

Te Whakaruruhau

All New Zealanders well-housed

The establishment of peak body services to the Homelessness Sector by Te Matapihi he Tirohanga mō te Iwi Trust and Community Housing Aotearoa

SEPTEMBER 2020



Acknowledgements

During the establishment of these peak body services there were many people, groups, collectives, networks, and agencies that supported this mahi with the privilege of their time and the grace of their wisdom.

Thank you to the Board, management and staff of Te Matapihi and CHA who were always willing to talk with us and to share their research, reports, and databases. You have supported us to achieve the best outcome for the sector and the whānau they support. We are particularly grateful to David Zussman who attended every meeting and challenged us to think beyond the status quo.

Thank you also for the provision and use of the images contained in the presentations and this Report.

It was an honour to be gifted the insights from people with lived experience. Thank you to those interviewees and to the providers that enabled this to happen.

Thank you to all the providers that allowed us to attend your meetings or joined our zoom calls to discuss our mahi, the mahi you do and the changes you would like to see in the future.

We are grateful for the manaaki shown by the Ministry of Housing and Urban Development as we worked through how these peak body services could support the outcomes Government want to achieve with the progress the sector wants to be a part of.

Ngā mihi nui

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Executive Summary

The Ministry of Housing and Urban Development (**HUD**) has contracted Te Matapihi he Tirohanga mō te Iwi Trust (**Te Matapihi**) and Community Housing Aotearoa (**CHA**) to establish services that support the Homelessness Sector. The intention is to improve the wellbeing and housing outcomes of people and whānau who are at risk of, or experiencing homelessness through prevention, supply, support and system change.

CHA and Te Matapihi are funded to work together to build the capacity and capability of providers working with homelessness. This partnership recognises the objective of the Homelessness Action Plan where:

‘Homelessness in New Zealand is prevented where possible, or is rare, brief and non-recurring’ and ‘Delivering actions in ways that demonstrate kaupapa Māori principles.’

The Government has recently launched the Māori and Iwi Housing Innovation Framework (**MAIHI**) to support the focus for this work. MAIHI has not yet been published or implemented.

Housing supply is the biggest hurdle when implementing solutions for homelessness. Growth of providers, particularly kaupapa Māori providers, is critical to implementing solutions for homelessness.

Key Themes of the Report

- 1. Partnership Approach:** Te Matapihi and CHA have developed a framework for their on-going working relationship. This includes collaborative principles and practices that will enable both organisations to work together, but also to meet their distinct objectives.
- 2. Engagement:** This included HUD, providers, other agencies, and people with lived experience of homelessness. The feedback from stakeholders is collated as non-identifying information in the Appendices to this Report.
- 3. Feedback:** Key themes from stakeholder engagements were incorporated into the development of an initial workplan that included:
 - Support new and existing networks
 - Achieve equitable outcomes
 - Advocate for kaupapa Māori approaches
 - Support workforce development initiatives
 - Provide policy and advocacy support
 - Explore Data and Evidence workstream
 - Initiate opportunities for people with lived experience
 - Share tools and resources
 - Promote cross-agency approaches
 - Advocate for affordable housing supply
- 4. Organisation Review:** As a part of the establishment phase, both Te Matapihi and CHA have undertaken a review of organisational structures and resources. The result is that each peak body will invest in new resources with a primary focus on the homelessness workstreams. Steps are in train to increase the policy and communications capacity of each organisation.
- 5. Contract Environment:** As of 27 May 2020, HUD held 394 contracts across 10 funding streams. With this data, we have shown the number of contracts held per funding stream and where these are provided per 100,000 people across the regions. Further understanding of data provides an opportunity to measure the impact of the peak body services to the Homelessness Sector. This could open a strategic korero on where Government funds could be invested to deliver greater impact across the motu.
- 6. Recommendations:** In total there are eight recommendations that encompass staff and stakeholder engagements, branding, initial workplan, and recruitment.

Purpose of Report

The Ministry of Housing and Urban Development (**HUD**) has contracted Te Matapihi he Tirohanga mō te Iwi Trust (**Te Matapihi**) and Community Housing Aotearoa (**CHA**) to establish services that support the Homelessness Sector to improve the wellbeing and housing outcomes of people and whānau who are at risk of, or experiencing homelessness through prevention, supply, support and system change.

For the period of 3 months, up to 31 August 2020, HUD agreed to fund the appropriate design and structural costs attributed to and incurred by Te Matapihi and CHA to establish a set of services that would support the Homelessness Sector. This establishment phase would be followed by further funding from HUD to implement and deliver these peak body services to the Homelessness Sector.

This Report recommends an approach to the design and structural establishment of the peak body services to the Homelessness Sector. It is underpinned by the following key values articulated by the Te Matapihi and CHA teams:



Outcomes for whānau are central to everything we do



Housing is a human right



Housing providers need support to do the mahi



Housing supply is the biggest hurdle when implementing solutions for homelessness



Growth of providers is critical to implementing solutions for homelessness

This report is intended as an internal report for Te Matapihi and CHA.





Our approach

We believe that the most effective national approach to reduce homelessness rest with the peak bodies, Government, and the sector collectively. Our approach when delivering this Report has been to provide space and opportunity for each of these voices to come forward.

Before we decided how to approach this project, we undertook an exercise to map the current environment within the Homelessness Sector against the deliverables in the HUD contract.

These are shown in **Appendix 1: State of the Sector**.

There were four stages proposed in preparing the appropriate design and establishment of the peak body services for the Homelessness Sector:

STAGE ONE

This involved working with management and staff of CHA and Te Matapihi to ask and understand:

1. How do they want to work together?
2. What was important to them?
3. How did they want these services to be delivered?

There has been a feedback loop for management and staff to see how their whakaaro has been reflected in the establishment of the peak body services.

STAGE TWO

A strong working relationship was built with HUD during the development of this Report. There were regular updates provided to the DCE's and regular meetings with several Kaiako. In addition, we held multiple conversations across HUD and we were hosted for a full day at HUD's head office to meet all the teams that work in this space. The day also provided an opportunity to talk through HUD's expectations for the delivery of the services which have been captured in the combined workplan.

STAGE THREE

The third stage engaged external parties in the housing sector with a focus to obtain feedback on relevant aspects of the proposed services. It also gave Te Matapihi and CHA an opportunity to build relationships with existing collectives, networks, groups, and other agencies.

Where possible, we met with external stakeholders during their regular meetings rather than request a separate meeting for our presentation. We believe this resulted in higher attendance rates as our presentation would occur at a time attendees had already put aside. The project team was invited to, and attended, 12 hui.

Ongoing engagement with the sector will be a key workstream in the combined workplan.

STAGE FOUR

The fourth stage was engagement with people who have lived experience of homelessness.

We chose to engage with staff and volunteers with lived experience of homelessness from providers in the sector that CHA or Te Matapihi have an existing relationship with. This approach addressed some of the concerns held around the lack of a lived experience network to engage with. And enabled us to consult people who also had experience working in the Homelessness Sector. One to one interviews were held to enable sensitive conversations to be held.



Scope

Initially, the engagement for this Report was to provide examples and options on how the entity of the peak body services to the Homelessness Sector could be structured. It would also include consideration of how they would operationalise the services. As we developed these options and considerations it became apparent that Te Matapihi and CHA were keen to make decisions as the options were being explored. Therefore, the scope for this Report progressed to facilitate and capture the decisions of Te Matapihi and CHA as well as provide recommendations for options and considerations outside of these decisions.



Identify the appropriate design and approach to best support Te Matapihi and CHA to establish peak body services for the Homelessness Sector



Facilitate the discussion to identify the principles for how the services will be jointly delivered



Facilitate the decision on the structure and delivery model for CHA and Te Matapihi



Develop an initial combined workplan based on contract expectations, existing Te Matapihi and CHA priorities, and feedback from the sector and people with lived experience

THE SCOPE OF THIS REPORT COVERED THE FOLLOWING

Will there be a new entity? We were advised that neither Te Matapihi nor CHA wished to establish a separate legal vehicle for delivery of the services. Accordingly, this option was excluded in facilitating the appropriate model to deliver the services.

Limits of sector engagement. A comprehensive identification of all housing providers in Aotearoa dealing with homelessness was not

conducted as part of this Report. Engagement with the sector was produced from existing HUD contracted services and known networks. We acknowledge our stakeholder engagement may not be fully representative of the sector.

THE FOLLOWING DEFINITION WAS CONSIDERED DURING THE DEVELOPMENT OF THIS REPORT

Homelessness - The formal definition of homelessness adopted by Statistics New Zealand is intended to include those who are without housing from social, physical, and legal perspectives and is expressed as:

Homelessness is defined as a living situation where people with no other options to acquire safe and secure housing are without shelter, in temporary accommodation, sharing accommodation with a household, or living in uninhabitable housing.

There is no formal definition of homelessness that considers the Māori context. While we noted that a number of definitions have been put forward, there is no guidance on which is the definitive version. There are indications that the case before The Waitangi Tribunal, WAI 2750, may define homelessness within a Māori context as an outcome of the case.

Provider – an organisation, Marae, Iwi, or other community group working to provide housing support or housing supply to people or whānau experiencing homelessness – whether Government contracted or not.

Homelessness Sector – all people and organisations working to address homelessness including Iwi, people with lived experience, providers, local and central Government agencies.

People with Lived Experience of Homelessness – a person who has experienced homelessness or housing insecurity. People with lived experience of homelessness may also be employed as Peer Support workers, to use that experience as part of a practice model in a provider organisation.

The Policy Context

The Government's vision is that homelessness in New Zealand is prevented where possible, or is rare, brief, and non-recurring.

HUD Contract

HUD PRIORITY DELIVERABLES

The Ministry of Housing and Urban Development (HUD) has contracted Te Matapihi and CHA to provide policy, advisory, brokerage and support services for the Homelessness Sector. The services will have a focus on significantly supporting:

- The Aotearoa / New Zealand Homelessness Action Plan (HAP) 2020-2023.
- Te Maihi o te Whare Māori: Māori and Iwi Housing Innovation (MAIHI) framework and action plan; and
- HUD policy and advice as required.

The main services contracted by HUD are:

- Supporting the implementation of the Homeless Action Plan (including kaupapa Māori approaches)
- Developing an engagement platform for those with lived experience of homelessness
- Providing advice to HUD on funding and capacity needs and assisting organisations with fund bids
- Providing information, advice and guidance to organisations especially poorly connected and rural organisations
- Providing best practice support and building capacity and capability through training and improvement to practice
- Assisting Government by informing policy advice
- Providing sector intelligence to HUD

There are several immediate actions that the sector body will support. This includes:

- Developing a better understanding of the needs of providers working to address homelessness - including funding and capacity, alongside the needs of people receiving services
- Building capacity and capability of the sector through training, guidance, and improvement to practice, such as assessment processes
- Assisting community-based organisations to develop potential bids for the Local Innovation and Partnership Fund and helping communities to develop local homelessness action plans or strategies
- Facilitating the establishment of an engagement platform for people with lived experience of homelessness, which is a priority action under the Aotearoa/New Zealand Homelessness Action Plan.

For further details see **Appendix 2: HUD Contract.**

Homelessness Action Plan

The Homelessness Action Plan is a Government-led, cross-agency plan developed to prevent and reduce homelessness. It has 18 immediate actions to be put in place in 2020, and several longer-term actions to be developed for implementation over 2020-2023.

“The actions in the first phase focus on:

- Providing additional support for individuals, families, and whānau at risk of homelessness and currently experiencing homelessness
- Reducing the use of motels as emergency accommodation by urgently putting in place new supply and continuing to build more public houses
- Partnering with, supporting, and empowering Māori, iwi, and local communities in responding to local needs
- Setting up an ongoing process to include the voices of individuals, family and whānau, with lived experience of homelessness in the development, design, and delivery of changes
- Putting in place a framework for reviewing, monitoring and evaluating changes made, and enhancing data on homelessness

To reduce disproportionate homelessness experienced by Māori we aim to ensure that strengths based positive kaupapa Māori approaches are supported and promoted”.

(Aotearoa/New Zealand Homelessness Action Plan)

“Supporting this plan is an approach for addressing Māori housing across all needs and aspirations - Te Maihi o te Whare Māori - the Māori and Iwi Housing Innovation Framework for Action (MAIHI). Kaupapa Māori approaches are at the heart of MAIHI. MAIHI's overarching kaupapa Māori approach reflects the Crown and Māori as the structural pillars working together to reduce Māori homelessness. Operationalising a kaupapa Māori approach means building and delivering actions in a way that demonstrates Māori principles, ensuring delivery is in line with those principles, and ensuring that operating models for all homelessness services are driven by kaupapa Māori principles and ways of working. The action plan focuses on building and spreading strength, through further enhancing capacity and capability.”

(Aotearoa/New Zealand Homelessness Action Plan)

For further detail see **Appendix 3: Homelessness Action Plan.**

MAIHI

MAIHI was launched by Minister Mahuta at Wharewaka Function Centre on 11 August 2020. MAIHI builds on the previous Māori Housing Strategy (2014) He Whare Āhuru He Tāngata Oranga. It includes both urgent and long-term system responses to critical gaps for Māori in mainstream housing solutions, in three key workstreams:

- 1. Respond:** Responding to immediate needs, focusing on reducing homelessness; increasing housing stock; co-designing place-based solutions with Māori in critical need; accelerating home ownership; and Māori-led community-based housing projects and papakāinga.
- 2. Review:** Reviewing current Crown policies and programmes to identify and remove barriers (including regulatory); assessing interventions (to ensure no unintended negative consequences); and examining fully the systemic levers that have led to this crisis.
- 3. Reset:** Fundamentally resetting systems and processes so that the housing system provides equitable solutions for Māori (and share these learnings for Pacific Peoples); Māori are partnering in the design and implementation of solutions; Te Tiriti o Waitangi obligations and settlements are upheld and injustices are not repeated; and a new contemporary Treaty partnership is established that enables Māori to lead their housing solutions in the future.

The Crown has acknowledged that MAIHI needs to be infused across the housing system more broadly, with targeted actions and supported with the right capability in the Crown and Māori.

MAIHI has been embraced by Te Matapihi and CHA and both peak bodies will actively seek to embed this framework into the Homelessness Sector Services.

While MAIHI has been launched, a published document is not yet available.

International Examples

Homelessness is a global issue, and many countries have established sector bodies to promote a coordinated approach to ending homelessness. A review of sector bodies across Australia, Europe, the United Kingdom and North America suggests a common focus. The services offered typically fall into three categories –

- **Building knowledge** – using research and data to understand what works in ending homelessness and tracking our collective progress
- **Improving policy** – influencing Government to create policy and legislation that will address and prevent homelessness
- **Enhancing capacity** – providing support and technical assistance, training and tools that enable communities to implement solutions

These are further discussed in **Appendix 4: International Examples.**

Bringing this into a New Zealand context, we noted that HUD's description of the required services to the Homelessness Sector is weighted towards enhancing capacity. While this is important, Te Matapihi and CHA might want to consider how much priority to give to building knowledge and improving policy in the sector services mahi. For example, the two peak bodies might want to consider if the Homelessness Sector needs to have sufficient independence and sovereignty to develop its own policy work and its own interests in research.

FUNDING OF SECTOR SERVICES

Most international sector Bodies are funded with a mix of Government, membership, and philanthropic funding. This enables the sector to undertake work that challenges current Government thinking and provides for stronger financial sustainability. CHA has received philanthropic funding that has enabled the SHIFT workstream to promote housing as a human right. Te Matapihi is exploring opportunities to receive this type of funding.

MODES OF DELIVERY OF TECHNICAL ASSISTANCE

Many international sector bodies retain staff to provide sector coordination, policy work and advocacy to Government. Larger sector bodies have established training units while others coordinate, package and circulate training opportunities for providers. Most organise regional sector seminars and a national conference as a core offering.

In New Zealand, Te Matapihi and CHA provide most of these modes of delivery, however there are choices to be made about modes of delivery of technical support particularly around training and workforce development.

Further recommendations were noted and are contained in **Appendix 5: Outcomes Considered.**

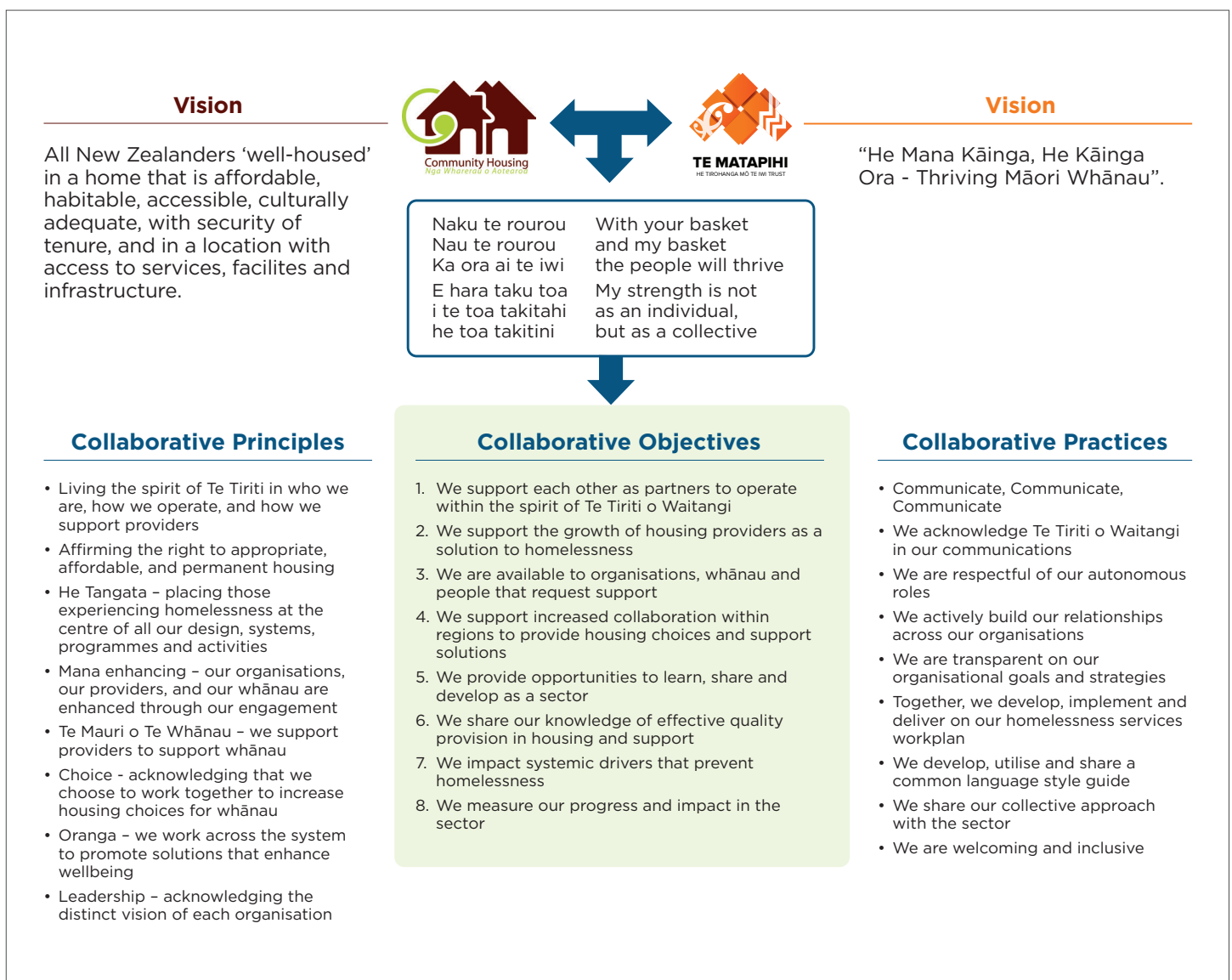
Working Together

Working together is not new for CHA and Te Matapihi.

During Te Matapihi's establishment phase both organisations enjoyed a close working relationship where Te Matapihi was initially funded through CHA. In 2013 a Memorandum of Understanding was signed to focus on how both organisations would deliver a three-year joint contract with Government at that time.

There was an understanding that this arrangement was temporary, and CHA supported Te Matapihi while a governance body was formed, and staff were recruited. Te Matapihi is now separately contracted to, and fully funded by, Government. CHA and Te Matapihi have since been working together to influence Government and support the sector.

Recently, CHA and Te Matapihi collaborated to negotiate separate contracts with HUD that were transparent and based on equity and equality. The establishment of the peak body services to the Homelessness Sector is the first piece of work to be delivered together under this contract. Te Matapihi and CHA have agreed to work collaboratively in the spirit of Te Tiriti o Waitangi.



1 RECOMMENDATION

Noting any Covid-19 safety requirements, to further build relationships across Te Matapihi and CHA, we recommend that staff would benefit from a noho. This will provide an opportunity to understand each organisation's core work and broader strategic priorities.

Successful Outcomes

We asked staff of Te Matapihi and CHA what they would want to see and hear to know that the peak body services for the Homelessness Sector are successful. There is a desire and commitment from both organisations to impact the system and support the Homelessness Sector to make homelessness rare, brief and non-recurring. Here is what they said:

- Staff and Board members of Te Matapihi and CHA report increased confidence and competence in working together within the spirit of Te Tiriti O Waitangi
- People and organisations requesting support are referred to the appropriate pathway or staff person across Te Matapihi and CHA within agreed time frames
- Organisations report improved access to permanent housing for people and whānau experiencing homelessness
- People and whānau experiencing homelessness have housing and housing support choices in every region
- The Homelessness Sector supports the development of quality frameworks and guidelines
- Providers have platforms and events to share and learn from each other
- Providers report increased cooperation between relevant partners in their regions
- The Homelessness Sector has access to metrics that track our progress to end homelessness
- People and whānau who have become homeless in the last 12 months steadily reduces
- Provider data demonstrates sustained tenancy and improved wellbeing for people and whānau

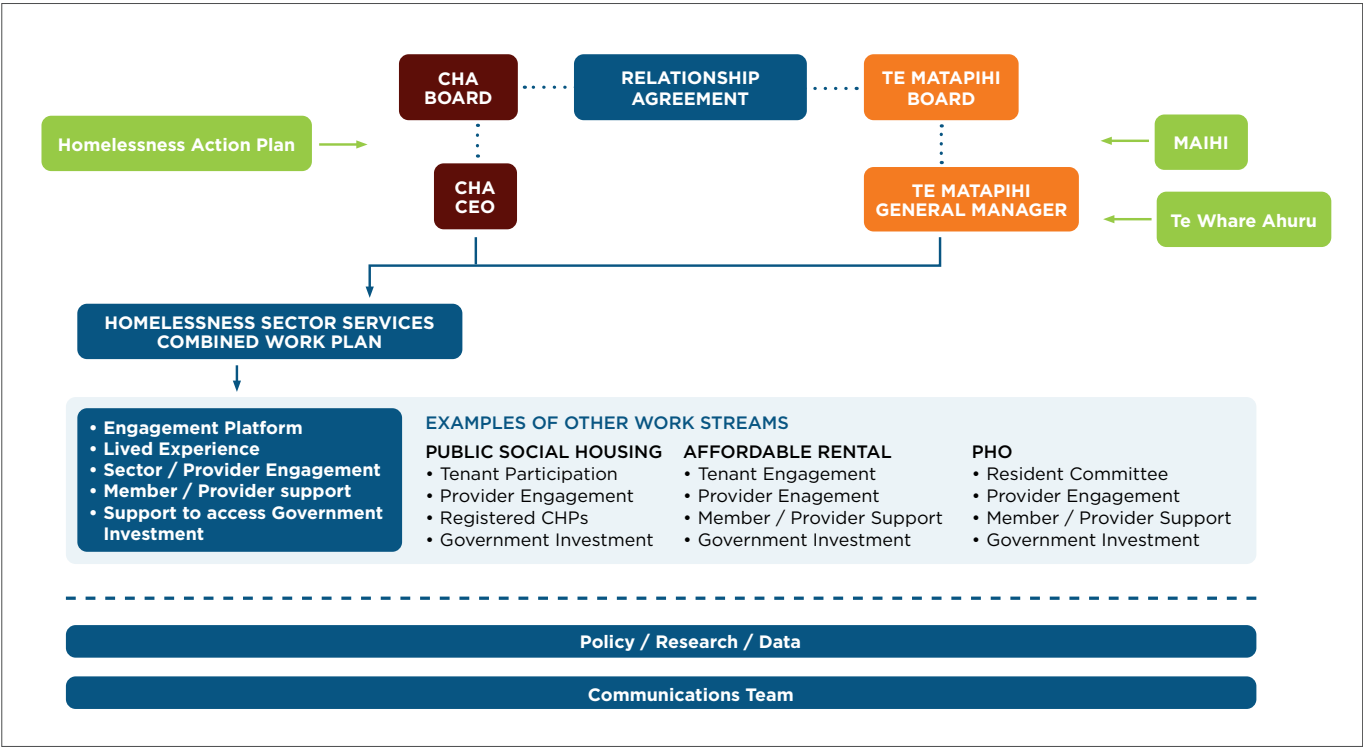
Future Collaboration

CHA and Te Matapihi view the contracted arrangements for the peak body services to the Homelessness Sector as an impact investment by HUD to grow capacity within the sector and build collaborative frameworks and platforms to implement more effective models of change. CHA and Te Matapihi are keen to maintain the momentum and capacity developed through building a collaborative model and to utilise this for future sector improvement.

Developing peak body services for the Homelessness Sector as a combined programme of work, is an opportunity to learn from the partnership experience. There are other workstreams and initiatives where Te Matapihi and CHA work closely together. This Report is recommending a process for collaboration on the services for the Homelessness Sector in accordance with the existing HUD contract. It is possible that collaboration or coordinated work programmes could add value in other housing workstreams.

When establishing these services consideration was given to the broader housing context. We acknowledge that there are Government strategies and frameworks, such as Te Whare Ahuru and the Homelessness Action Plan, which impact the environment that housing providers operate in. There is also an inter-relationship between the Homelessness Sector and other housing sectors such as Progressive Home Ownership, Public Housing, and Affordable Rentals.

This is demonstrated in the following model which gives a visual representation of Te Matapihi and CHA collaborating for the homelessness workstream while acknowledging how that is situated in the broader housing context.



Delivery Considerations

There were a number of things to be considered in the development of the Homelessness Sector. Both CHA and Te Matapihi were already providing support to sector organisations working with homelessness so had current work to incorporate into the planning. Much of the work in this space is inter-agency, so being clear how the sector services will work with government and non-government organisations was important.

Working to address homelessness is part of a broader objective of ensuring all New Zealanders access permanent housing. Relating the Homelessness Sector services to other work in the housing continuum was also important. Lastly engaging providers and people with lived experience of homelessness was crucial to identifying initial priorities and focus.

Te Matapihi and CHA Priorities

There are areas of clear alignment for CHA and Te Matapihi with the HUD contract service requirements.

Key priorities include:

1. Increasing the scope and capacity of providers, particularly Māori providers. This includes support for Arohanui ki te Tangata, as Māori providers working in housing support have clear aspirations to also engage in housing supply.

Both Te Matapihi and CHA want to be able to provide increased technical support to grow and develop Homelessness Sector organisations.

2. Increasing the supply of housing – this is linked to building provider capability, but also includes working on the policy, regulatory and funding settings to enable community housing development.

Te Matapihi and CHA are clear that access to housing is the sustainable solution to preventing homelessness. Growing housing supply is inextricably linked to the homelessness service support.

3. Promoting kaupapa Māori approaches – this is acknowledged as fundamental to successful engagement with Māori and whānau. Understanding what this means for Māori and mainstream organisations is a key workstream for Te Matapihi and CHA. Enabling choice in every region for people experiencing homelessness is important.

Acknowledging the impact of colonisation on today's housing context is critical to developing lasting solutions. This is likely to include solutions that do not yet exist in contract frameworks.

4. Developing quality frameworks - there is the potential for benchmarking tools and learning in the Homelessness Sector, sharing quality frameworks, financial models, sector templates and tools.

Te Matapihi and CHA are committed to supporting providers to collaborate and share their learnings with the Homelessness Sector.

Some initiatives currently operate outside the peak body services to the Homelessness Sector but are interdependent with the services. These include:

- **Data and Evidence workstream** – this project comes out of the Homelessness Action Plan and is central to mapping progress in the Homelessness Sector. It will need to link with Homelessness Sector engagement and support. There are sector concerns about HUD reporting frameworks and about data sovereignty.
- Ultimately an agreed framework to understand our impact would benefit the Homelessness Sector if it can be co-designed and developed with full collaboration of Government and providers.
- **Covid-19 Motel responses** – these conversations with Covid providers are an opportunity to increase regional collaboration and a joined-up approach. Te Matapihi and CHA are supporting the Government as needed.

Delivery Partners

Besides CHA and Te Matapihi there are other key stakeholders to be considered when looking to provide effective delivery of the peak body services to the Homelessness Sector:

- HUD
- Iwi and Māori
- People with Lived Experience of Homelessness
- Providers
- Other Government Agencies

There is already an ongoing commitment to build relationships with the Homelessness Sector. This is essential for the success of the delivery of these services and will strengthen the role of Te Matapihi and CHA as peak bodies for the Homelessness Sector. It will also open the potential to review and refresh the feedback from the Homelessness Sector so that the peak body services to the Homelessness Sector remains relevant.

2 RECOMMENDATION

Expand the commitment to enhance stakeholder relationships to include encouragement of:

- National and regional approaches
- Coordinated collaboration, particularly where systemic impact can be achieved

Role of HUD

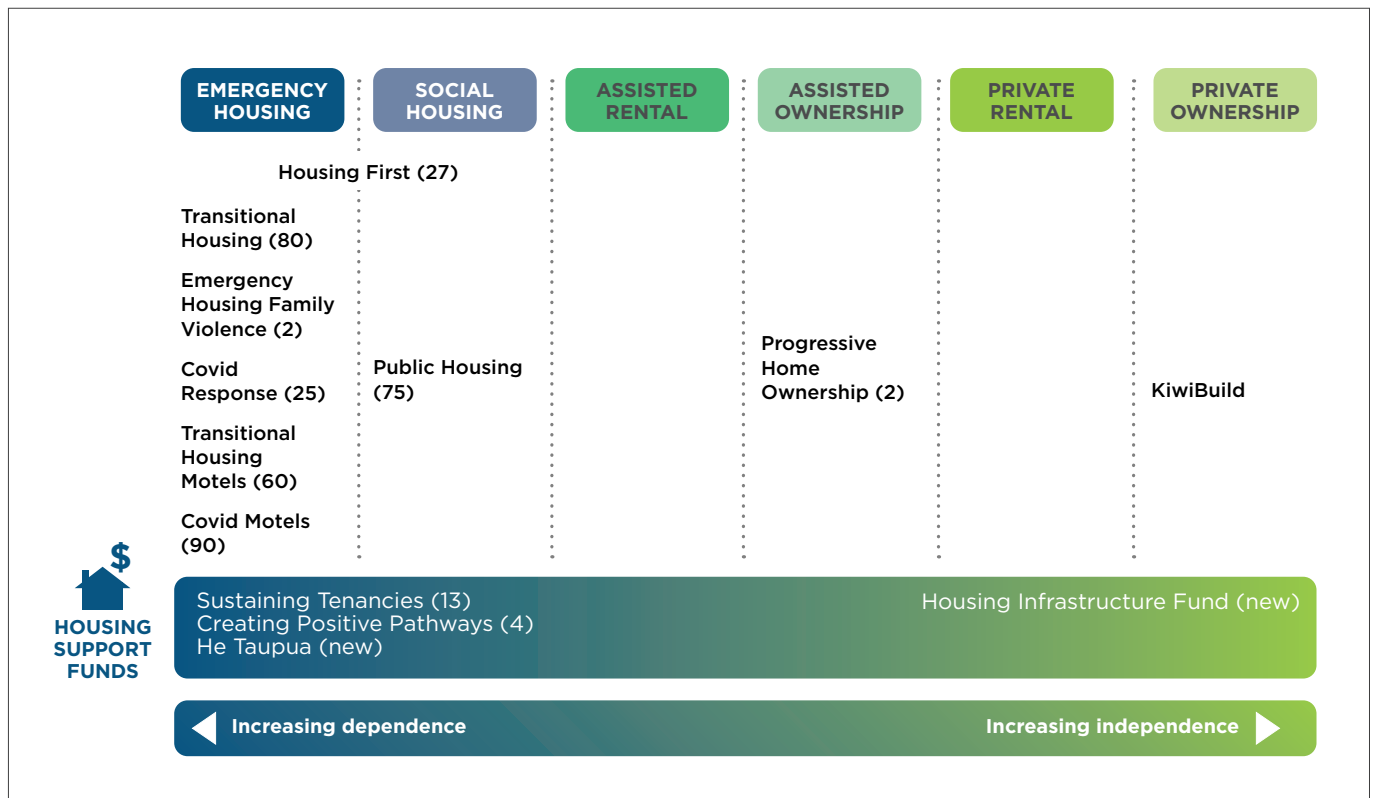
HUD is a strategic partner as well as a contracting agency in respect of the Homelessness Sector. Discussions with HUD on how the peak body services will be delivered are ongoing and has become the domain of the implementation and delivery team.

The putea to deliver these services is limited relative to the expectations set out in the HUD Contract. Some workstreams that will be delivered to the Homelessness Sector Services may be reliant on additional funding. Our initial discussions have identified the Data & Evidence and the People with Lived Experience workstreams as requiring further discussion with HUD.

The Government has recognised the full housing continuum in policy design relating to housing. This is evident in the funding opportunities across the continuum such as the rental Accommodation Supplement that is administered by Work and Income New Zealand and the home ownership Te Ara Mauwhare which is administered by Te Puni Kōkiri.

If we narrow our focus to look at the funding streams available to providers from within HUD, we can see in the below graphic how these are spread across the continuum. We note the emphasis of funding streams in the emergency housing and social housing columns.

An objective of Te Matapihi and CHA will be to advocate for increased investment in the funding streams that provide the greatest impact.



Role of Iwi/Māori and other Providers

Ongoing engagement with the sector is critical.

For Te Matapihi there is a particular focus on identifying and supporting Iwi/Māori providers who are emerging in the homelessness space. MAIHI and the Homelessness Action Plan set a clear priority for the development of Māori solutions to housing Māori people and whānau.

Across the sector, we have had feedback that providers would like more sector coordination to plan together, advocate together or provide practice support and learning. Providers are active in the regions in sector coordination roles and there are opportunities for some services to be delivered with providers on the ground.

Processes will need to be developed to update sector members and refresh the priorities of the Homelessness Sector services.

Role of People with Lived Experience

There is a significant workstream in identifying how the voices of people with lived experience will inform the peak body services to the Homelessness Sector.

The first step is to understand the current practice in the sector, both in participation avenues for people with lived experience and the adoption of peer support worker staffing models.

Our engagement with people with lived experience suggests that regional or national forums might be a good way to test people's energy for more coordinated action.

Role of Other Stakeholders

There are key Government departments that partner with providers both regionally and nationally to address homelessness. These include Te Puni Kōkiri, Ministry of Social Development, Kāinga Ora, District Health Boards, Police, Corrections and Local Authorities.

Working effectively to reduce barriers for people and whānau requires a holistic approach. Examples include ensuring people and whānau have adequate access to income, physical and mental health care, debt reduction support, and advocacy through the justice system.

There are opportunities for Government departments to remove barriers and improve access to a range of services. The peak body services to the Homelessness Sector could help providers engage Government on the ground and promote national joined up responses.

3 RECOMMENDATION

CHA and Te Matapihi have agreed that a database for the Homelessness Sector is required for each organisation.

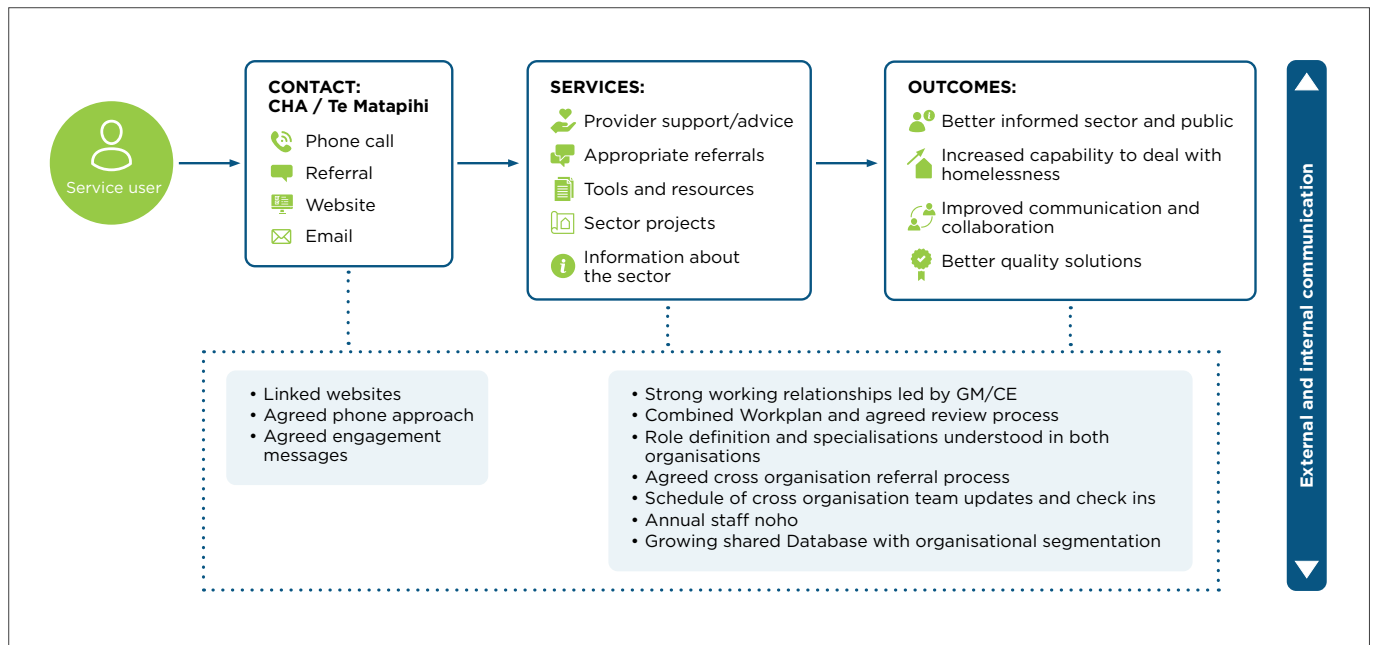
We recommend that both organisations consider joint purchase of the database software, but ensure there are appropriate privacy settings to allow for organisation separation of information as needed.



Journey of Consumers of the Services

Te Matapihi and CHA will collaborate to provide services to the Homelessness Sector. For the services to be timely and supportive, it will be important for the peak bodies to agree systems and processes that provide a seamless service to people looking for information or support.

One approach to a service user journey is suggested below.



RECOMMENDATION

To make it easy for users to engage with the peak body services to the Homelessness Sector, we recommend that:

4

Brand

Agree a style guide that is reflective of CHA and Te Matapihi. The purpose is to solidify the partnership approach adopted by each organisation toward these services and to provide clarity to the Homelessness Sector when they engage these services.

5

Name

Explore an agreed name for the peak body services to the Homelessness Sector. It needs to be meaningful to the Sector and therefore requires sufficient consideration. This Report has adopted 'Te Whakaruruhau | All New Zealanders Well-housed' to socialise the use of a bilingual name. There is no expectation that this will be adopted beyond this Report.

6

Services Launch

Explore if there will be an official launch for the Implementation or Delivery Team to action.

Delivery Model

Initial Combined Workplan

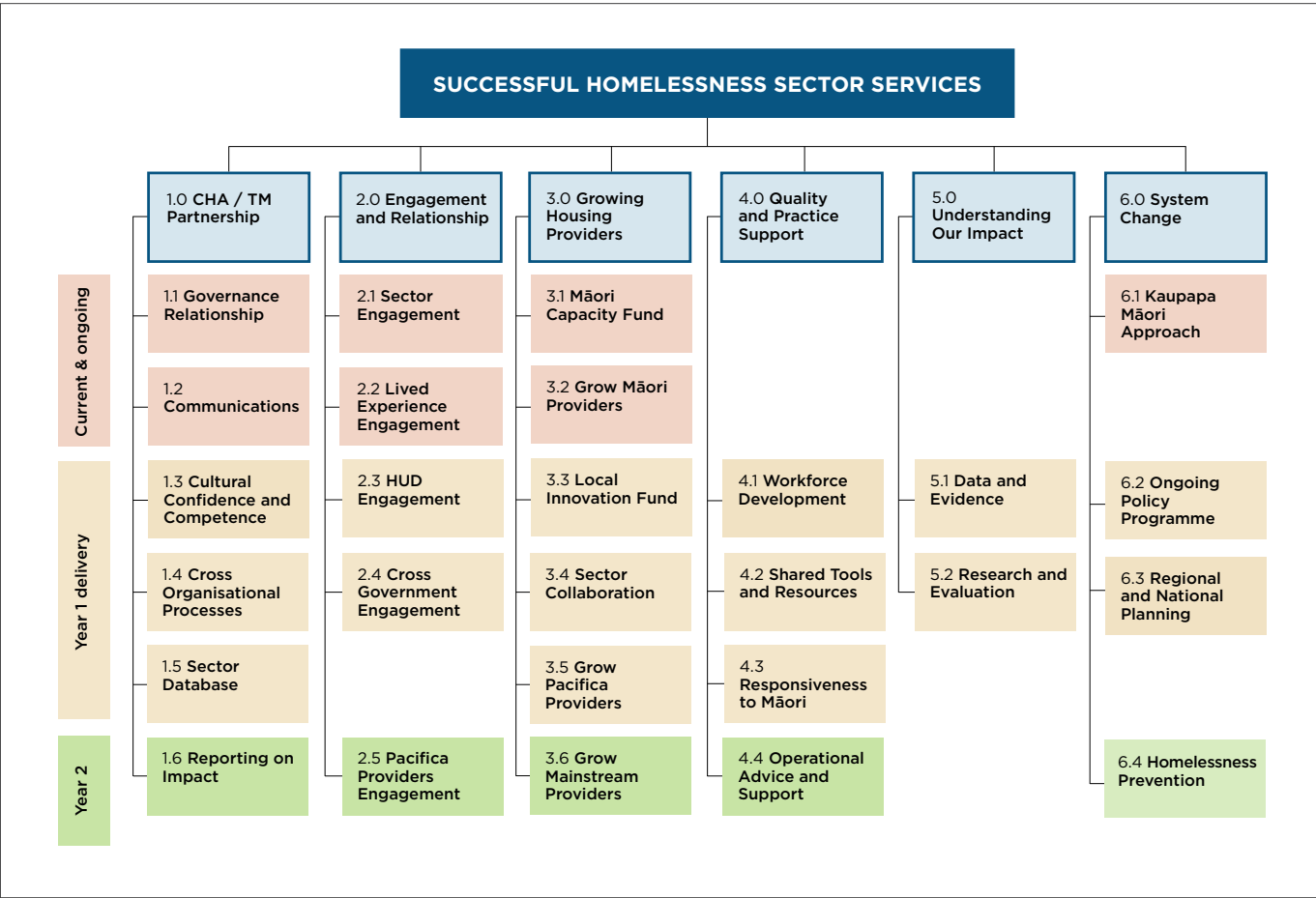
A combined workplan has been developed based on the feedback of CHA and Te Matapihi staff, the deliverables listed in the HUD contract, priorities identified by HUD, sector engagements, and people with lived experience. All suggestions, recommendations and requirements have been captured in the combined workplan.

Te Matapihi and CHA agreed that the combined workplan will be driven using the accelerated planning technique. Each peak body has developed a separate organisation workplan to drive the broader workstreams which impact across the housing continuum.

It is envisaged that the combined workplan will be the vehicle to determine the way in which the peak body services to the Homelessness Sector will be delivered. Below is the Overarching Plan – when the staff from Te Matapihi and CHA will work as one team, when they will work together on joint initiatives, and when they will separately lead work.

The Overarching Plan is provided in this Report to give an indication of the range of activities recommended for the peak body services to the Homelessness Sector. The workstreams have been identified based on sector feedback, contract deliverables, and the ongoing support CHA and Te Matapihi provide to sector organisations. Under each tab is an associated sub-plan that unpacks the workstream in more detail. Each of these workstreams will evolve in consultation with the Homelessness Sector. This is a living document that will change over time.

An overriding and constant consideration will be how communication will keep flowing between the peak bodies and across the Homelessness Sector.



7 RECOMMENDATION

That the organisations adopt the Accelerated Planning Technique (APT) Initial Workplan as the working document for the Homelessness Sector Services going forward.

Resources Required

The peak body services to the Homelessness Sector will be resourced by CHA and Te Matapihi with a mix of current staff and new recruits. Both CHA and Te Matapihi appear to be under resourced for the breadth of work they currently undertake.

TE MATAPIHI EMPLOYS 5.5 FTE'S

- General Manager
- Lead Advisor - Policy and Engagement
- Amo Rāngai Āhuru
- Lead Advisor - Reporting and Performance
- Projects Advisor
- Secretariat

CHA EMPLOYS 7.5 FTE'S

- CEO
- Deputy Chief Executive
- Manager Engagement and Support
- Communications Manager
- Policy and Practice Manager
- The SHIFT Project Lead
- Programme Analyst
- Communications Coordinator and Executive Administrator

Given the small teams, any new recruitment has the potential to overlap with existing roles across Te Matapihi and CHA. There are opportunities to appoint specialised roles and to provide for a mix of experienced and more junior staff.

As this is a new service, the needs of the Homelessness Sector and relative focus of energy will emerge over time. It is appropriate to recruit initial roles then make further recruitment decisions as the peak body services develop. New recruitment should also be seen as an opportunity to broaden workforce diversity where possible.

The relative importance of delivering different services by the peak bodies to their members reflects the differing requirements and levels of engagement with the respective Homelessness Sector members. For example, Te Matapihi has a relationship-based approach when engaging with its rōpū and external stakeholders. This will be reflected in the skills and expertise recruited, such as knowledge and comfort with tikanga and Te Ao Māori as a preferred requirement of any new recruit.

8 RECOMMENDATION

Te Matapihi and CHA have each decided to recruit one senior full-time role to work specifically on the peak body services to the Homelessness Sector.

Given the workstreams identified in the combined workplan, it is recommended that Te Matapihi and CHA consider recruitment in the following areas:

a. Communications

There are significant gains to be made with an informed Homelessness Sector and it is appropriate for information to be accessed through a single source. The development of a Comms Strategy and Tactical Plan would support the implementation of these services in a manner that has the most impact.

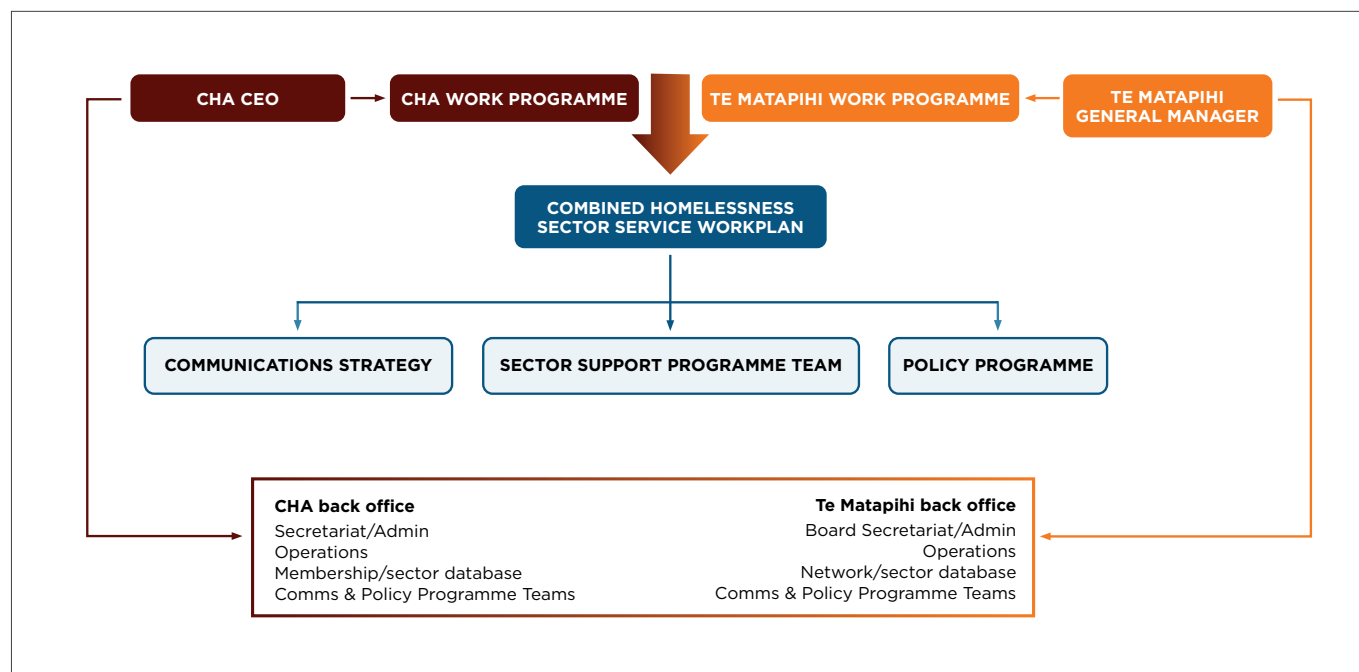
b. Policy and Data

It would be appropriate to recruit additional policy advisor and data analyst skills to support the work around reporting frameworks, baseline data, impact reporting, and housing dashboard development.

c. Project Coordinator

Possibly shared between Te Matapihi and CHA, the Project Coordinator would be responsible for driving the combined workplan, updating the Accelerated Plan, and providing secretariat services to networks and collectives.

The below graphic clarifies the resources that would be available to deliver the peak body services to the Homelessness Sector.



As Te Matapihi and CHA grow and develop the services to the Homelessness Sector, there are other factors that could be considered to further support the sector:

a. GEOGRAPHIC SPREAD

New recruitment provides the opportunity to consider the geographic spread of CHA and Te Matapihi staff. Increasingly a regional approach is being taken to the development and funding of responses to homelessness.

CHA and Te Matapihi have staff in the main centres and regions in the North Island, but neither organisation has staff in the South Island. The current contract is not sufficient to fund regional staff, but this could be considered as resourcing allows.

b. GROWING THE SKILL BASE

CHA and Te Matapihi could consider ways to support talent into the housing sector. Both organisations have experienced staff who could mentor and support new or less experienced staff. The peak bodies could look at internships or secondments to cross pollinate skills between providers, HUD, CHA and Te Matapihi.

c. POTENTIAL REVENUE STREAMS

HUD has contracted the establishment of the peak body services to the Homelessness Sector. They have also committed to continuing this support until 2023. The importance of the Crown investing in the Homelessness Sector infrastructure to achieve a long-term sustainable impact should not be underestimated.

However, it seems that the HUD contract is weighted towards the provision of technical services to grow the Homelessness Sector.

As discussed in the section on International Models, there is also an opportunity for Te Matapihi and CHA to undertake services on behalf of the Homelessness Sector that are outside the scope of the HUD contract. For example, Te Matapihi and CHA may want to further independent research and alternative policy advice which may require independent funding.

CHA currently has funding from the Peter McKenzie Foundation to run The Shift – a programme aimed at achieving systems change to ensure all New Zealanders are well housed. This is a good example of a project run independently of Government to meet the long-term needs of the Homelessness Sector.

Risk Factors

Te Matapihi and CHA have accepted the HUD contract as it offers a significant opportunity to grow and support the homeless serving sector.

In any new venture, it is useful to consider potential risks so that they can be mitigated in future planning.

#	RISK	DESCRIPTION	PROBABILITY	IMPACT	MITIGATION	RESIDUAL
1	Breakdown of Te Matapihi and CHA relationship	The Boards and staff are unable to work constructively together	Low	High	Board MoU Chair oversight of MoU CE/GM meeting processes Reporting to Boards	Low
2	Confusion between CHA and Te Matapihi on delivery	Staff are unclear who is doing what leading to gaps and overlaps in service	Medium	Medium	Combined workplan developed Process for workplan updates and review implemented Communication process between organisations established	Medium
3	Homelessness Sector confusion on how and where to access support	Providers are not clear which organisation to approach for support and/or what support is available	Medium	Medium	Agreed communications strategy Agreed Homelessness Sector engagement workstream, including workplan priorities Agreed phone/website/email/face to face messaging Review of workplan	Medium
4	Lack of delivery from either partner	Either partner does not deliver as per contract/workplan expectations	Low	High	Agreed workplan with clear deliverables Review of workplan CE/GM meeting processes Reporting to Boards	Low
5	Push back from providers on CHA and Te Matapihi relationship	Providers do not see value in the organisations working together and oppose process	Low	Low	Board MoU CEO and General Manager meeting processes Agreed communications strategy Agreed Homelessness Sector engagement workstream, including workplan priorities	Low
6	Lack of engagement from providers on workplan priorities	Providers do not engage in projects/workstreams	Low	Low	Agreed Homelessness Sector engagement workstream including workplan priorities Agreed communications strategy	Medium

#	RISK	DESCRIPTION	PROBABILITY	IMPACT	MITIGATION	RESIDUAL
7	Misalignment of HUD workstreams undermining service relevance	HUD work creates confusion, overlap, or competes for Homelessness Sector engagement	Medium	Medium	Agreed update process with HUD HUD informed of workplan and workplan review process Relationship agreement with HUD	Medium
8	Insufficient funding	Contract expectations are not sufficiently funded and/or priorities not clearly agreed/understood	High	High	Workplan prioritisation Clear communication with Homelessness Sector Clear communication with HUD Regular progress review Negotiation of extra funding	Medium
9	Government policy change resulting in funding/contract reduction	HAP workstreams change, funding is reduced	Low	High	Communications strategy keeps public/politicians up to date on issues Relationship agreement with HUD	Low



The Contract Environment

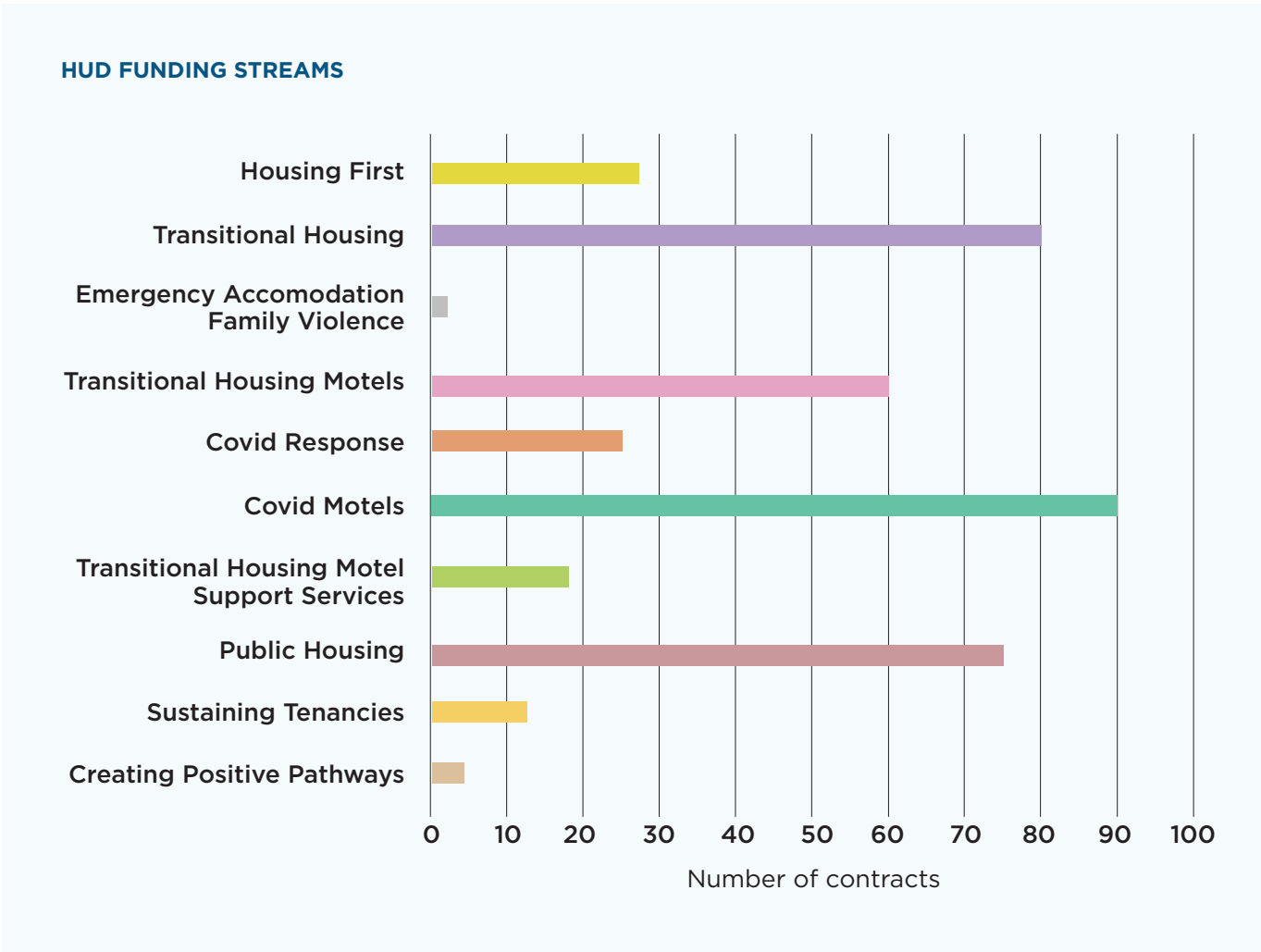
THE SECTOR

Te Matapihi and CHA are establishing peak body services for the Homelessness Sector for funded providers and organisations working in the housing and housing support areas. This includes a diverse range of organisations working across many HUD contracts.

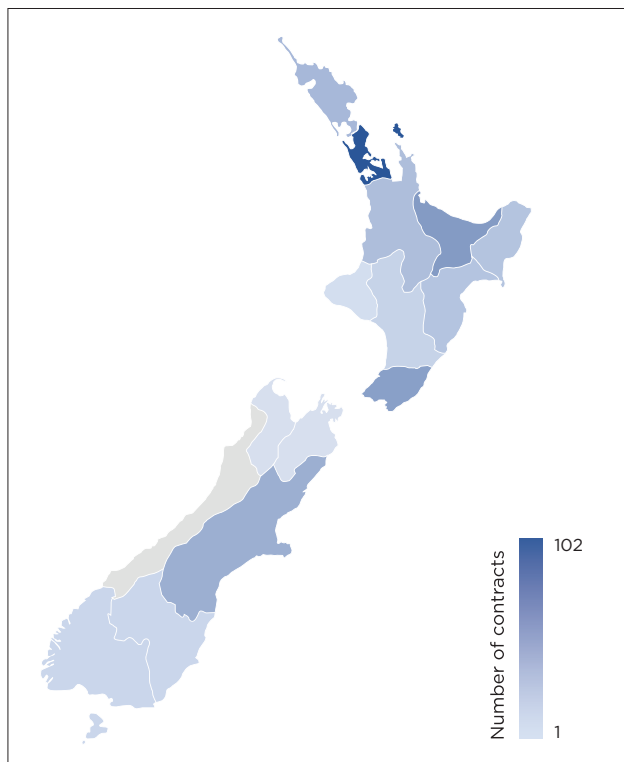
The Homelessness Action Plan provides for a regional approach to address the needs of people experiencing homelessness in Aotearoa/New Zealand.

FUNDING CONTRACTS ANALYSIS

As of 27 May 2020, HUD held 394 contracts across 10 funding streams. The following diagrams show the funding streams and regional spread of current HUD funded providers. The data in these graphics were gathered from HUD and publicly available sources.



HUD CONTRACTS BY REGION



There is near national coverage of Government funded providers. The map shows the density of contracted providers within a region to deliver housing and housing support services. In accordance with the geographic spread of New Zealand's population it seems reasonable to see that Auckland has the highest density of providers that contract housing and housing related services to HUD. The lighter areas throughout the country show where there are fewer providers holding contracts with HUD with some regions seeming to not hold any contracts.

This has challenged us to consider if: are there enough providers to deliver contracts for HUD, across the whole of New Zealand, to properly service these regional populations?

We can also see there are several funding streams available to the Homelessness Sector. These include Housing First, Transitional Housing, Transitional Housing Motel Support Services, Emergency Accommodation, Covid Response, Creating Positive Pathways, and Sustaining Tenancies. However, when we look at the number of contracts with HUD there is a strong emphasis on motel accommodation. We wonder if this gives rise to the following opportunities:

1. **To measure the impact of the peak body services on the Homeless Sector by monitoring the shift of contracts from motel accommodation funding streams to housing and housing services funding streams.**
2. **To understand which funding streams are available in each region. This could then open a strategic conversation on which pathways could be invested in for each region to increase the impact that providers are delivering.**

FUNDING CONTRACTS BY REGION

Analysis of the above two graphs gives us more understanding of the HUD contracted housing and housing services that are available to people and whānau in each region. As an outcome this allows us to know which regions do, and do not, have a sufficient range of services available. However, what is not easily seen is the potential impact, or shortfall, when compared across the regions.

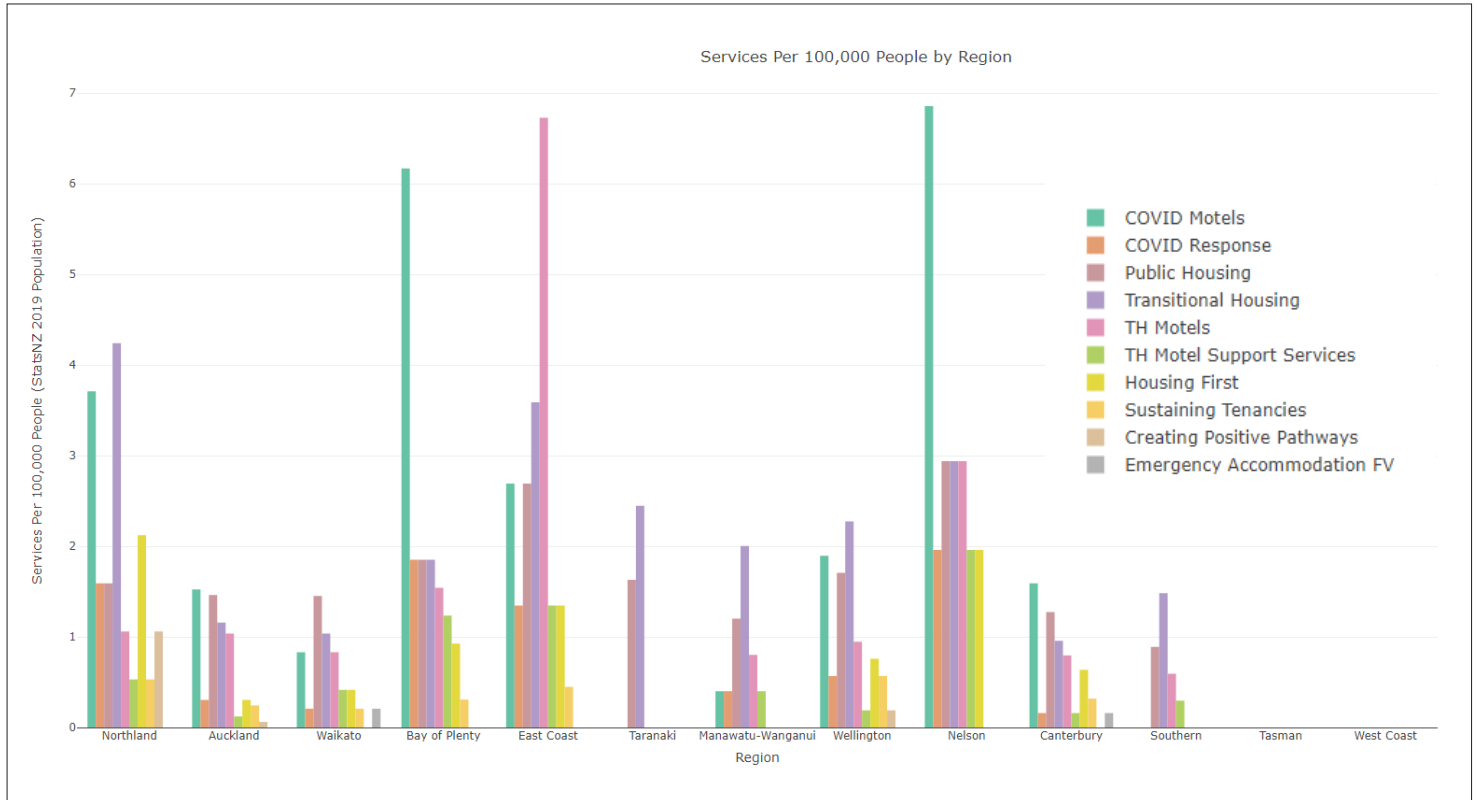
Adding another dimension to this data we have aggregated the services per 100,000 people across each region. What we can now see, for example, is that while Auckland has the highest density of HUD contracts, they have one of the lowest levels of service per population. In contrast, it seems that Nelson has a high level of service per population for the seven funding streams that the region delivers on.

EXAMPLE STRATEGIC REGION – TARANAKI

We think the opportunity here is to open a strategic kōrero with HUD and providers on where the Government putea could be invested to deliver greater impact across the motu.

For example, a region that could be understood further is Taranaki, where only Public Housing and Transitional Housing has been contracted by HUD to be delivered in this region. What could the impact be if other funding streams, such as Housing First or Sustaining Tenancies, were also contracted to be delivered in this region?

Existing providers in this region could be supported to grow and deliver additional services, or providers from other regions could be supported to expand into Taranaki.



It is important to match this contract information with any data held on national and regional housing and support need. This additional information would help us to understand the demand and if the geographic spread of services aligns with this demand.

There are opportunities in many regions to develop collaborative responses based on the local need and the range of existing providers. More granular detail such as the typology of places and the ethnicity of clients could enable providers to tailor responses to the requirements of cohorts and for new providers to emerge who have experience working with these cohorts.

Under the Homelessness Action Plan there is the 'He Taupua Fund' and the 'Local Innovation and Partnership Fund' as opportunities for HUD and providers to realise increased impact across regions.

This data also gives Te Matapihi and CHA an opportunity to measure the growth of the sector as one way of understanding the impact of the peak body services to the Homelessness Sector.

A brief definition of the ten funding streams mentioned above can be found in **Appendix 6: Glossary of HUD Funding Streams**.

Jen Deben and Moira Lawler
SEPTEMBER 2020

Summary of Recommendations

1. **Staff Noho** – To further build relationships across Te Matapihi and CHA, we recommend that staff would benefit from a staff noho. This will provide an opportunity to understand each organisation's core work and broader strategic priorities.
2. **Ongoing Stakeholder Engagement:** Expand the commitment to enhance stakeholder relationships to include encouragement of:
 - a. National and regional approaches
 - b. Coordinated collaboration, particularly where systemic impact can be achieved

3. **Shared Database Software** – CHA and Te Matapihi have agreed that a database for the Homelessness Sector is required for each organisation.

We recommend that both organisations consider joint purchase of the database software but ensure there are appropriate privacy settings to allow for organisation separation of information as needed.

4. **Brand:** Agree a style guide that is reflective of CHA and Te Matapihi. The purpose is to solidify the partnership approach adopted by each organisation toward these services and to provide clarity to the Homelessness Sector when they engage these services.

5. **Name:** Explore an agreed name for the peak body services to the Homelessness Sector. It needs to be meaningful to the Homelessness Sector and therefore requires sufficient consideration.

This Report has adopted 'Te Whakaruruhau | All New Zealanders Well-housed' to socialise the use of a bilingual name, there is no expectation that this will be adopted beyond this Report.

6. **Services Launch:** Explore if there will be an official launch for the Implementation or Delivery Team to action.

7. **Initial Workplan:** That the organisations adopt the Accelerated Planning Technique (APT) Combined Workplan as the working document for the Homelessness Sector Services going forward.

8. **Recruitment:** Given the workstreams identified in the combined workplan, it is recommended that Te Matapihi and CHA consider recruitment in the following areas:

- a. **Communications** – There are significant gains to be made with an informed Homelessness Sector and it is appropriate for information to be accessed through a single source. The development of a Comms Strategy and Tactical Plan would support the implementation of these services in a manner that has the most impact.
- b. **Policy and Data** – It would be appropriate to recruit additional policy advisor and data analyst skills to support the work around reporting frameworks, baseline data, impact reporting, and housing dashboard development.
- c. **Project Coordinator** – Possibly shared between Te Matapihi and CHA, the Project Coordinator will be responsible for driving the combined workplan, updating the Accelerated Plan, and providing secretariat services to networks and collectives.

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Appendix 1: State of the Sector

Homelessness Sector Body – Current State

This document maps the current environment in the homelessness sector against the deliverables in the Te Matapihi and CHA contract with HUD. It is not an exhaustive representation. There will be activities and organisations not covered here as they were not known to the writer. In particular there will be Māori organisations and networks less visible if they are not contracted by HUD in this sector. The lack of joined up sector information, is in itself a challenge.

HUD CONTRACT – HOMELESS SECTOR BODY APPROACHES

1. Providing an avenue for advice and guidance to potential providers wanting to provide housing and support services

Current State: CHA and Te Matapihi do this now as part of their business as usual services. Housing and support providers do this informally, for example, existing Housing First providers supporting new providers or those who are interested.

Information needed	CHA and Te Matapihi membership numbers? Number and type of membership support queries? Other current avenues for advice and guidance - CHA regional forums? HF regional backbone services? HF Community of Practice? Te Arohanui ki Te Tangata? Transitional housing provider forums? Other support providers e.g. Housing Foundation? Preferred way to access advice – regional on national; online or kanohi ki te kanohi, site visits?
Relevant Networks	All CHA regional forums, Te Matapihi forums, national communities of practice, Housing Connections, NZ Housing Foundation? Private providers like Property Group?
Challenges	<ul style="list-style-type: none">Understanding the needs of diverse range of providers – small to large; urban to rural; understanding needs of Pacific providers.Are all HUD/MSD providers covered CHA and Te Matapihi members? How big is the gap?

2. Keep providers up to date with the latest information and development. The sector body should proactively produce newsletters update its website, and share information

Current State: CHA and Te Matapihi do this now as part of their business as usual services.

Information needed	Document CHA and Te Matapihi current comms tools. Any data on uptake? Identify any regional communication tools?
Relevant Networks	CHO regional forums, HF backbone organisations, Housing Connections, Māori provider communication channels.
Challenges	<ul style="list-style-type: none">Reaching Pacific providers?Reaching informal, non-contracted organisations, marae, church groups etc.? both housing and support teams?

3. Supporting the ongoing involvement of people with lived experience of homelessness through facilitating a group or forum to reflect on activities and inform the further development and design of actions

Current State: This does not currently exist outside of individual organisations. MHUD consulted with people with Lived experience as part of the development of the Action Plan. The Action Plan includes the ongoing involvement of PLE. Current level of lived experience involvement or peer support practice not known. It is part of Housing First model but not all providers have implemented peer support. Part of many mental health and addictions support models.

Information needed	Would need to survey providers to understand current practice.
Relevant Networks	Key training support – Mind and Body, Connect, PeerZone. Exemplar organisations – Pathways, LifeWise, Odyssey House, Emerge Aotearoa, Marae based organisations e.g. Te Puea, Te Matapihi networks.
Challenges	<ul style="list-style-type: none"> • Distinguishing between involving people with lived experience in design, decision making and delivery and having a defined peer support workforce programme. • Supporting engagement of people with lived experience so it is useful and sustainable not just token.

4. Advocating across the homeless sector and providing a platform for the wide range of homelessness services focused on seeing homelessness become rare, brief, and nonrecurring including Housing First, Transitional Housing, Sustaining Tenancies and other Permanent Supportive housing models and potentially wider services including mental health services

Current State: No existing cross-contract process to discuss or advocate on national issues except CHA and Te Matapihi conferences. Regional CHO's and CE Sector Forum focus on housing supply issues primarily. Local homeless plan processes might provide some information.

Information needed	Collect all existing local plans. Background material from Homelessness Action Plan development. How is sector organising to advocate to government now – by region, by contract type etc.?
Relevant Networks	Councils, HF Backbone organisations, NZ Council Christian Social Services, Salvation Army Policy office, Te Matapihi networks.
Challenges	<ul style="list-style-type: none"> • There is poor understanding of a whole system approach. Traditionally providers have advocated for funding for their work, rather than thinking about what is needed across all of the sector to make a difference. • This is growing interest from providers or government in the evidence behind how to get a system shift to end homelessness. Contracts however still fragment and compete rather than align to an overall vision. • Providers sometimes cooperate within contract models e.g. transitional, Housing First. There is no process to get providers cooperating across contracts. • There is limited incentive for government departments (e.g. mental health) to engage given pressure on their resources. • Most providers have no policy/analysis roles in their organisations. Advocating across issues requires resourced approaches to identifying issues, gathering insights, and developing policy options. • We do not have good data on numbers of people rough sleeping locally, regionally, or nationally. We do have sophisticated data on Severe Housing Deprivation through analysis of the census and emergency housing provision. Planning to meet need is still large based on the experience of providers. We have little data on unmet need. Attempts to develop local Registries are slow!

5. Enabling and supporting kaupapa Māori approaches and supporting all providers to be culturally responsive

Current State: No consistent kaupapa Māori approaches. Housing First providers in Auckland developed 'Tāi'ke'. Providers with mental health services may be using 'Whare Tapa Wha'. Hapu and iwi providers may be using local tikanga and kawa. Many providers will be developing their own responses. There is no information on provider practice nationally. Arohanui ki te Tangata have this as a key focus.

Information needed	Need to survey providers to see what they are using and what support they would find useful. Need to agree or develop appropriate frameworks.
Relevant Networks	(Insert Te Matapihi networks), Auckland Housing First collective, Arohanui ki te Tangata, Māori researchers e.g. Leonie Pihama, Jade Kake, Te Rau Ora (this is the Māori Mental Health and Addiction Workforce Development Centre) www.terauora.com
Challenges	<ul style="list-style-type: none"> • Developing a 'kete' of approaches that will support organisations. • Tracking outcomes for Māori people/whānau. • Māori workforce development – recognising lived experience and cultural competency as well as formal training.

6. Developing a better understanding of the needs of providers working to address homelessness including funding and capacity, alongside the needs of people receiving services

Current State: There is no regional or national level information on resourcing needs and capacity except that held by HUD through the bid process.

Information needed	Local Council homelessness plans and associated resourcing? HUD data on funding needs? Regional discussions on resources needed to fill the gaps? Approaches to providing housing solutions to COVID-19 motel placements? Aspirations of rural Māori communities? The HUD Innovation Fund applications will provide useful information.
Relevant Networks	CHA membership/contracted organisation lists, CHRA registration enquiries? Te Matapihi networks.
Challenges	<ul style="list-style-type: none"> • There is no process at a local, regional, or national level to enable providers to coordinate their funding bids to ensure all parts of the system are adequately funded. Providers are competing for funding. There is also no process for providers to agree how much of any one programme will be needed over time. • Some (usually larger) providers have well established relationships with senior government officials and Ministers. Any attempt to coordinate their funding bids has to add extra value to those providers. • Contracts to date have not included developmental funding. Providers scale up staffing when a new contract comes in. There is no planned approach to workforce development or to provider development to meet demand.

7. Coordinating and supporting collaboration between providers to improve services including the application of kaupapa Māori principles to address homelessness across the sector

Current State: See 5. There is currently no agreed kaupapa Māori framework for the sector. Collaboration between the sector providers exists to share information. There is no service improvement process in place. There is no agreed quality framework for homelessness services. Housing First has an internal audit and quality assurance process but this is not required in the contracting model.

Information needed	What collaboration and service improvement work is underway?
Relevant Networks	See 5. Is the CHA registration process useful? The Australian Housing Institute process? HF backbones? Housing Connections? Others? Arohanui ki te Tangata.
Challenges	<ul style="list-style-type: none"> • The development of kaupapa Māori tools and training. • The development of quality frameworks/practice guides. • Adaptation of the Housing First Fidelity Tools for the New Zealand Context. • Sector buy-in -There is no current requirement (except in some HF contracts?) to participate in sector body work. Will HUD set an expectation of participation?

8. Creating greater consistency across programmes including supporting effective and suitable assessment tools within a New Zealand context and sharing information. This should include facilitating peer practice review visits to offer support and guidance based on principles of a model or adherence to practice etc

Current State: There are few quality frameworks in the homelessness sector that would promote consistent practice (See 7.) There is no consistent assessment process except for the use of Vi Spdat and VAT by some Housing First providers.

Information needed	What assessment tools are currently being used? Vi Spdat/VAT (HF), Outcome Star, MSD housing priority process, Māori tools e.g. adaption of Te Whare Tapa Wha? others?
Relevant Networks	See 7. HUD work on assessment? Peoples Project learnings?
Challenges	<ul style="list-style-type: none"> • Push back from some Māori providers on assessment processes due to reluctance to apply targeted assistance. • Reluctance in some parts of sector to use overseas tools. Some kaupapa Māori tools being used but no agreed preference. • No agreement on whether a single assessment tool can meet the needs of all providers across contract types. • No consistent link between assessment tool and practice frameworks i.e. how does the assessment information inform the service provided. Assessment seen as a compliance issue. • Confusion between triage assessment and case management assessment – different tools needed for each. • Assessment tools assume providers are running common databases and are resourced to use them proficiently. Significant support is needed for smaller providers to provide consistent information. • Concern that government will use assessment information to reduce funding (less vulnerable whānau require less funding). • No programme to align government assessment tools e.g. MSD, Corrections, DHB with homelessness providers.

9. Improving evidence and data on homelessness by undertaking research and surveys with providers

Current State: There is no national or regional baseline homelessness data and no plan in train to obtain it. There is also no coordinated national or regional research programme. Providers participate in research programmes at the request of universities. There is no process to disseminate research findings. The HUD Research and Evaluation team has a rolling programme of work focusing on evaluation of funded programmes (transitional housing is the current focus). They have a fortnightly multi government agency Data and Evidence working group.

Information needed	Data currently being provided to HUD and its use? Intent of government re national and regional baseline homelessness data. Research programme on unmet needs? What research exists and what is underway? Is there a way to coordinate research? The HUD data and evidence project should progress this workstream? Providers have rich datasets and evidence which is not being utilised effectively to inform decision-making. HUD completed a summary of research projects.
Relevant Networks	Wise group- WildBamboo software, People's Project, Research units e.g. Otago University, Waikato University, AUT, National Science Competition teams, Te Matapihi networks
Challenges	<ul style="list-style-type: none"> • See 8 re inconsistencies in data capability. • There is no feedback loop to the sector on what the data is telling us about the progress we are making. Reporting is still output focused (numbers of beds). • There is no way of knowing what research is underway or of disseminating findings to the sector.

10. Providing or facilitating training to support frontline staff

Current State: Providers train their staff based on their own assessment of required skills. There is some sharing of training information and some collective training e.g. organised by HF backbones, by Housing Connections, by CHA.

Information needed	Core training providers accessed now, providers used, any gaps in provision, any need to develop specialised housing provider training e.g. kaupapa Māori frameworks. Do providers see value in staff training with other organisations e.g. communities of practice? Is there value in developing 'train the trainer' modules for international programmes like Housing First to reduce the reliance on overseas support?
Relevant Networks	Te Pou, Matua Raki, Mind and Body, PeerZone and other peer support trainers, Careerforce, SSPA (social work peak body), Australian Housing Institute, Housing First accredited trainers overseas, HF backbone organisations regionally, Housing Connections, Te Matapihi networks.
Challenges	<ul style="list-style-type: none"> • If providers have established training habits, they may see no need to change. This could be an information flow task as much as developing specialised training. • Need to ensure small/emerging providers have equal access to training. • Formal training is quantifiable – what is the interest in coaching, mentoring, site visits, buddy organisation, communities of practice etc. etc. How to cost this 'softer' offering.

11. Helping local government and communities to develop local responses to address homelessness

Current State: CHA and provider organisations engage with local government as much as resources allow. Currently plans in Auckland, Wellington, others?

Information needed	<p>Has HUD collected up all of the local/regional plans? Is there a framework provided by the Homelessness Action Plan for local areas?</p> <p>ADVICE FROM PETER CHAUDHRY (HUD)</p> <p><i>My team did try and compile a list of all the city & regional homelessness plans when we were developing the action plan. There weren't as many as we thought, active ones at least. That's also not including housing action plans, which often have a vulnerable peoples housing component (i.e. the Northland Housing Taskforce, or Waikato Plan).</i></p> <p><i>The ones that we came up with were Hutt City, Wellington City (lapsed), Rotorua (not sure of status but was active 2015/16) and Auckland (not yet operational), keen to hear if you know of others.</i></p>
Relevant Networks	<p>All of the areas that have developed a plan.</p> <p>Useful planning frameworks from the UK and Canada.</p> <p>HUD Innovation Fund will be place-based and was designed to support local approaches.</p>
Challenges	<ul style="list-style-type: none">• Establishing baseline data on levels of homelessness in communities.• Incentivising government agencies to participate e.g. mental health, DHB's corrections, OT etc. Still seen as a homelessness NGO sector issue to solve.• Ensuring local responses are responsive to Māori.• Responding to groups on the margins.

Appendix 2: HUD Contract

The Homelessness Sector Body of Services Contract with HUD

The Ministry of Housing and Urban Development (HUD) has contracted Te Matapihi he Tirohanga mō te Iwi Trust (Te Matapihi) and Community Housing Aotearoa (CHA) to establish services that support the homelessness sector to improve the wellbeing and housing outcomes of people and whānau who are at risk of, or experiencing homelessness through prevention, supply, support and system change.

For the period of 1 April 2020 to 30 June 2020 HUD will fund for the appropriate design, set up and establishment costs attributed to and incurred by Te Matapihi and CHA to carry out and deliver the Homelessness Sector body services.

Te Matapihi and CHA will provide policy, advisory, brokerage and support services for the Homelessness Sector. The services will have a focus on significantly supporting:

- the Aotearoa / New Zealand Homelessness Action Plan (HAP) 2020-2023
- Te Maihi o te Whare Māori: Māori and Iwi Housing Innovation (MAIHI) framework and action plan
- HUD policy and advice as required

There are several immediate actions that the sector body will support. This includes:

- developing a better understanding of the needs of providers working to address homelessness - including funding and capacity, alongside the needs of people receiving services
- building capacity and capability of the sector through training, guidance, and improvement to practice, such as assessment processes
- assisting community-based organisations to develop potential bids for the Local Innovation and Partnership Fund and helping communities to develop local homelessness action plans or strategies
- facilitating the establishment of an engagement platform for people with lived experience of homelessness, which is a priority action under the Aotearoa/New Zealand Homelessness Action Plan.

HUD has invested \$300,000 for the establishment and delivery of the Homelessness Sector Body of Services.

Service Description – Homelessness Sector Body Services

The Supplier will contribute towards the operation of the sector body, including but not limited to:

- working with HUD and Community Housing Aotearoa to operate the sector body, aligning services, and ensuring complimentary support and services are provided by both organisations
- supporting development and implementation of the actions outlined in the Aotearoa / New Zealand Homelessness Action Plan, including supporting kaupapa Māori approach
- establishing and building relationships with the homelessness sector (Māori providers and non-Māori providers) and associated service providers to support delivery of the Aotearoa / New Zealand Homelessness Action Plan
- facilitating the views of the sector and people with lived experience of homelessness – including mobilising a broad range of people to help inform and shape ongoing work and the design of actions, including understanding Māori housing needs and aspirations
- providing an avenue for information, advice, and guidance to a range of organisations working in the housing or homelessness sector, particularly small to medium organisations and those that are operating in rural communities who may not be well connected and/or well resourced
- providing best practice support to providers to ensure they are delivering an appropriate service to clients
- building capacity and capability of the sector through training, guidance, and improvement to practice, such as support worker development, user engagement, incident management, business continuity planning, assessment processes and more

- working with government to help inform responsive policy solutions and advocate for change
- inform the development of long-term actions and work with HUD during policy development
- providing sector intelligence to HUD to ensure a shared picture of what is happening in the system and raising any issues as they arise

The Supplier is expected to deliver the above services using the appropriate approaches which should include, but are not limited to:

- enabling and supporting kaupapa Māori approaches and supporting all providers to be culturally responsive
- providing an avenue for advice and guidance to potential providers wanting to provide housing and support services
- keep providers up to date with the latest information and developments. The sector body should proactively produce newsletters, update its website, and share information
- supporting the ongoing involvement of people with lived experience of homelessness through facilitating a group or forum to reflect upon implementation of activities and inform the further design and development of actions
- advocating across the homelessness sector and provide a platform for the voices of the wide range of providers of services focussed on seeing homelessness become rare, brief and non-recurring in New Zealand, including Housing First, Transitional Housing, Sustaining Tenancies, other supported housing models and potentially wider services, including mental health services
- developing a better understanding of the needs of providers working to address homelessness - including funding and capacity, alongside the needs of people receiving services
- co-ordinating and supporting collaboration between providers to improve services, including the application of kaupapa Māori principles to address homelessness across the sector (i.e. not limited to whānau Māori)
- promoting greater consistency across programmes - including supporting effective and suitable assessment tool/s within a New Zealand context and sharing information. This should include facilitating peer practice review visits to observe a provider's practice and offering support and guidance based on their adherence to models or principles of a service e.g. Housing First, and an opportunity for providers to share ideas
- improving evidence and data on homelessness by undertaking research and surveys with providers
- providing or facilitating training to support frontline staff - this could include topics such as legal issues, Housing First principles, kaupapa Māori approaches, residential tenancies, mental health and addictions, trauma informed care and managing conflict delivered by facilitating Communities of Practice and encouraging collaboration and communication across providers e.g. in person or online forums and webinars
- helping local government and communities to develop local responses to address homelessness

Appendix 3:

Phase One 2020-2023

Aotearoa New Zealand Homelessness Action Plan Phase One 2020-2023

Homelessness in New Zealand is prevented where possible, or is rare, brief and non-recurring.

This is the first time a comprehensive central government-led and cross-agency plan has been developed to prevent and reduce homelessness. The action plan uses a systems approach that works across traditional government agency and system boundaries, supported by regional and national leadership.

This plan has been developed through cross-agency collaboration and engagement with Iwi and Māori organisations, people with lived experience of homelessness, non-governmental organisations (NGOs), and local authorities. Engagement also included targeted conversations with sector experts and nine workshops and hui with stakeholders around the country.

The action plan sets out a balanced and comprehensive package of actions to address homelessness with an increased focus on prevention, alongside supply, support and system enablers. Actions will build on and support work already underway around New Zealand and put in place essential changes to address gaps in responses to homelessness.

The action plan has **18 immediate actions** to be put in place in 2020, and a number of **longer-term actions** to be developed for implementation over 2020-2023. By taking the immediate actions, over **10,000** people at risk of or experiencing homelessness will be supported over three years.

The guiding principles

Te Tiriti o Waitangi

The government's role, as Treaty partner, is to partner with and support Māori to deliver solutions for Māori, and to empower local communities to achieve Māori housing and wellbeing outcomes.

Whānau-centred and strengths-based

Within the context of homelessness, a whānau-centred approach means addressing individual needs within the context of that individual's whānau, relationships, support networks, community and connection to place.

Focus on stable homes and wellbeing

Preventing and reducing homelessness involves looking past the short-term approach of providing an immediate crisis response, to providing long-term sustainable housing solutions.

Kaupapa Māori approaches

Kaupapa Māori approaches are embedded within this plan and throughout the delivery of actions. This means delivering actions in ways that demonstrate kaupapa Māori principles.

Supporting and enabling local approaches

The action plan will support local communities to address the homelessness issues they face, in ways that respond to their different needs and build on responses already in place.

A joined-up approach across agencies and communities

Addressing homelessness requires true partnerships and systems of support and housing to be functioning well in inclusive and equitable ways.

Appendix 4: International examples

Homelessness Sector Body Examples May 2020

AUSTRALIA

www.homelessnessaustralia.org.au

"Homelessness Australia was defunded by the Federal Government in December 2014. It now operates on a voluntary basis and has no employed staff.

Homelessness Australia (HA) is the national peak body for homelessness in Australia. We provide systemic advocacy for the homelessness sector. HA does not provide or manage accommodation or deliver direct client services. Instead we work with a large network of organisations to provide a unified voice when it comes to preventing and responding to homelessness.

AUSTRALIA - NEW SOUTH WALES

www.homelessnessnsw.org.au

"Homelessness NSW is a peak not for profit organisation that works with its members to prevent and reduce homelessness across NSW.

Our members include small, locally based community organisations, multiservice agencies with a regional reach and large State-wide service providers who work to address and prevent homelessness.

Key services that we provide include policy development and advocacy in working to end homelessness, public education about the changing faces of homeless people and those at risk, information about the diverse mix of initiatives operating in NSW and elsewhere and advice and support for member organisations and others about organisational change and improvement."

CANADIAN ALLIANCE TO END HOMELESSNESS

www.caeh.ca

"The Canadian Alliance to End Homelessness leads a national movement of individuals, organizations and communities working together to end homelessness in Canada. The CAEH has the following initiatives:

- Built for Zero Canada - an ambitious national change effort helping a core group of leading communities end chronic homelessness - a first step on the path to eliminating all homelessness in Canada.
- Training and Technical Assistance - We deliver on the ground training and support to communities and front-line workers through a mission based, non-profit training and technical assistance consultancy.
- National Conference on Ending Homelessness - Our annual national conference arms policy makers, funders, researchers, advocates, community leaders and front-line workers with the inspiration, information, tools and training they need to end homelessness.
- State of Homelessness in Canada - The Canadian Observatory on Homelessness and the CAEH partner to present this comprehensive national report card on homelessness in Canada.
- Allied Networks - The CAEH supports several allied networks working toward our shared mission of ending homelessness."

NATIONAL ALLIANCE TO END HOMELESSNESS (AMERICA)

www.endhomelessness.org

"The National Alliance to End Homelessness is a nonpartisan, non-profit organization whose sole purpose is to end homelessness in the United States. We use research and data to find solutions to homelessness; we work with federal and local partners to create a solid base of policy and resources that support those solutions; and then we help communities implement them.

In 2000, the Alliance challenged communities and the nation to develop plans to end homelessness. The federal government and Congress adopted this approach and substantially increased resources to implement it. Key elements of the strategy that have been successfully advanced are:

1. Permanent supportive housing,
2. Rapid re-housing,

3. Systematic collection and use of data,
4. Coordinated assessment and entry,
5. Local systems to end homelessness, and
6. Outcome focused crisis systems.

To advance the adoption of key concepts and these strategies, the Alliance undertakes the following principal activities:

- Builds knowledge. It uses research and data to discover what works to end homelessness and develop easily accessible knowledge about these solutions. The Alliance's research arm, the Homelessness Research Institute (HRI), leads this work.
- Improves policy. Based upon this knowledge, it educates opinion leaders and policymakers about what works and tries to build strong policy in support of solutions (with emphasis on federal policy).
- Enhances capacity. To help communities implement solutions, its Centre provides training, technical assistance, and tools to providers and public agencies."

HOMELESS LINK (UK)

www.homeless.org.uk/about-us

"We are the national membership charity for organisations working directly with people who become homeless in England. We work to make services better, we campaign for policy change that will help end homelessness, and we innovate and develop tools to help our members make more of a difference." Homeless Link has four areas of focus - Campaigns; Resources; National Projects; Research. National projects include Housing First England, London Plus project, Streetlink, Supported Housing Alliance and a Homelessness Sector Social Investment Fund.

Considerations

Scope of sector body – Most sector bodies provide three areas of services: policy and advocacy to government on changes needed to end homelessness; research to support and evaluate their work and that of the sector; and technical support to members including training, conferences, information, tools, data management support etc. The HUD scope of the NZ Sector Body has a weighting towards the provision of technical support to members. Research services relate largely to data capture, and policy advice is to feed into HUD policy projects. There is a decision to be made on whether the Sector Body wants to have sufficient independence and sovereignty to develop its own policy work and its own interests in research. Homeless Link UK is also running national capacity projects including allocating Innovation funding to the sector.

Funding of Sector Body – most international Sector Bodies are funded with a mix of government, membership, and philanthropic funding. This enables the sector body to undertake work that challenges current government thinking. The demise of the Homelessness Australia is worth noting.

Modes of Delivery of Technical Assistance – many sector bodies retain staff to provide sector coordination, policy work and advocacy to government. Larger bodies have established a training unit. Others coordinate and package and circulate training opportunities for providers. Most organise regional sector seminars and a national conference as a core offering.

Strategy Alignment – Most sector bodies have formed a view about which strategy and programme interventions will address homelessness. By joining the sector body, you are aligning to that strategy. The Canadian Peak Body has partnership status that requires partners to support the 4 Housing First principles.

Appendix 5: Outcomes Considered

1. Articulating the vision of ending homelessness

- Te Ao Māori and the voice of lived experience must be at the centre of the vision
- Engage the Homelessness Sector to frame and refresh the vision to end homelessness
- Build momentum for organisations and partners to deliver on the vision
- Share the stories of success, the progress we are making and the opportunities in front of us

2. Building capability to support the vision

- Know the organisations, contracted and non-contracted, that make up the Homelessness Sector
- Understand the support providers need to increase housing supply
- Build the cultural, and organisational, capability of all providers to be more responsive to Māori
- Establish channels of participation and feedback for people and whānau with experience of homelessness
- Provide technical and operational support for Homelessness Sector growth and engagement with Government

3. Innovating for better outcomes

- Support the Homelessness Sector to innovate and try new models, new ideas, and new approaches
- Support the Homelessness Sector to develop their innovation and evaluation skills
- Design with people at the centre and share our learnings with our partners

4. Understanding our Impact

- Engage with whānau, providers, and Government to ensure data informs good decision making at all levels
- Support the Homelessness Sector to develop quality frameworks and benchmarking tools
- Seek feedback from the Homelessness Sector to know if the provision works for Māori
- Inform the public and Government on how Aotearoa is tracking to end homelessness
- Know the numbers and tell the story

5. Changing the policy settings

- Challenge the drivers that create and maintain homelessness
- Know, share and communicate research reports
- Connect homelessness to the wider systems issues facing whānau and communities
- Advocate for shifts in policy
- Contribute the experiences around Aotearoa to international learning

Appendix 6:

Glossary of HUD Funding Streams

Housing First - Housing First is an internationally recognised approach to housing and supporting people who are experiencing homelessness with multiple, high and complex needs. It is a rights-based programme that maximises choice for people experiencing homelessness. Housing First provides housing quickly, then offers tailored support for as long as it is needed to help people stay housed.

Transitional Housing - Transitional housing provides short-term accommodation for people and families who don't have anywhere to live (an average of 12 weeks). It includes support services to help people secure a longer-term home. In most cases, whānau receive a further 12 weeks support once they have found a more permanent place to live. Often staying longer than 12 weeks.

Transitional Housing Motels - placement of homeless whānau in motels as a response to their housing need

Transitional Housing Motel Support Services - organisations funded to work with people in motels to find permanent housing and support pathways

Emergency Accommodation Family Violence - accommodation made available as part of a wrap around for people leaving family harm homes.

COVID Motels - motels funded to provide accommodation during and post lock down

COVID Response - organisations funded to provide tenancy and wrap around support for people in motels, who can not provide that support through existing contracts

Creating Positive Pathways - People who leave prison with no access to stable housing are at high risk of both homelessness and re-offending. In collaboration with the Ministry of Social Development and the Department of Corrections, HUD are trialling an initiative which houses and supports ex-offenders reintegrating back into the community.

Sustaining Tenancies - Working with Kāinga Ora – Homes and Communities and community providers to support tenants to sustain their housing. The Sustaining Tenancies trial has offered practical support to help at-risk public housing tenants avoid losing their housing, and to reduce pathways to homelessness.

Public Housing - Housing provided by government through Kāinga Ora and registered Class I Social Landlords. These organisations can receive the Income Related Rent Subsidy.

TUIA
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