

**Tāmaki Redevelopment Company (TRC)
Board Meeting Minutes**

Date and time: Monday 14 February 2022, 11.06am

Venue: Microsoft Teams

Directors in attendance:

Evan Davies, Dr Susan Macken, Kerry Hitchcock, Madhavan Raman, Diana Puketapu

Observers and advisors in attendance:

Georgie Thompson

Staff in attendance:

Shelley Katae (Chief Executive, TRC), Joanna Brain (GM Strategy and Masterplanning), Jada MacFie (GM Connections and People Experience), Mihi Tibble (GM Outcomes and Community Development), Paul McElwee (Chief Financial Officer), John Chapman (Acting GM Social Transformations), Neil Porteous (GM Tāmaki Housing Association LP)

Apologies: Bill Takerei, Cr Josephine Bartley

Minutes: Danielle Parshotam

TRC 10 Confirmation of TRC Board meeting minutes

It was resolved that the TRC Board:

- a) *confirms the minutes of the Tāmaki Redevelopment Company Board of Directors meeting, held 8 December 2021, are correct*

CARRIED: Kerry Hitchcock / Madhavan Raman

TRC 11 Health and Safety Report November/December 2021

The Chief Financial Officer, Paul McElwee spoke to the report.

- It was noted, TRC has done a lot of work in preparation for COVID-19, including a review of critical processes and caring for staff who have contracted the Omicron variant. There has also been several health and safety events on development sites, but Management is hopeful things will change with the new Kāinga Ora Health and Safety Advisor based in Auckland.

It was resolved that the TRC Board:

- a) *receives the Health and Safety Report November/December 2021*

CARRIED: Madhavan Raman / Diana Puketapu

TRC 12 Group Commercial Report November/December 2021

The Chief Financial Officer, Paul McElwee spoke to the report.

- Chief Financial Officer, Paul McElwee noted the need [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- It was also noted, TRC is likely to face an insurance increase, due to the rise in value and building cost. Management is working through this and will keep the Board informed of any progress.

It was resolved that the TRC Board:

- a) receives the Group Commercial Report November/December 2021
- b) approves the amendment to the Power of Attorney provided to Kāinga Ora
- c) requests for the Chief Executive, Shelley Katae to [REDACTED]

CARRIED: Dr Susan Macken / Kerry Hitchcock

TRC 13

Chief Executive's Report

The Chief Executive, Shelley Katae spoke to the report.

- Board Chair, Evan Davies commented on the positive presentation with the Social Services and Community Select Committee, and encouraging meeting with the Minister.
- Chief Executive, Shelley Katae noted Management's shift in focus to equity outcomes and building larger homes, faster. She commented on the need to test how Management will achieve this on a number of levels, and how TRC is now in unique position with positive buy-in from government officials, key stakeholders and shareholders.
- Rehousing is an immediate issue Management is working through and [REDACTED]
- The Board queried whether Management is noticing the effects of the current economic environment on the local community. GM Outcomes and Community Development, Mihi Tibble confirmed whānau are suffering from increased costs of living, unemployment, and maintaining mortgages. She noted these were whānau who have not traditionally sought assistance from TRC.
- Community Advisor, Georgie Thompson reiterated Mihi's sentiments and commented on the need to re-look at the outcomes of the whānau-by-whānau contract, as more could be achieved if it were to work through a Te Ao Māori view.
- The Board asked Management to advise on how the whānau-by-whānau programme could be changed to meet community demands but ensure at the same time this does not distract from housing development.
- Chief Executive, Shelley Katae expressed [REDACTED] start, who'll be stepping into the new GM Commercial and Development role.

It was resolved that the TRC Board:

- a) receives the Chief Executive's Report December 2021

CARRIED: Evan Davies / Madhavan Raman

TRC 14 Housing Insights Report November/December 2021

The General Manager of Strategy and Masterplanning, Joanna Brain spoke to the report.

- It was noted, Management will start to report transparently on development timelines, which has not been done before, and will look at each project individually to unlock the momentum.
- The Board acknowledged TRC has its fingers in too many pies and consequently is taking longer to complete key projects. As TRC is resource constraint, there is a need to re-look at priorities and how Management responds to vacant sites, current projects, and Kāinga Ora commitments. At a Management level, the Board commented on the need for a realistic and pragmatic goals map, indicating what TRC can do.
- The Board asked Chief Executive, Shelley Katae to return to the Board with a priorities paper, commenting on how Management will achieve its priority programmes.

It was resolved that the TRC Board:

- a) *receives the Housing Insights Report November/December 2021*

CARRIED: Kerry Hitchcock / Diana Puketapu

Craig Haycock entered the meeting at 12.14pm

TRC 15 Acquisitions of Missing Teeth

The General Manager of Strategy and Masterplanning, Joanna Brain, spoke to the report.

- The Board queried whether the acquisition of these properties advance TRC’s priorities, as previously outlined, and if there’s additional work required on the properties to make them tenant ready.
- The Board noted their preparedness to support the acquisitions if the properties will add opportunity to the development programme and provide TRC with housing stock to relocate whānau in the short-term. [REDACTED]

It was resolved that the TRC Board:

- a) *supports the acquisition of missing teeth properties,* [REDACTED]

CARRIED: Dr Susan Macken / Evan Davies

TRC 16 260 Apirana Ave – Implementation Strategy

The Chief Executive, Shelley Katae spoke to the report.

- Chief Executive, Shelley Katae noted the two immediate focus areas: [REDACTED]

It was resolved that the TRC Board:

- a) *receives the 260 Apirana Ave – Implementation Strategy Report*
- b) *approves the targeted outcomes*

CARRIED: Evan Davies / Kerry Hitchcock

TRC 17 Transitional Housing – Key Learnings Summary

The General Manager of Strategy and Masterplanning, Joanna Brain spoke to the report.

- The Board suggested using the transitional housing phase two sites for long-term public housing and asked Management to return with a paper, outlining what phase two of the Transitional Housing programme looks like. [REDACTED]

It was resolved that the TRC Board:

- a) *receives the Transitional Housing – Key Learnings Summary Report, and requests Management to return with a paper outlining options for phase two of the Transitional Housing programme and use of the vacant sites to increase the supply of homes.*

CARRIED: Diana Puketapu / Madhavan Raman

TRC Strategy Manager, Kris Lal joined the meeting at 1.06pm

TRC 18 Build-to-Rent Financial and Management Business Case

The General Manager of Strategy and Masterplanning, Joanna Brain, and Strategy Manager Kris Lal spoke to the report.

- The Board encouraged Management to [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- The Board reiterated the Build-to-Rent programme should be one of TRC’s priorities.

It was resolved that the TRC Board:

- a) *approves to proceed to the next stage of the business case and requests for the final case to be circulated to the Board, via email.*

CARRIED: Dr Susan Macken / Evan Davies

TRC Strategy Manager Kris Lal left the meeting at 1.40pm

TRC 19 Affordable Housing Framework Refresh

Acting GM Social Transformations, John Chapman spoke to the report.

- The Board noted the gap [REDACTED]
- Acting GM Social Transformations, John Chapman commented on the Site A consultation TRC carried out with local whānau, which provided insights on the use of shared amenities. From a tikanga perspective, there are certain desirables with shared amenities and what is appropriate for whānau.

It was resolved that the TRC Board:

- a) *requests Management to return to the Board with a Concord business-to-business option paper, outlining how this will be implemented in a way that builds faster in partnership with Ngāti Paoa.*

CARRIED: Evan Davies / Diana Puketapu

TRC 20 Employee Health Insurance

The Chief Financial Officer, Paul McElwee spoke to the report.

- The Board asked Management to consider how it could deliver equity to employees, when some already have insurance, and provide more thinking on co-pays before specific quotes are sought.

It was resolved that the TRC Board:

- Supports the idea of an insurance programme that includes employee whānau, and requests Management to return to the April board meeting with a detailed proposal, that tests equity issues, and outlines how Management will make the programme work in the most appropriate way possible.

CARRIED: Dr Susan Macken / Madhavan Raman

TRC 21 Asset Manager, Tracy Massam joined the meeting 12.12pm.

Board Chair, Evan Davies left the meeting at 12.12pm

Asset Management Operational Update

The Chief Financial Officer, Paul McElwee spoke to the report.

It was resolved that the TRC Board:

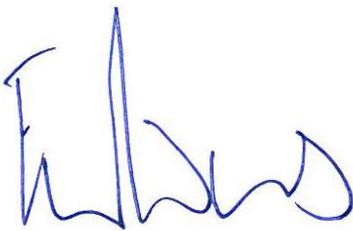
- a) *receives the Asset Management Operational Update*

CARRIED: Dr Susan Macken / Madhavan Raman

Karakia Neil Porteous

There being no further business the meeting concluded at 2.14pm.

The minutes of this meeting will be confirmed at the TRC Board of Directors meeting on 4 April 2022.

A handwritten signature in blue ink, appearing to read "Evan Davies".

Evan Davies
Chairman

Actions Register

Meeting Month	Item	Action	Responsible	Due
February 2022	12	[REDACTED]	Shelley Katae	ASAP
February 2022	14	Management to return to the Board with a priorities paper, commenting on how Management will achieve its priority programmes in FY23	Shelley Katae	4 April 2022
February 2022	17	Management to return to the Board with a paper outlining options for phase two of the Transitional Housing programme and use of the vacant sites to increase the supply of homes.	Joanna Brain	4 April 2022
February 2022	18	Final Build-to-Rent, taking into account Board feedback, to be circulated to the Board, via email.	Joanna Brain	
February 2022	19	Management to return to the Board with a Concord business-to-business option paper, outlining how this will be implemented in a way that builds faster in partnership with Ngāti Paoa.	Joanna Brain	4 April 2022
February 2022	20	Management to return to the Board with a detailed proposal, that tests equity issues, and outlines how Management will make the programme work in the most appropriate way possible.	Paul McElwee	4 April 2022