

# Terms of Reference

## Working Group on Culturally Responsive Housing

As of December 2023

### 1. Context:

Leading from work underway to implement Te Rautaki Māori, and a recent external design review initiated by Construction & Innovation (C&I) Building Sustainability Innovation and Standards (BSIS) of the *Ki te Hau Kainga – New Perspectives on Maori Housing Solutions and Pacific Housing Design Guide (2002)*, Kāinga Ora has identified the opportunity to more fully align our housing design and delivery practices with our operating principles, to support the wellbeing and needs of whānau Māori and Pasifika currently living in Kāinga Ora homes.

The ambition of this work is to ensure that *new public and supported housing delivered by Kāinga Ora is culturally sensitive and responsive to the needs of our Maori and Pasifika customers.*

Rohan Bush (Director – BSIS, C&I) and Amos Kamo (Director – Policy & Performance, Te Kurutao) engaged support from the Lead Business Analysis and Service Design team in Organisational Improvement, to facilitate some discovery discussion and bring in insights from across the organisation to set up the mahi in this area, as this is a complex and cross-functional challenge.

There are several existing initiatives underway, led by a variety of teams in Kāinga Ora, which must be taken into account during this mahi. These include:

- The **Landscape Design Guide** is currently being updated and will be more culturally responsive.
- The **Urban Ngahere and Mara Kai framework** is currently being developed.
- Consultants have been commissioned to develop a **medium density housing model appropriate for Pasifika**, and write a design guide. (Primarily for market and affordable housing, but may help inform approach for public and supported housing.)
- There is a **Building Innovation R&D project** underway with Hikurangi Enterprises.
- Assessing **appropriateness of our current typologies**/dwelling number of bedrooms appropriate for Maori and Pasifika customers, particularly intergenerational living. Exploring alternative housing models. – Business Strategy team (tbc)
- Supporting Maori and Pacifica owned businesses through our **procurement activity** – Procurement team and Build Partnerships team
- Partnering with iwi and hapu to support **Maori-led housing developments** – Te Kurutao in partnership with multiple teams. These may have their own design needs/requirements.
- **Relocating housing** from the redevelopment pipeline to iwi and others – Waste Minimisation Team and Te Kurutao.
- Others not documented here.

### 2. Purpose of the Working Group

This working group has been set up to start the mahi, by developing a guiding vision under which all related work towards the objective can be aligned, and identify the primary areas of work required to achieve the vision.

The approach splits this mahi into two phases:

#### Phase 1:

1. Develop a directional goal for how Kāinga Ora delivers (including designs, builds and acquires) or enables new public, supported, affordable housing and market housing in a way that is culturally responsive to the needs of Māori and Pasifika.
2. Identify key opportunities and challenges to moving towards this directional goal
  - This may include key system levers, components or fields of action needed to create the conditions for and momentum towards meeting our directional goal
  - Detail these opportunities/challenges to the point that the right people and perspectives can be pulled into subsequent workshops, to scope these out comprehensively.

#### Phase 2:

Thereafter, a second phase of work is anticipated, to deliver well-defined, prioritised workstreams, that are structured effectively to create alignment between several teams and groups involved in delivering on the vision, ensuring they can work well together, towards clear objectives, and in a way that reflects our values and principles.

#### Scope of work

- Design and delivery of new public and supported housing
- Māori and Pasifika cultural needs
- Vision, key challenges, and prioritised workstreams with supporting mapping of teams and groups that need to work together for implementation
- Communication to take working group proposals to Kāinga Ora governance structures including Ngā Pae Tātaki

#### Out of scope:

- Existing housing portfolio
- Other cultural communities
- Our intangible services as a landlords, asset owners, etc.
- Social procurement, relocations.
- Implementation of prioritised workstreams

### 3. Timeline for commitment

The initial mahi is anticipated to be completed by end of January/mid February 2023. Thereafter a follow-on piece of work may require the on-going commitment of the Working Group, to deliver the fully defined workstreams and ways of working to achieve the vision across several teams.

### 4. Roles and Responsibilities

#### Initiative ownership:

- Rohan Bush (Director – BSIS, C&I)
- Amos Kamo (Director – Policy & Performance, Te Kurutao)

The initiative owners will:

- Provide direction to the scope and membership of the group
- Review and provide feedback on outputs
- Support resourcing so that the group can complete its work
- Support engagement with governance structures and senior stakeholders

### Working Group Members:

- s 9(2)(a) (Director Māori Innovation and Opportunities, Te Kurutao)
- s 9(2)(a) (Principal Advisor – Pasifika; National Services)
- s 9(2)(a) (Principal Urban Designer; Urban Planning & Design)
- s 9(2)(a) (Intermediate Development Planner; Urban Planning & Design )
- s 9(2)(a) (Assistant Urban Designer; Urban Planning & Design)
- s 9(2)(a) (Principal Architect, ADMO; C&I)

The working group members will be responsible for:

- Sharing information related to initiatives they have been a part of or have insight into to the wider group
- Identifying additional perspectives that are needed and bringing these into the mahi in ways that balance efficiency and depth required to come to good outcomes
- Working together to develop, test and refine the outputs as described

### Facilitators:

- s 9(2)(a) (Lead Service Designer, Organisational Improvement)
- s 9(2)(a) (Lead Business Analyst, Organisational Improvement)

The facilitators will be responsible for:

- Initiating the working group activity
- Coordinating the approach to delivery
- Planning and facilitating workshops and discussions
- Supporting synthesis/documentation of outputs

## 5. High-level plan for first phase of work

*How might we deliver (including design, build and acquires) or enable new public, supported, affordable housing and market housing in a way that is culturally responsive to the needs of Māori and Pasifika?*

