A He Tauira case study

Rethinking value: Looking beyond assets to the lives of future residents

Te Waka Pupuri Pūtea is the asset holding group of Te Rūnanga o Te Rarawa, and a subsidiary of Te Rūnanga o Te Rarawa. Its primary aim is to hold, protect and grow iwi assets.

During the development of an affordable housing project Te Waka Pupuri Pūtea used He Tauira, to broaden its success measures. This meant thinking beyond the asset and the rental value, to thinking more holistically about what difference the houses would make to the lives of the future residents.

Starting with hunga whaipānga, or stakeholders, the team gathered information from whānau and expanded their understanding of the wider potential outcomes (beyond financial measures) to their iwi. This provided a wider view of what success looked like for the project. It set a foundation for future planning, decision making and reporting.

Why did you choose to use He Tauira?

He Tauira encouraged us to think more about the impact we have on people, not just our asset base

Through our involvement in the trial of He Tauira, we spent more time reflecting on our wider impact, both today and in the future. The housing project is significant for us and we wanted to better understand the wider, longer-term impacts on whānau living there.

> We already knew there were positive effects beyond affordable rentals and we didn't want to be constrained by that framing.

> Without impactful change for the hapū, the true success of our organisation and stakeholders cannot fully be realised.

How did you use He Tauira?

We started with hunga whaipānga because it aligned with our vision of growing our people

We had previously identified multiple people to engage with for this exercise (funding partners, governance representatives) but He Tauira encouraged us to focus on the people who would ultimately live in the homes. Importantly, we considered future residents as a distinct hapū with its own context, perspectives and needs.

The He Tauira framing questions prompted us to think about their needs, why were they applying for housing, what challenges were they facing and what changes might occur once they had access to housing.

This helped us understand what was important to them and what information would be useful to collect and track going forward. Our Whānau Liaison undertook financial and non-financial wellbeing stocktakes which provided a clearer picture of their circumstances and reasons for seeking housing.

We heard from whānau that there were various drivers that motivated them to apply for housing, not just affordable rent. This included distance from key services, connection to community, overcrowded housing and housing stability.

What changed as a result of using He Tauira?

Using He Tauira reinforced how we thought about success and supported our existing thinking

How we thought and spoke about the project supported our existing view of affordable housing and encouraged deeper thinking about caring for a hapū more broadly. He Tauira has helped to elevate the non-financial outcomes in our reporting.



Thanks to the wellbeing stocktakes we are now in a better position to see what changes over time and to provide more meaningful reporting as more evidence becomes available. Going forward, we will continue to gather information on these wider potential benefits.

Through this process, we also gained a better understanding of whānau circumstances. It changed how we thought about the people, context and information needed to understand the wider impacts flowing from the project.

> He Tauira actually changed how I thought about it, rather than getting caught up in how to show it.
> I see He Tauira as an ideas toolbox or thought provoker rather than a reporting structure.

What did you learn and what advice would you give others?

Understand the wider context

We also learnt that our lending partners are interested in the project's wider impacts and outcomes, even if that information was not explicitly requested at the outset.

Maintain trusted relationships and clear communication

Trusted relationships allowed us to gather information that we otherwise would not have had. It also prompted us to communicate potential delays early to ensure clear, shared expectations.

During the project we built a social media presence to keep whānau engaged and up to date. We will continue to maintain this as the project progresses.

Start with the part of He Tauira that resonates most

He Tauira does not need to be applied in full. Just one of the reporting elements, in our case hunga whaipānga, was enough to change the narrative and build a stronger foundation for how we think about the success of our projects.