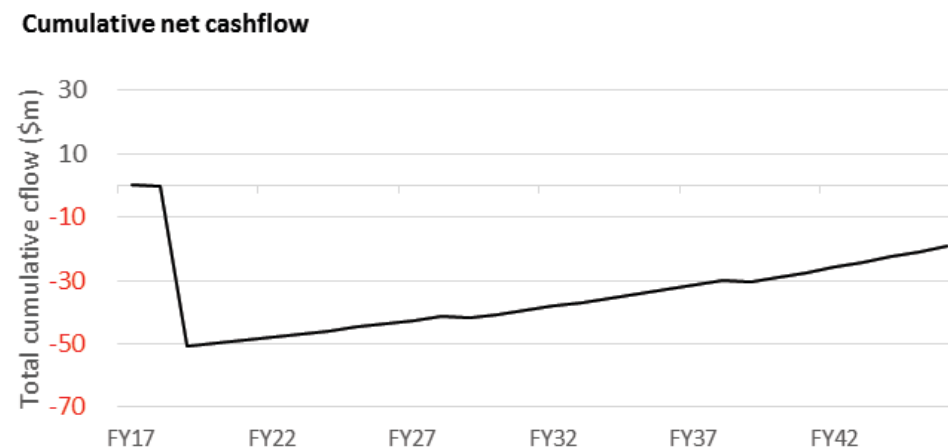
Financial Modelling - Package One: Village first and 'one stop shop'

Prioritise turning Orākei into a thriving village community, and create new entity for all things housing with large housing support role

Based on the assumptions discussed on the previous pages, the high level findings are:

- Potential for over 400 people to be provided with housing on Orākei and a further 200 at Hillary Block (assuming an average of four people per house).
- Approx. 22,000m² of land would be required on Orākei (based on 45 dph).
- An investment of between \$45m - \$55m to build the properties (depending on quality, size, contingency etc.).
- Annual operating cash flows are shown in the top chart opposite. This shows a net cash flow of approximately \$1.0m per annum. Excluding the cost of providing the 'one stop shop' ancillary property services, this is around \$1.2m per year, resulting in a 35 - 40 year payoff period to recover the capital investment (in nominal terms, not NPV).
- Including one stop shop expenses, there is an estimated \$20m deficit at the end of the 30 year modelled period (bottom chart opposite).
- NWŌT would require \$7m cash to be provided as a security deposit for its deposit assistance scheme if helping 50 families with half of their deposit, based on a \$700,000 average house value.

The following pages provide differing scenarios to show the impact of changing a few key assumptions.



Financial Modelling - Package One: Village first and 'one stop shop'

Delaying construction and the impact of rental arrears

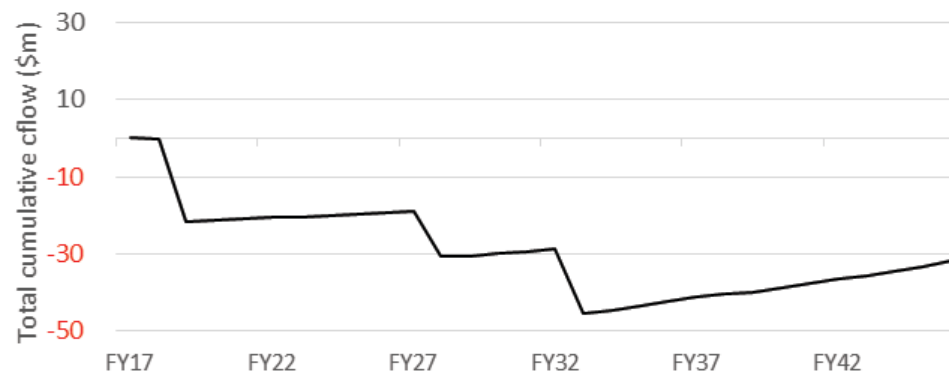
The top chart opposite shows the impact on cumulative net cash flow of NWŌT spreading construction of these houses over 15 years. 25 private ownership and 35 of the rental properties are constructed in 2019, followed by a further 20 after 10 years, and the remaining 20 five years after that.

Spreading construction across a larger time period would enable NWŌ to accumulate funding from other areas, observe the success of the first 60 houses built and create flexibility for future developments. This would come at the expense of less houses provided to whānau until further down the track.

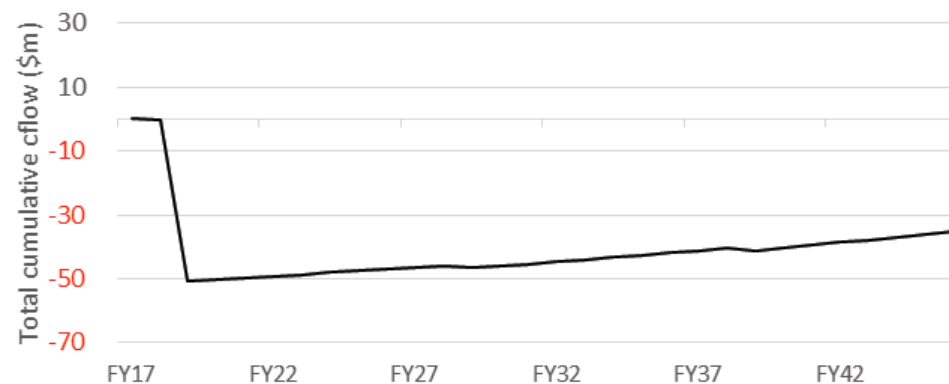
The initial investment required will be less, however there will be a longer period before investment is recovered due to less houses in operation over the forecast period.

The bottom chart opposite shows the impact of bad debts and significant rental arrears on the cumulative cash flow in this scenario. The modelling currently assumes a 5% loss to bad debts, however increasing this to 30% (approximately what NWŌT experiences on current rental properties) significantly affects annual cash flows and recovering initial investment. Over the 30 year time period, 30% bad debt results in close to a \$16m shortfall compared to the 5% assumption.

Cumulative net cashflow (delayed construction)



Cumulative net cashflow (30% bad debts)



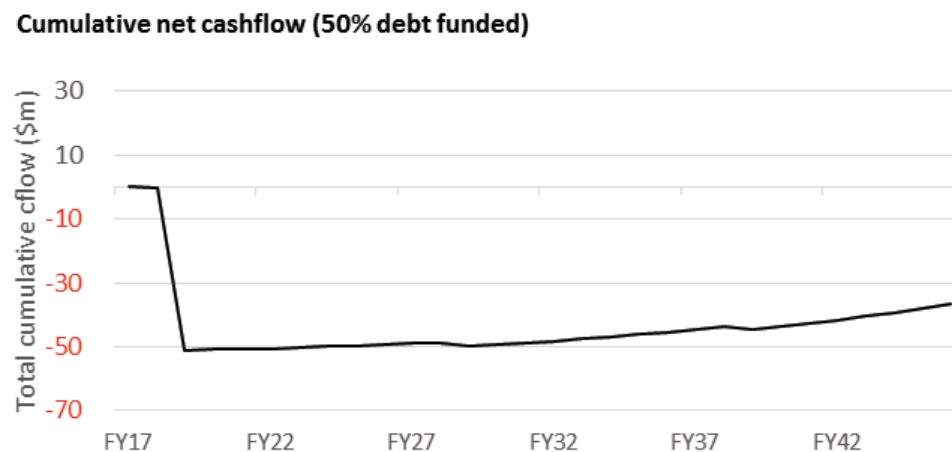
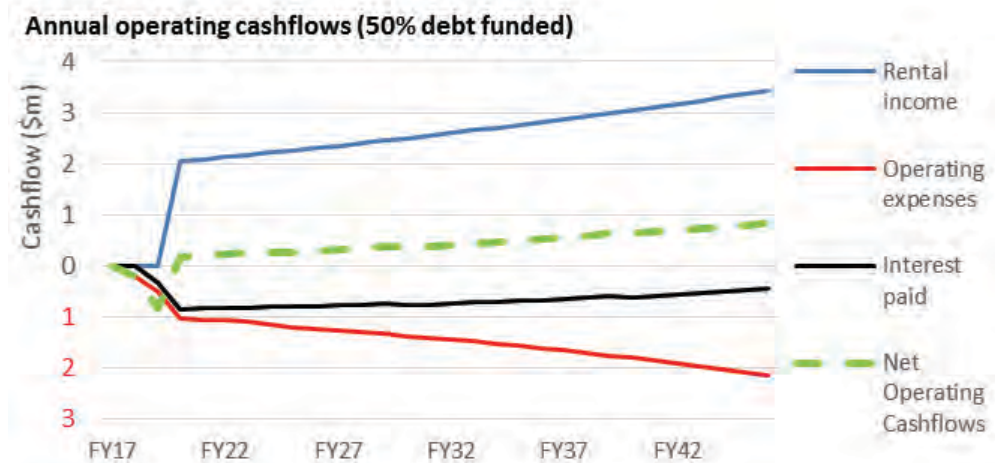
Financial Modelling - Package One: Village first and 'one stop shop'

50% funded with debt

The previous forecasts assume that NWŌ is able to fully fund the developments with its own equity that requires no direct return on its capital. The charts opposite illustrate the impact on ongoing operating cash flow if the 100 houses were 50% funded with debt.

Annual cash flows are significantly decreased after making principal and interest repayments (assuming 3.75% interest rate being approximately WRL's commercial borrowing rate, which itself is subject to the risk of increasing over time), decreasing the return for NWŌT and increasing the risk operating costs are not covered.

However, NWŌT would only need to provide half of the initial funding and could prioritise its capital elsewhere. The Trust would have to determine the optimal mix of capital for new developments based on total availability of funds, other initiatives competing for funding and the level of debt it can feasibly take on. The setting of rent levels would also have to take into account any debt, as this is an additional cost to be covered by rental income.



Financial Modelling - Package One: Village first and 'one stop shop'

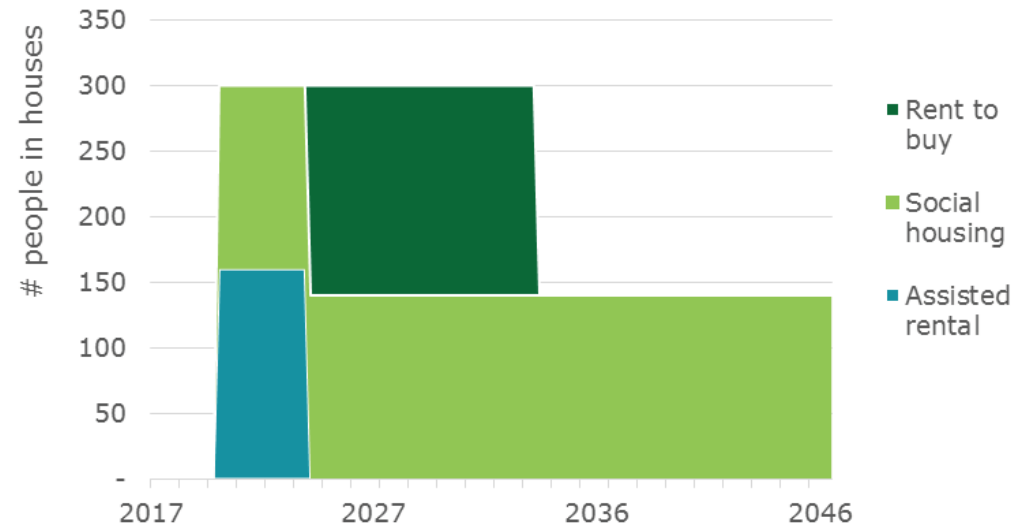
Assisted rentals transition to rent-to-buy

This scenario shows the potential impact of tenants transitioning into home ownership. It assumes all assisted rental tenants transition into a rent to buy arrangement after five years. Rent is set at 40% of market rent (approximately equal to ongoing operating costs to allow tenants to save for a deposit), and all tenants are assumed to complete purchase after 10 years in the arrangement.

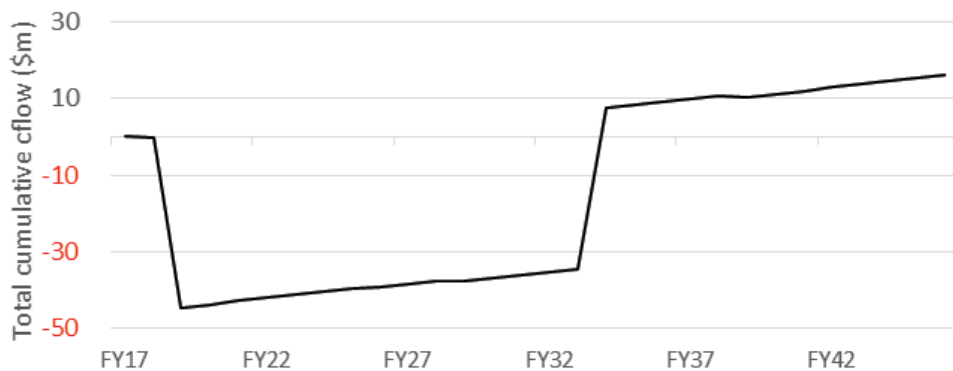
The chart below shows the impact of this sale on the cumulative cash flow. The sale of the properties to the rent to buy owners provides capital that can be recycled into building new units that meet the needs of whānau at the time.

The capital value of the properties is assumed to increase at 5% per annum (no land appreciation as on Papakāinga). This assumption has a large impact on the amount NWOT receives upon the sale of the properties, the chart opposite (below) shows the impact of a 0% capital value growth assumption.

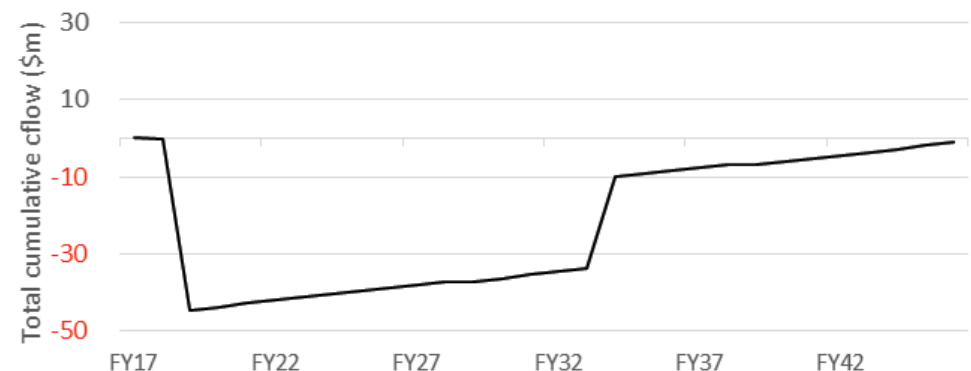
Number of people in new built houses owned by NWOT



Cumulative net cashflow (5% p.a. capital value growth)



Cumulative net cashflow (0% p.a. capital value growth)



Financial Modelling - Package Two: Use full forecast dividend stream to maximise occupancy on Orākei, large reach of ‘one stop shop’

This scenario investigates how many houses could be built on Orākei with a budget of \$80m from 2021 (i.e. assuming the full potential distribution stream to NWŌT from WRL until FY21 was used to construct housing). Maximising occupancy could be achieved through either increasing density or lowering construction quality, or a combination of the two. While compromising size and/or quality of new builds on Orākei is not desired, this is intended to show what might be possible. The modelling assumes construction costs decrease to \$3,500/m², and the size of the houses remains the same.

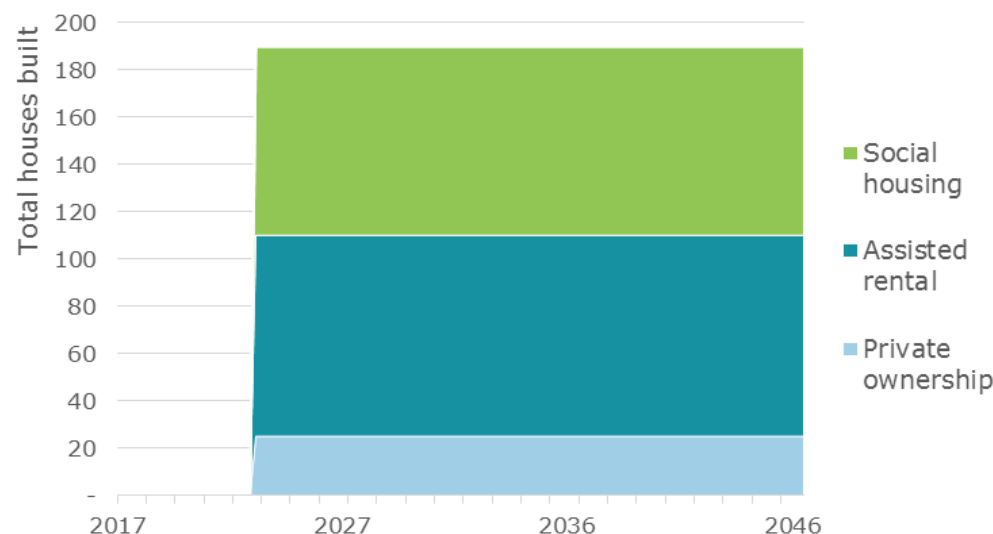
The profile of the houses built is shown opposite. The number of houses built for private ownership remains the same, while the number of social housing and assisted rentals increases proportionately up to the \$80m budget.

All other operating assumptions remain the same as presented earlier.

Package Two includes the creation of the ‘one stop shop’, with a large operational role and broad reach to whānau outside of Tāmaki, and WRL’s commercial developments being utilised to support whānau into housing. Modelling around these components remains the same as for Package One.

No. of Units	Social housing	Assisted rental	Shared equity	Total
2 Bedroom	15	15	5	35
3 Bedroom	40	40	10	90
4 Bedroom	25	30	10	65
Total	80	85	25	190

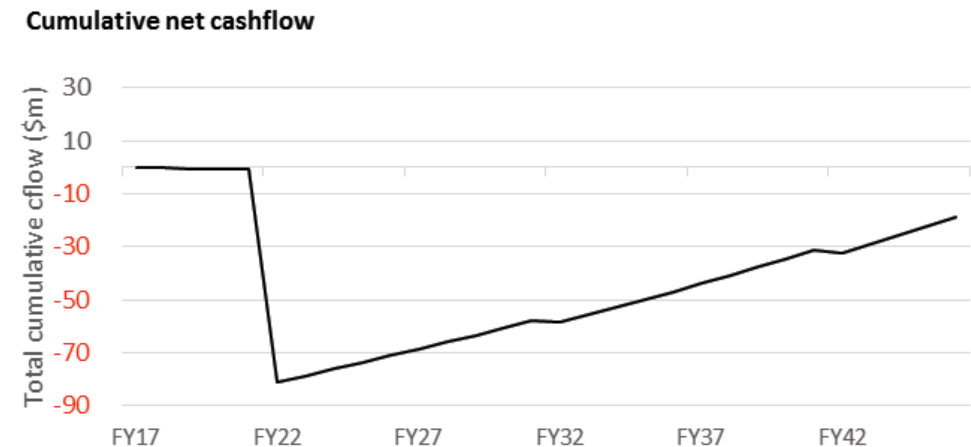
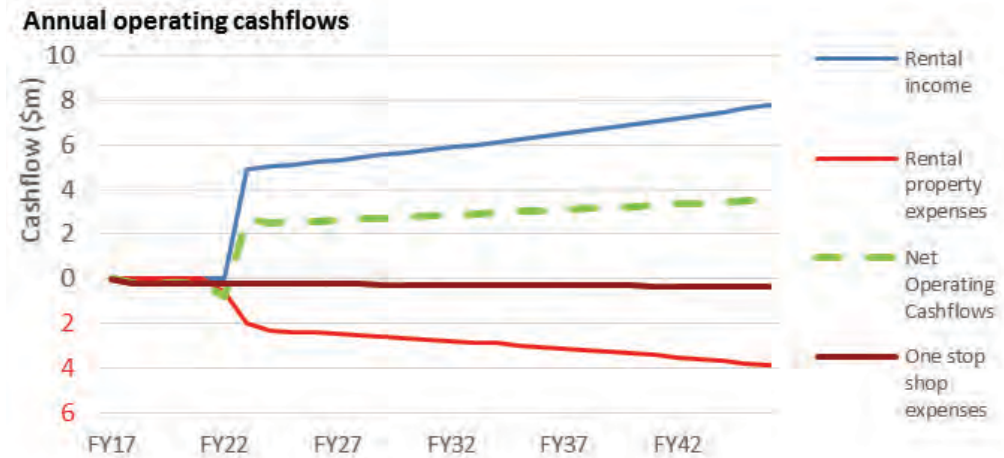
Houses built by property type



Financial Modelling - Package Two: Use full forecast dividend stream to maximise occupancy on Orākei, large reach of 'one stop shop'

Based on the assumptions discussed on the earlier pages, the high level findings are:

- 190 houses able to be built.
- If density were to remain at 45 dph assumption, approximately 4.10 ha would be required. If the houses were constructed in a more intensive density arrangement (say 60 dph), approximately 3.10 ha would be required.
- Potential for over 700 extra people to be housed on Orākei, in addition to the 200 assumed at Hillary Block.
- Given the operating assumptions (rent and tenancy expenses), relative to Package One the increased number of houses simply increases the scale of the operations. This is shown by the steeper slope in the cumulative cash flow chart opposite (below). The tenancy management operations would have to increase significantly, however more rental income will be received.
- NWŌT would have to consider their capacity and capability to manage an extra 165 tenancy arrangements.



Financial Modelling - Package Three: Low capital risk

Combines low initial capital investment in properties on Orākei, with ownership assistance on Orākei or further abroad

Under this package, NWŌT would take a more conservative approach to using its capital to construct on Orākei, building only 25 houses for rentals (split between social housing and assisted rentals) in 2019 and then slowly building more over time. Focus is also on assisted ownership models on Orākei, building 30 shared-equity and rent to buy houses, and using this capital to recycle into building more properties.

The shared-equity properties assume NWŌT contributes 20% of the capital cost to a new build and retains this as a passive percentage ownership until the owners sell (or buy NWŌT's share). The modelling assumes 50% of these owners sell in 2029. Rent for rent to buy is set at 40% of market rent, and all tenants are assumed to complete purchase after 2029 years in the arrangement.

Funds from the sales in 2029 could be put towards whatever the needs are at the time. This scenario assumes the funds are used to construct 20 more rent to buy houses in 2030, which are in turn sold after 10 years, along with the remaining shared-equity houses. These funds are then used to build more social housing and assisted rental properties.

The capital value of the properties is assumed to increase at 5% per annum. All other operating assumptions remain the same as presented earlier.

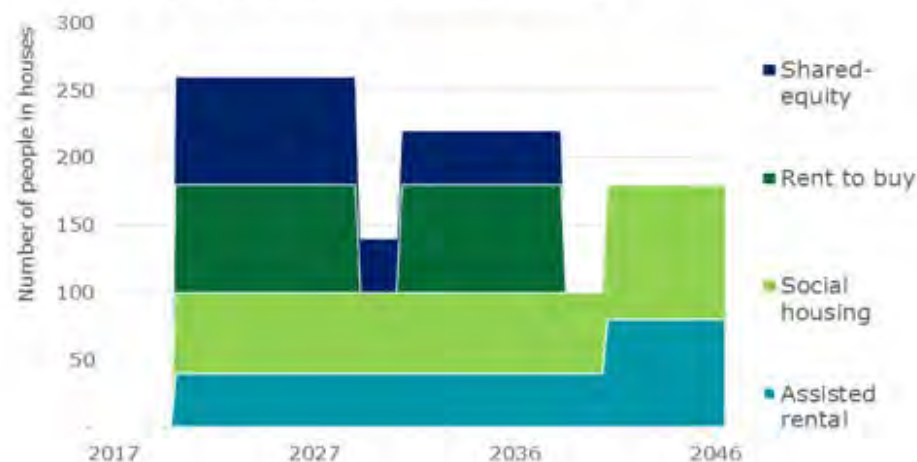
Like Package One and Two, this package also includes the creation of the 'one stop shop', with a large operational role (although with a less extended reach), and WRL's commercial developments being utilised to support whānau into housing. Modelling around these components remains the same as for Packages One and Two. Some capital may be put towards deposit assistance schemes to help ownership aspirations broadly (within Tāmaki and further afield).

2019 Construction	Social housing	Assisted rental	Rent to buy	Shared equity	Total
2 Bedroom	5	5	-	-	10
3 Bedroom	5	5	10	10	30
4 Bedroom	5	-	10	10	25
Total	15	85	20	20	65

2030 Construction	Social housing	Assisted rental	Rent to buy	Shared equity	Total
2 Bedroom	-	-	-	-	-
3 Bedroom	-	-	10	-	10
4 Bedroom	-	-	10	-	10
Total	-	-	20	-	20

2040 Construction	Social housing	Assisted rental	Rent to buy	Shared equity	Total
2 Bedroom	-	-	-	-	-
3 Bedroom	5	5	-	-	10
4 Bedroom	5	5	-	-	10
Total	10	10	-	-	20

Number of people in houses owned by NWŌT

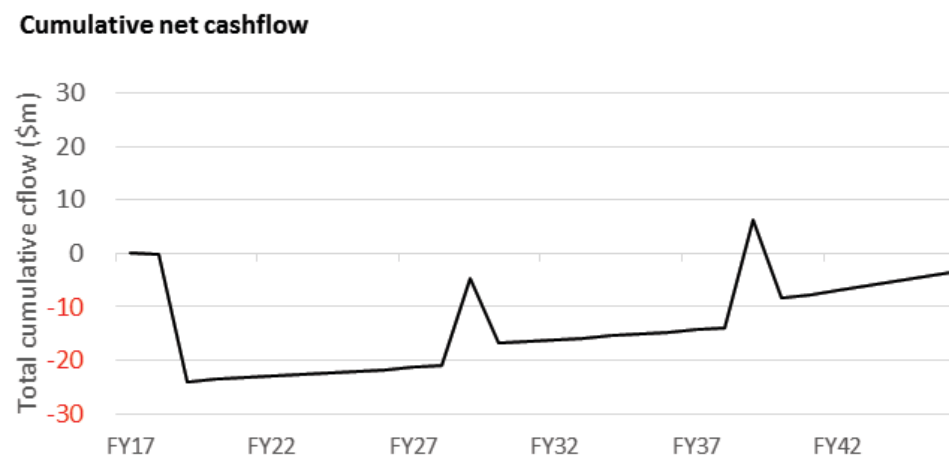
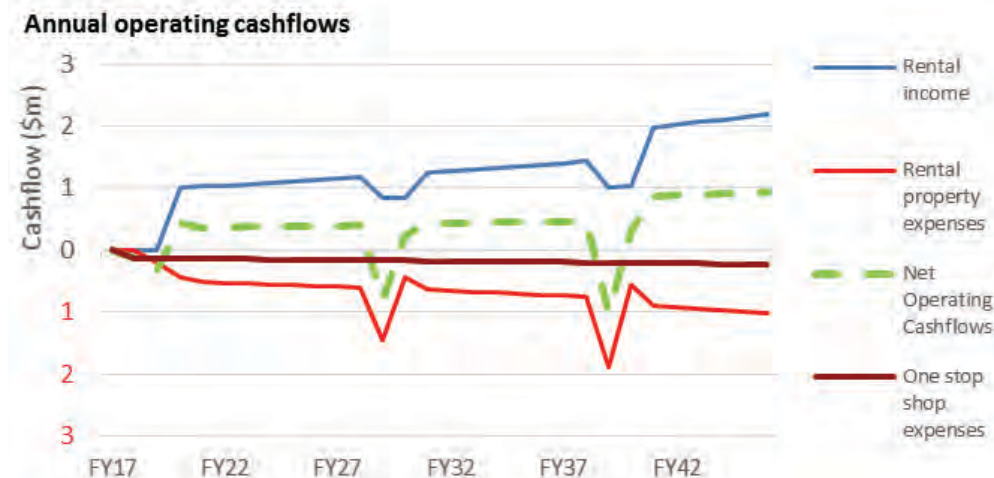


Financial Modelling - Package Three: Low capital risk

Combines low initial capital investment in properties on Orākei, with ownership assistance on Orākei or further abroad

Relative to Packages One and Two, the high level findings are:

- Less initial financial outlay required for NWŌT as constructing fewer properties initially and only funding 30% of the shared equity builds.
- Combined with the cash received on the sale of the properties, results in a more financially sustainable combination of options for NWŌT while still making steps towards building a village on Orākei and providing 105 new houses in a mix of rental assistance and home ownership options.
- However, in the short term NWŌ would be providing limited assistance towards housing those in need, primarily focusing on members in relatively strong financial situation; those who can either access funds to buy 70% of a property or who are in a position to transition into a rent to buy arrangement are aiming to buy a property shortly.
- The home ownership options could be substituted (or supplemented) with deposit assistance or guarantee schemes as opposed to NWŌT constructing these properties, and don't need to be on Orākei Papakāinga.



Financial Modelling - Potential construction costs.

The potential costs outlined are indicative only. The financial modelling work undertaken as part of our housing strategy development was never intended to give exact costs for achieving our housing aspirations. The main purpose was to see the effect of different decisions as we explored scenarios.

The precise costs of setting up a “one stop shop” and creating a village in Orākei is the domain of a next piece of work. NWŌT will need to weigh up the timing of housing initiatives against other needs that add to the wellbeing of Orākei whānau.

The construction costs at \$600m are a significant spend but the housing initiatives will be staged over 50 years and plans should factor the need recouped the building costs from sales to the end owners.

At a high level, there is the potential for 900 medium density houses to be built on existing papakāinga land already owned in Orākei.

Potential Construction Costs				
Dwelling Type	Number of units	Size (m2)	Cost (\$/m2)	Cost (\$000)
Two bedroom	25	90	*4,428	9,963,000
Three bedroom	40	120	*4,428	21,254,400
Four bedroom	35	150	*4,428	23,247,000
Sub-total	100			54,464,400
Sub-total	900			490,179,600
Demolition/removal of existing houses [Total existing house stock 161 (less 30 Kainga Tuatahi) leaves 131 potential sites for potential redeveloped at \$35k per dwelling]	131		35,000	4,585,000
Allow additional contingency as numbers are very broad				105,235,400
Total			say	600,000,000
* Per meter cost is \$3,500 plus allowance for professional fees (15%) and contingency (10%)				

Note - Above are cost guides only. Detailed scope is yet to be scoped by NWŌT once options are agreed

Financial Modelling - Potential Costs - Village first and ‘one stop shop’

The precise costs of setting up a “one stop shop” and creating a village in Orākei is the domain of a next piece of work. At a high level this could be:

	Potential costs		One-off Costs	Ongoing Costs
1	Agree to focus on housing opportunities on papakāinga land in Orākei first.		N/A	
2	Review, revamp and confirm a master plan for housing development in Orākei. (Note, detailed plans and consents covered in #9 below)		\$50-100k	
3	Confirm housing structure, policies and procedures that value our whānau and make our housing options real.		\$50-100k	
4	Analysis of costs in greater detail. Confirm spending priorities in housing along with other areas of spending that create greater whānau wellbeing.		\$50-100k	
5	One Stop Shop - Create a clear contact point for whānau queries and support on housing. Communication program and training to position whānau for stable tenancies, home ownership and wealth creation.	Say 2 Whānau Navigators		\$150k
6	Communication program and training to position whānau for stable tenancies, home ownership and wealth creation.	Over 2 years	\$50k	
7	Legacy Homes (Kitemoana St / Watene Cres / Reihana St) <ul style="list-style-type: none"> Hohou te rongo process to heal the past and agree a positive future Explore and confirm options for house transfers and redevelopment (cost into development) 	Over 2 years	\$50k	
8	Ensure our most vulnerable whānau have secure renting options. Plan transitional renting options for those effected by re-development. Annual subsidy budget to be investigated			\$50k
9	Implement our Orākei Village Development – create more home ownership options in Orākei for whānau to have more living on our papakāinga near our Marae. (Say 900 homes in a medium density well planned redevelopment in Orākei). NWŌT will incur upfront costs but it is intended that the costs will be passed on to the purchasers, whānau or the NWŌT entity that will be the end owner.	Over a 50 year period 900 new houses.	\$600m	
10	Expand home ownership options for whānau in Tāmaki (and beyond).	Consider at a later date		

Note – Above are cost guides only. Detailed scope is yet to be scoped by NWŌT once options are agreed





SUMMARY & NEXT STEPS

Ngāti Whātua Ōrākei Trust Draft Housing Strategy

Summary & Next Steps

People First, Not Property

Our housing strategy approach clearly put people first rather than property. The process was deliberate about ensuring that the whānau voices that contributed to our thinking and direction around housing, were a fair representation of registered NWŌ members. A key part of the implementation and next steps is to keep a focus on listening to our people and taking whānau with us on our housing journey.

Thriving Orākei Village

Our initial focus in this strategy will be on re-developing and making better use of existing land owned by NWŌT in Orākei (20 hectares of residential land). We want more whānau housed in Orākei with our Marae as the hub of a thriving Orākei Village. There has been a plan developed for Orākei. It will be reviewed and updated incorporating the themes identified in our detailed strategy pack.

The staging will require particular care and co-ordination. We recommend first developing the land surrounding the legacy homes for rent and home ownership options for whānau. This will provide temporary and permanent accommodation for whānau living in Kupe Street houses while the NWŌT fully redevelops Kupe St to medium and high density.

Legacy Houses

We have referred to the original housing portfolio on Kitemoana St, Watene Cr, Rowena Cr and Reihana St as our “Legacy Houses”.

It was important to explore issues and solutions for our legacy houses and make sure that in the long run the policies, procedures and lease agreements for these houses were consistent with other houses in the NWŌT portfolio. We also recognised the importance of presenting an option that would incentivise progress.

In line with creating a village and housing more whānau in Orākei, it was also important to make sure that more houses were built and better use was made of the current land surrounding the legacy homes. Development options will be in line with a revamped medium-to-high density master plan for NWŌT owned land in the Orākei area.

Many of the existing houses are nearing the end of their useful life. The

short term plan will be to develop new houses on unused land surrounding the existing legacy homes. The long term move will be to sell the houses at a determined price to the current tenants with the expectation to intensify their sections within a specified time period (recommend 15 years). The tenants will move to long term leases or long term licences to occupy to facilitate this. By consultation and mutual agreement, existing residents will be given security over how long they can stay in the houses as they are.

Communication Plan & Hohou Te Rongo Process

A comprehensive whānau communication plan needs to be put in place. With respect to the legacy houses, this will also include a hohou te rongo process to heal the past and agree a positive future.

One Stop Shop

The notion of a housing “one stop shop” clearly came through as a requirement to take away existing communication confusion. Whānau want to easily identify who they turn to for housing initiatives and support. The roles and requirements are yet to be scoped out but in the interim we recommend the existing structure find a way to create a single point of entry for all housing related issues and support. Next steps will also include confirming the structure of this support, who it is provided by and whether it should be run by an existing Ngāti Whātua Ōrākei entity or a new entity set up specifically for whānau housing. It is unclear at this stage if the navigator roles can be tagged on to existing staff’s duties. We have allowed for two housing navigators in our high level costings. This would also allow budget for a dedicated person to follow through on implementing some of the next steps in the housing strategy and some administrative support.

Policies and Procedures

The discussion slides in our long form strategy pack should be used to help formalise our housing policies and procedures in a way that reinforces what we are wanting to put in place for whānau. For example this will include;

- not making profit from whānau but instead recouping costs over a reasonable time-frame;
- Where legally possible, all affordable homes constructed in a commercial development must be offered to whānau to purchase;
- where legally possible other homes constructed in a commercial development should be offered to whānau first to purchase at market value.

Potential Costs

The potential costs outlined are indicative only. The financial modelling work undertaken as part of our housing strategy development was never intended to give exact costs for achieving our housing aspirations. The main purpose was to see the effect of different decisions as we explored scenarios.

The precise costs of setting up a “one stop shop” and creating a village in Orākei is the domain of a next piece of work. NWŌT will need to weigh up the timing of housing initiatives against other needs that add to the wellbeing of Orākei whānau.

The construction costs at \$600m are a significant spend but the housing initiatives will be staged over 50 years and plans should factor the need recouped the building costs from sales to the end owners.

	Potential costs		One-off Costs	Ongoing Costs
1	Agree to focus on housing opportunities on papakāinga land in Orākei first.		N/A	
2	Review, revamp and confirm a master plan for housing development in Orākei. (Note, detailed plans and consents covered in #9 below)		\$50-100k	
3	Confirm housing structure, policies and procedures that value our whānau and make our housing options real.		\$50-100k	
4	Analysis of costs in greater detail. Confirm spending priorities in housing along with other areas of spending that create greater whānau wellbeing.		\$50-100k	
5	One Stop Shop - Create a clear contact point for whānau queries and support on housing. Communication program and training to position whānau for stable tenancies, home ownership and wealth creation.	Say 2 Whānau Navigators		\$150k
6	Communication program and training to position whānau for stable tenancies, home ownership and wealth creation.	Over 2 years	\$50k	
7	Legacy Homes (Kitemoana St / Watene Cres / Reihana St / Rowena Cres) <ul style="list-style-type: none"> Hohou te rongo process to heal the past and agree a positive future Explore and confirm options for house transfers and redevelopment (cost into development) 	Over 2 years	\$50k	
8	Ensure our most vulnerable whānau have secure renting options. Plan transitional renting options for those effected by re-development. Annual subsidy budget to be investigated			\$50k
9	Implement our Orākei Village Development – create more home ownership options in Orākei for whānau to have more living on our papakāinga near our Marae. (Say 900 homes in a medium density well planned redevelopment in Orākei). NWŌT will incur upfront costs but it is intended that the costs will be passed on to the purchasers, whānau or the NWŌT entity that will be the end owner.	Over a 50 year period 900 new houses.	\$600m	
10	Expand home ownership options for whānau in Tāmaki (and beyond).	Consider at a later date		

KIA RERE ARORANGI TE KĀHU PŌKERE KI NGĀ TAUMATA TIKETIKE

OUR HOUSING VISION

Whātua ahurutanga mā tātou mō tātou
Ma te rautaki ka rere arorangi te Kāhu Pokere ki tona tino rangatiratanga

Meeting our housing needs is paramount

Our housing aspirations and moemoea are realised

We celebrate being Ngāti Whātua Ōrākei wherever we live

Our papakāinga throughout Tāmaki are strong

PRINCIPLES UNDERPINNING OUR VISION

Tino Rangatiratanga

For self-determination a safe and secure home is a foundation for our people standing strong as Ngāti Whātua Ōrākei

Kaitiakitanga

Guardianship of our people, our land, our resources and our taonga are central to and protected through our high quality housing approaches. Any housing initiatives will have to be financially, socially and culturally sustainable for the tribe to enable housing investment for present and future generations.

Mana Taurite

Fairness so that all hapū members have equal access to benefits of housing initiatives to meet their needs, with an emphasis on equity ensuring those most in need receive appropriate priority. We will ensure a responsive and consistent approach across our housing portfolio. Our housing processes will be fair, transparent, consistent and easy to use.

Ahi Kaa

Keeping the home fires burning, fostering an Ōrākei papakāinga to be the initial central hub of our housing initiatives, and inspire whānau to spread our fires across Tāmaki

Hurihanga

We need to be mindful of the need to provide access to housing that is appropriate for the life stage of our whānau members. Any development masterplans need to include a variety of mixed size of dwellings.

STRATEGIC OBJECTIVES IDENTIFIED IN WHĀNAU FEEDBACK

More of our whānau are living on, or strongly connected to, our whenua

Across our hapū, more of our whānau are living in homes that meet their needs

Across our hapū, more of our whānau are having their housing aspirations realised

Be confident that our whānau in need are well housed

Create a thriving, healthy village which builds whanaungatanga

Create intergenerational equity and increase connectedness between generations of whakapapa

Housing enables our people to have richer te reo and tikanga knowledge

HIGH LEVEL ROAD MAP

1. Agree to focus on housing opportunities on papakāinga land in Ōrākei first.

2. Review, revamp and confirm a master plan for housing development in Ōrākei.

3. Confirm housing structure, policies and procedures that value our whānau and make our housing options real.

4. Analysis of costs in greater detail. Confirm spending priorities in housing along with other areas of spending that create greater whānau wellbeing.

5. One Stop Shop - Create a clear contact point for whānau queries and support on housing. Communication program and training to position whānau for stable tenancies, home ownership and wealth creation.

6. Communication program and training to position whānau for stable tenancies, home ownership and wealth creation.

7. Legacy Homes (Kitemoana St / Watene Cres, Reihana St, Rowena Cres)

- Hohou te rongo process to heal the past and agree a positive future
- Explore and confirm options for house transfers and redevelopment.

8. Ensure our most vulnerable whānau have secure renting options. Plan transitional renting options for those effected by re-development.

9. Implement our Ōrākei Village Development – create more home ownership options in Ōrākei for whānau to have more living on our papakāinga near our Marae.

10. Expand home ownership options for whānau in Tāmaki (and beyond).

Summary & Next Steps

The korero that has contributed to this document lays a platform for a number of transformational shifts. We have taken a clear stance on the future state we will be driving towards.

One of our next steps will be to confirm housing structure, policies and procedures that value our whānau and make our housing options real.

Transformational Shifts		
Current Challenges		Future State
Inconsistent legal arrangements	→	Consistent housing arrangements
High rent population	→	Pathways to home ownership
Not enough existing stock	→	Increased housing stock
Under utilised land	→	Mid-high density use planned
Uncoordinated approach	→	One stop shop for services
Provision only in Orākei	→	Build villages throughout Tāmaki
Non transparent/inconsistent process	→	Clear process
No non-property support	→	Increased non-property support
Lack of security in property tenure	→	Increased long-term security
Poor quality homes	→	Healthy new homes
High rental arrears	→	Incentives for long term security & pathways to home ownership
No option for whānau to build wealth	→	Options to build whānau wealth

	Initial Action Plan - To be updated on an ongoing regular basis	Within 1 Year	Within 5 Years	Within 15 Years	Within 50 Years
Future Developments	Master plan review – review of the whole development plan for current and proposed land in the Orākei area. Prioritise the development of available land in the Orākei block. Increase housing stock	◆			
	Increase housing stock to whānau - Develop area surrounding legacy homes and re-develop Kupe St.		◆		
	Direct Whai Rawa Ltd to make all affordable homes in SHA development available for whānau to purchase. Affordable homes to remain affordable. WRL to determine appropriate mechanism.	◆			
	Direct Whai Rawa to give whānau first option to buy other homes in 100% owned NWŌ developments at market rate.	◆			
	Student Accommodation Building – Investigate the establishment of a student accommodation building in Auckland to support NW Ōrākei whānau in tertiary studies.			◆	
Non Property Options	Investigate possible papakāinga JV's on options outside of central Auckland (e.g. Ōtaki, Kaipara, Helensville)		◆		
	Confirm Structure - Determine appropriate entity and organisational structure. Update and formalise housing policies and procedures.	◆			
	One Stop Shop - Establish and provide “One stop shop” or housing navigator support.	◆			
	Access to finance – investigate and agreed options that assist whānau purchase houses.	◆			
	Financial Literacy - Implement financial literacy and budgeting skills programme (may be via partnerships with existing providers)	◆			
	Partnerships - Formalise social enterprise housing partnerships that would complement our housing plan. Influencing other property management organisations to prioritise our people.	◆			
	Trade Training Programs - Set up employments avenues in housing industry for our whānau.		◆		
	NW Ōrākei Savings Scheme – establish to support housing and wealth objectives for whānau.		◆		
Orākei Village Including Legacy Homes	Longitudinal study – Work with Whai Maia to continue to obtain data and views of NW Ōrākei whānau.	◆			
	Leverage CHPS Status - User our community housing provider status (CHPS) to leverage and influence other providers to prioritise NWŌ whānau.	◆			
	Whānau consultation and communications.	◆◆			
	Healing process.	◆			
	Master plan review.	◆			
	Investigate finance assistance options for mortgages.	◆			
	Rebuilding program. Underway and homes built.		◆		
	Change the contractual relationship with tenants to provide long term security.		◆		
	Charter/rules for whānau living on papakāinga.	◆			
	Set up partnerships to advocate for increased funding on housing. Set up complementary partnerships		◆		

High Level Housing Road Map

1

Agree to focus on housing opportunities on papakāinga land in Orākei first.

2

Review, revamp and confirm a master plan for housing development in Orākei.

3

Confirm housing structure, policies and procedures that value our whānau and make our housing options real.

6

Communication program and training to position whānau for stable tenancies, home ownership and wealth creation.

5

One Stop Shop - Create a clear contact point for whānau queries and support on housing. Communication program and training to position whānau for stable tenancies, home ownership and wealth creation. Determine whether a separate entity is required.

4

Analysis of costs in greater detail. Confirm spending priorities in housing along with other areas of spending that create greater whānau wellbeing.

7

Legacy Homes (Kitemoana St / Watene Cres / Reihana St / Rowena Cres)
Hohou te rongo process to heal the past and agree a positive future
Explore and confirm options for house transfers and redevelopment.

8

Ensure our whānau in most need have secure renting options. Plan transitional renting options for those effected by re-development.

9

Implement our Orākei Village Development. Increase stock available for long term tenancy and home ownership options in Orākei for whānau to have more living on our papakāinga near our Marae.

Whātua āhurutanga mā tātou, mō tātou

Expand home ownership options for whānau in Tāmaki (and beyond).

10

Glossary of Terms

In this document, the terms below have the following meanings:

Term	Definition
Hapū	All members of Ngāti Whātua Ōrākei
Hapū land	Blocks of land on Orākei classified as “hapū land” under the Ngāti Whātua Ōrākei Claims Settlement Act 2012 that can be used for housing or other non-commercial purposes, although up to 1/5th of the land can be leased for other purposes. Includes land on Kitemoana Street, Reihana Street, Watene Crescent and Atareta Street. WRL is not obliged to make a fair return on these houses for tax purposes.
Home ownership on Orākei	Refers to ownership of the house but not the land, as land is communally owned by NWŌT. Owners provided with leases or licenses to occupy the land.
Inalienable land	Certain land specified in the Fifth Schedule to the Trust Deed (a number of properties on Kupe St, and others). The land is not within the legal definition of papakāinga in the Ngāti Whātua Ōrākei Claims Settlement Act 2012, however it is treated as if it was by the Trust. WRL is obliged to make a fair return on these houses for tax purposes.
NWŌT	Ngāti Whātua Ōrākei Trust. Refers to the Trust (including its subsidiaries).
Papakāinga	Unless otherwise stated, the use of ‘papakāinga’ in this document is broader than the legal definition (which refers to specific land areas on Orākei block), and is used to refer to all NWŌT-owned land on Orākei that is not able to be sold or otherwise disposed of. Includes hapū land and inalienable land.
WML	Whai Maia Limited, the charitable trust subsidiary of NWŌT with the responsibility for the tribal development of NWŌ hapū.
WRL	Whai Rawa Limited, the commercial arm subsidiary of NWŌT responsible for protecting and building the asset base of Ngāti Whātua Ōrākei.
NWŌ	Ngāti Whātua Ōrākei

Legacy Houses - Ownership structure

As noted earlier, the “Legacy Houses” refer to the initial houses on Kitemoana St, Watene Cr & Reihana St. For any solution going forward, it is helpful to consider the ownership structure of the legacy homes.

