

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

Date and time: Monday 4 April 2022, 10.54am

Venue: Microsoft Teams

Directors in attendance:

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

Observers and advisors in attendance:

Bill Takerei

Staff in attendance:

Shelley Katae (Chief Executive, TRC), Joanna Brain (GM Strategy and Masterplanning), Daniel Henderson (GM Commercial and Development), 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: Georgie Thompson, 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 14 February 2022, are correct*

CARRIED: Evan Davies / Diana Puketapu

TRC 11 Health and Safety Report February 2022

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

- The Board [REDACTED]

It was resolved that the TRC Board:

- a) *receives the Health and Safety Report February 2022*

CARRIED: Evan Davies / Madhavan Raman

TRC 12 Group Commercial Report February 2022

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

- The Board [REDACTED]

It was resolved that the TRC Board:

- a) *receives the Group Commercial Report February 2022*

CARRIED: Evan Davies / Madhavan Raman

TRC 13

Chief Executive's Report

The Chief Executive, Shelley Katae spoke to the report.

- It was noted, Management is focusing on three key areas: organisational culture, delivery (strategy to implementation), and managing the context in which SLT operates in.
- Management executed an Employee Engagement Pulse Survey with the TRC/THA team, which provided important insights on workplace culture, confidence in decision-making and concern around workload. Management will provide an update to the Board on the results of this survey at the next board meeting.
- Chief Executive, Shelley Katae noted she would like to form a Development Sub-Committee with members of the Board, including Evan Davies and Kerry Hitchcock. This sub-committee will provide strategic overview of development projects. A memo will be circulated to the board for approval.
- The Board asked Management whether it is confident TRC people are working on the right activities to achieve the supply of homes. Chief Executive, Shelley Katae confirmed Management is working through this currently and are leading a change process to realign the workforce to deliver priorities.
- The Board asked Management to provide an update on existing employee-based outcomes, so the distribution of roles before and after the delivery focus is clear, and to outline the spread of remuneration across the organisation that provides assurance around equity. The Board noted it would like to see this piece of work before it can approve requests in the FY23 budget.

It was resolved that the TRC Board:

- a) *receives the Chief Executive's Report*

CARRIED: Evan Davies / Dr Susan Macken

TRC 14

Housing Insights Report November/December 2021

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

- It was noted, [REDACTED]

It was resolved that the TRC Board:

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

CARRIED: Madhavan Raman / Kerry Hitchcock

TRC 15

TRC FY23 Priorities, Draft Statement of Service Performance and Budget

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

- It was noted, [REDACTED]



- The Board asked Management about a TRC cultural change and how it would implement changes without losing some of the qualities celebrated in Tāmaki. Chief Executive, Shelley Katae confirmed a cultural change was needed across housing delivery and changes are required to ensure accountability and delivery, daily. She noted transparency, accountability, and driving a track record would be welcome by the teams.
- Community Advisor, Bill Takerei requested proactive communications with the community on any paused projects and why this is happening in a community setting.
- Chief Financial Officer, Paul McElwee noted [REDACTED]
- Chief Financial Officer, Paul McElwee also noted [REDACTED]

It was resolved that the TRC Board:

- a) *supports the direction of the proposed FY23 TRC priorities*
- b) *approves the Draft FY23 SPE being provided to the Crown for review and feedback, including proposed new measures.*
- c) *delegates to the Chief Executive the authority to approve non-material changes to the Draft FY23 SPE, based on feedback from Crown.*
- d) *delegates to the Chair and Deputy Chair the authority to sign the Final FY23 SPE outside of a regular Board meeting.*
- e) *approves the [REDACTED]*

CARRIED: Evan Davies / Madhavan Raman

TRC 16

Rehousing Options

GM Tāmaki Housing Association LP, Neil Porteous spoke to the report.

- It was noted, until there is a [REDACTED]
- The Board indicated their preference [REDACTED]
- The Board asked for Management to be clear that cabins would only be acceptable as a temporary solution.

It was resolved that the TRC Board:

- a) *indicates their support of buying missing teeth, as one of the options to facilitate rehousing in the immediate future.*
- b) *requests Management to return with a budget line proposal for acquiring missing teeth to make the process more efficient.*

CARRIED: Evan Davies / Diana Puketapu

TRC 17 Construction Cost Benchmarks Updates

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

It was resolved that the TRC Board:

- a) *receives the Construction Costs Benchmarks Update report*

CARRIED: Kerry Hitchcock / Madhavan Raman

TRC 18 Concord Options

The General Manager of Commercial and Development, Daniel Henderson spoke to the report.

- The Board queried who would [REDACTED]
- The Board also queried the [REDACTED]
- Management confirmed it has [REDACTED]
- GM Commercial and Development, Daniel Henderson provided a status update of Concord, noting the [REDACTED]

Director Dr Susan Macken left the meeting at 12.47pm

It was resolved that the TRC Board:

- a) *Requests Management to review costs based on current designs.*

CARRIED: Evan Davies / Diana Puketapu

TRC 19 Epping Evandale Options

The General Manager of Commercial and Development, Daniel Henderson spoke to the report.

- It was noted, the options present a pragmatic choice between time and therefore delivery of houses, or halted projects to redesign and deliver a better result, but take longer to delivery supply.
- The Board expressed their interest in options two and three, noting three is better on a programme basis. It reiterated, any option that slows down the delivery of housing is difficult to agree to.

It was resolved that the TRC Board:

- a) *Supports option 3, on a programme basis, to address the mismatch between the proposed typologies and the current demand for Epping/Evandale*

CARRIED: Madhavan Raman / Diana Puketapu

TRC 20 GM Connections and People Experience, Jada MacFie left the meeting 1.10pm

Pirangi Approach

The General Manager of Commercial and Development, Daniel Henderson spoke to the report.

- The Board expressed their [REDACTED]

It was resolved that the TRC Board:

- a) Requests Management to return with [REDACTED]
[REDACTED]

CARRIED: Evan Davies / Kerry Hitchcock

TRC 21

Vacant Site Strategy

The General Manager of Commercial and Development, Daniel Henderson spoke to the report.

- The Board expressed their support, in principle, of the vacant site strategy.
- GM Strategy and Masterplanning, Joanna Brain requested permission from the Board to have an offline conversation with Board Chair Evan Davies and Director Kerry Hitchcock about Line Road and its costs.

It was resolved that the TRC Board:

- a) *endorses the approach outlined within this discussion paper for the development of vacant sites to accelerate the delivery of larger homes based to meet TRC's housing needs.*

CARRIED: Kerry Hitchcock / Madhavan Raman

TRC 22

Employee Health Insurance

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

- It was noted, the \$500 excess would apply to every claim, and that TRC is currently behind Kāinga Ora and other public sector organisations, regarding employee health insurance.

It was resolved that the TRC Board:

- a) *approves the company entering a contract with Union medical benefits society limited to provide a group medical scheme to employees on the basis outlined below*

CARRIED: Diana Puketapu / Madhavan Raman

Karakia

Bill Takerei

There being no further business the meeting concluded at 1.30pm.

The minutes of this meeting will be confirmed at the TRC Board of Directors meeting on 9 May 2022.



Evan Davies
Chairman

Actions Register

Meeting Month	Item	Action	Responsible	Due
April 2022	13	Management to provide an update on existing employee-based outcomes, so the distribution of roles before and after the delivery focus is clear, and to outline the spread of remuneration across the organisation that provides assurance around equity.	Jada MacFie / Paul McElwee	May 2022
April 2022	16	Management to present a paper to Board that proposes a budget line for acquiring missing teeth.	Daniel Henderson	May 2022
April 2022	20	Management to [REDACTED] [REDACTED] [REDACTED]	[REDACTED]	[REDACTED]