

Statement of Strategic Intentions

2021-2026



Te Tūāpapa Kura Kāinga
Ministry of Housing and Urban Development

Presented to the House of Representatives pursuant to section 39 of the Public Finance Act 1989

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Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development

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Te Kāwanatanga o Aotearoa
New Zealand Government



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MINISTERIAL FOREWORD



The Government has a significant role to play in housing and urban development to enable a system-wide response:

- as an enabler ensuring that legislative, regulatory, policy and investment settings work
- as a catalyst and leader building connections, addressing co-ordination problems and helping build consensus
- as delivery agent - funding, financing, and providing direct support for housing and urban development, and housing support services.

As we work to fix a housing crisis that was decades in the making through our urban development policy changes and the most investment since the 1970s in land, housing and infrastructure like pipes and roads to enable new housing, we are seeing the green shoots of change. There have been record levels of residential building consents and house price growth is easing off. But there is more to do.

The Government has articulated a long-term vision and direction for the housing and urban development system through the Government Policy Statement on Housing and Urban Development (GPS-HUD), and MAIHI Ka Ora - the National Māori Housing Strategy. These strategic documents will inform, influence and align activity across the system. They set the frame within which agencies in the system will work and act as an anchor from which aligned and consistent decisions can be made across government agencies.

Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development, as the lead agency for the Housing and Urban Development system, has a vital role to play in achieving the Government's vision to ensure the outcomes set out in the GPS-HUD and MAIHI Ka Ora are realised.

Te Tūāpapa Kura Kāinga is responsible for ensuring all aspects of the system are in place, including new initiatives, regulatory responses, and investments, to meet changing needs. We know that large-scale and systemic change is not something that government can do on its own. The Ministry needs to partner and collaborate with iwi, Māori, central and local government, and others to enable a system-wide response to make sure it is working well.

With everyone working together we can ensure that everyone in Aotearoa is able to live in a home and community that meets their needs.

Ministerial Statement of Responsibility

I am satisfied that the information on strategic intentions provided by Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development is consistent with the policies and performance expectations of the Government.

A handwritten signature in blue ink, appearing to read 'Megan Woods', with a stylized flourish at the end.

Hon Dr Megan Woods

Minister of Housing
June 2022

CHIEF EXECUTIVE'S FOREWORD



Setting ourselves up for the future

Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development (HUD) was established in 2018 to join up responsibilities and resourcing, and lead across system-wide priorities. We were established to deal with significant challenges: a fragmented system, no clear leadership and strategy, a one-size-fits-all approach, and more and more New Zealanders struggling to find a place to call home.

As a steward of the housing and urban development system, we facilitate action, bring parties together around a shared strategic direction, and provide tools, investment and information to support the work of others.

We partner and collaborate with Kāinga Ora, community housing providers, iwi and Māori, builders and developers, central and local government, and others to respond to the here and now, as well as setting up for the future so that the system can sustainably deliver for generations to come.

Fundamentally, the approach we're taking is about working with partners across the system, in places where housing needs are greatest, and through the Māori and Iwi Housing Innovation (MAIHI) Framework for Action. Since 2018, good progress has been made. Together, we've:

- helped set a clear direction for the system through the development of the first ever government policy statement on housing and urban development, and MAIHI Ka Ora – the National Māori Housing Strategy
- put plans in place in critical areas, eg, the Homelessness Action Plan, and a kaupapa Māori approach to work in partnership with Māori
- built relationships and shaped how parts of the system work together
- established Kāinga Ora – Homes and Communities to bring a more cohesive approach to urban development and provide and manage state housing
- increased the supply of public homes by over 8,500 and transitional housing places by 3,000 with many more in the pipeline
- established new settings and tools, including the Healthy Homes Standards, and changes to the Residential Tenancies Act
- supported more people into home ownership through the establishment of a progressive home ownership scheme
- unlocked more land to support critical infrastructure needed for housing development.

We have a growing implementation role and we are now responsible for billions of dollars through the various funds we administer. Our work continues to change with more significant items on our future work programme.

Although we've made good progress, there is still much that needs to be done. Housing is unaffordable for many people, and over the past two decades affordability has been getting worse; it is particularly challenging for people renting in some regions, and for people who want to buy their first home. We need to improve wellbeing and housing for people who are at risk of or experiencing homelessness.

We need to be ready for what the future will bring and be able to adapt quickly. We will ensure we are well-placed to achieve our purpose: he kāinga ora, he hāpori ora – thriving communities where everyone has a place to call home.

In signing this information, I acknowledge that I am responsible for the information on strategic intentions provided by the Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development. This information has been prepared in accordance with sections 38 and 40 of the Public Finance Act 1989.

Andrew Crisp

Tumu Whakarae – Chief Executive
Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development
June 2022

OUR OPERATING CONTEXT

Te Tūāpapa Kura Kāinga was established to lead cross housing and urban development system priorities and provide a joined-up response to complex, long-term challenges. In this section we set out the context that we operate in, which informs the development of our strategic direction.



WHO WE ARE AND WHAT WE DO

Te Tūāpapa Kura Kāinga leads the housing and urban development work programme in Aotearoa. We are responsible for strategy, policy, funding, monitoring and regulation of New Zealand's housing and urban development system.

We are here to ensure all parts of the housing and urban development system are working well and outcomes are being realised by working with others across the system to enable, catalyse and deliver change.

We envisage a country with thriving communities where everyone has a place to call home.

To achieve this, we grow understanding of the system, understand what's happening now and identify future trends, help focus effort across the system, ensure the right settings, tools and funding are in place, enable and ensure delivery and drive action through collaboration and partnership.

We partner with iwi and Māori to address the longstanding challenges in Māori housing and ensure that all whānau have safe, healthy, affordable homes with secure tenure.

Te Tūāpapa Kura Kāinga – the story of our name

Te Tūāpapa Kura Kāinga, translates to 'the foundation for a treasured home'.

The name comes from the proverb 'he kura kāinga e hokia, he kura tangata e kore e hokia', or 'a treasured home will endure, not so a treasured person'.

It carries a strong connection to our purpose: he kāinga ora, he hāpori ora – thriving communities where everyone has a place to call home.

It speaks to the importance of ensuring the wellbeing of people within the home, our connection with the land – acknowledging the generations of people who have always called this place "home" – and our commitment to delivering for future generations.

The name was gifted to us by Kingi Kiriona, a passionate advocate for te reo Māori.

Te Tūāpapa Kura Kāinga at a glance

We serve three Ministers:

- Minister of Housing
- Associate Minister of Housing (Māori Housing)
- Associate Minister of Housing (Homelessness).

We partner and collaborate with critical groups across the system:

- Iwi and Māori, who are best placed to deliver effective housing and urban solutions for Māori communities.
- Community Housing Providers, who play an important role in delivering long-term affordable housing through rental, mixed-tenure or progressive home ownership solutions.
- Social sector organisations, which support government to prevent and respond to homelessness and provide community support services.
- Local Government, which promotes the social, economic, environmental and cultural wellbeing of their communities now and into the future.
- The private sector, which plays the largest role in funding, financing, designing, constructing, delivering and maintaining the built environment.

We work with other Ministries and Departments to ensure that we are working together across government in a coordinated way.

We work to improve housing and urban development outcomes for Māori, including through the implementation of MAIHI Ka Ora, delivering and governing Whai Kāinga Whai Oranga with Te Puni Kōkiri,

and implementing Te Maihi o Te Whare Māori – Māori and Iwi Housing Innovation (MAIHI) practices across the organisation.

We help prevent and reduce homelessness by implementing actions in the Aotearoa Homelessness Action Plan and by partnering with other agencies to increase the supply of public and transitional housing.

We are responsible for 12 Acts of Parliament. Our policy and legislation function designs and develops policy, and maintains and reviews legislation, regulations and settings across the housing and urban development system.

We have an expanding role providing investment programme assurance, including across Large Scale Projects, and the Kāinga Ora land programme and build programme. Our Crown entity monitoring team also monitors Kāinga Ora – Homes and Communities, and Tāmaki Redevelopment Company Ltd.

We fund and regulate Community Housing Providers (CHPs) to increase the supply of new public houses, particularly in regional areas, and provide assurance to government that CHPs are well governed and provide appropriate housing services to their tenants.

We administer the following appropriations in 2021/22¹:

- Departmental total appropriations - \$80.983 million
- Non-departmental total appropriations - \$5.175 billion.

At 30 June 2021, we had 324 employees in our Wellington and Auckland offices and across Aotearoa.

¹ As at 2021/22 October Baseline Update.

¹ As at 2021/22 October Baseline Update.



WHY WE ARE HERE – OUR ENVIRONMENT

The housing and urban development challenges facing Aotearoa are complex and systemic. The poor housing and urban outcomes we are experiencing have developed across decades and require a concerted and aligned effort to resolve.

Households in Aotearoa spend the largest proportion of their disposable income on housing costs in the OECD. According to The Better Life Index 2020, our households spend on average 26% of their gross adjusted disposable income on housing, compared to the OECD average of 20%. Our housing is unaffordable and there is a lack of housing supply, which results in too many people in housing stress or experiencing homelessness. In addition, the homes we do have are often not meeting our needs.

Significant global and local challenges will continue to affect how and where we live.

The COVID-19 pandemic has exacerbated the housing inequality in Aotearoa. The full extent of the wellbeing and economic effects of COVID-19 are yet to be seen. However, we need to position ourselves to succeed in an uncertain future, which includes addressing the long-term systemic barriers that have constrained housing and urban development in this country.

Our climate is changing. Many buildings, homes and places are already at risk from natural hazards and we can expect these risks to grow in frequency and severity due to the changing climate. Sea level rise will threaten our coastal communities and raise groundwater levels. Extreme weather events will be stronger and increase the risk of flooding, erosion and

landslides. Higher temperatures may cause heat stress, lead to increasingly dangerous forest and bush fires, and prolong and worsen droughts. These changes will impact infrastructure as well as the physical and social wellbeing of communities.

Our population is growing and changing. By 2048 our population will exceed 6.2 million people. Much of this population growth is projected to be in the larger urban areas, particularly in Auckland, where the population will increase by almost 650,000 more people. Our population is also aging and diversifying which will change how and where we live. Within 13 years it is estimated that one quarter of our population will be aged 65 or over. This shift in demographics will place additional pressures on our homes and places to be adaptable and accessible. Family and household structures are expected to continue to diversify requiring an increasing variety of different housing options.

In 2021, the Government Policy Statement on Housing and Urban Development and MAIHI Ka Ora were released. Together, they present a multi-decade vision for the housing and urban development system.

Te Tūāpapa Kura Kāinga will lead the implementation of this vision on behalf of government. We will work and collaborate across the housing and urban development system, facilitate input from partners and stakeholders, and monitor progress.

Our strategic direction and the way we will manage our organisation are set out in the rest of this document.



OUR STRATEGIC DIRECTION

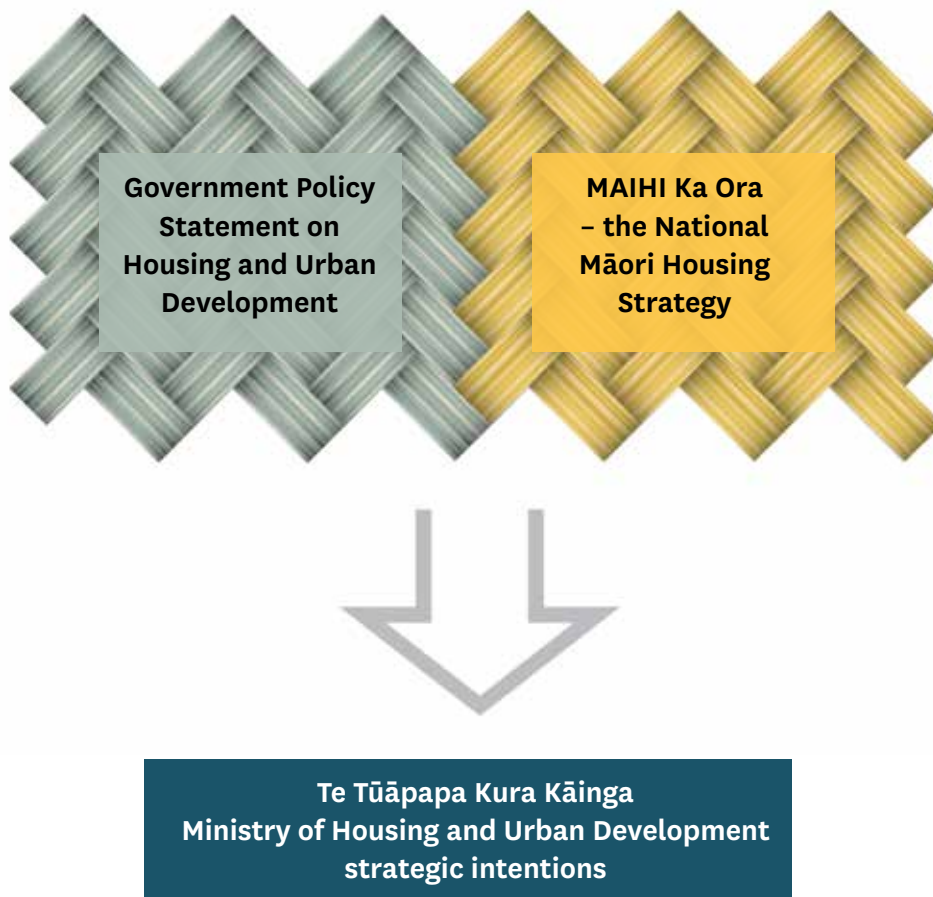
Our purpose is *He kāinga ora, he hāpori ora* – thriving communities where everyone has a place to call home. We lead the housing and urban development system.

In this section we set out the strategic objectives that we intend to achieve and contribute to. This includes the strategic direction for the system, which is set out in the Government Policy Statement on Housing and Urban Development and MAIHI Ka Ora – the National Māori Housing Strategy, the role we play in the system and the shifts we need to make to fulfil our role.



SYSTEM STRATEGIC DIRECTION

The strategic direction for the housing and urban development system is set out in the Government Policy Statement on Housing and Urban Development (GPS-HUD) and MAIHI Ka Ora – the National Māori Housing Strategy. These long-term plans were developed in parallel and they are strongly connected through Te Maihi o te Whare Māori – the Māori Housing Innovation (MAIHI) Framework for Action. They inform action across government and also action taken by Te Tūāpapa Kura Kāinga. Our strategic intentions are working towards the outcomes set out in the GPS-HUD and MAIHI Ka Ora.



Government Policy Statement on Housing and Urban Development

The GPS-HUD² provides a shared vision and direction for housing and urban development in Aotearoa. It takes a multi-decade outlook with outcomes for people, communities, the economy, and our built and natural environments. It will inform, influence and align activity across the system to respond to the challenges we face.

For government, the GPS-HUD acts as an anchor from which aligned and consistent decisions can be made. The Government expects all agencies to help implement the GPS-HUD, and to consider how they can shift and align their policy and investment to support it, while also delivering on their core roles.

The GPS-HUD also gives the wider system visibility of how centre and local government intends to work and focus energy and resources. It helps align and enable the different players to contribute to the best of their ability as we set about improving our housing and urban outcomes together.

For non-government organisations, the GPS-HUD provides important context to inform how they might wish to shift their own operations to respond to this direction independently, or in partnership with government and each other.

The GPS-HUD includes four outcomes to work towards over the coming decades. To realise these outcomes, action is required across six focus areas. An overview of the GPS-HUD outcomes and focus areas is on the following page.

² hud.govt.nz/urban-development/government-policy-statement-gps/



Vision: Everyone in Aotearoa New Zealand lives in a home, and within a community, that meets their needs and aspirations.

Outcomes

Thriving and resilient communities

Everyone is living in communities that meet their needs. The places where people live are accessible and connected to employment, education, social and cultural opportunities. They grow and change well within environmental limits, support our culture and heritage, are resilient to natural hazards, and help us reduce emissions and adapt to the impacts of a changing climate.

Wellbeing through housing

Everyone lives in a home, whether rented or owned, that is stable and affordable. The quality, accessibility, size, and features of our homes support people and families to live healthy, successful lives.

Māori housing through partnership

Māori and the Crown are working together in partnership to ensure all whānau have safe, healthy affordable homes with secure tenure. Māori housing solutions are led by Māori and are delivered locally. Māori are able to use their own assets and whenua Māori to invest in and support housing solutions.

An adaptive and responsive system

The system is integrated, self-adjusting and delivers in response to emerging challenges and opportunities. Land-use change, infrastructure and housing supply is responsive to demand, well planned and well regulated.

Focus Areas

Ensure more affordable homes are built

Ensure houses meet needs

Enable people into stable, affordable homes

Plan and invest in our places

Support whānau to have safe, healthy, affordable homes with secure tenure

Re-establish housing's primary role as a home rather than a financial asset



MAIHI Ka Ora – the National Māori Housing strategy

MAIHI Ka Ora – the National Māori Housing strategy³, has a shared vision that “all whānau have safe, healthy, affordable homes with secure tenure, across the Māori housing continuum.”

The strategy takes Te Maihi o te Whare Māori – Māori and Iwi Housing Innovation (MAIHI) Framework for Action, which drives a whole of system approach, and elevates it to provide the strategic direction for the whole Māori housing system.

MAIHI Ka Ora has been developed in partnership with Māori. Together we have identified the immediate and short-term challenges facing Māori housing that we need to address.

The Māori housing problem can be broken into six major components:

- Māori Crown Partnerships
- Māori-led Local Solutions
- Māori Housing Supply
- Māori Housing Support
- Māori Housing System
- Māori Housing Sustainability

Using MAIHI, and through a genuine partnership, we plan to meet these shared challenges through the respond, review, reset framework.

MAIHI Ka Ora was developed alongside the GPS-HUD to ensure they are both cohesive and consistent in their approaches, actions and aspirations for a better housing system.

We developed and led MAIHI Ka Ora in partnership with Te Puni Kōkiri and agencies across government. This is a strategy that has been co-designed with Māori in the housing sector. Its implementation demands both Māori and the Crown work together in genuine partnership.

MAIHI Ka Ora is an expression of the articles of Te Tiriti o Waitangi. The strategy sees the Government using its levers (Article one) to enable Māori-led local housing solutions (Article two) so Māori housing aspirations are achieved. If both partners of Te Tiriti work cohesively together, the strategy will provide oritētanga (Article three), equity.

³ hud.govt.nz/maihi-and-maori-housing/maihi-ka-ora/



OUR KAUPAPA

He kāinga ora, he hapori ora - Thriving communities where everyone has a place to call home.



Government Policy Statement on Housing and Urban Development

- Thriving and resilient communities
- Wellbeing through housing
- Māori housing through partnership
- An adaptive and responsive system

Maihi Ka Ora

- The National Māori Housing Strategy

Our role

We ensure all parts of the housing and urban development systems are working well and ensure outcomes are being realised by working together with other to enable, catalyse and deliver change.

- Grow understanding of the system
- Understand what's happening now and identify future trends
- Help focus effort across the system
- Ensure the right settings, tools and funding are in place
- Enable and ensure delivery
- Drive action through collaboration and partnership

Our foundations

- Māori and Iwi Housing Innovation (MAIHI)
- Place-based approaches

Our values

- Wānangatia - Curiosity
- Kōkiritia - Drive
- Arohatia - Empathy

OUR ROLE

All organisations in the system contribute to the strategic direction for the housing and urban development system that is set out in the GPS-HUD and MAIHI Ka Ora.

We have an important role to play in achieving the long-term vision for the system. We provide advice to Ministers, lead the implementation of Government priorities and work programmes and we facilitate work with our partners to progress towards the goals we share.

The release of the GPS-HUD and Maihi Ka Ora, has prompted us to clarify our role in the housing and urban development system. Having a collective understanding of our role and what it looks like in practice is key to ensuring we set ourselves up for future success.

Defining our role also helps us understand the shift in capability and processes we need to make to achieve our strategic priorities.

We ensure all parts of the housing and urban development systems are working well and ensure outcomes are being realised by working together with others to enable, catalyse and deliver change.

We do this to achieve our purpose: He kāinga ora, he hapori ora – thriving communities where everyone has a place to call home.

We are guided by MAIHI and our place-based approach.

We collaborate and influence across the system and partner with iwi and Māori, in accordance with the principles of Te Tiriti o Waitangi, to work towards the direction provided by the GPS-HUD and MAIHI Ka Ora.

There are six key elements to fulfilling our role:

Grow understanding of the system

We understand, and help others to understand, the system and its critical elements and the roles everyone plays. We provide a clear view of the system, how it works and how different parts of the system interact.

Understand what's happening now and identify future trends

We use data and evidence and listen to different perspectives to understand what is happening and what progress is being made across the system. Where the outcomes we want to see are not being realised we use the information we have to inform how we change tack.

Help focus effort across the system

We look across the system and work out what good looks like and what is needed to get there. We work with others to understand and prioritise short- and longer-term action and help to direct support and resources in the right places at the right time.

We help to ensure that the right people are involved and playing to their strengths. We understand and manage impacts across the system.

Ensure the right settings, tools and funding are in place

We work across government and with others to put in place legislation, policy, and other tools to support the housing and urban development outcomes that we want to see. We work with others to implement changes and support providers, iwi and Māori, local government and the private sector to empower and incentivise action across the system.

Enable and ensure delivery

We oversee funding, purchase outcomes, contract delivery and partner with others to deliver results. We monitor and provide oversight of the system and the performance of others.

Drive action through collaboration and partnership

We work with others on the ground in places. We coordinate activity across the system - through MAIHI and our place-based approach - by connecting partners and other stakeholders and providing support to increase understanding, build capability, encourage innovation, and make use of available funding and tools.



What our role looks like in practice

Our efforts to achieve our role are reflected in our core functions and the work we will do to over the next few years to ensure the system works well.

We will deliver crucial funding, programmes, products and services that improves the supply of housing and helps people now. This includes continuing delivery of funded programmes, delivering place-based and MAIHI partnerships, and supporting and monitoring Kāinga Ora to ensure delivery.

We will improve how the system functions and grow the capability of Te Tūāpapa Kura Kāinga to act as a system steward. We will do this by coordinating and leading across the system and in place, ensuring funding and investment supports outcomes, and implementing Kia renarena – our new organisational structure and way of working.

At the same time, we will respond to key issues affecting people in Aotearoa and work to resolve the underlying challenges in the housing system. This includes ensuring the right settings are in place to enable the right kind of supply, empowering Māori housing and growing affordable options.



OUR FOUNDATIONS

Every community in Aotearoa has its own unique opportunities and challenges. We have implemented two ways of working which underpin all the work we do and are critical to our success. They are our place-based approach and Te Maihi o te Whare Māori – Māori and Iwi Housing Innovation (MAIHI) Framework for Action. These two approaches sit alongside each other and are woven through all aspects of our work.

They are complementary approaches and include partnering to optimise the capability of the system to do the right thing in the right place with and for the right people. In considering the place, MAIHI is critical to accelerating the system to respond to the needs of whānau Māori.

Te Maihi o te Whare Māori – Māori and Iwi Housing Innovation

MAIHI puts Māori at the heart of the Aotearoa housing narrative, acknowledges the history of Māori housing and responds to Māori needs through kaupapa Māori approaches.

MAIHI is not just about what we deliver in the Māori housing sector – but how we deliver.

MAIHI sets a precedent for working in partnership with Māori and was developed with input from key partners across the Māori housing community.

MAIHI requires that we work collaboratively across government through a single door approach to increase housing supply that attends to whānau needs, prevents homelessness and works to improve Māori housing security. In addition, opportunities to partner through housing projects that connect skills, training and enterprise will realise the value of long-term sustainable outcomes for whānau and their communities.

MAIHI principles and framework

The MAIHI principles identify Te Mauri o te whānau at the centre of all our responses – that is the life force of the whānau at the centre to build strength and resilience from within.

Tikanga

Doing things right, being in the right place at the right time.

Whanaungatanga

Delivery services for Māori through a whakapapa lens.

Mauri

Enabling the life force, an essence for revival and fulfilment to be sustained in wellbeing.

Whakamana

Empowering whānau intergenerationally.

Manaakitanga

Key mechanisms of engaging and building relationships.



Tino Rangatiratanga

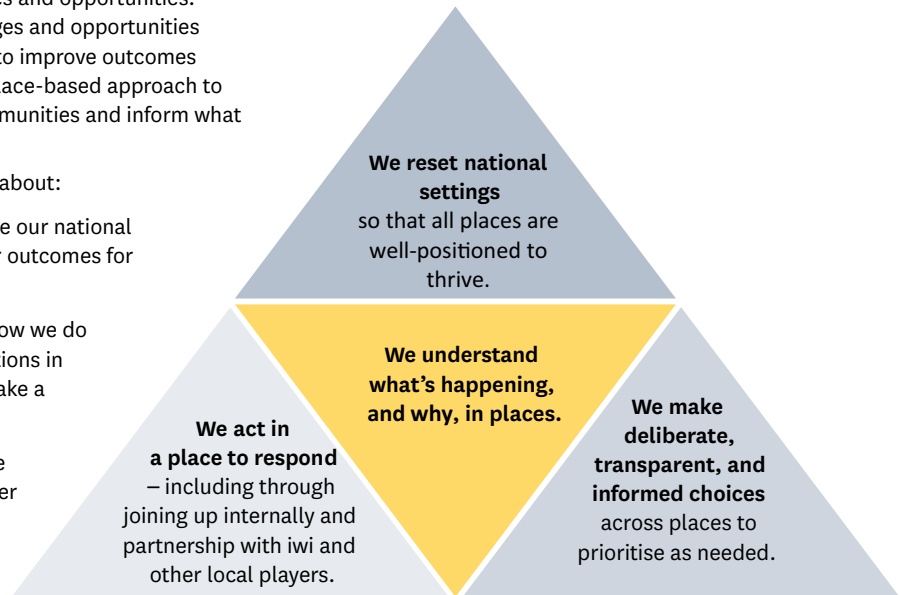
Self-Determination of self-sufficiency through creating your own sense of belonging.

Place-based approach

Every community has its own unique housing and urban development challenges and opportunities. Understanding these challenges and opportunities is the first step to being able to improve outcomes for communities. We use a place-based approach to understand the needs of communities and inform what we do where.

The place-based approach is about:

- how we design and shape our national settings to deliver better outcomes for people in all places
- what we do in a place, how we do it, and how the interventions in a place fit together to make a difference
- how choices in one place may have impacts in other places or influence what we do in those places.



Through our place-based approach we are continuously learning about places – how they are performing relative to one another and why we are seeing the outcomes we are seeing.

This information helps us to improve our national settings so that we deliver better outcomes for people in all places.

Partnering with communities and places

Our place-based approach uses an understanding of places to inform how we work with communities. Not every community requires the same level of engagement. In some places, local leadership and action will be sufficient to deliver better outcomes for people. In other places, we will work closely with iwi/Māori and communities to develop and implement local solutions to bring about the necessary change.

- **system partnerships** – where we have the most intensive engagement
- **targeted focus in places** – where we have specific interventions in place
- **monitoring outcomes in places** – where we maintain a ‘watching brief’ and will look at more intensive engagement or intervention if required

OUR VALUES

Our values are the behaviours that shape the way we work together. We seek and strive to bring the unique Māori worldview into the values that define our identity and guide us to success.



Wānangatia
Curiosity

To think and seek knowledge. To meet, discuss and deliberate.

Curiosity is represented in the legend of Tāwhaki. He sought the knowledge of the heavens, and he and his brother Karihi set themselves the challenge of making the ascent on vines hanging from heaven to earth. Karihi grasped a loose vine and was blown around the sky before falling down to earth. Tāwhaki on the other hand, remembered advice he had been given – to climb the sturdy vine that had its roots anchored firmly in the ground. Climbing this strong vine, he was easily able to make it to the highest point of the heavens. Here he learnt secret wisdom that he shared widely when he climbed back down to earth. His legendary thirst for knowledge still echoes today.

Behaviours

- Up for new challenges and experiences
- Think outside the box
- Work through ambiguity and make sense together
- Responsible and nimble
- Use knowledge and value feedback



Arohatia
Empathy

To love, and care for. To empathise, and respect. To embrace.

To understand Empathy, we look to the hongī. A rough translation of hongī is ‘one breath’ – but the act itself represents much more. Hongī is a union of mauri: life force. In legend, it represents the breath of life that Tāne breathed into the figure he formed from red clay. This hongī created Hineahuone – the first woman. Today, a hongī is used as a universal gesture for guests and family alike. For the ones close to us, it’s a show of the connection and the history we share. And as a greeting, the hongī connects newcomers to the land and its people. The ‘one breath’ of the hongī blends journeys together – a powerful symbol of trust, respect and inclusion.

Behaviours

- Open and inclusive
- Encourage people to be their best
- Trust others and act with integrity
- Create meaningful conversations
- Offer help and show compassion



Kōkiritia
Drive

To thrust forward. To champion (a cause) or make happen. To initiate.

The triangular motif indicates a dignified acknowledgement to the mountain horizons of Aotearoa – our unique and rugged landscape, shaped in legend by the hands of Māui’s brothers Haehae and Pakati as they hacked at his catch. Drive is embodied by the triangular formation of kawau mārō – a symbol of direction, pointing forwards as a cue on a journey to success and victory.

Behaviours

- Take accountability for actions and results
- Prioritise and plan for success
- Collaborate and influence to achieve outcomes
- Grab opportunities and get creative
- Show resilience and motivation to overcome issues

OUR SHIFTS

We have identified eight shifts (or changes) we need to make to fulfil our role in the housing and urban development system and achieve our priorities. Each shift describes what we are trying to improve and the required changes to capabilities and other elements to the way we operate. The shifts will guide our development and way of working. They are reflected in our leadership framework.

There are five strategic shifts and three operational shifts.

Strategic shifts

Clarify the scope and nature of our role in the system. We will clearly define our role in the system. We'll direct our resources and effort towards our core role. We'll also ensure we have sufficient resource and effort focused on areas that will create change in the system.

Better balance our efforts and resources across all our priorities. We will make more deliberate trade-off decisions about how we balance our effort and resources across our priorities to strengthen the system, and balance shorter-term and longer-term priorities. By making deliberate trade-off decisions, we'll be able to provide more certainty for our people and the system.

Embed place-based and MAIHI frameworks in our day-to-day work. We will have a clearer understanding of how we practically apply the place-based and MAIHI approaches at an organisation-wide level. We will also increase our capabilities so we can embed this into our ways of working.

Establish clearer connections between our strategy and our operational decisions. We will execute and implement our strategy through consistent and repeatable business planning, budget setting and measurement processes. We will have more transparency about what we're doing and what we're achieving. We will also have more flexible processes for resourcing priority work areas.

Build external engagement and collaboration. We will have a better understanding of the system we work in, including who is part of it and how HUD fits in. We will engage, collaborate, create connections and partner with iwi and Māori, other Government agencies, local government, community housing providers and stakeholders.

Operational shifts

Build internal collaboration. We will have a better understanding of how our teams interact across the organisation, including who we need to engage with, when to engage with those people, what pieces of work they own, what is expected of them, and their key responsibilities and/or deliverables.

Improve priority internal processes. We will improve internal processes so we can spend more time on our core business and higher value activities. We will focus primarily on those processes that will free up time, reduce frustration, and reduce risk for the organisation. We will also make better use of existing technology, data and information.

Build our people capability and capacity in priority areas. We will make more deliberate and informed decisions on where we need to invest in our capability to deliver on our priorities. We'll also use our values to guide us so we continue to cultivate the behaviours we need to be successful.

Managing our organisation

We recently undertook a work programme, called *Kia renarena*, that implemented a new organisational structure and ways of working. This will ensure we are best placed to make the strategic and organisational shifts to fulfil our role in leading the housing and urban development system. In this section we set out how we intend to manage the our functions and operations to meet our strategic intentions.

HOW WE WORK

Our people, leadership and how we work are critical to our success. During 2022/23 we undertook a work programme called *Kia renarena tā tātou kaupapa*, to develop a clear understanding of our role, review the way we work and ensure we have the capability and structure we need to enable us fulfil our role. The five areas of focus for *kia renarena* were:

- our ways of working that support working collaboratively across the organisation
- accountability for our key relationships
- our place-based and MAIHI approaches, and being clear about what they mean in practice
- identifying the capabilities needed to support our role in the system and making sure we have critical mass in our priority areas
- our functions, structure and roles.

Our role and the shifts we need to make, which were part of *kia renarena*, are discussed earlier in this document.

We also implemented a new leadership framework that establishes clear leadership expectations for management across the organisation. The framework is presented through three focus layers – leading the system, leading the organisation and leading delivery. These layers reflect the high-level context that all our leadership roles operate at.

Our structure

Te Tūāpapa Kura Kāinga has six business groups that are led by five Deputy Chief Executives and the Director of the Office of the Chief Executive.

Intelligence and System Direction takes a systematic approach to understanding what is happening across the system, what is needed now and in the future and who needs to play what roles. This group has a dedicated focus on:

- the system as a whole in the medium to long-term
- the policy priorities for the system
- embedding our system response in places.

Solutions Design and Implementation is the bridge between our policy, design and implementation work. The group designs the detailed policy, legislation and funding settings and tools needed to achieve our system priorities. Where we have an implementation role, the group is also responsible for this including setting up any new functions required. The group maintains and reviews legislation, regulation and settings for specific tools and products and is responsible for registration and regulation of community housing providers.

Te Kāhui – Maori Housing ensures that we have the dedicated capability and capacity to boost housing and urban development outcomes for Māori so that whānau can live in a way that connects them to their identity, language and culture, their whenua and whakapapa.

System Delivery and Performance is responsible for managing and monitoring the delivery, in conjunction with Te Kāhui – Māori Housing. The group includes delivery and supply functions, land acquisition and development, procurement and contract management.

Organisational Performance drives efficiency, effectiveness and supports to the overall performance of the organisation. The group includes Finance, Legal, People and Community, Communications, Ministerial Services and Crown Entity Monitoring.

Office of the Chief Executive provides advice and support to the Chief Executive, supports our governance arrangements and risk management practices, and manages our organisational change implementation.

GOVERNANCE AND RISK MANAGEMENT

Our governance model supports the Chief Executive and Senior Leadership Team (SLT) to work effectively and efficiently, plan strategically and work across system stakeholders. The SLT supports the Chief Executive to shape our strategic direction, ensure focus is on the priorities that matter and to take a whole of organisation approach.

As part of the second phase of *kia renarena*, we are undertaking a governance review and redesign, which will look at our current arrangements to identify specific areas for improvement. The aim is to refresh our governance model and determine the capability and capacity we require to manage it. We expect changes resulting from the review to be implemented during 2022.

Currently, the SLT is supported by three internal subcommittees. The membership of the subcommittees is mandated by the Chief Executive, and the Chair and Deputy Chair roles are held by Deputy Chief Executives.

- Data, Information and Privacy Steering Group provides oversight and assurance to the Chief Executive and SLT that robust policies, processes, systems and practices are in place for the management of data, information and privacy.
- Safety and Wellbeing Committee provides objective guidance, insight and challenges on health, safety and security. The committee is mandated by the Chief Executive.
- Te Komiti Māori helps the Chief Executive to lift Māori capability across Te Tūāpapa Kura Kāinga, ensures the protection and promotion of Māori interests and advances the delivery of kaupapa Māori housing through the MAIHI framework.

We also have a Risk and Assurance Committee with external members to provide independent input, oversight and advice to the Chief Executive. The committee gives advice on risk processes and practices, assurance programmes and our control environment.

Approach to risk management

Effective risk management is critical to sound governance. Te Tūāpapa Kura Kāinga has an enterprise risk management framework and policy, and we monitor our system and financial risks in line with relevant government frameworks.

Key parts of our work programme are driven by our responsibility to manage system risk, including our system intelligence work programmes. The SLT reviews strategic risks and makes decisions to support mitigation activity. Oversight of other organisational, project and programme risks is provided by the SLT subcommittees and other internal governance structures. Our independent Risk and Assurance Committee provides advice to the Chief Executive on effective risk management and appropriate assurance to help us meet our organisational risk and assurance maturity goals.

Our internal assurance programme provides independent assurance to the Chief Executive and SLT that important processes and systems are operating effectively, and identifies possible improvements.

Collaboration with our housing and urban development partners plays an important part in understanding and managing system-wide risks. We have specific responsibilities for monitoring key partners, such as Kāinga Ora – Homes and Communities, Tāmaki Redevelopment Company Ltd, and registered Community Housing Providers. Through this and our contracts management functions we contribute to providing confidence in the delivery of key government-funded services in the system to the public.

OUR PERFORMANCE FRAMEWORK – HOW WE ASSESS OUR PROGRESS

The Housing and Urban Development system Government Policy Statement on Housing and Urban Development					
Outcomes					
Thriving and resilient communities	Wellbeing through housing	Māori housing through partnership	An adaptive and responsive system		
Focus areas					
Ensure more affordable homes are built	Ensure houses meet needs	Enable people into stable, affordable homes	Plan and invest in our places	Support whānau to have safe, healthy, affordable homes with secure tenure	Re-establish housing's primary role as a home rather than a financial asset
Te Tūāpapa Kura Kāinga He kāinga ora, he hapori ora - Thriving communities where everyone has a place to call home					
Our outcome indicators The impact that we have on the system					
More houses New infrastructure developments supporting the development of housing	Home ownership Rental affordability Māori-led housing	Warm and dry houses Support provided to people in housing need			
Our role How we ensure the system is working well and outcomes are realised					
Grow understanding of the system Understand what's happening now and identify future trends	Help focus effort across the system Ensure the rights settings, tools and funding are in place	Enable and ensure delivery Drive action through collaboration and partnership			
Our outputs ⁴ The services we provide					
Facilitating the purchase and development of land for housing purposes	Policy advice and ministerial servicing	Management of housing provision and services			

System performance

Ministry performance

⁴ The departmental appropriations in the Vote Housing and Urban Development Estimates of Appropriations.

Performance of the housing and urban development system

The overall performance of the housing and urban development system is assessed through the GPS-HUD indicators. These are long-term indicators, which assess how the system is performing. Data for these indicators will be published on the Ministry's website (hud.govt.nz).

The MAIHI Ka Ora implementation plan focuses on the steps we need to take over the next three to four years to bring us closer to achieving the vision for Māori housing. Performance against the plan will be reported to the MAIHI Whare Wānanga and published on our website.

The GPS-HUD and MAIHI Ka Ora will be reviewed concurrently every three years.

Our contribution to the housing and urban development system

We measure the effectiveness of our contribution to the system through:

- Outcome indicators – we have developed indicators that assess the Ministry's contribution to the system outcomes in GPS-HUD (see next page). These indicators best reflect the impact that we have on the system. The indicators are included in this Statement of Strategic Intentions and results will be reported each year in our Annual Report.
- Our role – we ensure the system is working well and outcomes are realised by enabling, catalysing and delivering change. Our performance in fulfilling our role is reported through the narrative information in our Annual Report.

We measure the services we deliver for New Zealanders through our output measures, which are included in the Estimates of Appropriations each year. The results for these measures are included in our Annual Report.



⁵ hud.govt.nz/maihi-and-maori-housing/maihi-ka-ora-the-national-maori-housing-strategy/maihi-ka-ora-implementation-plan/

Indicator	How this demonstrates our contribution to the GPS-HUD	Desired change
More houses	This indicator demonstrates how we contribute to the focus area of 'Ensure more affordable homes are built' by how many houses are delivered by government initiatives we lead or participate in and how well the settings that we have put in place support overall supply activity. This indicator also shows how we help achieve the outcome of 'Wellbeing through housing' by partnering to provide affordable housing options.	<ul style="list-style-type: none"> ▪ Increasing number of new residential building consents over time. ▪ Increasing number of public homes added to the stock each year.
New infrastructure developments supporting the development of housing	This indicator demonstrates how we contribute to the focus area of 'Ensure more affordable homes are built' through leading infrastructure initiatives/ investments. This indicator also shows how we help achieve the outcomes of 'Wellbeing through housing' (when more housing supply is in more places, supplied at a lower cost, and offering a greater variety of housing types and locations) and 'An adaptive and responsive system' (when regulatory and institutional settings enable increased housing supply and urban change).	<ul style="list-style-type: none"> ▪ We will report this through narrative information in our annual report each year. We will include statistical information once it becomes available in future years.
Home ownership	This indicator demonstrates how we contribute to the focus area of 'Enable people into stable, affordable homes' through supporting people into home ownership through initiatives/ investments. This indicator also shows how we, by supporting people into home ownership, help achieve the outcome of 'Wellbeing through housing' where everyone lives in a home that is stable and affordable.	<ul style="list-style-type: none"> ▪ Increasing percentage of people living in owner-occupied homes. ▪ Increasing proportion of lending to first home buyers (out of all buyer types). ▪ Deposit affordability index increases over time.
Rental affordability	This indicator demonstrates how we help achieve the outcome of 'Wellbeing through housing' when the rental market provides healthy and stable housing.	<ul style="list-style-type: none"> ▪ Regional rental affordability indexes improve over time

Indicator	How this demonstrates our contribution to the GPS-HUD	Desired change
Māori-led housing	This indicator demonstrates how we contribute to the focus area of 'Support whānau to have safe, healthy affordable homes with secure tenure' through our leadership of initiatives that invest in and enable Māori-led housing developments. This indicator also shows how our support of Māori-led housing developments helps achieve the outcomes of 'Thriving and resilient communities' (where everyone is living in communities that meet their needs) and 'Māori housing through partnership' (where Māori and Crown are working together in partnership to ensure all whānau have safe, healthy and affordable homes with secure tenure).	<ul style="list-style-type: none"> ▪ We will report this primarily through narrative information in our annual report each year. Where possible, statistical information will also be included.
Warm and dry homes	This indicator demonstrates how we contribute to the focus area of 'Ensure houses meet needs' by assessing the results of implementing rental legislation changes, which is a collaborative effort between HUD and the Ministry of Business, Innovation and Employment. This indicator also shows how our work on rental legislation helps achieve the outcome of 'Wellbeing through housing' when the rental market provides healthy and stable housing.	<ul style="list-style-type: none"> ▪ Decreasing percentage of households reporting living in homes with dampness or mould. ▪ Increasing level of compliance with the healthy homes standards.
Support provided to people in housing need	This indicator demonstrates how HUD contributes directly to the focus area of 'Enable people into stable, affordable homes' by assessing how HUD provides support through programmes/initiatives to people in urgent housing need. This indicator also shows how HUD helps achieve the outcome of 'Wellbeing through housing' when homelessness is rare, brief and non-recurring.	<ul style="list-style-type: none"> ▪ Increasing total number of transitional housing places available. ▪ Increasing number of households achieve housing stability through engaging in a programme aimed at supporting people in housing need. ▪ We will report narrative information on changes in number of clients who need Emergency Housing Special Needs Grants.



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