He Kāinga Pai Rawa Atu mō Ngā Kaumātua me Ngā Whānau

A Really Good Home for Our Kaumātua and Whānau

He Keteparaha Tēnei mō Te Whare Kaumātua me Ngā Whānau

A Toolkit for Kaumātua and Whānau Housing

"Hei manaaki ngā Kaumātua"
Rauawaawa Kaumātua Charitable Trust

National Science Challenges

THE UNIVERSITY OF WAIKATO
Te Whare Wānanga o Waikato

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“E te tī, e te tā, tēnā rā koutou katoa, koutou e ngākaunui ana ki ngā whakaruruhau Kaumātua, ka mutu, ki ngā whakaruruhau mō te whānau anō hoki, nau mai ki tēnei mahi kohikohi whakaaro, tēnei mahi kohikohi rangahau anō hoki.”

Thank you to all those who helped move the idea of this Toolkit from a dream to reality: The funder of He Kāinga Pai Rawa, Building Better Homes Towns and Cities National Science Challenge (2020-2024); the Kaumātua residents of Moa Crescent Kaumātua Village; Te Rūnaka o Awarua and the residents of their kaumātua village; Rauawaawa Kaumātua Charitable Trust, Board of Trustees, and Expert Advisory Group; Te Rūnanga o Kirikiriroa; The University of Waikato; and all those who gifted their time and whakaaro.

This Toolkit is not just a resource – it is a tangible commitment of our desire to support the building of safe, secure and appropriate Kaumātua and Whānau communities throughout the country. By using this resource, you are helping to build the kinds of Kaumātua and Whānau communities that we can all be proud of. We are pleased to gift our experience to you and trust that the Toolkit will not only enhance the welfare and well-being of Kaumātua and Whānau but also make a positive and lasting difference through the provision of good homes.

We hope the information within makes it easier for your vision of Kaumātua and Whānau housing communities to become a reality and most importantly that the sharing of our journey, lightens and strengthens yours.”

Nga manaakitanga kia tātou katoa”

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Nā te rōpū rangahau ‘He Kāinga Pai Rawa’ tēnei keteparaha i waihanga.

Prepared by the He Kāinga Pai Rawa Research Team: John Oetzel and Mary Simpson, University of Waikato: Yvonne Wilson, Te Rūnanga o Kirikiriroa; Sophie Nock, University of Waikato; Corey Bragg, Te Rūnaka o Awarua, and Rangimahora Reddy, CEO Rauawaawa Kaumātua Charitable Trust.

Nā te ‘Building Better Homes Towns and Cities National Science Challenge 2020 – 2024’ te pūtea tautoko.

He Kōrero Whakataki I Opening Remarks

Tēnā anō koutou katoa e te hunga e ngākaunui ana ki ngā whakaruruhau Kaumātua. He tohu aroha tēnei, he kupu whakamihi anō hoki tēnei ki te hunga i tautoko mārika mai i tēnei kaupapa whakahirahira. He keteparaha anō tēnei, engari, kua whānui ake te titiro, ā, kua tāpirihia ngā kōrero mō te whānau whānui. Me pēwhea te Kaumātua me tōna whānau e noho motuhake ai ki tētahi wāhi āhuru mōwai. He aha ngā hua me ngā akoranga ki roto i te waihanga i tētahi wāhi āhuru mōwai mō te katoa. Nō reira, nau mai, haere mai, tauti mai ki ēnei whakaemiemitanga hei whāinga mā koutou, hei huarahi atu anō mā koutou kia whakatūria ai he āhuru mōwai mō ō koutou kaumātua, mō ō tātou whānau whānui hoki. Ko te manako anō ia ka whai hua ā koutou aronui mai ki tēnei keteparaha hōu. Mauri ora.

The He Kāinga Pai Rawa project (2017-2019) aimed to find out what made Moa Crescent Kaumātua Village a healthy housing community for Kaumātua. The vision for our study was to develop a tool that would help other Māori organisations and communities in their journey to co-design culture-centred Kaumātua housing communities. The Toolkit is for anyone working with urban, rural, marae and other communities who aspire to co-design and build culture-centred Kaumātua housing and communities. After all, by 2040, 1-in-4 people living in Aotearoa New Zealand will be aged 65-years-and over, and such housing will ensure wellbeing for Kaumātua and whānau.

The Toolkit was informed by residents of Moa Crescent and their whānau, as well as many others including builders, developers, lawyers, town- planners, and funders. We were fortunate to obtain relevant information from the original visionaries of the Moa Crescent Kaumatua Village, Mere Balzer, and Yvonne Wilson - previous CEO's of Te Rūnanga o Kirikiriroa and Rauawaawa Kaumātua Charitable Trust respectively). Their recollections of relationships, conversations, and the aspiration of the village provide important context to this toolkit.

The He Kāinga Pai Rawa II project (2020-2024) aimed to build off this original project and use the Toolkit to guide two projects. The first was a Kaumātua Village in Awarua, Bluff. Te Rūnaka o Awarua developed a project guided by a long-held vision. We also worked with the Board of Trustees to support the process and included a research process. We described this as walking alongside the community. The building of their village started in 2021 and was completed in 2022.

The second project is an intergenerational village in Enderley, Hamilton. Te Puāwaitanga o Ngā Waka

(Te Puāwaitanga; The Blossoming for All) was started by Te Rūnanga o Kirikiriroa (Rūnanga) and is currently undergoing revision and resource consent. The original plan was to complete it earlier, but the COVID-19 pandemic created multiple challenges. The plan is to mix Kaumātua and family housing in the community.

These two projects have provided us with new insights into building housing villages, which have informed the revision of the Toolkit. We have learnt about issues related to rural housing, intergenerational housing, progressive home ownership models, and using kit housing. These lessons, along with new developments in housing in Aotearoa, necessitate a revision of the original Toolkit.

The revised Toolkit begins with an introduction that outlines how groups may use the Toolkit to co-design and build housing villages. Each of the following eight steps has a whāinga/objective, a whakatauki, mātāpono/value statement, and hīkoitanga/ milestones to help achieve the whāinga/ objective, as well as tools and tips, examples and/or resource information, and a practical checklist.

A Māori worldview of a woven universe of Te Korekore, Te Pō and Te Ao Mārama (Marsden, 1992) informed the original project with Moa Crescent Kaumātua Village (Reddy et al, 2019a, 2019b, 2019c). Te Korekore is the world of potential where the seed of potential, with no form or substance, first starts. Te Pō is the world of becoming as seen in the emerging light during different stages of the night. Te Ao Mārama is the world of being, the lived world, the world of light. This Māori worldview also informed the Toolkit with the three stages of development seen in the seed of potential, the work in becoming, and the lived world of Kaumātua housing. The Toolkit uses three colours to show the three stages: kikorangi/blue for Te Korekore, waiporoporo/purple for Te Pō, and kākāriki/green for Te Ao Mārama.

We also have three case studies that illustrate the practical application of the Toolkit. The cases included the original Moa Crescent Kaumātua Village, Awarua Kaumātua Village, and Te Puāwaitanga o Ngā Waka.

Ka nui te mihi ki a koutou,
Nā te rōpū rangahau 'He Kāinga Pai Rawa',
19 June 2024.

TE PUĀWAITANGA
O TE WHAKAARO

Contents

He Kōrero Whakataki 5

Te Korekore, Te Moemoeā 13
The World of Potential, The Vision

1. Te Waihanga Moemoeā 14
Creating the Vision

2. Te Mahi Tahi me te Hanga Whanaungatanga 17
Building Collaborative Relationships and Partnerships

3. Te Ārahi i te Moemoeā 20
Leading the Project

Te Pō, Kia Tūtuki te Moemoeā 27
The World of Becoming, The Road to Making the Vision a Reality

4. Me Mārama ki te Taha Pūtea me te Tono Pūtea 28
Understanding Funding and Finance

5. Te Waihanga Whare Tōtika 33
Co-creating Fit-for-Purpose Design

Te Ao Mārama, Kua ea te Moemoeā 37
The World of Being, Achieving the Vision

6. Ko te Kaumātua Tōmua 38
Building Kaumātua-Centred Tenancy Relationships

7. Te Rato Āwhina 42
Providing Wrap-Around Services

8. Te Tiaki Whare 47
Caring for Your Asset

Kia Hihiritia 51
Checklist Templates

Case Studies 61

1. Moa Cresent 62
2. Awarua Kaumātua Flats 70
3. Te Puāwaitanga o Ngā Waka 76

He Kōrero Whakakapi 87

Readings and References 87

He Kāinga Pai Rawa Atu mō Ngā Kaumātua me Ngā Whānau

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Koirā a ia i kī ai: 'Māku anō e hanga tōku nei whare. Ko te tāhuhu he hīnau ko ngā poupou he māhoe, patatē. Me whakatupu ki te hua o te rengarenga, me whakapakari ki te hua o te kawariki. Kīngi Tāwhiao (1860-1894)

I will build my own house. Its ridgepole and support posts will be made of humble softwood. Those who live within it will be raised on the scatterings of rengarenga and strengthened on the fruit of the kawariki. King Tāwhiao (1860-1894)

Mātāpono I Value Statement

- To develop culture-centred, quality, Kaumātua and Whānau community and housing that reinforces mana motuhake (autonomy, self-actualization) in collaboration with trusted and valued partners.

Mātāpono I Principles

- Embed Māori worldviews and values throughout.
- Respect and implement principles of Te Tiriti o Waitangi, The Treaty of Waitangi.
- Partner with Kaumātua and Whānau to co-design housing and community to meet their (changing) needs.
- Create and maintain long-term, high trust, collaborative relationships.
- Use professional systems and processes that work for the benefit of the housing project.
- Create and maintain culture-centred, age-friendly housing facilities where Kaumātua and Whānau have a sense of lived community.
- Create wrap around support for Kaumātua and Whānau with multiple service providers.
- Share and celebrate the experience, the learning, and the knowledge gained about Kaumātua and whānau housing

Te whakamahi i te keteparaha I Using the Toolkit

This Toolkit is designed as a series of three sections, each with two or three steps. There are a total of eight steps for people to work together on the kaupapa at hand. Each step offers a guiding whakatauki, Mātāpono or Value Statement, and tools, tips and templates to help you. There are links to useful sources to help complete the steps.

The steps are ordered so that you build on a foundation of success with each one. Most importantly work together, hold hui to talk things through, and involve all who will contribute and support your group for the long haul. Keeping Kaumātua and Whānau front and centre throughout the journey will ensure clarity of focus and help achieve a successful outcome.

Following the eight steps are the Kia hihiritia or Checklists corresponding to each step. These Checklists were very popular in our first edition. In this edition, they are separated into one section for easy access, which avoids having to find them within the sections.

Finally, three case studies of housing communities illustrate the mahi associated with each key step. They illustrate the Toolkit in action and are organised ed around the eight steps.

Ma wai e te keteparaha I Who is the Toolkit for?

The Toolkit was created for any organisation interested in developing community housing for Kaumātua and Whānau and was developed from a Te Ao Māori perspective. The steps, checklists, and case studies are relevant to organisations interested in building housing for older people and their families.

Te whakarato maherehere o te keteparaha I Providing a Roadmap of the Toolkit

The next page is a visual road map of the eight steps. The koru image demonstrates the fluid process of designing a housing village symbolising new life, strength, and peace. It starts with the organisation's and community's principles and leadership. This leadership begins the co-development of the vision with Kaumātua and Whānau. This vision guides every step of the journey and is referred to throughout the building process to ensure the project remains on course and true to the vision. The next steps involve leadership and collaborative partnerships coming together which are vision-based. The building process is determined by finance, funding and fit-for-purpose design. The building process and lived-in community are then strengthened with recruitment and tenancy management protocols, wrap-around services for residents, and asset management.

Organisational/Community Principles and Leadership

Asset Management (Step 8)

Wrap Around Services (Step 7)

Tenancy Management (Step 6)

Creating the Vision though Co-design with Kaumātua and Whānau (Step 1)

Building Partnerships (Step 2)

Leading the Project (Step 3)

Funding and Finance (Step 4)

Fit for Purpose Design (Step 5)

Te Korekore I The World of Potential

Te Moemoeā I The Vision

1 **Te Waihanga Moemoeā**
Creating the Vision

2 **Te Mahi Tahi Me Te Hanga Whanaungatanga**
Building Collaborative Relationships and Partnerships

3 **Te Ārahi I Te Moemoeā**
Leading the Project

1 Te Waihanga Moemoeā
Creating the Vision

Ki te kore he whakakitenga ka ngaro te iwi. Kīngi Tāwhiao (1860-1894)

Without foresight or vision the people will be lost. King Tāwhiao (1860-1894)

Mātāpono I Value Statement

A passion for and vision of community will sustain everyone in achieving the vision, and Kaumātua and whānau living the dream.

Whāinga I Objective

Create a clear shared vision and aspiration for Kaumātua housing.

Hīkoitanga I Milestones

- Co-design a solution focused vision with Kaumātua and whānau
- Ensure the willingness and Commitment to work together.
- Commit to and use the vision to create the action plan.

Me mōhio mai koe ki te aha? I What do you need to know?

It is helpful to think about what it will take to co-design and maintain a shared vision. The shared vision builds unity and kotahitanga.

Kia hihiritia I Checklist

Working together, record your group's responses to the questions below. To help you, use the templates in Section 4, Kia Hihiritia, the Checklist Templates.

- Who are the key people to partner with to create the shared vision?
- Who do you consult and seek feedback from to co-design the shared vision?
- What will it take for Kaumātua and whānau to partner in co-creating a shared vision?
- What values are important to support a shared vision?
- What processes and resources do you need to develop a shared vision?
- What is the agreed shared vision?
- How do you communicate the shared vision and with who?
- How do you maintain and nurture the shared vision?
- What project name will inspire the shared vision and kotahitanga?

He kōrero āwhina
Tools and Tips

Here are some ideas to help your group create a shared vision for building a Kaumātua community.

Hei Tauira I Example or Resource

A shared vision should explain the purpose of your housing community. For example, a vision for the community can be enhancing the lives of our community members through initiatives that foster security, dignity, and well-being. See the next page for another example.

- The Mission describes why the organisation exists.
- The Vision inspires strategic direction for the organisation.
- The Values guide how the organisation will achieve its mission and turn its vision into a reality.

When creating your shared vision, keep in mind what you want to achieve.

IMAGE: Moa Crescent residents with members of the wrap-around support team

Te Rūnanga o Kirikiriroa

NB: The information below includes the vision/mission/values that informed the establishment of the kaumātua village at the time. It should be noted that since then, Te Rūnanga o Kirikiriroa have updated these areas and their strategic plan.

Housing is part of the strategic partnering priority. The specific goal is: Te Rūnanga will ensure that strategic partnerships are developed which enable the creation of vibrant communities with healthy, affordable and appropriate housing, where people feel safe and cared for, are proud of where they live and connected to those they live amongst.

VISION, MISSION AND VALUES:

- Our Vision, Mission and Values are the foundation from Te Rūnanga o Kirikiriroa on which our plan for the next 5 years has been built.
- Our Mission describes why we exist.
- Our Vision inspires our strategic direction
- Our Values guide how we go about achieving our mission and turning our vision into reality.

OUR VISION:

- Home ownership is at the heart of economic and social wellbeing of Māori and Pacific peoples through access to affordable, sustainable, intelligent housing design and development in sharing and caring communities - Whānau Ora

OUR MISSION:

- Building homes for kaumātua and whānau

OUR VALUES:

- Aroha: Work with respect and from our hearts to ensure that our houses are appropriate and relevant to the needs of our people and our environment.
- Te Whanaungatanga: Work to unite the people by facilitating the provision of innovative, sustainable, quality homes and environments within integrated communities.
- Te Mahi Whakangungu: Work towards supporting whānau to financial independence by the provision of affordable homes and wrap around services.
- Te Mana Rangatira: Be a voice by advocating on behalf of and supporting Māori and Pacific people articulate their housing needs and priorities.

2 Te Mahi Tahi me te Hanga Whanaungatanga
Building Collaborative Relationships and Partnerships

Ehara taku toa i te toa takitahi, engari he toa takitini

My strength is not that of a single warrior but that of many

Mātāpono I Value Statement

New and existing relationships are foundational to working collectively and collaboratively in achieving the vision.

Whāinga I Objective

Create and maintain long term, high trust and collaborative relationships.

Hīkoitanga I Milestones

- Establish relationships with key stakeholders within and beyond the housing sector.
- Connect with people with shared values across the sector.
- Identify and connect with strategic allies within regulatory systems.
- Identify, connect and work with the neighbourhood of the proposed housing site.
- Nurture and maintain relationships with Kaumātua and whānau.

Me mōhio mai koe ki te aha? I What do you need to know?

Determining who will be your collaborators is very important. To get started, below is a list of questions that will help you to think about who needs to be involved and what processes and resources you will need to create and maintain a shared vision of co-designed and built Kaumātua and whānau housing. The following pages include tools and tips, examples and resources that will help you to think through creating and or maintaining long term, high trust, sustainable and collaborative relationships.

Kia hihiritia I Checklist

Working together, record your group's responses to the questions below. To help you, use the templates in Section 4, Kia Hihiritia, the Checklist Templates.

- What do you expect from a collaborative partner?
- What does it take to create and maintain high-trust relationships?
- What existing high-trust relationships can you call on to support and enhance achieving the vision?

- What important relationships do you still need to establish?
- Who are the new people needed to fulfil those relationships?
- How will you connect with the new people?

He kōrero āwhina
Tools and Tips

Below is a list of questions and actions to help you identify and connect with others who can help on your journey. Use what works for you

Who is needed?

- People who are known to have the right skills, and have a good reputation in terms of those skills.
- See list of possibilities on the next page.

How are connections made with new people?

- Word-of-mouth is sometimes the best networking tool, members of the group, whānau, hapū or iwi may know of someone with suitable skills.
- Ensure you do your research and due diligence before involving and engaging new people and organisations.
- Here are some questions to ask new people and organisations;

  (1) What knowledge do you have about your community of interest and their housing?

  (2) What do you understand about their housing needs?

What does it take to create and maintain high-trust relationships?

- Good communication, high trust, working collectively and collaboratively in achieving the vision.
- Involve Kaumātua and whānau from inception of the vision.
- Involve people and organisations with the right skills for the right jobs..
- Involve people and organisations with a like-minded vision.
- Make communication a priority with site visits, regular meetings, clear roles and responsibilities.
- Work collectively to achieve the goal, budget, timelines.
- Involve Planners as soon as possible.
- Engage and communicate early with the wider community.

IMAGE: Resident kuia by the sculpture in the front garden.

Consider the following roles as people who can help you achieve the vision for the project:

- Accountants and bankers
- Architects
- Home support services and providers
- Builders and tradespeople
- City Council and town planners
- Geotechnical soil report
- Government Departments. For example, .g Kāinga Ora, Ministry of Business, Innovation and Employment, Ministry of Health, Ministry of Housing and Urban Development, Ministry of Social Development, Office for Seniors, Te Puni Kōkiri Health/Housing providers
- Iwi and Hapū
- Kaumātua and whānau end-users
- Landowners
- Lawyers, especially those specialising in tenancy and property development
- Māori Health Service Providers such as Rauawaawa Kaumātua Charitable Trust
- National Housing Organisations such as Te Matapihi, Community Housing Aotearoa Rūnanga or Te Rūnanga o Kirikiriroa Charitable Trust

3 Te Ārahi i Te Moemoeā
Leading the Project

Mā te mōhio ka mārama; mā te mārama ka matau; mā te matau ka ora.

Through perception comes awareness; through awareness comes understanding; through understanding comes knowledge; through knowledge comes well-being.

Mātāpono I Value Statement

Openness, connectedness and collaboration are the foundations for leading the project.

Whāinga I Objective

Create robust planning, organising, communication and monitoring processes.

Hīkoitanga I Milestones

- Identify the core role of each organisation involved and organise work accordingly.
- Co-design the housing project with strategic allies within regulatory systems.
- Co-design the planning, organising and communication processes with the organisations involved..
- Co-design the housing project with Kaumātua and whānau reflective of future residents.

Me mōhio mai koe ki te aha? I What do you need to know and do?

Leading the project is critical to achieving the vision. A community development approach in building Kaumātua and whānau housing is an exciting opportunity to influence, inform and achieve positive outcomes in the social housing space. Below is a list of questions that will help you to think about what is involved and what processes and resources you will need to lead the project successfully. The following pages include tools and tips, and resources that will help you to think through some of the issues mentioned.

Kia hihiritia I Checklist

Working together, record your group's responses to the questions below.
To help you, use the templates in Section 4, Kia Hihiritia, the Checklist Templates.

- How will you build partnerships with key stakeholders?
- How will you deal with conflict?
- How will you mitigate risk?

- How will you give priority to and facilitate open and honest dialogue?
- How will you plan for sustainability?
- How will you develop robust processes including monitoring and accountability?
- How will you celebrate success?

He kōrero āwhina
Tools and Tips

How will you build partnerships with key stakeholders?

Description

Before building partnerships, it is important to know who the key stakeholders are and then identify the key contacts relevant to your project, such as council planners.

Refer to the work you completed in Step 2: Building Collaborative Relationships for this section.

Links and information to help you

A helpful article for project management principles and information is

12 Key Project Management Principles and How to Use Them at https://www.projectmanager.com/

A helpful article about stakeholder management can be found at https://pmideas.es/

How will you deal with conflict and mitigate risk?

Description

Conflict with internal and external parties is common in building projects. Key considerations include:

(1) Acknowledging and understanding the make up of the project team and stakeholders is important for determining the best means of engaging and communicating.

(2) An inclusive "no surprises" approach is a good way to build trust, which is important for dealing with conflict well when and if it does arise.

(3) Agreeing a set of values or code of conduct for dealing with one another.

(4) Communicating appropriately, regularly and in an accessible format.

(5) Set clear expectations with the project manager and builders for what you want.

Links and information to help you

Helpful articles about resolving construction disputes and resolution options are at the Building Research Association of New Zealand or BRANZ.

https://www.branz.co.nz/

Aberfoyle

Mitigating risk is important for the entire project. Risk management plans are a key tool to help mitigate risk as are the right people on your team.

Some key risk areas to note are:

(1) Budget.

(2) Building legislation and regulation compliance.

(3) Contracts and insurances.

(4) Ensuring compliance.

(5) Ensuring fit for purpose.

(6) Health and safety.

(7) Security on site.

(8) Timeframes.

Good sources of information to help mitigate risk in your project are available at:

e Ministry of Business Innovation and Employment (MBIE) and Worksafe Mahi Hamarua Aotearoa.

The MBIE guide to risk management, construction procurement, and value management includes examples of construction projects.

Worksafe offers guidelines and templates for managing health and safety.

https://www.mbie.govt.nz/
https://www.worksafe.govt.nz/

How will you plan for sustainability?

Description

Sustainability requires a long-term approach from the outset. Other key factors are:

(1) A strong team with knowledge of sustainable practices or a willingness to commit to that approach is important.

(2) Using materials that are durable and low-maintenance.

(3) Balancing the commitment to minimal environmental impact, maximum Kaumātua and whānau end-user outcomes and building within time- frames, available resources and legal requirements.

Links and information to help you

A helpful article for information are:

Information to support your approach to sustainability is available at BRANZ, the New Zealand Green Building Council's Homestar websites. For information about universal design to support long-term accessiblity, see Landmark.

https://www.branz.co.nz/

https://nzgbc.org.nz/introduction-to-homestar

https://www.lifemark.co.nz

How will you develop robust processes for monitoring and accountability?

Description

The project manager are responsible for monitoring construction progress against expected compliance, timeframes, and budget. Effective project management is critical for managing time delays and the associated costs, impacts, and avoiding conflict.

Key factors to help in this area are skilled people, effective tools, awareness and understanding of compliance requirements, budget and timeframes. Keeping a lessons log will help capture key success factors and risk factors that were encountered during the project. It will also help prevent repeating mistakes and progressively strengthen the team and building project.

Links and information to help you

Tools that help with communicating project progress, timeframes, suppliers and other stakeholder are important. The quality of information captured for monitoring will also be useful for accountability purposes.

Construction management and safety software is widely available. Examples can be seen at Buildertrend and other sites. https://buildertrend.com/

IMAGE: Moa Crescent resident kuia by the shared māra kai.

Keeping a 'Lessons' Log' will help capture key success factors and risk factors that were encountered during the project. It will also help prevent repeating mistakes and progressively strengthen the team and building project.

A 'Lessons' Log' should be a standing item on the Agenda for each Project Meeting. The key questions are:

What worked well?

- Who was involved?
- Why did it work well (key contributing factors)?

What didn't work well?

- Who was involved?
- Why didn't it work well (key contributing factors)?
- How was it corrected?

Agreed measures help determine if the project is on track for successfully achieving the shared vision of the project

Regularly capture data that is in line with Results Based Accountability reporting, that is:

(1) How much did we do?

(2) How well did we do?

(3) Is anybody better off?

RBA reporting information

Guidance about Results Based Accountability is available at the Ministry of Social Development.

https://www.msd.govt.nz/index.html

FOLLOWING PAGE IMAGE: Kaumātua housing at Te Puāwaitanga o te Whakaaro

Te Pō I The World of Becoming

Kia Tūtuki te Moemoeā I The Road to Making the Vision a Reality

4 **Me Mārama Ki Te Taha Pūtea Me Te Tono Pūtea**
Understanding Funding and Finance

5 **Te Waihanga Whare Tōtika**
Co-creating Fit-for-Purpose Design

4 Me Mārama Ki Te Taha Pūtea Me Te Tono Pūtea
Understanding Funding and Finance

Nā tō rourou, nā taku rourou
ka ora ai te iwi

With your food basket and my food basket the people will thrive.

Mātāpono I Value Statement

Commitment to strong relationships, collaboration and measured progress are the foundation for a sustainable Kaumātua community.

Whāinga I Objective

Creating robust financial systems and processes that benefit the housing project.

Hīkoitanga I Milestones

- Establish preferred financial partners.
- Create the financial plan for the build.
- Source sufficient and appropriate funding.
- Closely monitor the project against budget and progress.
- Provide accountability outcomes for funders.

Me mōhio mai koe ki te aha? I What do you need to know?

Knowing how funding and finance work will help you get your Kaumātua and whānau housing project off the ground. Starting early is critical to managing finance and funding. You will need suitably qualified and experienced advisors from the beginning. Below is a list of questions that will help you consider what is involved and what processes and resources you will need to lead the project successfully. The following pages include tools and tips, examples, and resources that will help you think through funding and finance.

Kia hihiritia I Checklist

Working together, record your group's responses to the questions below.
To help you, use the templates in Section 4, Kia Hihiritia, the Checklist Templates.

- How will you establish your preferred financial partners?
- How do you create the financial plan for the build – and with who?
- How will you source funding (prepare your funding stack)?
- How will you provide accountability outcomes for funders?
- What is important to monitor closely against the budget and progress?

He kōrero āwhina
Tools and Tips

Below are tables with information and resources to help address the questions in the checklist.

What information do you need before selecting partners?

Description	Links and information to help you
Before identifying any partners, it is important to have an overview of what you should know before undertaking a build (privately or otherwise). The Ministry of Housing and Urban Development (MHUD) leads the New Zealand housing and urban development work programme.	Helping businesses succeed at https://www.business.govt.nz/ Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development at https://www.hud.govt.nz
MHUD also regulates community housing providers, provides advice on policy and legislation and funds a range of programs to deliver more housing and urban development where it is most needed.	
The Ministry of Business, Innovation and Employment (MBIE) provides a good overview of your legal rights andobligations, the building process and how the building system protects you. MBIE also provide an overview of what needs to be included in a construction contract. They also regulate community housing providers.	The Ministry of Business, Innovation and Employment at https://www.mbie.govt.nz
The Master Builders Association provides guidance for new builds and renovation projects including construction legislation, how to find registered Master builders and other important information. Excellent information from Buildsafe provides hints on how to avoid building contract disasters.	Master Builders Assocation https://www.masterbuilder.org.nz/ Renting See https://goodhomes.co.nz/ and https://www.buildingbetter.nz/resources/publications/
Community groups may consult the Community Housing Regulatory Authority to register as a Community Housing Provider. Excellent research evidence about “Good Homes” from CRESA provides insight into what works for kaumātua and whānau in terms of housing and tenancy.	

How do you establish your preferred building and finance partners?

Description

Setting criteria for what you feel constitutes "preferred finance and building partners" is important. A good general starting place is to ensure the people you choose to be part of your project team are:

(1) Experienced with a good reputation in your community;

(2) Offering terms beneficial to your project; and

(3) Are licensed or registered and belong to a professional body and have appropriate insurance. It's a great quality assurance measure for the project. If issues pop up then it offers the safety of an independent body to help overcome challenges that both parties may face.

IMAGE: Resident kuia by the shared māra kai

Setting criteria for what you feel constitutes a preferred financial partner" is important. A good general starting place is to be clear what type of financial partners your project requires:

(1) Government support may be available. For example, the Ministry of Housing and Urban Development, and Te Puni Kokiri.

(2) Philanthropic Grants. For example, local community trusts, such as Trust Waikato, Eastland Community Trust and New Zealand Community Trust.

Links and information to help you

Checking or finding Registered Members

Financial Services Provider
Financial Service Providers Register at https://www.companiesoffice.govt.nz/

Licensed Building Practitioners
Find an LBP | Licensed Building Practitioners at https://www.lbp.govt.nz/

It is also helpful to check these two builder associations. New Zealand Certified Builders

Association at https://www.nzcb.nz/about-nzcb/

Registered Master Builders Association at https://www.masterbuilder.org.nz/

Building Surveyors
New Zealand Institute of Building Surveyors at https://buildingsurveyors.co.nz/ or the Royal Institute of Chartered Surveyors at https://www.rics.org/

Quantity Surveyors
NZ Institute of Quantity Surveyors at https://www.nziqs.co.nz/

Registered Architects
The New Zealand Architects Register at https://www.nzia.co.nz/connect/find-an-architect/

Engineers
IPENZ Engineers New Zealand at https://www.engineeringnz.org/public-tools/find-engineer/

Roofing, Brick and Block, Exterior Plasterers
Plumbers, Gasfitters, and Drainlayers Board at https://www.pgdb.co.nz/

Electrical workers
Find an Electrical Worker at MBIE https://kete.mbie.govt.nz/EW/EWPRSearch/

Identify potential grant partners by investigating possible support via relevant government agencies at https://www.hud.govt.nz

A brief guide to the philanthropic sector - Community Foundations NZ at https://communityfoundations.org.nz

Business borrowing rates | interest.co.nz at https://www.interest.co.nz/category/tag/business-lending

An example (not an endorsement) of one of a several providers of equity finance in NZ https://asapfinance.co.nz/#about

How do you create a financial plan?

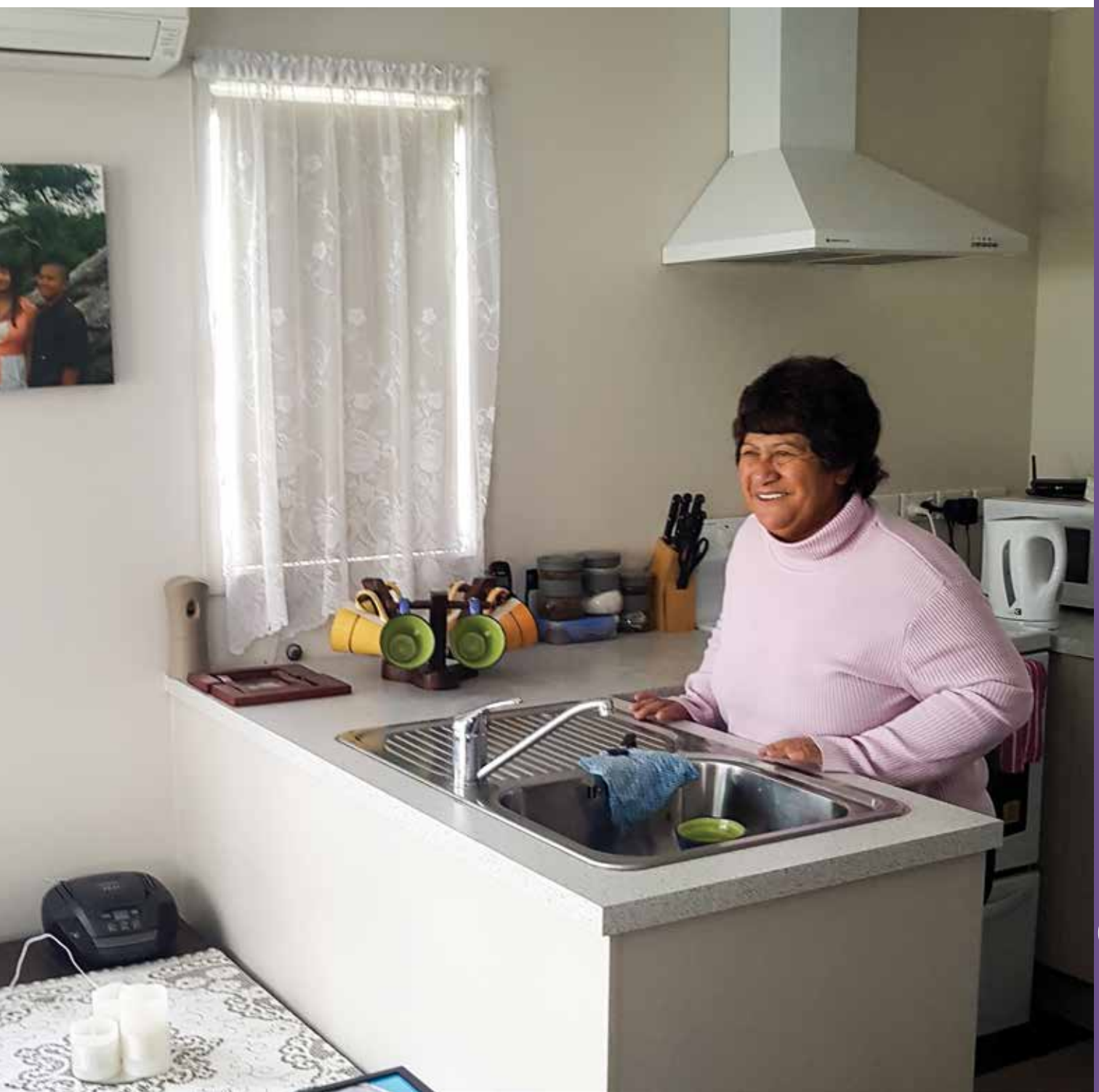
Links to helpful information that you may need to consider for creating your financial plan:

Links and information to help you

Cost plans for construction projects - Designing Buildings at https://www.designingbuildings.co.uk/wiki/Cost_plans_for_construction_projects

Construction Business Plan - Executive Summary at https://www.bplans.com/construction-business-plan/

IMAGE: Moa Crescent Village resident kuia inside her whare



The key to a robust financial plan is the information and people you have to inform it. Some general information is available at the Building Guide although it is personal build focused it providesa brief general overview of what needs to be considered.

Financing your build (more personal build focused but good general information)
http://www.buildingguide.co.nz/planning/build-finance/

A great source of detailed NZ construction cost information is available at QV CostBuilder via a modest subscription service. It identifies items and amounts needed to factor into the financial plan for your project. It also includes worked examples, which can be used as templates for various types of builds including retirement units.

Detailed NZ Construction Costs
(a subscription based service which offers comprehensive information)
QV CostBuilder - NZ's Comprehensive Construction Cost Database at https://costbuilder.qv.co.nz/#/home/book/%20page-id/c4549c0e-b9f6-42cb-81d5-c707df94135f

The average cost per square metre to build in NZ is covered by Money Hub

What's the Average Building Cost Per Square Metre? at https://www.moneyhub.co.nz/building-costs-per-square-metre.html

What is important to monitor closely against the budget and progress?

Description

Monitoring can include reporting to the board from the project manager on progress including expenditure and tracking against budget, sign-off processes and authorities to approve expenditure, and delegating authority from the board to approve expenditure to a certain level.

Monitoring progress against budget expectations is critical to finishing the project within the resources available.

The contingency fund is important to monitor when unexpected costs appear as is knowing where in your construction there is room for cost reductions, and knowing the risks and implications of any changes. For example, the impact of types of materials used to offset unexpected costs.

Keeping a 'Lessons' Log' will help prevent repeating avoidable cost blowouts and strengthen future building projects.

Links and information to help you

A 'Lessons' Log' should be a standing item on the Agenda for each Project Meeting. The key questions are:

What worked well?
- Who was involved?
- Why did it work well (key contributing factors)?

What didn't work well?
- Who was involved?
- Why didn't it work well (key contributing factors)?
- How was it corrected?

How will you provide accountability outcomes for funders?

Description

Links and information to help you

Agreed measures help determine whether the vision of the project has been achieved.

Regularly capture data that is in line with Results Based Accountability reporting, that is:

(1) How much did we do?

(2) How well did we do?

(3) Is anybody better off?

Links and information to help you

RBA reporting information
Results Based Accountability - Ministry of Social Development at https://www.msd.govt.nz/what-we-can-do/providers/results-based-accountability/index.html

5 Te Waihanga Whare Tōtika
Creating Fit-for-Purpose Design

Ka ora pea i a koe, ka ora koe i au

Perhaps I survive because of you, and you survive because of me

Mātāpono I Value Statement

Communication, input and involvement from the end users is critical from the inception of the vision and at critical stages of the design.

Whāing I Objective

Collaborate with Kaumātua and whānau in co-design to meet their (changing) needs.

Hīkoitanga I Milestones

- Co-design the housing project with Kaumātua and whānau reflective of future residents.
- Co-create the housing project with strategic allies within regulatory systems.
- Identify the core business of each organisations involved and approach areas of work accordingly.
- Establish a regular programme of project team meetings and communication.

Me mōhio mai koe ki te aha? I What do you need to know?

Knowing about 'fit-for-purpose design' and how to work with Kaumātua, whānau and others will help you to build the housing and village you first envisaged. 'Fit-for-purpose design' in this context requires consideration of both the current and future needs of those that the build aims to support. Below is a list of questions that will help you to think about what is involved and what processes and resources you will need. The following pages include tools and tips, examples and resources that will help you to think through 'fit-for-purpose-design'.

Kia Hihiritia I Checklist

Working together, record your group's responses to the questions below.
To help you, use the templates in Section 4, Kia Hihiritia, the Checklist Templates.

- Who do you need on the design team?
- What are the current and future needs and aspirations of Kaumātua and whānau including cultural, ageing, health and wellbeing? Will they be able to move around the home in future if their mobiltiy is compromised?
- What will the built and landscaped environment, including gardens, and grounds, support the current and future needs and aspirations of Kaumātua and whānau?

  Below is a list of questions and actions to help you identify and connect with others who can help you on your journey. Use what works for you.

He kōrero āwhina
Tools and Tips

Hei Tauira I Example or Resource

- Consider the needs and aspirations of the Kaumātua and whānau you are building with and for. See Lifemark for design including design and building aspects that enable easy additions of accessibility features, such as grabrails and wet-area shower, in the future. https://www.lifemark.co.nz
- Housing design adopts principles and meets standards of age friendliness in external grounds, access, design and garaging.
- Engage Kaumātua and whānau at critical stages of the design, review, and evaluation processes associated with ongoing service provision and village management.
- Create space and facilities for support people to provide services, care and stay over if needed.
- Develop management systems that monitor the changing needs of Kaumātua and whānau residents.

The case studies have specific design plans related to their builds as examples of fit-for-purpose design.

IMAGE: Resident kuia of the Awarua Kaumātua Village enjoying the scenic view from her whare.

Te Ao Mārama I The World of Being **Kua ea te Moemoeā I** Achieving the Vision

6 **Ko Te Kaumātua Tōmua**
Building Kaumātua-Centred Tenancy Relationships

7 **Te Rato Āwhina**
Providing Wrap-Around Services

8 **Te Tiaki Whare**
Caring for Your Asset

6 Ko Te Kaumātua Tōmua
Building Kaumātua and Whānau Centred Tenancy Relationships

Māu tēnā kīwai o te kete, māku tēnei

Each of us at a handle of the basket

Mātāpono I Value Statement

Hei manaaki i ngā Kaumātua me ngā whānau.
Strong relationships support housing security and wellbeing of Kaumātua and whānau.

Whāinga I Objective

Create and maintain a lived community with Kaumātua and whānau.

Hīkoitanga I Milestones

- Consider the compatibility of Kaumātua and whānau residents at the point of application.
- Support Kaumātua and whānau to nurture, support and maintain relationships with, one another.
- Support Kaumātua and whānau to foster belonging and ownership in the community.
- Support Kaumātua and whānau to drive village community activities.
- Work in a partnership of Kaumātua and whānau residents, property management and service provider organisations, to develop management and care systems/processes.

Me mōhio mai koe ki te aha? I What do you need to know?

Creating a living community with and for Kaumātua and whānau is an ongoing commitment. Below is a list of questions that will help you to think about what is involved and what processes and resources you will need to do this. The following pages include tools and tips, examples and resources that will help you to think through the issues.

Kia hihiritia I Checklist

Working together, record your group's responses to the questions below.
To help you, use the templates in Section 4, Kia Hihiritia, the Checklist Templates.:

- How do the agencies work together to ensure tenancy relationships are Kaumātua and whānau centred?
- How do the agencies support the mana motuhake of Kaumātua and whānau —that is Kaumātua and whānau independence and autonomy of self and collective determination?

- How do Kaumātua and whānau create and maintain the village?
- How does the tenancy management systems support the mana Motuhake of Kaumātua and whānau?
- How do health, safety and property management services support Kaumātua and whānau to create and maintain village life?
- Who manages the tenancy relationships?

He kōrero āwhina
Tools and Tips

- How do the agencies work together to ensure tenancy relationships are Kaumātua and whānau centred?

First and foremost Kaumātua and whānau residing within the village must have the opportunity to influence decisions which impact on their wellbeing by:

- Facilitating Kaumātua and whānau residents to participate in their own decision-making processes.
- Providing Kaumātua and whānau as tenants with the opportunity to set up and maintain a tenant management committee.
- Keeping tenants informed of policies and changes to those policies and any other matters which may affect their tenancy.
- Offering tenants the opportunity to participate in maintenance and alteration decisions in relation to their home.
- Consulting with tenants in appropriate ways on any changes in policy or any other matters that substantially affect their tenancy.
- Providing tenants with the opportunity to participate in the making of decisions to become involved in the management and control of their homes at a group/whānau/hapū level through the setting up of community housing projects.

The Residential Tenancies Act 1986 ("The Act") and The Residential Tenancies Amendment Act 2020 is the legislation that covers the legal relationship between residential landlords and tenants. The Acts outline the legal obligations and responsibilities of both parties, and what happens if the relationship breaks down.

For more detailed information, visit the webpage https://www.tenancy.govt.nz/
Also visit https://www.mrisoftware.com/solutions/ for help with for tenancy management.

Hei Tauira I Example or Resource

Below is an example for keeping records of meetings with Kaumātua and whānau residents. This Minutes template supports Kaumātua and whānau to track matters and actions within village life Residents will determine meeting frequency, agenda and outcomes.

Kaumātua Residents' Meeting

DATE:

TIME:

LOCATION:

PRESENT:

APOLOGIES:

KARAKIA:

OPENED AT: (Time)

ITEM	DISCUSSION	ACTIONS
1		
2		
3		
4	General Business	
5	Next Meeting	

KARAKIA:

CLOSED AT: (Time)

MINUTES SIGNED OFF CHAIR: DATE:

FOLLOWING IMAGE: Moa Crescent Village residents outside their whare

7 Te Rato Āwhina
Providing Wrap-Around Services

He waka eke noa

We are all in this together

Mātāpono I Value Statement

Enhancing the quality of life and wellbeing of Kaumātua and whānau will enable a well community.

Whāinga I Objective

Establish and maintain partnerships for wrap-around services.

Hīkoitanga I Milestones

- Support Kaumātua and whānau to maintain self-determination and independence in everyday life.
- Develop management systems that monitor and respond to the changing needs of Kaumātua residents.
- Ensure health care/social service organisations provide care and support.
- Ensure that the property management organisation involves Kaumātua and whānau with monitoring security and maintenance needs.

Me mōhio mai koe ki te aha? I What do you need to know?

Creating wrap-around services for Kaumātua and whānau is an ongoing effort project. Below is a list of questions that will help you to think about what is involved and what processes and resources you will need to do this. The following pages include tools and tips, examples and resources that will help you to think through the issues.

Kia hihiritia I Checklist

Working together, record your group's responses to the questions below.
To help you, use the templates in Section 4, Kia Hihiritia, the Checklist Templates.

- What are the current and potential needs of Kaumātua and whānau? For example, cultural, social, financial, employment, education, ageing, health, and wellbeing needs and aspirations.
- Which educational, health care and social service organisations will support the Kaumātua and whānau needs and aspirations?
- How will the agency and organisational processes and systems support the needs identified above?
- How do the agencies identified above work together to meet Kaumātua and whānau needs?

- How will service provision and meeting Kaumātua and whānau needs be evaluated by the educational, health care, and social service organisations providing care and support?

He kōrero āwhina
Tools and Tips

The list of questions and answers below, offer you an example of how to create and maintain wrap-around support for Kaumātua and whānau living in an intergenerational (Kaumātua and whānau) papakāinga/village community.

What are the current and potential cultural, social, financial, employment, education, ageing, health, and wellbeing needs of Kaumātua and whānau?

- Ask Kaumātua and whānau themselves first. A facilitated hui appropriate to their needs and age groups is best. Alternatively, a supported survey with someone to help write down their thoughts is also good.
- Information is available from the Ministry of Health about the health needs of Kaumātua and whānau, related research, and funded services at: https://www.tewhatuora.govt.nz/for-the-health-sector/specific-life-stage-health-information/
- The Ministry of Social Development provides a great overview of information from financial information to elder abuse at: https://www.msd.govt.nz/what-we-can-do/index.html
- Statistics New Zealand provides a good picture of the national and local population of Māori people in Aotearoa New Zealand at: https://www.stats.govt.nz/topics/maori.
- 'Cultural' may include cultural connection at immediate and extended whānau levels and friendly terms with neighbours, as well as health care and social support that is culturally appropriate (from entry to exit).
- 'Social' supporting capacity for social services such as counselling, mental health support, addiction treatment, and social welfare and social connection including access to emotional, informational, and instrumental support from social networks, such as friends and family.
- Ageing – supporting capacity for on-going physical, to emotional, mental and financial self-reliance and independence.
- Health and wellbeing – healthy diet, social connection, to warm home, sustained physical activity and new experiences.
- Community groups may consult the Community Housing Regulatory Authority to register as a Community Housing Provider https://chra.hud.govt.nz/

Which health care and social service organisations will support those Kaumātua and whānau needs?

- In addition to the above websites, the following offer more on what is available to support Kaumātua and whānau needs.
- WINZ: New Zealand Super, SuperGold Card, Community Card, Emergency Grant, Disability Allowance and other grants and allowances https://www.workandincome.govt.nz/documents/eligibility/seniors/services-for-seniors.pdf .

- The Ministry of Health, ACC, District Health Boards, Primary Health Organisations, General Practices and Health Professionals offer information that may help. For instance: Disability Support Link, Senior Line, Ministry of Health and the ACC initiative, Live Stronger for Longer are often linked to DHB webpages. See Waikato DHB as an example at: https://www.waikatodhb.health.nz/your-health/wellbeing-in-the-waikato/support-for-older-people/.
- Iwi, community-based health and social service organisations, such as CCS, Life Unlimited, and and Māori health providers may offer Kaumātua and whānau services. Te Kohao Health and Rauawaawa Kaumātua Charitable Trust in Kirikiriroa/ Hamilton. For a full list of providers see: https://www.health.govt.nz/your-health/servicesand-support/health-care-services/maori-health-provider-directory:
- Other important organisations that offer support in the older persons sector include Age Concern at https://www.ageconcern.org.nz/, and Greypower at https://greypower.co.nz/. Eldernet at https://www.eldernet.co.nz/Home and Citizens Advice Bureau, https://www.cab.org.nz/ provide excellent information for anyone needing to know more about the support available.

Steps

Kaumātua and whānau are supported to maintain self-determination and independence.

- Ask Kaumātua and whānau what they think they need to remain independent.
- Depending on the outcome of the above, Kaumātua and whānau then learn about and apply for what they're entitled to as their needs change.
- Kaumātua and whānau obtain resources that can support them through changes in their lives, such as "Where to from here" produced by Eldernet, which discusses topics, including your well-being, staying at home and residential care. It also offers contact information for providers. Relevant ministries, service agencies and their websites include: www.carepublications.co.nz, www.eldernet.co.nz, www.housing.msd.govt.nz, www.workandincome.govt.nz/eligibility/seniors/
- Ensuring Māori Kaumātua and whānau and older people are able to connect with and be part of Kaumātua and whānau focused groups, enables access to peers from similar and diverse experiences as their own. See some of the above links.
- Connection with a health and disability advocate will ensure Kaumātua and whānau are informed of their rights as patients when using health services. For more information see: https://www.hdc. org.nz/disability/the-code-and-your-rights/

Kaumātua and whānau needs are monitored with appropriate supportive responses.

- The needs identified above by Kaumātua and whānau should also include the question of how, and how often, their situation should be monitored.
- Kaumātua and whānau meet regularly with the leading/liaison service provider to discuss their needs and provide feedback on services as well as request appropriate support where needed. Without built-in/on-going funding by all stakeholders, this is unlikely.

Kaumātua and whānau receive care and support from health care/social service providers.

- Identifying the providers working in the local community and establishing relationships with them will be important for ensuring Kaumātua and whānau residents are well cared for.

- The health care and social service provider staff discuss their available services with Kaumātua and whānau such as clinics, groups, programmes, expos. Providers enrol and advocate for them in relevant services to streamline access and delivery of services and to meet their needs.
- Kaumātua and whānau are aware of their rights when receiving health services. They understand the importance of their GP being their access point to reduced health costs and increased disability services. For example, referrals for needs assessments, community physiotherapists, and pharmacists.

Kaumātua and whānau service providers create and maintain high trust relationships.

- The goal of Kaumātua and whānau service providers having high trust relationships is to facilitate the provision of wrap-around services across the spectrum of the older persons' sector, resulting in at least eliminating/reducing the barriers and hurdles that can impact every aspect of Kaumātua and whānau lives.

8 Te Tiaki Whare
Caring for Your Asset

Ki te kore ngā pūtake e whakamākūkūngia, e kore te rākau e tupu tōtika ake.

If the roots of the tree are not watered, nourished, nurtured with all goodness, the tree will surely not grow and fruit to its full potential.

Mātāpono I Value Statement

Kaumātua and whānau housing providers have a responsibility to protect and care for assets into the future.

Whāinga I Objective

Create robust systems and processes to ensure that Kaumātua and whānau housing assets remain fit for purpose.

Hīkoitanga I Milestones

- Develop an Asset Management Plan.
- Ensure you have robust asset management software.
- Develop an annual care and maintenance plan.

Me mōhio mai koe ki te aha? I What do you need to know?

Creating a living community with and for Kaumātua and whānau is an ongoing commitment. Below is a list of questions that will help you to think about what is involved and what processes and resources you will need to do this. The following pages include tools and tips, examples and resources that will help you to think through the issues.

Kia hihiritia I Checklist

Working together, record your group's responses to the questions below.
To help you, use the templates in Section 4, Kia Hihiritia, the Checklist Templates.

- What is contained in your Property and Asset Management Plan? Depending on the type of development, there may be legal requirements to have an asset management and long term maintenance plan.
- Who creates, maintains, and monitors your Property and Asset Management Plan? What are the pros and cons of managing your plan in-house and contracting with an external provider?
- How are Kaumātua and whānau residents involved throughout?
- What asset management software will suit our needs?
- What capacity and training will be required?

He kōrero āwhina
Tools and Tips

Prudent management of property maintenance and asset protection is essential for long term social and affordable housing provision. Therefore, Property and Asset Management activities need to fully comply with legislative requirements, health and safety regulations and well-being of tenants, including:

- Residential Tenancies Amendment Act 2020
- Residential Tenancies Act 1986 (RTA)
- Building Act 2004
- Health and Safety at Work Act 2015
- Resource Management Act 1991
- Fire and Emergency New Zealand Act 2017
- Fire and Emergency New Zealand (Levy) Amendment Act 2023
- The Fire Evacuation of Buildings Regulation 1992

Caring for your asset needs dedicated experienced capacity and a Property/Asset Management Plan that includes all aspects of buildings, facilities, and grounds maintenance, upgrades and replacement. Below is a list of key terms and definitions that can help you develop your own Property/Asset Management Plan.

Definitions to help you create a Property I Asset Management Plan

- Maintenance means, “To keep in existence, to preserve, to keep in a specified condition”, where houses are kept to a condition and standard that complies with health and safety regulations and gives tenants the full enjoyment of their home.
- Maintenance Work can be broadly characterised as responsive maintenance, cyclical maintenance/programmed work and upgrade.
- Responsive Maintenance Work addresses day-to-day maintenance and any repairs to restore an item or component to working condition. Under the RTA, Responsive Maintenance work can be categorised as Urgent or Non-urgent.
- Urgent Work: Work on specific items listed as urgent in the RTA, which are to commence immediately and must be completed as soon as possible within 4 hours from the request.
- Non-urgent Work: Responsive work not listed as urgent in the RTA. They must be completed within 10 working days of the request.
- Priority Work: Work to be commenced and completed as soon as possible within 7 days of the date of issue of the order to the Contractor to ensure the property is safe, secure and complies with Health regulations.
- Cyclical Maintenance: Planned maintenance resulting from an annual inspection on a percentage of properties that, if attended to, should reduce responsive maintenance or upgrade. The focus is predictable, regular maintenance that can be planned for.
- Programmed Work: Planned and systematic approach to carrying out non-urgent work that improve the amenity or extend the life of the property. These are treated under Cyclical Maintenance in this document.
- Upgrade Work: Extensive work to maintain properties in good repair and achieve or extend the life of specific property attributes. The intention of upgrade work is not to improve the design or amenity of a property or bring forward work that are not currently required.

- Stock Development: Strategic management of properties including decisions to sell, demolish or upgrade properties.

There are also a number of categories of maintenance that refer to the size or timing of the works. These can include work that would otherwise be completed as responsive or cyclical maintenance, or as programmed work.

- Minor Maintenance (or Small Maintenance) Work: Small maintenance tasks that do not require a licensed tradesperson and could be managed by a general handyperson.
- Basic (or Preventative) Maintenance Work: Preventative work done by tenants/members that reduces the wear and tear on a property.
- Vacated Maintenance Work: Maintenance that is performed as property becomes vacant.

Kaumātua and whānau and the property management organisation are involved in monitoring property security and maintenance. Kaumātua and whānau meet monthly/bi-monthly with the property management organisation to discuss property security and maintenance. A schedule of meetings, terms of reference and agenda can be set for this meeting including a cyclical schedule of outcomes.

Hei Tauira I Example or Resource

One source of support for asset management is SPM Assets www.spmassets.com

The table below offers an example of cyclical and annual housing maintenance programme.

Frequency of Cyclical Maintenance Tasks

TASK	CYCLE IN YEARS
External painting	8 - 10
Internal painting	7 - 10
Recarpeting	7 - 15
Other floor covering replacement (vinyl/tiles)	7 - 15
Hot water service replacement	10+
Hot water service replacement (stainless steel)	20+
Gate and post replacement	20
Fencing replacement	25
Guttering/downpipes replacement	15 - 20
Heater replacement	10 - 15
Stove replacement	10 - 15
Washing machine replacement	10
Dryer replacement	10
Fan replacement	10
Clothesline replacement	25
Pest treatments (wide variation between localities)	10
Gutter cleaning (two storeys or more)	1

Kia Hihiritia I Checklist Templates

1 **Te Waihanga Moemoeā**
Creating the Vision

2 **Te Mahi Tahi me te Hanga Whanaungatanga**
Building Collaborative Relationships and Partnerships

3 **Te Ārahi I Te Moemoeā**
Leading the Project

4 **Me Mārama Ki Te Taha Pūtea Me Te Tono Pūtea**
Understanding Funding and Finance

5 **Te Waihanga Wahre Totika**
Co-creating Fit-for-Purpose Design

6 **Ko Te Kaumātua Tōmua**
Building Kaumātua and Whānau-Centred Tenancy Relationships

7 **Te Rato Āwhina**
Providing Wrap-Around Services

8 **Te Tiaki Whare**
Caring for your Asset

1 Te Waihanga Moemoeā
Creating the Vision

The checklist questions offered in each chapter are formatted below as worksheets. Working together, record your group's responses to the questions below.

1. Who are the people to partner with to create the shared vision?

2. Who do you consult with/get feedback from about the shared vision?

3. What will it take for Kaumātua and whānau to partner in co-creating a shared vision?

4. What values are important to support a shared vision?

5. What processes and resources do you need to develop a shared vision?

6. What is the agreed shared vision?

7. How do you communicate the shared vision, and with whom?

8. How do you maintain and nurture the shared vision?

2 Te Mahi Tahi me te Hanga Whanaungatanga

Building Collaborative Relationships and Partnerships

Working together, record your group's responses to the questions below.

1. What do you expect from a collaborative partner?

2. What does it take to create and maintain high-trust relationships?

3. What existing high-trust relationships can you call on to support and enhance achieving the vision?

4. What important relationships do you still need to establish?

5. Who are the new people needed to fulfil those relationships?

6. How will you connect with the new people?

3 Te Ārahi i Te Moemoeā
Leading the Project

Working together, record your group's responses to the questions below.

1. What do you expect from a collaborative partner?

2. What does it take to create and maintain high-trust relationships?

3. What existing high-trust relationships can you call on to support and enhance achieving the vision?

4. What important relationships do you still need to establish? Who are the new people needed to fulfil those relationships? How will you connect with the new people?

4 Me Mārama Ki Te Taha Pūtea Me Te Tono Pūtea

Understanding Funding and Finance

Working together, record your group's responses to the questions below.

1. How will you establish your preferred financial partners?

2. How do you create the financial plan for the build, and with whom?

3. How will you source funding and from where?

4. How will you provide accountability outcomes for funders?

5. What is important to monitor closely against the budget and progress?

5 Te Waihanga Whare Tōtika
Co-creating Fit-for-Purpose Design

Working together, record your group's responses to the questions below.

1. Who do you need on the design team?

2. What are the current and future needs and aspirations of Kaumātua and whānau including cultural, ageing, health and wellbeing? Will they be able to move around the home in future if their mobiltiy is compromised?

3. How will the built environment and systems support the current and future needs and aspirations of Kaumātua and whānau including cultural, ageing, health and wellbeing?

6 Ko Te Kaumātua Tōmua
Building Kaumātua and Whānau-Centred Tenancy Relationships

Working together, record your group's responses to the questions below.

1. How do the agencies work together to ensure tenancy relationships are Kaumātua and whānau centred?

2. How do the agencies support the mana Motuhake of Kaumātua and whānau — that is Kaumātua and whānau independence and autonomy of self and collective determination?

3. How do Kaumātua and whānau create and maintain the village?

4. How do the tenancy management systems support the mana Motuhake of Kaumātua and whānau?

5. How do health, safety, and property management services support Kaumātua and whānau in creating and maintaining village life?

6. Who manages the tenancy relationships?

7. How do the agencies work together to ensure tenancy relationships are Kaumātua and whānau centred?

7 Te Rato Āwhina
Providing Wrap-Around Services

Working together, record your group's responses to the questions below.

1. What are the current and potential needs of Kaumātua and whānau? For example, cultural, social, financial, employment, education, ageing, health, and wellbeing needs and aspirations.

2. Which educational, health care and social service organisations will support the identified Kaumātua and whānau needs and aspirations?

3. What agency and organisational processes and systems support Kaumātua and whānau needs and aspirations?

4. How do the agencies identified above work together to meet Kaumātua and whānau needs?

5. How will service provision and meeting Kaumātua and whānau needs be evaluated by the educational, health care, and social service organisations providing care and support?

8 Te Tiaki Whare
Caring for Your Asset

Working together, record your group's responses to the questions below.

1. What is contained in your Property and Asset Management Plan? Depending on the type of development, there may be legal requirements to have an asset management and long term maintenance plan.

2. Who creates, maintains, and monitors your Property and Asset Management Plan? Consider the pros and cons of in-house and externally contracted management.

3. How are Kaumātua and whānau residents involved throughout?

4. What agency and organisational processes and systems support Kaumātua and whānau needs and aspirations?

5. How will service provision and meeting Kaumātua and whānau needs be evaluated by the educational, health care, and social service organisations providing care and support?

Kia Hihiritia I Case Studies

1 **Moa Cresent**
Case Study

2 **Awarua Kaumātua Flats**
Case Study

3 **Te Puāwaitanga o Ngā Waka**
Case Study

1 Moa Cresent Village Case Study

Te Waihanga Moemoeā I Creating the Vision

The whakapapa of Moa Crescent Kaumātua Village started in the early 2000s and has strong roots in Te Rūnanga o Kirikiriroa with "Building Communities through Affordable Housing" for kaumātua residents being housed within caring and sharing communities and supported with whānau ora wrap-around services. Secondly, roots are also in Rauawaawa Kaumātua Charitable Trust's. From the lived experiences of Te Rūnanga o Kirikiriroa (Te Rūnanga) and Rauawaawa Kaumātua Charitable Trust (Rauawaawa), came moemoeā of ways to address the needs of kaumātua in culturally responsive and practical ways. The dream or vision and how the need for kaumātua housing was first identified and envisioned was by ngā kaiwhatu o te moemoeā (dream weavers; visionaries).

The vision for kaumātua housing integrated valuing kaumātua, their right to self-determination, manaakitanga, and community. The eventual vison of the kaiwhatu moemoeā, the valuing of kaumātua, and the dreams for wellbeing of kaumātua is reflected in another statement: That the vision *"wasn't just about putting a roof over someone's head, this was about honouring our kaumātua [who] had worked all their lives and how do we give back to them".* The broad vision was to "provide housing for our kaumātua". The vision was "initially … a concept, an idea", and "while we were dreaming over here the Rauawaawa was dreaming over there". It took a conversation about mutual concerns to commence the journey from potential to "becoming".

The discussion that initially happened was really about the concerns that we were having at the kaumātua level; seeing that they were being displaced. [Te Rūnanga] heard our cry for help [and] already had housing on their radar but hadn't done much about it at all, so … we collaboratively got together and started to draw up a picture of what that might look like.

The seeds of potential for kaumātua housing are formed in the vision of those on the ground working in the field; A vision to develop new affordable kaumātua housing that would help meet current and future demand. Most critically, they envisioned a new model of working, a new model of urban community for kaumātua, and a new approach to developing housing that would meet increasing demand for culturally safe, affordable housing which put kaumātua at the centre.

The vision of a by-kaumātua-for-kaumātua designed village, that offered culturally secure, responsive, affordable, and healthy housing for kaumātua, infused and shaped the actions, decisions and processes of the kaimahi in creating Moa Crescent Kaumātua Village. The steps involved securing the whenua; securing financial certainty; navigating the resource consent application; and negotiating resistance on the way to realising the original vision.

The ngā kaiwhatu o te moemoeā (dream weavers; visionaries) first identified and envisioned the need for kaumātua housing. As a result, Moa Crescent village comprises individual dwellings and shared facilities. The village comprises two small estates of eight homes (2012 build) and six homes (2014 build) respectively that are connected by Moa Crescent. Together they offer 14, one and two bedroom insulated homes of quality build, currently with 19 residents aged 59 to 95-years, of whom 15 identify as Māori.

Te Mahi Tahi me te Hanga Whanaungatanga I Building Collaborative Relationships and Partnerships

It was important to have people with the right skills and good reputation in terms of those skills (Balzer). It was existing and diverse relationships, and histories of working together that provided networks of potential for Te Rūnanga and Rauawaawa. The relationships enabled the vision to be shared with

trusted others who had the necessary knowledge and skills to help Moa Crescent Kaumātua Village become a reality. These included relationships developed in other work, community and whānau settings. For example:

> *We started with just our little team … and one or two trustees that came on. … Someone knew Darren and … was working with him with steel frames and so it was word of mouth mainly and we … used Te Rūnanga lawyers at the time. And Yvonne used a lot of her contacts to bring people in. So, we already had a lot of relationships … were able to talk to the town planners.*

Conversations with potentially interested others harnessed support that helped bring the vision to the next stage. This support centred on people with resources, knowledge and skills who bought into the vision of kaumātua housing:

> *We recognised the need for what they were doing; we saw the long-term future in it… I saw people who otherwise would not get into housing, moving into houses and that was a buzz, I got a lot out of that. … One of the main reasons that we took the project on was to see that from a social aspect.*

> Ngā kaiwhatu moemoeā not only consulted kaumātua, they ensured kaumātua were part of the collaborative relationship. Through mutual community relationships and connections, Te Rūnanga became aware of the situation and expressed interest in securing the whenua for the Moa Crescent Kaumātua Te Rūnanga secured the whenua for the Moa Crescent Kaumātua Village as part of their vision to provide "housing as a part of their kaupapa for the elderly" Community relationships and connections also helped to secure the second block of land.

Navigating resource consent applications

Another critical moment centred on the application to council for resource consent. In order for Te Rūnanga to gain a resource consent, Te Rūnanga had to reconcile the vision for Moa Crescent Kaumātua Village with the requirements of the Hamilton City Council District Plan. The two requirements of the Hamilton City Council (HCC) District Plan to be navigated were: (1) The Frankton Railway Village Precinct heritage overlay; and (2) the purpose of the village, land stewardship, and management systems. The project needed to achieve the original vision and be affordable.

The "railway house overlay" in the HCC District Plan is unique to Frankton, and meant that Moa Crescent Kaumātua Village needed to fit with in the design constraints of these particular heritage requirements. The response, however, involved kaumātua themselves which helped to address this issue. Kaimahi "went out to kaumātua … the end-user" and asked them, "How does this need to look?"—functionally and culturally. Enabling the kaumātua residents to have input meant that the apparent lack of design synergy between Māori culture and railway heritage was "overcome through doing other things like putting in the pou". In the end, the resource consent "recognised the surrounding heritage context" and sought "to ensure that the proposed facility [was] complementary to the Frankton Railway Village Precinct heritage overlay." The second part of the application for resource consent application was presenting the purpose of the village, the land stewardship, and management effectively so as to ensure that the original vision for Moa Crescent Kaumātua Village was achievable within the ordinances of council.

As one kaiwhatu moemoeā said:

The vision was born out of our actual mahi and seeing the changes in peoples lives and just knowing that if [kaumātua] have a good home one that is warm and comfortable … they would be looked after and they would look after each other and it would mean that they were safe and secure.

Community Acceptance

In the context of Moa Crescent Kaumātua Village, kotahitanga was seen in the commitment to the kaupapa and the original vision for the village, and the unity of the kaimahi in ways of working together to "get the village off the ground." As kaimahi commented, "everybody was of the same kaupapa about getting there". She continued, "the mauri ora, that whole encompassing group, [meant] it's not about just the house … but it's about wellbeing which needs to be maintained in through the whole thing...what's going to help … the building of the community".

All kaimahi were motivated by a commitment to doing "social good" and/or by their deep caring for kaumātua. For example, one kaimahi was involved because Moa Crescent Kaumātua Village "addresses a social need" and another said, "It's nice and refreshing to be involved in projects that are ultimately for community good and doing something that is really positive".

Nearly all kaimahi talked about creating and maintaining good relationships; respecting the range of complementary skills within the kaimahi; heeding those with the necessary expertise and knowledge; taking opportunities to upskill; and having clear coordination and communication among kaimahi and kaumātua).

Whanaungatanga, the connectedness of strong relationships built up over time, meant that the kaimahi could depend on each other to do what it took to get the job done. As one kaimahi noted, "knowing the key players [and] having a really good understanding of the community itself and knowing the history of the city and having respect for whānau, hapū and iwi that was so important". These long-term relationships were important in bringing depth of knowledge and experience to the kaupapa. The kaimahi also connected with everyone involved in the project: "We wanted to develop a positive relationship with the people involved … tradesmen … council land all those sorts of things…. We wanted them to get to know us and us to get to know them so it was much easier for us to be able to go in and talk".

In practical terms, strong working relationships meant trust was high, agreements on timelines, roles and responsibility were sound, and kaimahi could be relied upon to support each other, and to do the mahi . The connectedness and trust resulted in communication where "we'd sit down and talk about it". Together with the vision, the values of whanaungatanga and tautokotanga made for strong and focused group of kaimahi.

Te Ārahi I te Moemoeā I
Leading the Project

Te Rūnanga led the project and worked closely with the Rauawaawa. They were guided by key value (whanonga pono). The whanonga pono most evident were: ***kaitiakitanga*** (stewardship); ***tautokotanga*** (supportiveness), and ***manaakitanga*** (hospitality and care); and ***kaumātua mana motuhake*** (kaumātua self-determination, autonomy, independence).

Kaitiakitanga encompasses guardianship and stewardship. With respect to Moa Crescent Kaumātua Village, "they had the right people at the right time": that is, the project had the right people moving between the world of becoming and the world of being; holding the vision and working on becoming.The kaitiaki role of Te Rūnanga and Rauawaawa, in combination with supportive and strong relationships between visionaries and kaimahi resulted in Moa Crescent Kaumātua Village coming into being.

Tautokotanga encompassed the practical, relational, and spiritual support, among and between kaimahi and their mahi in building of Moa Crescent Kaumātua Village. One kaimahi comment captured these qualities: "we had small tight unit where … we didn't have to go and get five different opinions". Nearly all kaimahi talked about creating and maintaining good relationships; respecting the range of complementary skills within the kaimahi; heeding those with the necessary expertise and knowledge; taking opportunities to upskill; and having clear coordination and communication among kaimahi and kaumātua.

Whanaungatanga, the connectedness of strong relationships built up over time, meant that the kaimahi could depend on each other to do what it took to get the job done. As one kaimahi noted, "knowing the key players [and] having a really good understanding of the community itself and knowing the history of the city and having respect for whānau, hapū and iwi that was so important". These long-term relationships were important in bringing depth of knowledge and experience to the kaupapa. The kaimahi also connected with everyone involved in the project: "We wanted to develop a positive relationship with the people involved … tradesmen … council land all those sorts of things…. We wanted them to get to know us and us to get to know them so it was much easier for us to be able to go in and talk".

In practical terms, strong working relationships meant trust was high, agreements on timelines, roles and responsibility were sound, and kaimahi could be relied upon to support each other, and to do the mahi. The connectedness and trust resulted in communication where "we'd sit down and talk about it". Together with the vision, the values of whanaungatanga and tautokotanga made for a strong and focused group of kaimahi. These factors may be seen in the final outcome of the consent-to-construction phase of Moa Crescent Kaumātua Village: that the build came in on budget and on time.

Me Mārama ki te Taha Pūtea me te Tono Pūtea I Understanding Funding and Finance

This section considers how Te Rūnanga obtained the land and the finance to support the project.

Securing the Whenua

The land for Moa Crescent kaumātua Village was secured in two transactions. Both featured dimensions of "right people at the right time", with mutual vision and commitment, as well as "right time right place" emerging opportunity and relational generosity.

The vendor of the first block of whenua has originally planned to use it for a housing subdivision. However, funding was not available to achieve this. Through mutual community relationships and connections, Te Rūnanga became aware of the situation and expressed interest in securing the whenua for the Moa Crescent Kaumātua Village within their vision to provide "housing as a part of their kaupapa for the elderly". The vendor understood Te Rūnanga "wanted to develop the land for community housing" and so let it go to Te Rūnanga on favourable terms. This relational approach to securing the whenua reflected a shared commitment to community housing. The immediate effect was that the process to start planning and construction could begin.

Community relationships and connections also helped to secure the second block of land. The land had been a bowling green and carpark, and the Frankton Bowling Club was open to an opportunity. One kaimahi "just happened to have a conversation with the grounds person … [who was] talking about it being abandoned land … [the bowling club] couldn't develop it" for various reasons including "the shape of the piece [of land]". The relationship between the people of the Te Rūnanga and the Bowling Club enabled the whenua to be secured for Moa Crescent Kaumātua Village. Throughout the construction phase, Te Rūnanga maintained "really good positive relationships with the bowling club … [because] that was going to be the organisation that was going to be mostly affected by the builds and they wanted to work collaboratively with us as well".

Securing Financial Certainty

For the first stage of Moa Crescent Kaumātua Village, Te Rūnanga needed to secure a bank loan, and this involved conversations with Housing New Zealand and the bank. As a result, Housing New Zealand leased the houses from Te Rūnanga, which ensured guaranteed income and therefore enabled Te Rūnanga to secure a bank loan. In this respect, the arrangement enabled Te Rūnanga to overcome some of the regulatory and financial barriers that in the past, had prevented Māori from being able to access affordable, secure, and quality housing.

The success of the relationship with Housing New Zealand, lead to a further successful relationship in stage two of Moa Crescent Kaumātua Village with the Social Housing Unit (see, Ministry of Business, Innovation and Employment, 2014).

By the time of the second stage of six homes, the Government had established the Social Housing Unit (SHU). Te Rūnanga received a SHU grant of $600,000. Once again, the vision for Moa Crescent Kaumātua Village was supported, this time it was Social Housing Unit. As one kaimahi commented on the relationship between Te Rūnanga and the Rauawaawa "[one] had the vision for kaumātua housing and … [the other] had amazing vision around Rauawaawa [wrap-around] service … so all the dots matched up very quickly; the rest is history—good history. The "dots" may be seen as securing both the land and funding as bringing the vision in to the light and in so doing, making history.

Te Waihanga Whare Tōtika I
Co-designing Fit-for-Purpose Design

Moa Crescent Kaumātua Village was developed by Te Rūnanga during 2012-2014. Kaumātua were actively engaged in the design and planning to ensure that kaumātua residents could 'age-in-place' and the needs of people with disabilities were addressed. "Looking at a kaumātua build you need the kaumātua from the get go ... they know what works for them or what doesn't" and "they had a little committee of them at the beginning… they got input right from the get go on practical aspects of the build". These comments show that kaumātua, and their input, were seen as being crucial if the vision was to move from potential to become reality.

One of the most important qualities of the design was that it aimed to be inclusive, so that if someone wasn't seen for a few days, other village residents would know. In this respect, Moa Crescent Kaumātua Village was aiming to replicate the notion of an urban papakāinga. Despite the village being in the city, the vision for it incorporated many philosophies of the papakāinga, including communal living and communal sharing. For example, the māra/gardens could be shared in work and produce. Kaumātua would be able to garden if they wanted to, and to share the fruits/ produced with others. The central idea was community living, rather than individual living, or living in isolation. With this central idea in mind, Moa Crescent village has common areas for village interaction, including vegetable gardens. The kaumātua residents spoke of the living in the village in ways that stressed a sense of community. The village is a mix of 14, insulated, one and two bedroom homes of high quality build, currently with 19 residents aged 59-95-years, of whom 15 identify as Māori. An image of one part of the village is displayed below.

Kaumātua were involved in the initial design and planning, as well as finishing of the village. This for-kaumātua-by-kaumātua approach aimed to ensure that the village would support residents with disabilities and different levels of wellbeing, and to age-in-place. Thus, the facilities better met cultural and social needs of residents; further the facilities that better catered for future needs associated with ageing and potentially greater health issues.

Ko te Kaumātua Tōmua I
Building Kaumātua-Centred Tenancy Relationships

The arrangement with Housing New Zealand was that Te Rūnanga and Rauawaawa determined who met the criteria for entry to the village, and that Rauawaawa supported residents with wrap-around services. This arrangement was not inconsistent with practices of the time, but was unusual in allowing Te Rūnanga and Rauawaawa, instead of Housing New Zealand, to be kaitiaki (stewards) in assessing applications to enter the village.

Te Rūnanga is a Community Housing Provider (CHP) that enables them to provide tenancy at a subsidised cost, This provides an affordable living situation for kaumātua. The agreement with the tenants follows the Residential Tenancies Act 1986 and is managed by Te Rūnanga.

As part of the tenancy relationship, it is important that Kaumātua residing within the village have the opportunity to influence decisions which impact on their wellbeing by:

- Facilitating Kaumātua residents to participate in their own decision-making processes.
- Providing Kaumātua as tenants with the opportunity to set up and maintain a tenant management committee.
- Keeping tenants informed of policies and changes to those policies and any other matters which may affect their tenancy.
- Offering tenants the opportunity to participate in maintenance and alteration decisions in relation to their home.

- Consulting with tenants in appropriate ways on any changes in policy or any other matters that substantially affect their tenancy.
- Providing tenants with the opportunity to participate in the making of decisions to become involved in the management and control of their homes at a group/whānau/hapū level through the setting up of community housing projects.

There are also meetings with residents with minutes taken to enable residents to track progress and the history.

Te Rato Āwhina I Providing Wrap-Around Services

The other important dimension was the "wrap around" supervision, assistance, care, and support provided to the residents by Rauawaawa. Rauawaawa sustains the original the vision for wrap-around manaakitanga in three interwoven ways: in service provision, being "he kanohi i kitea" (a face seen); and in nurturing whanaungatanga (relationships).

Rauawaawa provides nursing care, screeening programmes, vaccination clinics, educational programmes, and exercise facilities. A key aspect of their service are cultural programmes, including a weekly Kotahitanga service that provides music and dance. Rauawaawa also offers special events such as the Kaumātua Olympics. They provide transportation services for residents as well. During the COVID-19 pandemic, they provided care packages for the residents.

Ko te Kaumātua Tōmua I Building Kaumātua-Centred Tenancy Relationships

Te Rūnanga has developed asset management plans consistent with managing projects as part of their larger housing portfolio. This is part of their vision of sustaining the quality of housing for the residents. They are able to complete inspections to support the sustainability of the village.

They have a pathway for identifying urgent and non-urgent maintenance needs as well as a planned programme of maintenance and upkeep. Urgent work is responded to within four hours, while non-urgent work is within 10 days.

Additional aspects of the maintenance plan includes priority work, cyclical maintenance, programme work, and upgrade work. These definitions are noted in the toolkit. The frequency of cyclical maintenance tasks in section 8 is from Te Rūnanga 's asset management.

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2 Awarua Kaumātua Flats Case Study

Te Waihanga Moemoeā I Creating the Vision

Starting in the early 2000s, Te Rūnaka o Awarua Charitable Trust (Rūnaka) and the Bluff community have long held a vision and aspiration to build papakāinga-type housing around Te Rau Aroha marae. A key element of that vision was to include kaumātua housing as well as intergenerational housing on land that was returned to the Trust from the council. The key driver of this vision was to better connect the Māori community to the marae. They developed Te Rourou Whakatipuranga o Awarua, an early childhood centre on the marae, as part of the larger vision of aroha and community connection. The Rūnaka decided that kaumātua housing was a manageable and appropriate first step in the larger housing vision.

There were other reasons to support the kaumātua housing including a need to provide some kaumātua with warm and safe housing, providing manaaki for kaumātua as they age and also limited good quality housing stock in Bluff. One possibility is for kaumātua living in large homes that are not longer fit for purpose to move to the village and enable families from the community to move back home to Bluff.

The key visionaries include the late Hana Morgan, past trustees and members of the Rūnaka, and the leadership team from Awarua Synergy. Awarua Synergy is a heating and insulation company that was created in 2005 from the Bluff Healthy Homes project run by Awarua Research and Development, a subsidiary of the Te Rūnaka o Awarua Charitable Trust.

IMAGE: Flats viewed from Elizabeth Street

Te Mahi Tahi me te Hanga Whanaungatanga I
Building Collaborative Relationships and Partnerships

In 2019, the He Kāinga Pai Rawa (HKPR) project became involved. One of the Awarua Synergy leaders (Sumaria Beaton) knew one of the team members (Yvonne Wilson). Yvonne is a housing manager for Te Rūnanga o Kirikiriroa and offered for the HKPR team to come visit with them. The HKPR was developing a proposal for the 2nd Tranche of funding for the Building Better Homes Towns and Cities National Science Challenge and exploring community partners who would be interested in using the HKPR tool kit to guide the development of a kaumātua housing village.

In addition, the HKPR team trained community researchers to help collect data for the research project. The community researchers have conducted interviews and focus groups with kaumātua and key members of the project, attended meetings and used note taking to document the process, and implemented a survey of kaumātua housing situations and recommendations for selection criteria. These data were used to inform later decisions about the housing, tenancy management, and wrap around services.

Despite the community aspiration and great desire, there were some concerns from the Board about the viability of the project. The HKPR team met with the board and reviewed the tool kit and explained how they could "walk alongside" the community to support the build through the tool kit. The team also proposed researching the process and outcome of the project. The Board was convinced the build was possible and accepted an invitation to participate in the research process.

The Rūnaka also built relationships with a variety of stakeholders to support the larger vision of the project. Some of these stakeholders involved funding and finance and will be described further in that section. Other key entities include the Council in getting land back to support the intergenerational housing, Chamber of Commerce, and other local partners to support them moving into the next stages.

Quote from a Board Member on the Vision

Well, the vision was with Hana and them because you know, "Get that built." Right, and they wanted it on the site actually. They wanted to have kaumātua flats, and I think they thought, and it wasn't anything actually about housing and if we need to be safe, because people had homes, it was about, 'well, we're getting older and we want to be', you know, "When this gets cracking up here, and everything will be going; well, we might move in there." She said, "We might retire there." Yeah, become part of that community, in terms of what's happening in the meeting house; all sorts of cultural stuff going on, and then we've got the babies over there. So, it was kind of that community inclusiveness, and that's what that was about.

IMAGE: Community Researcher Training

Te Ārahi i te Moemoeā I Leading the Project

Leadership reflects the direct oversight of the building process as well as the specific project management. The Rūnaka wanted to have dual national and local leadership to manage tensions and challenge of cost effectiveness and also support for employing local contractors and ensuring the vision was upheld. Thus, a national project manager was hired to oversee the construction (completed by TWC Homes in Christchurch), while a local project manager was included to work with the national manager. One board member noted,

> *We've still got an obligation through our funding contract with MBIE (Ministry of Business, Innovation and Employment), to see if we get as many local people onboard as possible…It sounds like we've got to get up as much as we can, as high as 80 percent even which is really interesting. It would be Māori wouldn't it if it's MBIE; isn't it for a Māori project?....and we've got those sorts of people around. We've got good Māori contractors.*

While the desire was to have a lot of local contractors involved, the reality did not occur to this desired level. The local project manager explained, It's been really good working with [the larger project manager]. I have regular contact with [the lead] He's always taking phone calls, available for both Zoom and team's meetings. It has been difficult with, I guess, our main contactor because all that, as far as the contact and the communication that goes through [the national project manager], but a lot of that is I'm contacting them directly as well. but it has been very challenging particularly with some of our local contractors and bringing in Māori contractors as well.

The project manager further offered,

> *I guess when you're working with a main contractor their end point is different to ours. Like relationships are really key. Maybe I was a bit naïve when I started the project, I was sort of reaching like who are our builders in our township. Who are our engineers that can do work with steel and metal? Who are the whānau that are landscapers? …But I guess at the end of the day when we're working with a group that's based in Christchurch, they're looking for the best price, what the quote looks like, their timelines; but I think when you, you know, I contact these people and it's like for one example, it's like, okay, you're a builder, can I provide your name to our main contractor? They've got to give you a call and then often, it's like there's been no contact at all.*

Thus, the nature of the three-way relationship was a barrier to getting local contractors involved and this was further exacerbated by the pandemic which limited direct face-to-face contact. Further, this experience encouraged The Rūnaka to have close monitoring of processes and returning to those initial expectations to manage the process.

The groundbreaking for the project was August 2021 and expected to take 6-12 months. It was completed in April 2022 and was within the budget. Thus, timelines, costs, and quality of the construction were all very positive aspects.

Me Mārama ki te Taha Pūtea me te Tono Pūtea I Understanding Funding and Finance

During the first year of the project, the Board completed architectural plans and a business case (funded by Te Puni Kōkiri) for the housing village that supported the financial viability of the project. In Budget 2020, Cabinet agreed to provide a $3 billion investment in infrastructure to support New Zealand's economic recovery as part of the 11 May COVID-19 Response and Recovery Fund. The Government established the Infrastructure Reference Group (IRG) to identify a pipeline of shovel-ready projects to support the economy during the COVID-19 rebuild. With the assistance of Aimee Kaio (Tribal Economies, Te Rūnanga o Ngāi Tahu) and Sumaria Beaton (Awarua Synergy), a proposal was prepared to build six kaumātua houses (prefabricated 50m2 units) on the Elizabeth Street property next to Te Rau Aroha marae. The Rūnaka was successful and received a $1.898 million grant from the government for the project. They also provided $300,000 of the trust's money to support the build, primarily focusing on landscaping and shared community space.

Te Waihanga Whare Tōtika I Co-creating Fit-for-Purpose Design

A focus group with kaumātua was held to describe key features of the housing units and the the overall village. The focus group was co-led by HKPR research team members and community researchers trained by the research team. This helped to co-design the fit-for-purpose housing community. Other informal conversions and board conversations were other ways that held to co-creation.

The design of the kaumātua flats followed universal design standards which ensure the envronment and buildings are cater for people regardless of age, size, and ability and disability. The designs included some wish list elements, but also were constrained by the amount of land available. More importantly, the emphasis on cultural elements were noted by participants.

The size of the units ended up being 50 m2 as this enabled included six units on the land. They are all one-bedroom units with a bathroom including laundry, and an open living area and kitchen. Each flat has an outdoor living space with a pergola that faces the ocean. Similar kaumātua villages are often organised around a central courtyard, but the ocean is a prominent feature and this ensure every resident would have a direct view.

Kaumātua noted that it might be nice to have some larger homes for family or a working office, but they understood the constraints in land and noted that smaller homes were preferred as it was easier upkeep. They did wish to have to have space for storage of memories. The Board decided to include individual storage sheds so that kaumātua would have space for their memories and material items to be responsive to these desires.

Kaumātua also reflected needs to have cultural elements included—items that reflect a Māori feel as well supported cultural practices. One component was the desire for a shared space to have support communal activities:

> *I would think that a communal room or a hobby room or something like that would just about be where everybody can sort of meet in the one place, socialise, do hobbies, whatever. Yeah, because I guess the other part of it is that part of the reason for having several in one area is for mutual support.*

The response was to create an outside communal space with sitting area to provide mutual support. As the units are near the marae, the decision was for an outside not an inside space since the marae is easily accessible to them. Further, carvings and other art were included on the property to provide a space that supports te ao Māori.

IMAGE: Floor plan of Awarua flat.

Ko te Kaumātua Tōmua I Building Kaumātua-Centred Tenancy Relationships

Two key issues were a part of the Rūnaka's tenancy relationships: a) selecting occupnents; and b) tenancy management. Ensuring a transparent and fair process was one of the key concerns. One of the kaumātua (a kuia) explained,

> *I'm going back to the Māori here, and the kaumātua, it is really good to keep them informed and keep them in the loop. And if they are part of the process, it makes them feel as though they're having an input… I'm sorry to put emphasis on our Māori people but if you go back, like I've just told you two minutes ago, and you look at the housing in Bluff, every first or second house has got descendants of Ngāi Tahu living in it. And I think that is a thing that should happen, and if people feel as though they're part of the process it makes it go much more smoothly.*

Since focus on fairness was also supported by a board member,

> *I suppose that depends on our criteria at the time of what, and it comes down to the criteria, and I suppose from my perspective, when you set a criteria, that has to be rock solid. You can't say, "Well this is the criteria." And then someone, you know? You have to be, "This is it." And if they don't meet it, you don't meet it, and that you have to. Otherwise, you're just going to be nowhere, and yes, just gonna piss everyone off.*

Thus, various participants encouraged a clear and fair selection process that was transparent and informed by kaumātua (which was done through a survey process and a community hui). The kaumātua suggested that need and unsuitable housing should be the primary criteria, so these were weighted more heavily. Connection to the marae was also weighted heavily. Other criteria, such as contribution to the community and being local, were directly shared with the community to ensure transparency.

A second tenancy management issue was supporting the financial constraints of kaumātua. Early in the process, the Board considered ways to make the flats affordable. One of the board members discussed funding models that would not work because they are not consistent with te ao Māori.

> *So you don't fire like a [mainstream residential care provider] model and anything like that where people are asked to sell down their assets so they can come into these things? Shit no, no, no sorry. This is a Māori outfit.*

As a result of this perspective, the Board decided to apply to become a Community Housing Provider (CHP) to receive subsidised rents from the government to support kaumātua with needs to be able to afford the rents on their pensions.

Applying to become a CHP has proven to be a challenging process as some of the governing processes for the Rūnaka had to be adjusted. In the interim, the Board explored various relationships with other CHPs. With this model, the Board could tenant the flats using these CHPs. However, the Board decided that this relationship would not support the tino rangatiratanga of the Rūnaka and preferred to delay tenancy and become a CHP on their own rather than get into a situation that limited their control. The CHP status is important for the longer-term vision of housing in the community rather than a short-term solution to get kaumātua into the flats.

Te Rato Āwhina I Providing Wrap-Around Services

Wrap-around services are advocated to support kaumātua wellbeing. In these types of villages, the toolkit suggests providing (some of) the services on site. The close proximity of the housing to the marae facilitates social, cultural and spiritual wellbeing. Kaumātua are invited to many events and Bluff is a small community where everyone knows each other and supports connections with kaumātua.

The Rūnaka also explored health-related services being provided on site for the kaumātua. However, this was a challenge given that it is a rural community with most services provided in Invercargill. The fact that the village only has six units also constrained whether services could be provided; it simply wasn't cost effective to provide these services. The existing relationships with the network of providers is strong and transportation to services can be arranged. Thus, the Rūnaka decided to continue with the existing service provision to meet the needs of kaumātua.

Te Tiaki Whare I
Caring for Your Asset

Plans are currently underway for an asset management plan. There are also discussions about social enterprise for kaumātua.

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IMAGE: Resident standing in the porch of his whare.

3 Te Puāwaitanga o Ngā Waka Case Study

Te Waihanga Moemoeā I
Creating the Vision

In 2014, Te Rūnanga o Kirikiriroa (Te Rūnanga) started a social housing development on Shakespeare Avenue in Enderley, Hamilton. While some of the planned dwellings in Phase One of the 2014 development were constructed by 2017 the project was delayed due to several factors. Nonetheless, Phase One was ultimately completed within timeframes and revised budgets.

Te Puāwaitanga o Ngā Waka (Te Puāwaitanga, or the Project; The Blossoming for All) represents the next phase of the wider Shakespeare Avenue development. It will be built on an available piece of land across the road from Phase One. The land is owned by Te Rūnanga and measures approximately 9,500 square metres. The Project is an integrated and sustainable community housing development and has one overall aim: To support the revitalisation and ongoing development of a community via an affordable, long term, whole-of-lifespan set of housing solutions. This type of community can be described as an urban papakāinga. This aim will support whānau to progress to home ownership and move our whānau from homelessness to a place to call home.

According to Hamilton City data (2017), only 20% of Māori own their own homes in Hamilton city. At the end of September 2019, 47% of Māori and 14% of Pacific Peoples were applicants on the Housing Register nationwide. Given the nationwide Māori and Pacific Peoples population (15% and 7.5% respectively, according to 2018 census data) the housing register statistics show a disproportionate representation of Māori and Pacific Peoples, in relation to housing need. Thus, Te Puāwaitanga addresses multiple challenges in Kirikiriroa (Hamilton).

(1) The lack of available, healthy, appropriate and affordable homes.

(2) The lack of wrap-around support to families to obtain and, in the case of rental accommodation, retain healthy, appropriate and affordable homes.

(3) Increasing the availability of clear solutions, support and negotiated pathways across the progressive home pathway.

Overall, Te Rūnanga has a vision to embed their whānau first, tikanga-based, wellbeing approach into the housing development. In Te Puāwaitanga, they seek to collaborate with other housing and technical experts to provide pathways to home ownership and integrated community living. Te Puāwaitanga will have a particular focus on Māori and Pasifika' whānau. This is an innovative project for many reasons. In the first instance, the land on which Te Puāwaitanga will be developed, came about as a result of strong relationships forged between Te Rūnanga, as an urban Māori authority, and Waikato-Tainui, as mana whenua. We believe this starting point has provided a strong platform on which to build Te Puāwaitanga.

Finally, Te Puāwaitanga seek several outcomes:

- **Vibrant communities** as a result of having appropriate housing that enables families to thrive.
- **Healthy and productive communities** through appropriate and healthy housing. For instance, if families live in the right-sized dwelling, this will avoid overcrowding and the susceptibility of ongoing illnesses which is one of several factors attributed to overcrowding and unhealthy homes.
- **Safe communities** as families will be encouraged and supported towards a high level of community connectedness and therefore having ownership of the community they live in, including wanting to keep the communities they live in safe.
- **Intergenerational living.** This could mean either multi-generations of the same family living across the development, or successive generations of the same family living in the one home over time.
- **Direct contribution** towards achieving the Waikato Wellbeing Plan and the United Nation's 17 Sustainable Development Goals; in particular:

  Goal 8 – Decent Work and Economic Growth;

  Goal 10 – Reduced Inequalities; and

  Goal 11 – Sustainable Cities and Communities.

- **Increased support** to obtain and retain healthy homes. For example, improved financial independence and financial literacy, and increased skills and ability to make appropriate decisions for the benefit of their families and circumstances.
- **Increased knowledge** around the progressive home pathway--more informed decision making as a result of having increased knowledge; increased autonomy and independence for current family members with the aim of also teaching younger generations towards progressive home pathways as well.

In summary while the proposed development is about housing, the long-term impact could reach far beyond the housing sector with the intention of producing thriving, well-supported, connected, prosperous communities. Te Rūnanga expects that although the Project is aimed at reaching ~34 families in the immediate term, it could benefit whole communities which could number into the thousands over the long term, if the model is replicated.

Quote from a Project Team Member

"The idea of the project is to create almost a village in the heart of that neighbourhood that serves a range of different people. So anybody from young families with aspiration around home ownership, through to older kaumātua with a desire for secure tenure, and then a village kind of arrangement of shared services, shared spaces and a feeling of community."

Te Mahi Tahi me te Hanga Whānaungatanga I Building Collaborative Relationships and Partnerships

The underpinning principles of Te Rūnanga 's strategic plan are wellbeing and leadership. There are four key strategic priorities:

- **Indigenous Approach:** Understanding that we have a unique Rūnanga approach based on our own ways of knowing and being.
- **Strategic Partnering:** Understanding that we cannot do everything on our own and therefore strategic partnerships are necessary.
- **Sustainability:** Understanding that this priority includes sustainability of the organisation as well as incorporating more environmentally sustainable practices.
- **Operational Excellence:** Understanding that if we have the right people the right resource and the right support, we can provide optimal services and support to others.

This section centres on the strategic partnering. Te Rūnanga has taken steps to share the vision of Te Puāwaitanga and obtain feedback from key stakeholders. Examples include:

- Engagement with the Ministry of Housing and Urban Development (MHUD) through public housing.
- Waikato Regional Housing Initiatve informed on an ongoing basis about the status and progress of Te Pūāwaitanga.
- Engagement and regular hui with the Enderley community around the whole development.
- Visits to a range of housing developments across the country to identify best practice case studies.
- Housing research project to support the development of mātauranga about urban papakāinga developments.

Several specific partners have supported the project and are part of the project team. Deloitte developed the financial model and early-stage feasibility report (Stage 1), and continues to provide general commercial advice.

Quote from a Project Team Member

"So making sure that we've got the right community engagement, making sure that we know and are linked in to all the relative housing relationships … Then there's that bigger picture aspect because this is not just about housing, it's also about wellbeing and community connectedness, so making sure that all that right community relationships are involved."

Two partners provided consultation on the early stages of the project. PCM Consulting provided concept design and delivery input. Habitat for Humanity offered insights on the provision of assisted home ownership products and whole of life support. They also took a role in supporting community engagement and the design process.

For the final process, the project involves two key partners working within the philosophy of Te Rūnanga:

- Pragma Homes is providing project management and developing a sustainable architectural plan that is grounded in Kaupapa Māori.

Te Ārahi i te Moemoeā I Leading the Project

Te Rūnanga is leading the project. It is the only urban Māori authority of its kind in Kirikiriroa.Te Rūnanga was established by the late Māori Queen, Te Atairangikaahu, in association with the Mayor of Hamilton City at the time, Sir Ross Jansen. This close relationship with Hamilton City Council continues to this day through a formal contract agreement as well as maataawaka representation on HCC committees via our Mangai Māori representative.

Established 35+ years ago, the organisation works across the lifespan of the communities it supports (from babies to kaumātua) over several areas including housing. Their mission is to improve the holistic wellbeing and development of urban Māori and Pasifika. To this end, they work to a whānau-first, tikanga-based, wellbeing approach.

Te Rūnanga welcomes everyone through their doors, to support individuals and their whānau towards a pathway of self-determination and autonomy. Originally, Te Rūnanga was charged to increase the holistic wellbeing of Māori and Pasifika Peoples domiciled within the environs of Hamilton City and surrounding areas. More recently (in 2019), the organisation refined its vision to 'Leaders of urban Māori and Pasifika wellbeing and development'.

Quote from a Project Team Member

"I think it is a high level of trust and transparency. So those are the two things that once we've established that and do a bit of whakawhānaungatanga, and we actually sat down at one point and went through Te Rūnanga 's four pou, and really tried to understand from an outsider looking in how they've structured their strategy and how they brought life to their various pou, and then what does that mean to us, how do we relate to those things."

Born from the desire to apply a holistic and sustainable approach to "Te Puāwaitanga" (the Project), a multi-disciplinary team was assembled to work alongsideTe Rūnanga to design, deliver and ultimately, provide support in managing the Project.

Quote from a Project Team Member

"They are a community housing provider as well and they can do lots of management services to support families through home ownership and do a lot of the coaching and support as well."

Me Mārama ki te Taha Pūtea me te Tono Pūtea I Understanding Funding and Finance

Deloitte developed a financial model (the Model) to prepare and present the financial information required for forming a view on the financial feasibility of Te Puāwaitanga. This was documented in a report referred to as the Stage 1 feasibility report. A series of follow-up meetings and workshops were held with the Project Team to discuss preliminary findings and test the reasonableness of key Model assumptions. The input assumptions were revised as required.

The Model was developed to validate the financial feasibility of Te Puāwaitanga, and test the sensitivity of the outcomes to changes in key assumptions. More specifically, the purpose of the Model was to:

- Determine the economics implied by Te Puāwaitanga, taking account of the capital costs related to the development (based on infrastructure requirements and desired housing typologies), the tenure type selections, and the ongoing operating costs based on the tenure type selections.
- Assist with determining the optimal tenure type selections, taking account of both social and economic outcomes; and
- Determine whether Te Puāwaitanga is financially feasible under the base case assumptions; and, if Te Puāwaitanga is not financially feasible, determine the changes required in order to improve the financial feasibility of Te Puāwaitanga

The Model spans a 20-year period to allow for the economics of the Project to be fully considered. Outputs include a set of integrated financial statements (income statements, balance sheets, and cash flow statements) and key performance indicators (KPIs) for each tenure type, and a consolidated view of all the tenure types.

The Model suggests that Te Puāwaitanga is financially feasible under the base case assumptions as long as funding with favourable terms can be sourced.

Quote from a Project Team Member

"So, that's the process we've gone through, and once we've gotten to a view of that. It's around just stress testing the outcome, applying some sensitivity analysis to that, saying based on the assumptions we've made it suggests that we need funding of x, but what if this assumption changed? What if this assumption was wrong? What does that do to the funding requirement? How much does it change it?"

Te Waihanga Whare Tōtika I
Co-creating Fit-for-Purpose Design

The overall fit-for-purpose design is guided by a model of care. The following foundational concepts informed the architectural brief, site layout and built form.

- **Whānaungatanga:** Te Puāwaitanga will consider not just physical connections but also create a strong social connection between people and whānau. Te Puāwaitanga will create spaces for people to come together, and provide a layout that encourages people to engage with each other through off-chance meetings and korero.
- **Rangatiratanga**: Te Puāwaitanga will protect the landscape, ecological system, and cultural heritage values. Te Puāwaitanga will consider the impact of design on peoples' health and well-being.
- **Manaakitanga:** The ethic of holistic hospitality whereby there is an inherited obligation to be the best hosts you can be. The concept will be reflected in the built form, layout and architectural design. The site and dwellings should be easily accessible to people of all ages and abilities. Te Puāwaitanga will be attractive, warm and inviting.
- **Arohatanga:** Strong and healthy communities care, respect, love, and show compassion to each other. Te Puāwaitanga has at its heart Kaumātua housing and a central cultural hub. This provides a core to the development focused on support, continued learning and knowledge sharing.
- **Tika:** Understanding that kaupapa should be 'correct' communications should be clear and transparent and that all parties operate to a 'no surprises' approach.
- **Pono:** All participating parties 'walk in truth' in terms of their roles, responsibilities, expected outcomes and achievements.

Quote from a Project Team Member

"So the second on is manaakitanga, making sure that the work that we do is respectful and with care… There's no point building houses if there's not a values driven reason for that, because people build houses every day and we could have just asked one of them to do it. But we want to build communities, we want to honour our kaumātua and their age and experience and we want to do that by supporting them to live long and well, and with respect."

Overall, the design seeks to assist whānau with quality affordable housing, building shape and orientation that is fit for purpose. Home design will incorporate a focus on accessibility to support intergenerational living. For example, wider doorways and corridors for wheelchair access

In addition to these larger design values, there is a focus on increasing housing density to meet the needs of as many whānau as possible. The development site is approximately 9,500 square metres configured in a semi-regular rectangular strip 260 metres long, with widths varying between 50-30 metres. The currently yield for this land is 41 dwellings.

The objective is for people to live healthily and happily in easily and well-maintained properties-ensuring modern, warm, dry homes of the right size in the right places. Te Puāwaitanga will be attractive and last for generations, ensuring that years after the properties have been built, the homes continue to fit in with their environment and continue to make a positive contribution to the community. The Te Puāwaitanga site sits within an existing neighbourhood with a density common to many suburbs in New Zealand. Te Puāwaitanga is intended to have a medium density similar to neighbourhoods like Greenhill Park (Hamilton) and Hobsonville Point (Auckland).

The site is thin and long, and planning the site required careful consideration to ensure:

- The building arrangement and orientation consider the Tapu and Noa cultural sensitivities.
- The entrances are visible, welcoming and clearly articulated.
- The buildings contribute positively to the street and lane network. Buildings should ensure visibility of people arriving and children playing in the street. This passive surveillance provides both social and safety benefits.
- Mahau, the indoor and outdoor zones such as verandahs, porches, patios and decks, provide essential transitional zones in Kaumātua and whānau housing communities.

Ko te Kaumātua Tōmua I
Building Kaumātua-Centred Tenancy Relationships

The project has two tenure types: progressive home ownership and social housing.
The progressive home ownership includes a few components:

- A family moves into the house as tenants and pay rent.
- The house is valued at completion (traditional method) or after five years (modified method).
- After five years, net qualifying rental (NQR) is calculated as rent paid less costs (rates, insurance and maintenance) and an annual inflation-based interest charge. A sale and purchase agreement is drawn up that recognises the valuation as the purchase price and the NQR as the deposit paid.
- A five-year deferred settlement date is then included.
- Payments made during the rental and deferred settlement stage are reviewed annually against an affordability measure of up to 30% of gross household income.

The progressive home ownership model is for families and social housing is for the kaumātua. As Te Rūnanga is a Community Housing Provider (CHP), rent is paid in two components:

Tenant Related:

- Income related rent which is set by MSD and is 25% of household income; and
- A subsidy from MSD for the difference between income related rent and market rent.

Development Related:

- An additional subsidy of

  A capital grant of 35% of the development cost.
- A top up to market rent of 35% to recognise the additional cost of providing public housing; or
- A combination of both.
- In all cases an encumbrance requiring provision for 25 years would apply.

This enables the price to be affordable to kaumātua. The tenancy management plan will follow the Moa Crescent model with Te Rūnanga maintaining ownership and kaumātua signing a Tenancy Agreement.

Te Rato Āwhina I
Providing Wrap-Around Services

Te Puāwaitanga will focus on providing housing as well as wrap around services across the housing continuum. Te Puāwaitanga understands that the provision of housing and homes is not just about 'bricks and mortar'. As such, there will also be an emphasis on:

- The provision of a **community hub** in order to bring programmes, services, groups and whānau together, to enable wrap-around support.
- The inclusion of **mārakai (food gardens),** orchards, umu and hangi resources, to establish appropriate food security.
- Enabling **long-term community sustainability** by ensuring that Te Puāwaitanga is a project that the community can be proud of and will support.

Te Puāwaitanga has a unique opportunity to provide bespoke services to fit the needs of the community. This could include transport, common amenities, and other services which will increase the liveability and social cohesion of the community. Some examples found in other developments include community amenities like halls and equipment which can be booked for social gatherings or community meetings. The specifics are in progress and will be developed along the way. A key partner in providing wrap-around services is the Rauawaawa Kaumātua Charitable Trust. They provide health, social, and cultural services for kaumātua and may operate some programmes at the community hub or transport kaumātua to their facilities. A second organisation is Te Kōhoa Health, which is a Kaupapa Māori health provider. They are looking at providing some health services at the hub as well.

Quote from a Project Team Member

"The hub will be the central point where those that are residing within that village, and the wider community, will be able to come and meet service providers, instead of them having to go into town, for example, to go to WINZ. WINZ might be situated in that office. Same with housing services. They're out in the community in their hub…. If there's a tangi, for example, and we've had that in our villages, the whānau can gather in the hub, and the kaumātua is still there until the family decide where they're moving to and things like that. So, community events. It's not going to be huge but it's going to be a hub that will be responsive to the needs of those within the development as well as the wider community."

Te Tiaki Whare I
Caring for Your Asset

Te Rūnanga is exploring a body corporate or residents' society to care for the long-term sustainability of the assets. A residents' society is a common structure within subdivisions and is used around the country for privately owned infrastructure and recreational facilities within residential developments. There are many examples but a few include

- Durham Estate, Hamilton
- Rutherford Park, Cambridge

The residents' society acts as a corporate body on behalf of the owners and are often incorporated societies. A residents' society will often have a structure as follows:

- A record of title for a section will contain a land covenant requiring the landowner to be a member of the residents' society.
- If the lot is sold then the membership of the residents' society must also be transferred to the new owner.
- The residents' society will be registered with the Registrar of Incorporated Societies and have a searchable constitution or set of rules.
- These rules may include the obligation to pay levies, enter into contracts with third parties for management, maintenance and other matters, or develop bylaws and methods of enforcing them.

The residents' society would in effect be the entity that represents and governs the development, with each owner or occupier of the dwelling being able to enjoy the benefits of membership and be bound by its rules.

He Kōrero Whakakapi I Closing Remarks

Kāti ake rā, tēnā rā koutou katoa, koutou kua whai whakaaro ki tēnei keteparaha, he tohu aroha tēnei ki a koutou, ka mutu, he kōrero hoki hei tautoko i ā koutou hīkoitanga i roto i tēnei tūmomo mahi waihanga whare āhuru mōwai mō ngā Kaumātua. Ko te tūmanako anō ia he āwhina mārika tēnei keteparaha i a koutou e whai nei i tēnei kaupapa hei oranga mō ō tātou Kaumātua me ō tātou whānau whānui hoki. Mauri ora.

We hope you find this new and advanced toolkit useful and wish you well on your Kaumātua and whānau whānui housing journey. “A gift of love”

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OPPOSITE IMAGE: Pou whenua in the gardens at Moa Crescent.

National SCIENCE Challenges

BUILDING BETTER HOMES, TOWNS AND CITIES

HE KĀINGA WHAKAMANA TANGATA WHAKAMANA TAIAO