

**Before Independent Hearings Commissioners
Rotorua Lakes Council**

**In the matter of 13 applications for resource consent for
contracted emergency housing by Te Tūāpapa
Kura Kāinga Ministry of Housing and Urban
Development**

Statement of evidence by Lyall Wilson

11 October 2022

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1 Introduction

- 1.1 My name is Lyall Wilson.
- 1.2 I am Team Leader, Contract Management | System Delivery and Performance, at Te Tūāpapa Kura Kāinga Ministry of Housing and Urban Development (HUD)
- 1.3 In this evidence I explain various aspects of the operation of Contracted Emergency Housing (CEH) Motels, in Rotorua

2 Background

- 2.1 The Rotorua Housing Taskforce was established in March 2021 involving central government officials, working in partnership with Te Arawa iwi, Rotorua Lakes Council, and other community stakeholders to provide better support and outcomes for people living in emergency housing motels and the community.
- 2.2 The key changes agreed to by Cabinet as part of the Rotorua emergency housing response included:
 - Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development (HUD) contracting motels to provide emergency accommodation, with a focus on the approximately 200 families and whānau with children receiving Emergency Housing Special Needs Grants (EHSNG);
 - Providing better support for people in emergency housing through HUD contracting wraparound support services to meet the needs of the families in contracted motels, and MSD improving supports available for those receiving EHSNGs;
 - The implementation of Te Pokapū – a Rotorua Housing Hub to strengthen assessment and placement processes for emergency housing clients and co-locate relevant services, including MSD.
- 2.3 As part of the Taskforce, Kāinga Ora also intensified its efforts in Rotorua to identify opportunities for building new housing to provide more permanent homes.
- 2.4 Officials also committed to provide advice on reducing the number of motels used for both those receiving EHSNG and tourists.

3 How the 13 CEH motels were selected

- 3.1 A desk top exercise undertaken by HUD in conjunction with Taskforce members identified a list of suitable motels that I could work from to consider for contracting.
- 3.2 That resulted in a shortlist of 24 motels which me and a HUD colleague called, and alongside representatives from MSD and potential housing support providers, undertook a site visit at. The purpose of the site visit was to consider the suitability of the property for contracting for sole use

emergency housing in terms of its layout and quality for housing whanau, rangatahi and tamariki, and those with disabilities. This included things like identifying how many units were accessible, ensuring all units had acceptable cooking facilities, and identifying any dangers that may make the motel inappropriate for children. In **Appendix 1** I set out a checklist we developed to work through to guide the selection of motels.

- 3.3 This was worked through by a collective group consisting of representatives from HUD, MSD, Emerge Aotearoa Ltd (Emerge), The Lifewise Trust (Lifewise), Te Taumata O Ngati Whakaue Iho Ake Charitable Trust (Te Taumata), Visions of a Helping Hand Charitable Trust (Visions), Wera Aotearoa Charitable Trust (WACT).
- 3.4 Following this the final selection of an initial 13 motels (one was later withdrawn and replaced for a further motel) was made by the above group.
- 3.5 HUD's Contract Management Team developed and executed the "*MOTEL-FOR AN EXCLUSIVE PERIOD AGREEMENT*"

4 How HUD settled on the Housing Support Service Providers

- 4.1 HUD and MSD started talking with providers that had the appropriate Social Sector Accreditation, a current contract in place with HUD (due to the short timeframe available to stand up the services), and who were already operating services in Rotorua.
- 4.2 Emerge, Lifewise, Te Taumata, Visions of a Helping Hand and WACT were engaged. Subsequently, Lifewise withdrew due to capacity constraints.
- 4.3 Initial discussions were held with the above providers to gauge willingness to participate, capability and capacity. A provider collective hui was held, followed by a provider wānanga where the provider collective (*Te Hau Ki Te Kāinga*) was born. At the same wānanga a Strategic Plan was agreed. The Strategic Plan, (including *Nga Pou e Rima*) is a community led, Kaupapa Māori Principles based collective response to developing "*Self-sufficient, Interdependent and Vibrant Whānau*" by "*Growing and Nurturing future whanau leaders*" (**Appendix 2**).
- 4.4 A clinical response unit was created for whanau that require additional support. Te Whatu Ora (Lakes DHB) appointed a clinical lead to this function. The original thinking was that a single motel could be used to support high and complex needs whānau, but with the withdrawal of Lifewise and a lack of suitable alternatives, Te Hau Ki Te Kāinga decided to spread the high and complex needs whānau across the contracted motels and develop its own mental health and drug and alcohol addiction response. The Clinical Response Unit was thus created. This is now a Lakes Te Whatu Ora (DHB) led team that consists of qualified clinicians who service the needs of all whānau across the 13 contracted motels as well as supporting people receiving EHSNGs. This team were instrumental in supporting motels throughout Rotorua during the COVID-19 Lockdown and Isolation period from October 2021.
- 4.5 The allocation of service providers to specific motels of the 13 contracted motels was largely determined by the capacity of each provider.

- 4.6 HUD's Contract Management Team developed and executed the "SERVICES AGREEMENT – EMERGENCY HOUSING SUPPORT SERVICES (MOTELS)"
- 4.7 Whilst Te Hau Ki Te Kāinga provides direction and strategic oversight, each individual Housing Support Provider maintains their own organisational flavour, bringing a range of activities, programmes, responses, and solutions to each of their individual villages.
- 4.8 School buses have been contracted, by WACT, to ensure tamariki have access to transport to attend school. This was previously happening in Social Service provider's vans, and so a mana enhancing approach was both needed, and delivered by Te Hau Ki Te Kāinga.
- 4.9 There are three Gang Liaison officers working across Te Hau Ki Te Kāinga. These roles have significantly changed the behaviours within the contracted motels, and at a recent All of Government meeting, held at Te Pokapū, a Senior Police staff member advised he has "*seen a real improvement in the contracted motels.*"

5 Onsite Management – Security Services

- 5.1 Housing Support Providers sub-contract the Security Service Providers directly
- 5.2 To enhance the safety of whānau during their stay at a Contracted Emergency Housing Motel, HUD may pay or procure Security Services. The services agreement provides for Onsite Management Services in the form of Security Services.
- 5.3 Security Services must comply with the Private Security Personnel and Private Investigators Act 2010, which requires an organisation to hold a valid licence for each class of service provided, for example Property Guard. All personnel must hold a valid Certificate of Approval or licence for that class of service.
- 5.4 Providers that did not hold a current licence for the class of security service were required to obtain appropriate licences by 31 October 2021. By 31 October 2021 appropriate licences had been obtained.
- 5.5 The Security Service will include a 24-hour, 7 day a week security presence at each Motel, plus any other security services as agreed between HUD and the Housing Support Service.

6 Monitoring and maintenance

- 6.1 Maintenance of the standards of each of the motel units is a matter for each of the motel operators. Any resource consent conditions regarding motel operation that may be imposed will be a matter for motel operators to comply with. HUD will undertake monitoring of this as it does for ensuring the units' standards are maintained.
- 6.2 I have been to visit each of the 13 motels at least twice in the last 12 months. I have also held two collective hui with all motel owner/operators, in October 2021 and August 2022, to share updates and discuss and remind them of their requirements.

- 6.3 Where necessary, I have worked with motel owner/operators to improve their standards and facilities. Recent examples include installing kitchenettes in all units at the Apollo Hotel, upgrading the quality of units (including furniture and bedding, plumbing and electrical) at the Alpin Motel, Geneva Motor Lodge and Union Victoria Motel, and improving the conditions at Ann's Volcanic.
- 6.4 A Damage Response Unit (Top Services) has been established to remedy any damages and make repairs to units.

7 Te Pokapū referral process

Triage & Assessment

- 7.1 The *Hunga Taupua* role is responsible for meeting with whānau that are experiencing housing instability and supporting them with a clear understanding of the pathways into assisted, and stable, housing. The role will welcome any housing enquiry and provide a dignified response by providing advice and support through an assessment and referral process. The role will communicate with service providers and agencies to develop a whānau housing plan. The role is responsible for data entry reporting and monitoring whānau progress through operating an online data system and meeting with key support services to monitor progress of the whānau housing plan.

Referral

- 7.2 The vast majority of people seeking a referral for housing support through Te Pokapū are from Rotorua or the immediately surrounding area. When someone from out of Rotorua presents at Te Pokapū the Triage team will determine why they have come into Rotorua.
- 7.3 If the person has an urgent housing need and can whakapapa to Te Arawa, Te Pokapū may continue with the assessment to determine need, and are referred to appropriate housing solution.
- 7.4 If there is a specific need that supports them coming to Rotorua (e.g., presence of other family, hospital care etc.) and they present with an urgent housing need, Te Pokapū may continue with the assessment to determine need, and are referred to appropriate housing solution,
- 7.5 If there isn't sufficient evidence to support an applicant coming into Rotorua, Te Pokapū will continue with the assessment to determine need, and the applicant will be referred to an alternative housing solution, which may include connecting with fellow Iwi or referral to MSD for support to return home.
- 7.6 If Te Pokapū believe a suitable reason exists where a person from out of Rotorua requires emergency housing assistance in a Rotorua motel, MSD's Regional Housing Manager, is the only position that can approve a referral to a contracted motel or issue of an EHSNG.

8 Occupancy and occupancy management

- 8.1 As of 5 October 2022, a total of 221 of the 297 contracted units are occupied, by whanau. Of the 221 occupied units, 168 units are occupied by

203 parents and 288 children, while 5 others are home to couples and a further 29 singles. An additional 11 units are currently being used for the onsite management services offered by the support providers. Of the 76 unoccupied units, 54 are undergoing some form of cleaning or remediation work.

- 8.2 Since 1 July 2021 an additional 482 whanau have been supported in CEH with 80 going to Transitional/Public Housing, 51 to Private Rentals, 73 leaving to go to alternative (unknown) accommodation, 39 returning to their whanau homes and 29 leaving Rotorua with various destinations. 47 have left due to non-compliance with rules of stay.
- 8.3 Te Pokapū will match the makeup of a whānau to an available contracted motel unit with suitable capacity and negotiate referral with each service provider ensuring the best fit for both the whānau and the village (motel). Except for “a couple”, there is a “one person per bed” rule, and no sofa or temporary beds are to be considered in the allocation of a unit.
- 8.4 Referrals can only come into the contracted motels via Te Pokapū.

9 HUD’s Role

- 9.1 Other than financial responsibility for contracted emergency housing, HUD’s role might be characterised as governance and oversight of the operational performance of the programme. On behalf of HUD, I maintain regular contact with MSD, RLC, Te Pokapū, Te Hau Ki Te Kāinga, Housing Support Providers and each of the 13 CEH motels.
- 9.2 In my role I:
- (a) participate in the Te Hau Ki Te Kāinga Governance and Operations hui,
 - (b) work alongside the Te Pokapū team to ensure the programme is operating effectively;
 - (c) ensure motel standards are maintained.
- 9.3 I am not involved in the day-to-day allocations of whanau to units or service providers, or the occupancy management of the 13 motels.
- 9.4 While I work closely with MSD to ensure that people with urgent housing needs have access to emergency housing, I am not responsible for or involved in the operation of EHSNGs or the motels that accept customers reliant on EHSNGs.

Signed:

Date: 11 October 2022



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Te Tūāpapa Kura Kāinga
Ministry of Housing and Urban Development



He kāinga ora, he hapori ora - our purpose is thriving communities where everyone has a place to call home.

Appendix 1

Motel Checklist

Criteria and facilities
Number of units where living and sleeping is in the same room (Studio)
Number of units with one-bedroom separate to living area
Number of units with two-bedrooms separate to living area
Number of units with more than two-bedrooms separate to living area (list details)
Any rooms adjoined that could be connected to make a larger unit
Number of units disability accessible (level entry, wet area bathrooms...)
Heating source for main living area
fixed heat pump
other detail
Natural light and ventilation (windows)
Draught-stopping
Privacy and noise management between units and shared areas
Cost Range
Kitchens
Mix of functionality
Fully functional Kitchen in all units
cooking appliances in unit (specify types)
kitchen sink with hot and cold-water taps
full size fridge
space for full size fridge
space for food storage
Ventilation and extractor fan
Power source for entire complex adequate for increased cooking appliances
Bathrooms
Private Bathroom and WC per unit
Ventilation and extractor fan
Shared
Across units
Laundry facility in unit or on site (detail)
Office or unit space for on-site supervision/ management/ security
Current fire safety compliance (walls, floors, alarms, sprinklers)
Insulation of property- detail
Drainage of property- detail
Disability access (level entry, wet area bathrooms...)
Environment
Driveway safety, separation of cars from unit entry
Play area on site separate from vehicle routes
Securable gates and fencing
Proximity to roads/ traffic
Location and fencing of any filled pools including hot tubs, spas, swimming pools
Smoking areas
Contact details
Property owner
Lease holder
Manager

TE HAU KI TE KĀINGA



'The winds that guide you home'

A community led collective supporting
whānau into stable housing





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1. MIHI

Tihei mauri ora!. Nau mai e te uru, nau mai. Nau mai e te tonga, nau mai. Nau mai e te marangai kai-whare, nau mai. Homai kia nui o tāua nei hā rarā. Kia horahia atu rā ki runga o Maketū, ki te oneone-nui o tāua tupuna a Tamatekapua. Nāna i ai atu, ka puta ki waho rā e, ki te Whai Ao, ki te Ao Mārama. Uhi, waero tau mai te mauri! Haumi e! Hui e! Tāiki e!

Ngā mihi nūnui ki a koutou i runga i ngā tini āhuatanga o te wā. Rātau te hunga wairua ki a rātau. Tātau te hunga ora ki a tātau. Ahakoa ngā aupiki me ngā auheke, pērā i ngā tini raruraru o te Mate Urutā kua pā kino nei ki a tātau katoa huri noa i te Ao – ka rere tonu ngā aumihi ki a koutou katoa ka tika.

2. HISTORY

2.1 Background

The background to this action plan and collective stems from the ever-increasing need for stable housing in the Rotorua region acknowledging the increase in demand and social deprivation evident in our community.

This urgency is also recognised by the Ministry of Housing and Urban Development (MHUD) and the Ministry of Social Development (MSD) who instigated the approach to engage local providers already in the emergency and transitional housing space to look at ‘doing this different’.

The providers who have initially engaged in the development of this document are as follows:



Te Taumata o Ngāti Whakaue Iho Ake Trust is an iwi lead organisation that was established by Ngāti Whakaue. To achieve the aspirations of the iwi it is a vehicle to drive improvement in social determinants that we deem are important to us. Through understanding the needs of our people and partnering with likeminded organisations we have developed innovative projects resulting in significant shifts in the determinants of wellbeing for our people and the community.

Visions of a Helping Hand Charitable Trust



Visions of a Helping Hand provides a Helping Hand to support whānau to reach their goals, by building on whānau strengths and aspirations with the aim of developing strong, safe, and sustainable communities.



EMERGE Aotearoa aim to realise whanau’s potential by strengthening whanau’s ability, so communities can thrive by providing greater equity, healthy whānau environments. We value our 3 Pou lived experience & diversity, Māori succeed as Māori and thriving pacific.



WACT was birthed in 2008 from a need to provide community development services. We are driven by our vision: 'Communities are solid, strong and self-supporting' and currently provide youth, whānau and community development in the Central North Island.



Ministry of Social Development (MSD) is all about helping to build successful individuals, and in turn building strong, healthy families and communities. We're working towards this through providing employment, income support and superannuation services, funding to community service providers, social policy and advice to government, student allowances and loans and social housing assistance.



Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development (HUD) leads New Zealand's housing and urban development work programme. We are responsible for Strategy, Policy, Funding monitoring and regulation of New Zealand's housing and urban development system.

We acknowledge there are other providers in Rotorua who are also in the emergency / transitional housing space, and it is our intention to engage with them all to ensure a community level response is provided to whānau in need of housing and social support.

It is also important to note that whilst this is a community led response to provision of stable housing, it also includes government agencies, MSD and MHUD as part of our collective. Whilst they represent central government, their input has been at a community level that has helped us understand more the political environment we operate under adding to the development and delivery of our collective service. Their disciplined responses to our development have ensured it remains community led and not tempered with a central government mantra that didn't reflect our Rotorua community. As a result, we acknowledge MHUD, MSD and Lakes DHB for their contribution and participation in our collective.

This document therefore presents our initial thinking and intention to strategize solutions that meet both housing and social needs of our whānau whilst at the same time articulating our operational model and infrastructure that we intend to implement to deliver housing and social services now.



3. RESEARCH

Our research has identified several key focus areas that has guided our strategy and operational model.

They are as follows:

A shortage of homes affordable to low-income households mean more are spending periods homeless in emergency and transitional housing. This will persist for 18-24 months at least while new supply is brought on.

- Housing costs have increased sharply.
- Rents are up 50% in five years and house prices 84%.
- Over 2,000 renting households spend more than 30% of their income on rent. Lower quartile rents are almost 50% of income for low-income households in addition to high costs, housing is difficult to access.
- Applicants on the housing register (540) compared to population is the third highest in the country, with use of motels the highest (351 households).
- 103 COVID motel units have been brought on.
- Almost half in EHSNG motels have been there more than 3 months and 85% are Māori.
- Across the Bay of Plenty 75% of register applicants are Māori with more than half on the register for more than 6 months Household crowding has increased, and housing quality is low.
- 380 Households are currently in Emergency Housing, in Motels, 200 of which are families with children.



Further research in the Bay of Plenty identified:

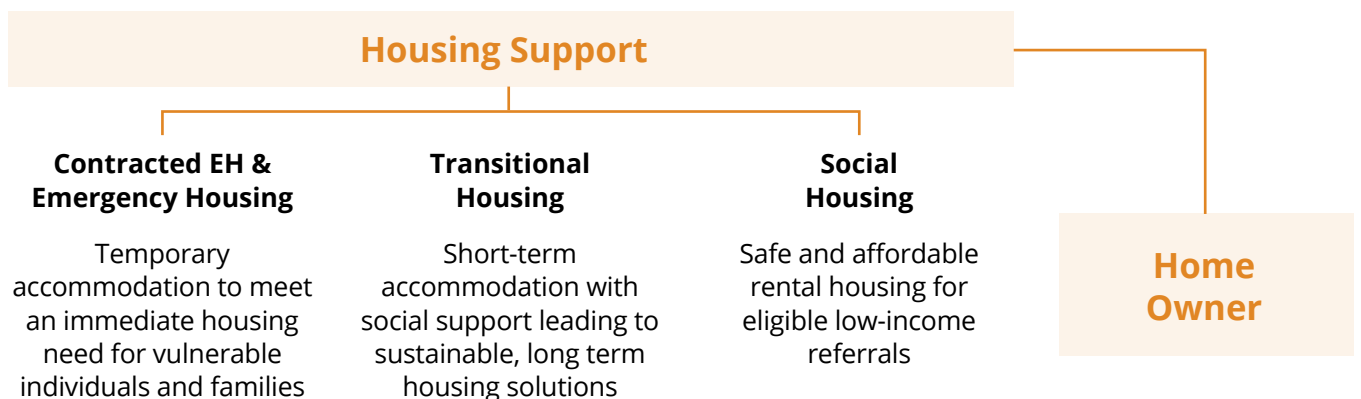
- 1,749 whānau are on the housing register with 2,920 identified in Public housing tenancies (Ministry of Housing and Urban Development [MHUD], 2020).
- Rotorua is identified as an area where housing deprivation is the highest and the need for housing is urgent (Ministry of Housing and Urban Development [MHUD], 2021).
- The number of Emergency Houses (EH) Special Needs Grant (SNG) approved is 5,129. Applicants on the Transfer register number 134 with 279 Transitional housing places (Ministry of Housing and Urban Development [MHUD], 2020).
- Māori make up the highest demographic of those on the housing register at 50%, with 40% of main applicants being aged between 25 – 39 (Ministry of Housing and Urban Development [MHUD], 2020). This demand demonstrates the need for housing with a particular focus on Māori aged between 25 – 39, requiring a Māori approach to housing inclusive of whānau, Hapū, Iwi and Māori community organisations.
- With the announcement on May 13th 2020 by Hon Dr Megan Wood, Hon Carmel Sepuloni, Housing Minister and Associate Housing Minister, a plan to develop a Housing Hub will dramatically improve the lives of whānau by placing them into Transitional houses (190) while longer term solutions are created to meet the need and move whānau out of motels (Woods and Sepuloni, 2021).



4. STRATEGIC FRAMEWORK

To present our strategic framework for provision of stable housing we have to acknowledge the housing continuum that details an end-to-end process for whānau requiring support into long term accommodation.

This is detailed as follows:



As a result, this strategic direction and document is focused primarily on provision of Contracted Emergency Housing. We acknowledge the intention and need to engage in discussions that describe the strategic intent of both Transitional and Social Housing which we as a collective recognise as the next step for our Rotorua community.

4.1 Strategic Direction

The results of our research have shaped our strategic direction for stable housing.

This is as follows:

Vision

What do we want to see because of our collective support for whānau?

Kia noho tahi ai te whānau i runga i te ngākau tapatahi

(Self-sufficient, interdependent, and vibrant whānau)

Mission

How will we achieve this result?

Kia matomato ai te tupu o ngā rangatira ā-whānau e haere ake nei

(Growing and nurturing future whānau leaders)

Values

What are the values important to us as a collective?

• Manaakitanga • Whānau Hapū Iwi • Aroha / Tika / Pono • Mana Motuhake





4.2 Strategic Priorities / SMART Objectives / Key Performance Indicators / Strategic Alignment

Our strategic priorities help us define what areas we will focus on to move towards our strategic direction.

This progresses to our SMART Objectives that define what action we need to take to achieve this direction and key performance indicators that describe how we know we've achieved these objectives. Alignment to central government priorities is also a focus area to ensure we are aligning ourselves to government outcomes whilst at the same time supporting whānau and communities. These are as follows:

Strategic Priority

Relationships

Relationships amongst providers, hotels, whānau and community are supportive and consistent working in a holistic manner that supports whānau

SMART Objectives

A communications position is in place by September 2021 focusing on consistent and positive messaging of our service, referred whānau and our collective

Key Performance Indicators

- Messaging is consistently delivered that is positive and supportive of referred whānau
- Community perception of provision of stable housing is supportive of our collective goals and services

Strategic Alignment

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

System Enablers

- Build capacity and capability of Māori providers

A Community of Practice is established for the collective and wider community to ensure consistent processes between us, risks are identified and mitigated, and support is provided to all providers delivering housing support by December 2021

- Providers and agencies are unified in their collective services whilst at the same time maintaining the uniqueness of their services
- Services are consistent and supported by each other for each other
- Transition between providers is fluid and effective

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

Guiding Principles:

- Te Tiriti o Waitangi
- Whānau centred and strengths based
- Kaupapa Māori approaches

Strategic Priority

Housing

Long term permanent housing is provided in key areas of need and cohort meeting the demands we are facing in our Rotorua community

SMART Objectives

To acquire, build and increase housing supply by 63 houses per year over 3 years totalling 189 homes with the first build starting July 2022

Key Performance Indicators

- 189 whānau secure and own their own home transitioned from the housing continuum of emergency and or transitional housing

Strategic Alignment

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

Guiding Principles

- Focus on stable homes and wellbeing

Supply:

- Urgently increase supply of transitional housing to help reduce the use of motels as emergency housing

A Māori Trade Training Centre (MTTC) is established to train, qualify, and employ local Māori apprentices to build and increase housing supply in Rotorua by June 2022

- A minimum of 15 Māori building apprentices have completed their first year of pre-trade training and are employed with local building companies to increase local housing supply

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

System Enablers:

- The sector has the capability and capacity to respond to all forms of homelessness

Strategic Priority

Collective

Our collective is strategic in intent, collaborative in delivery and supportive of each other, our whānau and our community

SMART Objectives

The Te Hau ki te Kainga collective is established with a strategic framework and operational model by 1st October 2021

A credentialised induction programme is co-designed by all providers in our collective, implemented for any potential provider or staff working in provision of stable housing by June 2022

Key Performance Indicators

- Housing and support services are now centralised with shared resources, quality management systems, service methodology & infrastructure resulting in a coordinated housing support service

- All new staff and providers reach and maintain the minimum standards of service as dictated by the Te Hau ki te Kainga collective for provision of stable housing

Strategic Alignment

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

Guiding Principles

- Supporting and enabling local approaches
- A joined-up approach across agencies and communities

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

System Enablers:

- The sector has the capability and capacity to respond to all forms of homelessness

Strategic Priority

Services

Our service is consistent, familiar, and fluid in delivery, transition and provision resulting in one service, one process and one system

SMART Objectives

Our service methodology is implemented on the 1st October 2021 including client engagement, transition of client, community providers, a client management system, the Nga Pou e Rima Māori Framework and the 3C's Māori Outcome Framework maintaining a kaupapa Māori approach to our engagement with whānau

Key Performance Indicators

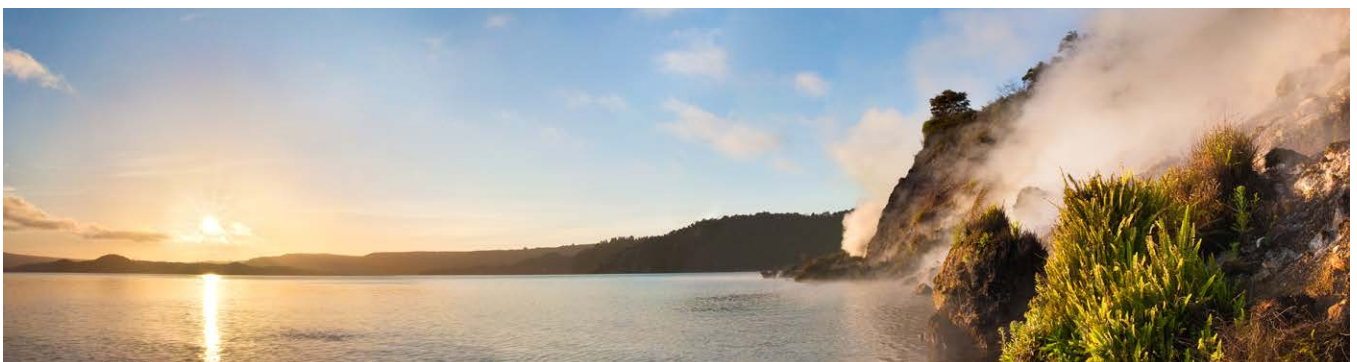
- All providers have adopted our service methodology leading to a unified client engagement process that results in a onetime necessity for clients to explain the context of their situation as all providers and infrastructure are now conjoined as one service

Strategic Alignment

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

System Enablers

- Coordination between government agencies and providers is strengthened and government agencies work across traditional



5. OPERATIONAL MODEL

5.1 Stakeholders

To operationalise our service, we must identify our key stakeholders to ensure we are engaging with the right people at the right time for the right reasons.

Due to this we have identified the following key stakeholders for us as a collective:

Stakeholder: Iwi / Hapū

Engagement: Ngāti Whakaue has a history of manaakitanga. Land was given by Ngāti Whakaue for the establishment of the township of Rotorua under the Fenton Agreement. Despite the Crown's failure to fully honour the Fenton Agreement, Ngāti Whakaue has continued to give expression to their tradition of manaakitanga and their aspirations to promote education and uplift wellbeing on local, regional, and national levels. Although we are centralised in Te Arawa, our numerous iwi networks across the region and throughout the motu allow us to support other iwi to realise their aspirations for their uri and whānau and at the same time support those uri strengthen their re-connections to their Iwi and Hapū.

Stakeholder: Community

Engagement: Community is confirmed as neighbours, residents and locals of our Rotorua community focusing intently on the community where these hotels are based. The value of engaging and including community into this service and strategy is the acceptance and support we would gain ensuring those who live around these hotels are involved where required and where there is an appetite.

Stakeholder: Funders

Engagement: Our initial funders engaged in this service and plan are the Ministry of Social Development (MSD) and Ministry of Housing and Urban Development (MHUD). The varying needs of our whānau will invoke other central government agencies who are already engaged in the provision of stable housing. This is not exhaustive and other funders will be included as we strategize our response to provision of stable housing.

Stakeholder: Providers

Engagement: Providers initially identified in this service and strategy were Te Taumata o Ngati Whakaue, Visions of a Helping Hand, Emerge, and WERA Aotearoa Charitable Trust. We acknowledge this is not an exhaustive list and we look to engage other community providers in this service to ensure a community wide, holistic, wrap around service is provided.

Stakeholder: Hotels

Engagement: We have initially confirmed 12 hotels in our local Rotorua community who are engaged to provide accommodation options for referred whānau. The purpose of engagement is the physical provision of accommodation; however, we see the hoteliers as a key stakeholder which we will include as active or as inactive as they prefer.

Stakeholder: Referrals

Engagement: Referrals are received from MSD / Community and can be described as individuals and family/whānau with an immediate housing need or experiencing homelessness including overcrowded or unsafe living situations, sleeping rough, couch surfing, discontinued tenancies, family, and relationship breakdown and living in an unsafe and unhealthy environment that is detrimental to their wellbeing.




5.2 Cohort

Defining our specific cohort provides clarity for us as providers as well as referrals to our service.

To begin this clarity, we present the Work and Income definition of those who can be referred to our support service. This is as follows:

'Work and Income can support those who have an immediate emergency housing need and are eligible for the Emergency Housing SNG. This means you are unable to access adequate accommodation yourself, and your Whānau, within the next 7 days. Note: If you are not eligible for an Emergency Housing SNG, Work and Income may be able to assist by using other supports and services you are eligible for'

To understand this further, we have developed and added our own definition of cohorts from a community view reflecting the reality of the support we provide whānau, couples and individuals. This is described as follows:

		
Whānau	Individuals	Couples
<p>Whānau are defined as parents (either individual, couple, extended, biological or whangai) who are in care of tamariki on a fulltime basis responsible for their care, health, and safety.</p>	<p>Individuals are defined as those who are in no relationship be it de facto or whānau and are independent in their living circumstance. In this instance we would describe them as individuals.</p>	<p>Couples are defined as those in married or de facto relationships without children or with children but not in their care. In this instance we would describe them as couples.</p>

Progressing from this are the variances between high complex and high health needs, these can be described as follows:

High & complex needs	Referrals have high alcohol and drug use impacting their mental health and lifestyle
High & complex health needs	Referrals have a medical condition, disability or is elderly limiting their accessibility, engagement, and participation
High & complex risk	Referrals are either youth in independent living or are affiliated and active in gangs and negative gang behaviour

Understanding these needs will better prepare us as a collective as we seek to support them to health and wellbeing. It will also govern the best provider to work with these whanau including allocated hotels targeted towards these needs.

Progressing from this is our awareness of and response to various levels of mental health issues we will encounter throughout the provision of our support. We as a collective have discussed and agreed that the following levels and their descriptions is the reality of this work with responses we have prepared including levels of expertise as follows:

LEVEL 1

Navigators – Relational

Navigators and mentors to maintain the initial relationships with the whanau as the first point of contact for all services. Their focus is to be the main point of contact facilitating assessments that identify various whanau needs including mental health. Their response to these needs is to identify, navigate and handshake to specialised providers qualified and mandated to respond accordingly

LEVEL 2

Social Workers - High Risk Whanau Breakdown

Social workers to provide social work services where there are whanau breakdown and or conflict that may impact the whānau. They are engaged to manage any issues that impact the whanau ranging from domestic violence, drug and alcohol abuse or gang behaviour to name a few. They are more specialised in whanau support where there are high levels of risks as compared to a navigator who focuses predominantly on the relational / navigation role

LEVEL 3

Mental Health Clinicians – High Risk Mental Health

Qualified mental health clinicians that focus on high-risk mental health and addictions accessible to the providers in the collective coordinated by Te Pokapū. Their focus is to respond to high level mental health risks and addiction for all whanau referred to Te Pokapū

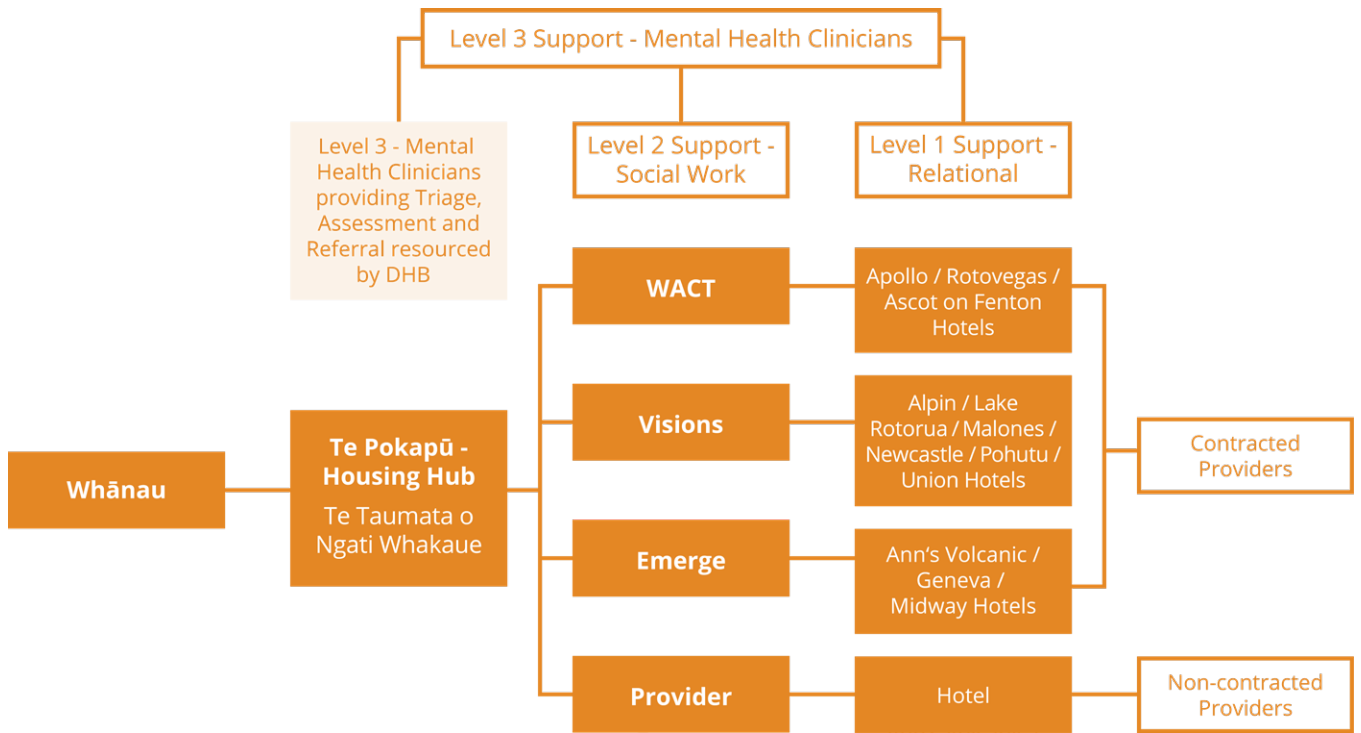
A diagrammatical view of the above is presented on the following page under 5.3 Structure.

5.3 Structure

The focus of maintaining a whānau led / centred approach to our collective mahi asserts the whānau / referral as the centre point of our structure.

Added to this is the support structures we will put in place for the various levels of mental health support required as stated above. Please see our structure diagram:





5.4 Methodology

The service methodology articulates how we will work together from referral through to evaluation and explains the steps we will go through to support whānau / referrals.

<p>1. Referral</p>	<p>Referrals are received from MSD / Other government agencies / Community. Referrals can be made by any medium but must be referred to the Housing Hub – Te Pokapū through Te Taumata o Ngāti Whakaue. Criteria for referral are individuals and family/whānau with an immediate housing need or experiencing homelessness including:</p> <ul style="list-style-type: none"> • overcrowded or unsafe living situations • sleeping rough • couch surfing • discontinued tenancies • family and relationship breakdown • living in an unsafe and unhealthy environment that is detrimental to your wellbeing
<p>2. Triage</p>	<p>Te Taumata o Ngāti Whakaue (TTONW) will provide A cultural framework adapted for the triage and referral process they will also provide cultural advise through their Pouwhakahaere role.</p> <p>A cultural framework adapted for the triage and referral process they will also provide cultural advise through their Pouwhakahaere role.</p> <p>Triage is provided by Te Pokapū focusing on housing and health needs to provide pathways for people experiencing housing needs. Triage and referral will be governed by:</p> <ul style="list-style-type: none"> • Cohort (individual, couples and whānau) • Hotel focus (as above) • Risks identified • Wellbeing assessment • Whakapapa affiliation
<p>3. Assessment</p>	<p>Assessment is then delivered using the Ngā Pou e Rima cultural framework. Ngā Pou e Rima is a cultural assessment model developed by WACT combining Te Whare Tapa Whā (developed by Ta Mason Durie) and Te Pou Ahurea. WACT have allowed the collective to implement this model which will be whānau led using micro-counselling and deflective questioning as a facilitated approach to assessment resulting in inclusion of community providers where required. Ngā Pou e Rima is the focus of:</p> <ul style="list-style-type: none"> • Te Pou Whānau – Family • Te Pou Hinengaro – Emotional Wellbeing • Te Pou Tinana – Physical • Te Pou Wairua – Spiritual • Te Pou Ahurea – Culture

<p>4. Planning</p>	<p>Results of the Ngā Pou e Rima assessments form the whānau plan required to see progress on their goals and aspirations. This is to ensure tangible steps are taken to progress whānau towards their housing and social objectives invoking other community providers to deliver their services. Planning is based on the SMART model to ensure objectives are:</p> <ul style="list-style-type: none"> • Specific • Measurable • Achievable • Realistic • Time framed
<p>5. Mentoring</p>	<p>Mentoring is provided supporting whānau through their client plan and achieving their goals and aspirations. Mentoring is provided as and when required from the whānau, however, at the very least, mentoring is provided:</p> <ul style="list-style-type: none"> • Weekly – month 1 to 3 • Fortnightly – month 3 to 6 • Monthly – month 6 to 12 <p>Mentoring focuses on the whānau but can include but not exclusive to:</p> <ul style="list-style-type: none"> • Hoteliers • Employers • Community Providers • Hapū and iwi • Extended whānau • Training providers • Landlords and real estate agents
<p>6. Evaluation</p>	<p>Services are evaluated by whānau through a range of evaluation tools. The key focus of our evaluation is to remain whānau led shaping the services we provide based on their identified need. The results of our evaluations evolve our services where required and bring in other providers where there is a gap in support services. To achieve this, we employ:</p> <ul style="list-style-type: none"> • Action Research – quarterly reflection of our service effectiveness • Results Based Accountability – How many, how well and how better off • Results Measurements Framework – Knowledge, Attitude, Behaviour, Environmental change

5.5 Outcomes Framework

Our outcomes framework helps us understand the impact we are making with the referral / whānau, and the outcomes achieved be it cultural, client or contract focused.

WACT have developed their own 3C's Outcomes Framework that reflects this providing a foundation for our collective to implement. This can be explained as follows:





Client

Outcomes that align to and reflect goals and aspirations of the client.

Results Measurements Framework (RMF) is another tool we can implement to measure progress of the client as it asks the client whether we have:

- Improved their knowledge in service e.g., housing
- Enhanced their motivation and attitude to securing housing
- Changed their behaviour to ensure housing success
- Evolve the environment of the client e.g., secured their own housing



Cultural

Outcomes that align to the culture of the client.

To support this, we have implemented Ngā Pou e Rima (NPER). This is a cultural framework WACT has developed and allowed us as a collective to adopt in our services. NPER is a derivative of Te Whare Tapa Whā developed by Sir Mason Durie. WACT have added Te Pou Ahurea – Culture as an additional focus area we will engage with referrals on forming Ngā Pou e Rima. This includes:

- Te Pou Whānau – Family
- Te Pou Wairua – Spirituality
- Te Pou Hinengaro – Mental Health
- Te Pou Tinana – Physical
- Te Pou Ahurea - Culture



Contract

Outcomes that align to the contract for this service.

Outputs and outcomes form the basis of contractual reporting which can be supported through Results Based Accountability Framework (RBA). RBA measures:

- How many have we worked with?
- How well have we worked with them?
- How better off they are?

All outcomes will be compared to population indicators of our community to provide us a comparison on the performance of our services and the impact this has on social factors within our community. We will then align these outcomes to our strategic direction as a collective and as providers within the collective.



5.6 Client Management System

The FIXE Client Management System (FIXE) is the tool we will employ to centralise and coordinate all providers who share the same referral / whānau, all outcomes and outputs and reporting and all third-party providers tagged to the referral / whānau.

FIXE is a Client Management System specifically developed to assist in delivery of social wellbeing related services to Māori and Pacifika in particular, but all such clients in general.

- FIXE can be configured to deliver one or more services to a client at a time.
- In FIXE a client can be an individual person, a whānau, or a foster family.
- Clients can be linked to other clients to model family relationships.
- Each client can have their own separate programme of services and/or share services (e.g., in a whānau or fostering situation).



A FIXE service models a collection of tasks, measures and KPI's that can be customised as required to track delivery of interactions and resources to a client to:

- Link to one or more funding sources, this allows funding sources to be tracked against detail service delivery.
- Capture KPI information, on a configurable basis, and provide this information various stakeholders.
- Includes external parties such as parents/guardians and government departments (e.g., corrections) who can be granted restricted access to a subset of FIXE information.
- Develop API access with government agencies and funders to provide bi-directional data exchange.
- Access 3rd party organisations in the database for assessments and services including updates and assessments which are then downloaded.
- Allow funders access to the database for all reporting of any time, frequency, area, region, or contract. FIXE can handle multiple funding sources from multiple funders including any outcomes framework required. The information at a funder's level is defined to quantitative data that is level specific. The database can API connect automating their reports at a frequency and format the funder requires FIXE as a software product is a sub-set of a total product named – The FIXE Solution. This solution includes:
 - A best practice methodology for delivery of social services, specially aimed at Māori and Pacifica.
 - The methodology recognises the different cultural needs and practises of these peoples (e.g., differences in pastoral care and whānau support).
 - Provides tailored implementation strategies to support provides of various levels of experience and expertise.
 - Provides ongoing support, as required, for these organisations through FIXE's back-end-support (BEST) service.

5.7 Workforce Development and Support

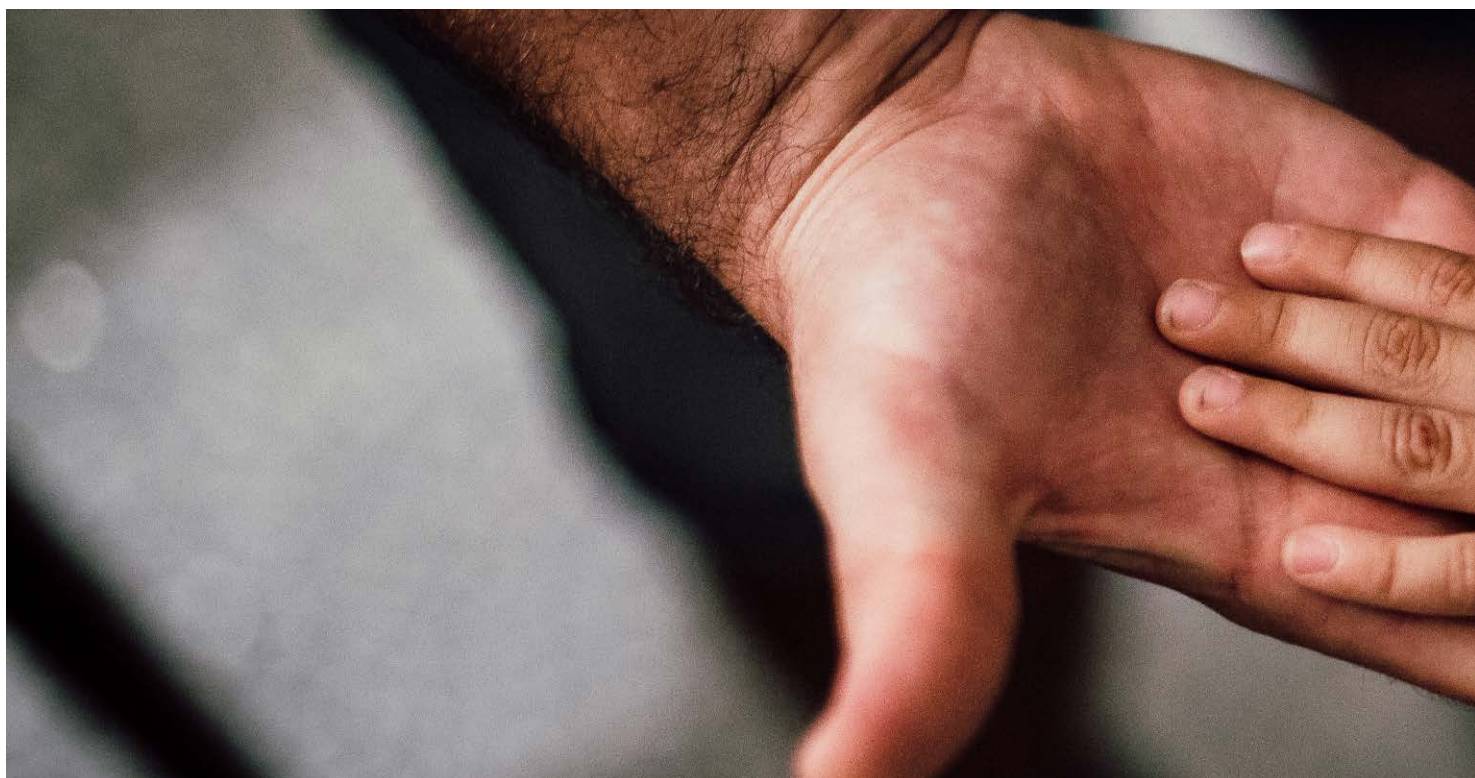
Workforce development focuses on what we as a collective require training and development in to ensure an ethical, professional and effective service is delivered.

This sets the platform for a minimum level / standard of service that we as a collective have stipulated need to be achieved and maintained.

TTONW will provide training in Ngāti Whakaue tikanga and history to give the workforce a deeper understanding of their obligations to working with tangata whenua.

Te Hau ki te Kāinga collective has agreed that the Diploma in Social Services provides the foundation required to work in this space, as such, all providers in our collective have committed to enrol in this Diploma which we expect any new providers to also enrol for should they express an interest in provision of stable housing. Please see below for a list of unit standards covered in the Diploma in Social Services.

Domain	Number	Unit Standard Description	Level	Credit
Hauora	15305	Explain and analyse hauora Māori concepts of kaitiakitanga & mana	5	6
Hauora	15308	Demonstrate knowledge of stress management methods in a hauora context	4	4
Hauora	15314	Explain and apply tikanga when communicating with, and caring for, whānau in a hauora context	4	3
Hauora	15317	Design and implement Māori health promotion programmes	5	6



Domain	Number	Unit Standard Description	Level	Credit
Hauora	18564	Demonstrate knowledge of Māori methods of conflict resolution in a hauora context	6	6
Whānau Ora	31176	Build effective relationships to develop and implement communication strategies to achieve whānau ora	4	10
Whānau Ora	31178	Develop, implement, and monitor a whānau ora plan in collaboration with whānau	4	10
Whānau Ora	31180	Develop, implement, and monitor a whānau ora plan in collaboration with whānau	4	15
Whānau Ora	31422	Develop and implement strategies that foster and manage relationships in a whānau ora context	5	10
Whānau Ora	31423	Develop and apply a whānau ora framework underpinned by the principles of whanaungatanga	5	10
Whānau Ora	31424	Apply the principles of te pono me te tika to examine whānau ora services from a whānau and a practitioner's perspective	5	15
Whānau Ora	31425	Apply kaupapa Māori concepts and principles to examine the delivery of services with a whānau centred approach	5	15
Whānau Ora	31427	Critically reflect on own and one other practitioners in a whānau ora context underpinned by rangatiratanga and whakamana	5	10



To ensure relativity of training that aligns to provision of stable housing, we added extra subject matters that we as a collective agree reflect the realities of this service. These areas have been co-designed by providers within our collective who are either recognised professionals in their field or current providers of their subject matters.

These will be credentialised as a bespoke qualification adding to the foundation of the Diploma in Social Services resulting in a nationally recognised qualification that reflects the realities of provision of stable housing in our Rotorua community.

Following are the subject matters that we agree reflect the realities of this service that will be included in our workforce development and qualification process:

Mental Health & Addiction

Multiple Co Morbidity

- Lived Experienced
- Clinical skilled staff
- Anyone in Motels is under distress

MH and AoD primary focus

- DHB & LW – Co Ordinated response
- Clinical nurse specialist's rotation system
- DHB Framework - Taniya Ward sending to Te Pora and Israel
- Training from Te Pora and Haehaetū
- Trauma informed care

Culture

Ngā Pou e Rima (NPER)

Learning the philosophy, application, and delivery of NPER into our current practice and operations. This includes:

- Te Pou Whānau – Family
- Te Pou Wairua – Spirituality
- Te Pou Hinengaro – Mental Health
- Te Pou Tinana – Physical
- Te Pou Ahurea - Culture

Ngāti Whakaue

Learning the practises and history of the iwi while learning to understand kaupapa Māori approaches.

De-escalation Strategies

Establish minimum standards of de-escalation strategies to keep our staff safe and secure whilst providing support to whānau. This to be supported by on site management that maintains minimum standards required for contracting security services to support a safe and supported housing environment for children and families (standards attached).

Model of Care

Reviewing, practicing, and applying models of care in this service through a range of different models of care and engagement with clients / referrals and whānau.

There are 9 identified practice models used across the collective, from this the collective have agreed to utilize Ngā Pou o Rima (Ono). This is a holistic approach model that encompasses Māori world view values, while also considers other components, of Māori practices models such as Te Whare Tapa Whā and Te Wheke.

The application of these practice models will be done throughout the entire of service provisions in a way that is conducive to and with each service as the require. Reporting and extractions of the data captured will be overarched from a Te Taumata o Ngāti Whakaue Iho Ake centric model approach.

Supervision

Each service provider is responsible to provide appropriate cultural, clinical and external supervision to their staff as require. Te Taumata o Ngāti Whakaue Iho Ake, can provide guidance to service providers on additional pathways to cultural and clinical supervision.

Induction / Expectations

Development and delivery of a co-designed induction programme for all new staff to this service to understand expectations and responsibilities when working in this space. This includes VCA / OSH / Worksafe.

This includes:

- Reflect the population we provide for
- An understanding of roles/providers
- Induction for new staff – same Kaupapa (Nga Pou e Rima)
- Continued training for all staff
- Career and leadership development
- Sustain and use effective models of practice
- Enhance individual practices

Treaty of Waitangi

To learn and understand the connections between Te Tiriti o Waitangi and colonisation to this space and strategizing how to respond in consistent ways towards enhancing Mana Motuhake and Tino Rangatiratanga on multiple levels.

Family Violence

Family Violence overview

- Family Harm
- Police Safety Orders – PSO
- Protection Orders
- Occupation Order

This includes

- Whakawhānaungatanga – connecting with an understanding of history and to mitigate risks
- Observing behaviours to provide korero/support
- Understanding individual triggers providing a prevention plan (individual interests as an alternative)
- Connection to the Women’s Refuge support line
- Violent prevention work for non-offenders to prevent offending i.e., bush, community mahi, making a difference,
- Communicate with NZ police pathway to violent prevention

Child Focus Development

Every child has the right to reside in an environment that caters for their emotional, physical, and spiritual well-being. Many families and their children have become transient as rentals are sold or rents have risen. While a motel is a nice place to visit it is not designed for long term housing. With this statement in mind, we as a collective will ensure there are opportunities for children to have the following:

- A room to call their own (or shared with siblings)
- A place to get undisturbed sleep
- A place to run, jump and ride
- A place to be creative

Children only need to be moved once, our process of placing a family through the HUB referral system needs to be robust and well informed to ensure the family has the correct unit size and location the first time.

MSD Products and Services

MSD Case Managers have access to all of MSD’s products and services. A full range of MSD products and services and their policies can be found here.

What’s new - Map (workandincome.govt.nz)

We would expect that Case Managers from MSD would be able to facilitate access to those products and services from within Te Pokapū or on advice of providers.

5.8 Shared Resources

The resources we as providers in this collective can now share to deliver this service are as follows:

Emerge

- Policies and procedures developed for emergency housing

Visions

- On site Management processes

WACT

- Nga Pou e Rima Cultural assessment training
- Database training and implementation
- Employment Agency

Te Taumata o Ngāti Whakaue

- Ngāti Whakaue centric Frameworks
- Iwi Connections
- Triage and Referral Pathways
- Client progress management
- Relationships and Networks
- Security



5.9 Risk Management

Please see below the risks identified from our collective for this service.

Risk	Likelihood	Impact	Mitigating Response
Gangs <ul style="list-style-type: none"> • Fear • Drugs and Violence • Prostitution 	High	<ul style="list-style-type: none"> • Severe Harm • Death • Distress • Legal actions / Consequences 	<ul style="list-style-type: none"> • Collective to meet and develop a strategy for high-risk referrals and our collective response. • Build relationships with gangs to include them in areas where appropriate to manage any gang related risks. • Meet with gang leaderships to instigate common understanding of whānau and referral protection and safety whilst in the hotels.
Drugs and Alcohol <ul style="list-style-type: none"> • Behaviours / Reactions under the influence • Overdose • Adverse reactions such as Parties / Fights / Passing out • Property Damage • Serious Harm <ol style="list-style-type: none"> 1. Drown in bath 2. Fire 	High	<ul style="list-style-type: none"> • Whānau Violence • Violence in general • Property damage and maintenance costs • Relationships with moteliers • Increased scrutiny from the funders • Impact damage to child wellbeing 	<ul style="list-style-type: none"> • Implementation of Four Canoes current practice to glean from and adopt into other hotels and provider's practice. • Assert a Drug and Alcohol-free space providing a meaningful alternative drug and alcohol addiction. • Implement 'Rules of stay' inclusive of on-site management and on call and emergency services. • Communicate to moteliers expectations and support the guidelines of service providers.
Anti-social Behaviour <ul style="list-style-type: none"> • Violence • Death • Assault 	Medium	<ul style="list-style-type: none"> • Death • Distress • Legal Litigations 	<ul style="list-style-type: none"> • Develop process to raise training and capability within our teams through but not limited to: <ol style="list-style-type: none"> 1. Training 2. Vigilance 3. Accurate assessments 4. De-escalation 5. Safety Plans 6. Crisis Response Plans 7. Advance Directives



Risk	Likelihood	Impact	Mitigating Response
Child Supervision <ul style="list-style-type: none"> • Burns / Hurt - thermal pipes and water • Pools - Drowning • Stairs • Fencing - Roads and access • Fighting • Bullying • Property Damage 	Very high if whānau Low to medium if singles and couples	<ul style="list-style-type: none"> • Media • Medical Attention • OT - Potential shutdown • Reputation • Legal litigations 	Pre-Inspection of motels from providers: <ul style="list-style-type: none"> • Identifying hazards. • Recommendations provided to moteliers and noted with MHUD. Agreed rectifications: <ul style="list-style-type: none"> • Conditional – Service providers make this condition. • Must be stipulated and confirmed timeframes to providers. Minimal standards: <ul style="list-style-type: none"> • Adjusted to include service requirements must keep minimal standards provided by MHUD. On site monitoring provider and moteliers: <ul style="list-style-type: none"> • Prenatal Development. • Education. • Life skills. • Awareness. Surveillance. After school care. School runs. Welfare checks. Safety roll check: <ul style="list-style-type: none"> • Include evacuation planning. On site programmes: <ul style="list-style-type: none"> • EG: If site has space to accommodate a designated common space for movie night and other activities.



Photograph by Adrian Hodge

Risk	Likelihood	Impact	Mitigating Response
Infection Control <ul style="list-style-type: none"> • Person to Person • COVID • S.T.I • Scabies • Bedbugs • Hepatitis 	Very High	<ul style="list-style-type: none"> • Sickness - Multiple cross infection / Contamination • Shut down of shared facilities. • Reputation 	<ul style="list-style-type: none"> • Regular cleaning – Site and Shared spaces • Regular Health Checks • Controlled shared facilities - Minimal if required. • MOH Visible guidelines - Sanitizer / QR Codes / Sign in registers • Wardens
Visitors <ul style="list-style-type: none"> • No visitors on Site • Capacity = OSH • Designated staffed area for onsite approved 	High	<ul style="list-style-type: none"> • Whānau disconnect • Environment • Unsafe for bystanders • Staff - Prevention over cure 	<ul style="list-style-type: none"> • Off Site only • Security point of contact • Designated space – If required by Audit
Environments <ul style="list-style-type: none"> • Drug and alcohol • Cigarettes and Vaping 	High	<ul style="list-style-type: none"> • Children at risk • Unsafe environment - Kapua pouri – Sad, Grey Cloud analogy • Stress staff and occupants • Drug related cleaning 	<ul style="list-style-type: none"> • No Drugs and Alcohol • Use of motel staff to identify • Staff attend with security to remove • Inspections – Agreed inductions process • Designated area/s for smoking/vaping
Service Stakeholder Relationships <ul style="list-style-type: none"> • Reneged on conditions 1. Not completed prior arrangements 2. Interpretation of expectations 3. Reputations 4. OSH 	Low to Medium	<ul style="list-style-type: none"> • Mixed messaging if comms is misconstrued from service provisions to motels 	<ul style="list-style-type: none"> • Effective training • Clear contracts and expectations - Timelines to complete • Clear and concise OSH planning • Mitigation plan – Pre-Inspection / Signed off with motelier, Include MHUD • Consistency and commitments to the service standards
Service Standards <ul style="list-style-type: none"> • Staff • Stakeholder • Hotel • Pre drug testing – Staff & Site • Up to standards • Breakdown – Relationship • OSH Processes • Incidents and risk recording - Reports and registers • Pandemic Lockdown 	Medium to High	<ul style="list-style-type: none"> • Unsafe rooms due to contamination • Harm reduction and face to face support • Limited access to facility - kitchens & laundry • Regular cleaning – Cost Increase 	<ul style="list-style-type: none"> • On Site management plans • Concise and complete OSH Risk Management - robust overviews • Collective support network • Training - On the job / Collective • Triage – responding pre-entry to a service provider motel



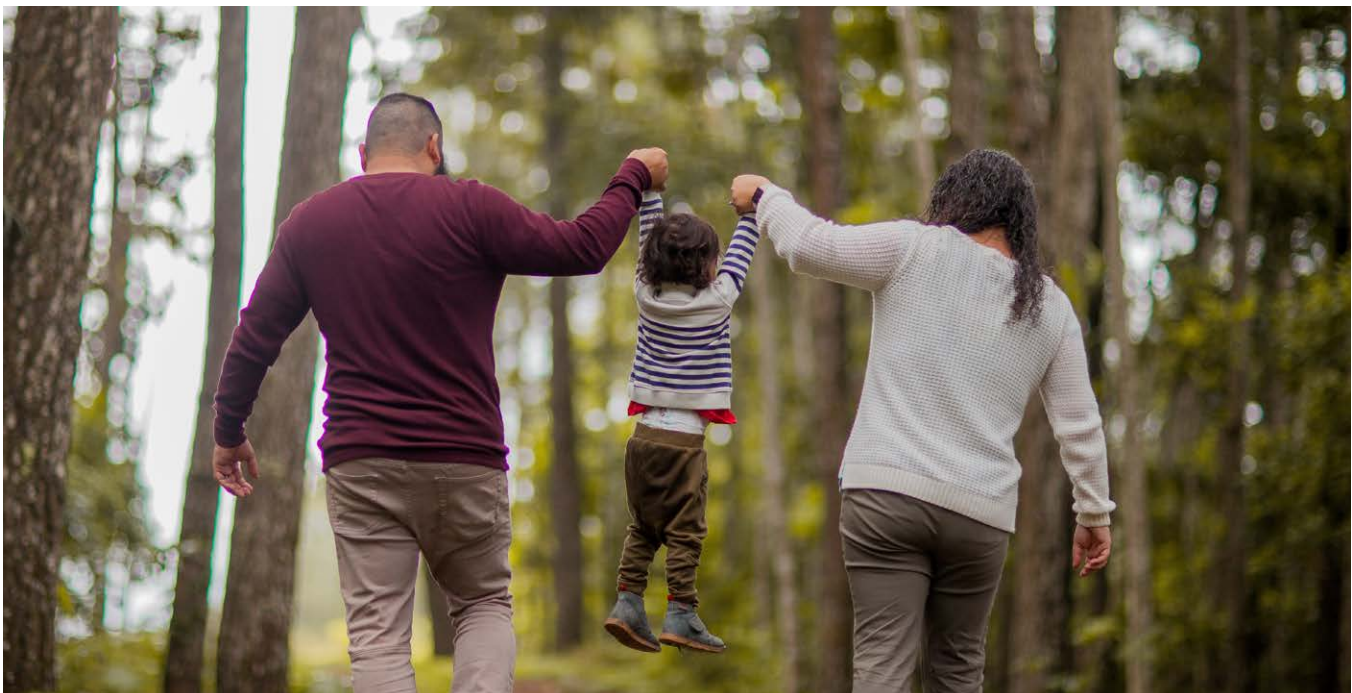
5.10 Best Practice Model

Please see Appendix 1 for a copy of an On-Site Management plan from our collective as an example of a best practice model for provision of stable housing

5.11 Reporting Structure

The reporting structure we have developed recognises the various levels of accountability that require a form of update and reporting.

Following is our reporting structure:



5.12 Communities of Practice

Communities of Practice ensures our operations are engrained, implemented, and employed effectively.

To ensure this occurs we as a collective have committed to meeting monthly to peer review and reflect on our practice and service. The outcome of this is a consistent and professionally delivered service that produces outcomes for referrals and whānau to our service. This will include:

- Review of service methodology
- Risks and mitigating responses
- Best practice onsite management
- Strategic progress
- Gaps in service delivery and inclusion of any other services required
- Cultural support and supervision
- Media enquiries and response



Photograph by Adrian Hodge

APPENDIX 1

Site Management Plan

Contracted EH Motel – Rotorua

INTRODUCTION

Emergency Housing Special Needs Grants (EH-SNGs) were introduced in 2016, to provide temporary accommodation to meet an immediate housing need for vulnerable individuals and families. Emergency housing is most often provided through motels.

There has been significant growth in EH-SNG numbers over the last two years with the volume of EH-SNGs in Rotorua being the highest in the country by population.

A Rotorua Housing Taskforce was established in March 2021 (made up of Rotorua Lakes Council, Te Arawa Iwi, HUD, MSD, Kāinga Ora and Te Puni Kokiri) to develop options for providing better support and outcomes for people living in emergency housing motels in Rotorua. HUD has been tasked with contracting specific motels to provide emergency accommodation for whanau and working with iwi to provide wrap around support services to meet the needs of whanau staying in motels.

This site management plan supports the resource consent application to use the existing site and buildings at Alpin Motel, 16 Sala Street, Rotorua, for Contracted Emergency Housing. This is an example of a Site Management Plan within our Te Hau ki te Kāinga collective.

SITE MANAGEMENT

Occupancy Capacity

The maximum number of occupants permitted to occupy any Contracted EH accommodated within any site will not be exceeded (*not including infants under the age of 18 months*). This does not include employed staff and their family, support staff or relief staff.

A register of the number of occupants in each unit, will be updated on entry and exit and reconciled weekly. A record of the number of occupants residing at the site will be made available to the Council's Compliance Monitoring Officer upon request.

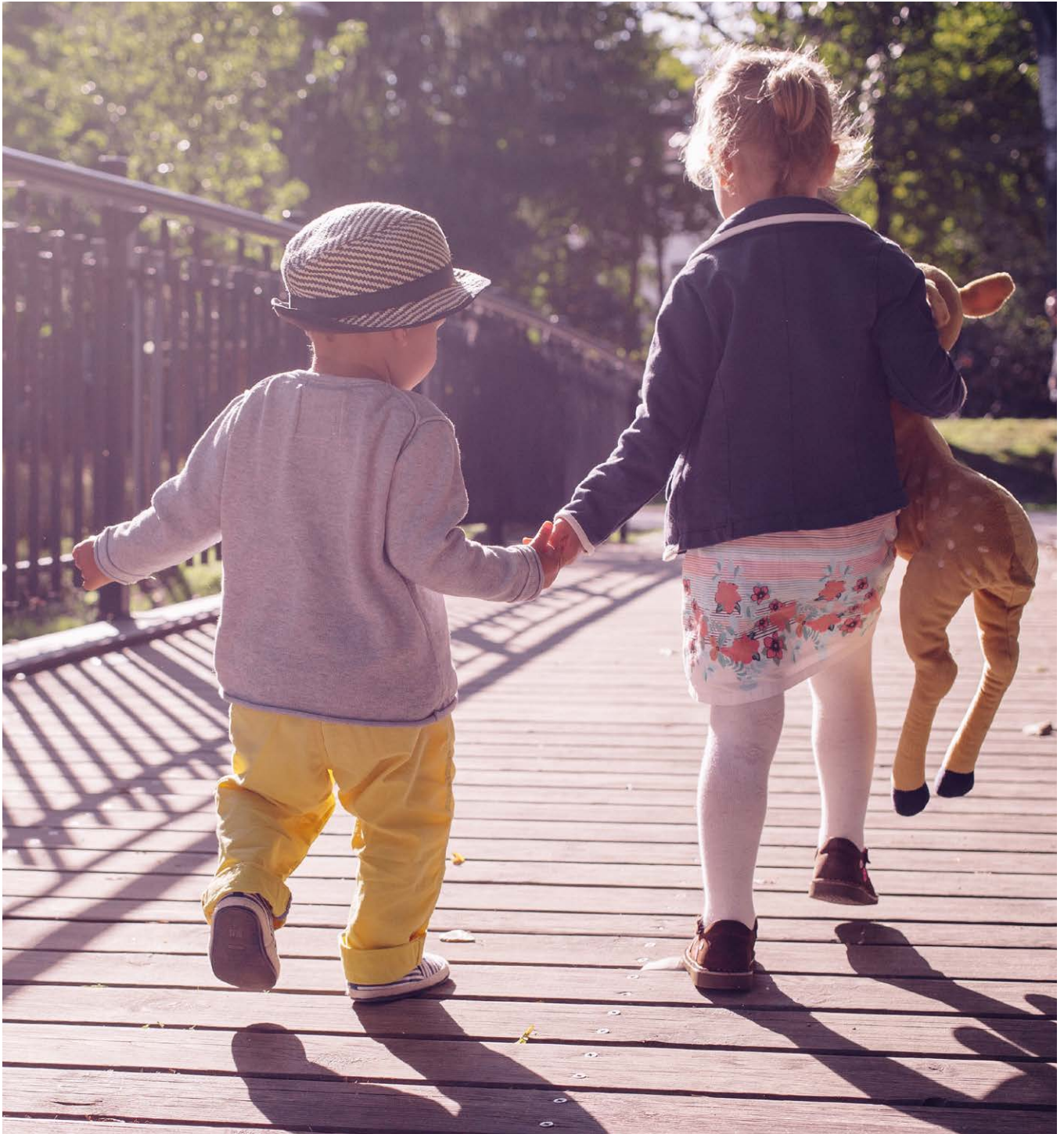
Staffing and Security

The Property will still operate with the motel operator running the day-to-day operations. The Support Service Provider will also have an onsite staffing presence which could be by way of the following:

Motel Operator: Onsite 24 hours, based in the reception and living quarters area, 7 days per week to provide and organise maintenance and cleaning services.

Motel Reception: Operate from reception between 8am to 6pm, Monday to Friday and 830am to 6pm, weekends and holidays.

Static Security: 1 security guard will be situated on the premises, in and around the reception area, 24 hours 7 days per week. There will be 3 shifts 8am to 4pm/ 4pm to 12am / 12 to 8am. An on-call Senior Security Officer is available 24 hours, 7 days per week for all Support Motels.



Roaming Security: 2 security guards will monitor all motels in the surrounding areas between two shifts that operate between 3am and 3pm then 3pm to 3am. The roaming Security are available to all of these Motels when extra Security Officers are required for incidents and high-level de-escalation situations. They will oversee all activity and be a preventative measure to any concerns that may arise.

These Security Officers must all hold a current Certificate of Approval whilst the organisation providing them are obtaining a Company Certificate of Approval. They have a high level of communication skills and are able to deescalate situations of conflict. They are able to deal with various situations with good initiative and pro-active skills. All Security Officers aim to create a safe and stable environment for whanau in the Support Motels. Security Officers believe in keeping whanau and the community safe.



Health, Safety & Responsibilities

Households must only use the main entrance to enter the site.

Consideration for access on and off the premises:

- During intake the social and support worker will show respect and aim to build positive rapport with all households entering the motel. During this stage the health and safety procedures will be explained in an understandable manner. If the household requires an interpreter or a support person, Te Hau Ki Te Kāinga will support this.
- Occupant list – Te Hau Ki Te Kāinga will complete all admission documents when households arrive. These details will have name, DOB, phone number, emergency contact and all children's details. This list will be updated by the end of each working day. This ensures that all staff are aware of who should be on the premises.
- Onsite staff will address any unauthorised visitors and concerns that arise, pertaining to the non-compliance of safety rules and regulations.
- Onsite – A signing register will be completed for any services and contractors that enter site.
- The Te Hau Ki Te Kāinga Health and Safety Officer will complete and keep the Health and Safety Risk Management Register up to date and current.
- Te Hau Ki Te Kāinga Management staff will continue to work alongside the Motel Operator and Motel staff to ensure the premises are fit for purpose.
- In the event of a high alert incident the following staff are available to provide extra support to the onsite Te Hau Ki Te Kāinga and motel staff. Roaming security, floating social services, 24 hours on call social services, 24-hour senior security officer and the Police where appropriate.

- Any high alert safety issues will have safety measures in place. This will be guided by the social service team. This includes but is not limited to informing security of protection orders, monitoring anyone that is risk of a stalker or person who is trying to harm them, history of selling drugs, high dependence of substances, mental health deterioration. A safety plan will be established to keep the person safe and other households onsite.
- If the motel operator reports any concerns regarding households. The Te Hau Ki Te Kāinga social and support workers onsite will address these concerns immediately.
- There is zero tolerance of drugs and alcohol on the premises. There is no tolerance of behaviours that occur from people under the influence of alcohol and drugs.
- There will be no thoroughfare or vehicle activity between the hours of 10pm and 6am.
- Children must be supervised at all times; the carpark must not be utilised as a play area.
- Children under the age of 14 years old must not be left alone.

Emergency Response Plan

The identification and reporting of health, safety, and security hazards in the environment

If an incident or hazard occurs onsite there is a reporting tool available either in hard copy or electronic format. The Te Hau Ki Te Kāinga staff member who is present during the incident must report immediately or in a timely manner. The following must be reported but is not limited to the below:

- Incident, accident, injury, illness, behaviour, vehicle incidents, complaints, threatening and harmful behaviour, harm and safety issues regarding children.

All households will be treated with high respect and their information will remain confidential. Unless there is a risk to the household or others. If the police are required for further support, they will be contacted by a Te Hau Ki Te Kāinga staff member that is present.

After the staff member has completed the reporting tool a Te Hau Ki Te Kāinga Manager will complete the outcome and action section of the reporting tool. If the incident is higher than a prescribed level, the report will be discussed with the CEO, General Manager, and the Board members. All safety measures and preventative actions will be put in place in a timely manner.

ALL onsite staff are trained in First Aid, de-escalation and are able to complete a reporting tool.

Child Protection - Vulnerable Children's Act 2014: Te Hau Ki Te Kāinga holds in high regard the safety of Children and Young People. We protect children and support them to thrive and have a sense of belonging in their environment. Staff are trained to identify risk and harm including but not limited to malnutrition, miss treatment and abuse. We work alongside the household to source the most suitable supports that will enhance their family functioning and stability. Te Hau Ki Te Kāinga encourages and empowers whanau to develop strong and healthy relationships within the whanau and wider networks.

If abuse and neglect is identified, a Te Hau Ki Te Kāinga Social Worker will be contacted immediately. The social worker will meet with the whanau to establish a risk assessment plan. The social worker will make the decision whether it is appropriate to contact Oranga Tamariki. A report of concern will be reported via phone and email.

Employees – All Te Hau Ki Te Kāinga employees will complete a Ministry of Justice vetting form. To ensure they are safe to work with children.

Emergency Evacuation

In the event of an emergency evacuation, a site-specific alarm will be activated. Where it is safe to do so, emergency wardens will sweep the premises to ensure all households are removed from inside the building and all will be guided to the sites designated assembly point. From here, the chief warden will contact emergency services to discuss further action. This site-specific plan will be explained & available to all at intake / inductions.

Site Maintenance

The motel operator is responsible for all maintenance and routine cleaning, as per their motel contract. This includes:

- Regular maintenance checks of all motel units.
- Maintenance of the gardens and outdoor areas.
- Repairs to motel units, shared areas, reception, laundry, equipment, chattels, and fire system. If a client has damaged the property, the reporting tool will be completed by Te Hau Ki Te Kāinga.
- Routine inspections of all units and full cleaning after exit.
- Organising trades and contractors to fix repairs.

Regular room inspections: Te Hau Ki Te Kāinga staff will complete routine inspections of the units. As a measure to prevent wear and tear, further damages, staining of the cupboard, misuse of the unit.

Authorised Personnel and visitors

All authorised personnel must report to security and sign the register, these appointments are by prior arrangement only. All external social, health and wellbeing services must show their employment identification to security. The social worker will then guide the authorised personnel to the whanau they are engaging with.

Visitors will be permitted to visit any tenant on-site however subject to the following:

- There must be a discussion between the Te Hau Ki Te Kāinga staff and the household before visitors can obtain access to the premises.
- The decision will be on a case-by-case scenario; all risks will be determined before a decision is made.
- Visitors are only permitted between 6am and 9pm.
- Visitors are not permitted to stay overnight.
- Visitors must only access the site by the main entrance.
- Visitors must sign in and out, advise who they are visiting and their expected length of stay with security on entry.

Laundry

Communal Laundry areas are available for households to use as directed by the motel operator. Households must provide their own laundry detergent. Households are responsible for all of their own laundry.

Noise Management

The following measures will be in place to manage noise perceived at the boundary limits:

- No recreational equipment will be placed within five metres of the neighbouring residential boundary fences.
- Visitors to the site are restricted to 9.00am to 6.00pm.
- Outside facilities, for example playground, trampoline and swimming pool use where appropriate is restricted to 8.00am to 8.00pm.
- Consumption of alcohol in common areas is prohibited.
- Any illegal activities are prohibited in all areas of the site.
- Responsibility of not causing disturbance to quiet and peaceful enjoyment of premises for other households and neighbours are outlined in the rules of stay.
- Breaches to the Rules of Stay could result in removal from the accommodation.

The following measures will be in place to manage noise within the site:

Due to the close proximity of the units, people will perceive noise limits differently. If noise disturbs the neighbouring units and community a social and support worker will address this concern.

- Respect and understanding will be encouraged as all households have different needs. For example, some people may work at nights and need a quiet environment to rest.
- If there is continuous disregard to noise management, the household maybe removed from the premises. Before this occurs, the social worker will work alongside the household to find a solution.

SUPPORT SERVICES PROVIDED

Social Services: Registered and trained Social and Support workers will be available onsite from Monday to Friday between the hours of 830am to 5pm. They will be present for admissions, assessment, goal planning and connecting family/whanau with wrap around supports to meet their immediate, current, and future needs. An on-call Social and Support Worker will be available 24 hours, 7 days per week via phone. The on-call worker will be available for crisis and emergency intakes, concerns regarding children, mental health deterioration, health, and wellbeing checks.

The social services team will support clients experiencing changes and challenges in their lives, such as but not limited to housing, family dynamics, addiction, education, and employment. Social and Support Workers will support clients to set achievable goals, then support and monitor progress. The Social Workers will motivate and encourage clients to activate inherit strengths.

- Complete admission and assessment.
- Explain safety rules and regulations in an understandable manner.
- Work alongside client to establish and individualised goal plan.
- Monitor goal plans and adjust where fit.
- Encourage community connection and external service engagement.
- Transport to appointments where required.
- Enrol with a local GP and organise identification.
- Ensure all children are attending age-appropriate education.
- Submit reports on time.
- Complete notes and record keeping in a timely manner.
- Communicate with external services involved with client.
- Maintain confidentiality at all times unless there is risk of harm.
- Ensure clients are aware of their rights, advocacy, and complaints procedure.
- Ensure any concerns around child / adult safety, hazards and incidents are identified, reported, then managed in line with policies, procedures, and work practices.

Floating Social and Support Workers: Will be available from Monday to Friday 8:30 am to 5:00 pm. They will provide extra support to the social service team at the motel, for whanau that require increased monitoring and care.

Program Facilitator: Households will have an option to engage in programmes. These facilitated groups will be run by experienced and trained workers. The program facilitator will deliver budgeting, employment, parenting, education, cooking on a budget, men's, and woman's empowerment groups. Households that attend these groups will be given the opportunity to co-design programs with the facilitators.



Afterschool and Holiday Programs – These groups will provide a safe space for children to participate in individual and team activities. There will also be support with homework and learning skills. The children’s programs aim to nurture and develop children’s social skills and create a sense of self and belonging to a community. These programs will begin once funding is sourced.

Welcome and Information Pack

The social service team will outline and explain the safety rules and regulations in an understandable manner. All households are required to read, understand, and sign the admission documents with a Te Hau Ki Te Kainga staff member.

It is the responsibility of the staff member to ensure the household understands all documents before signing.

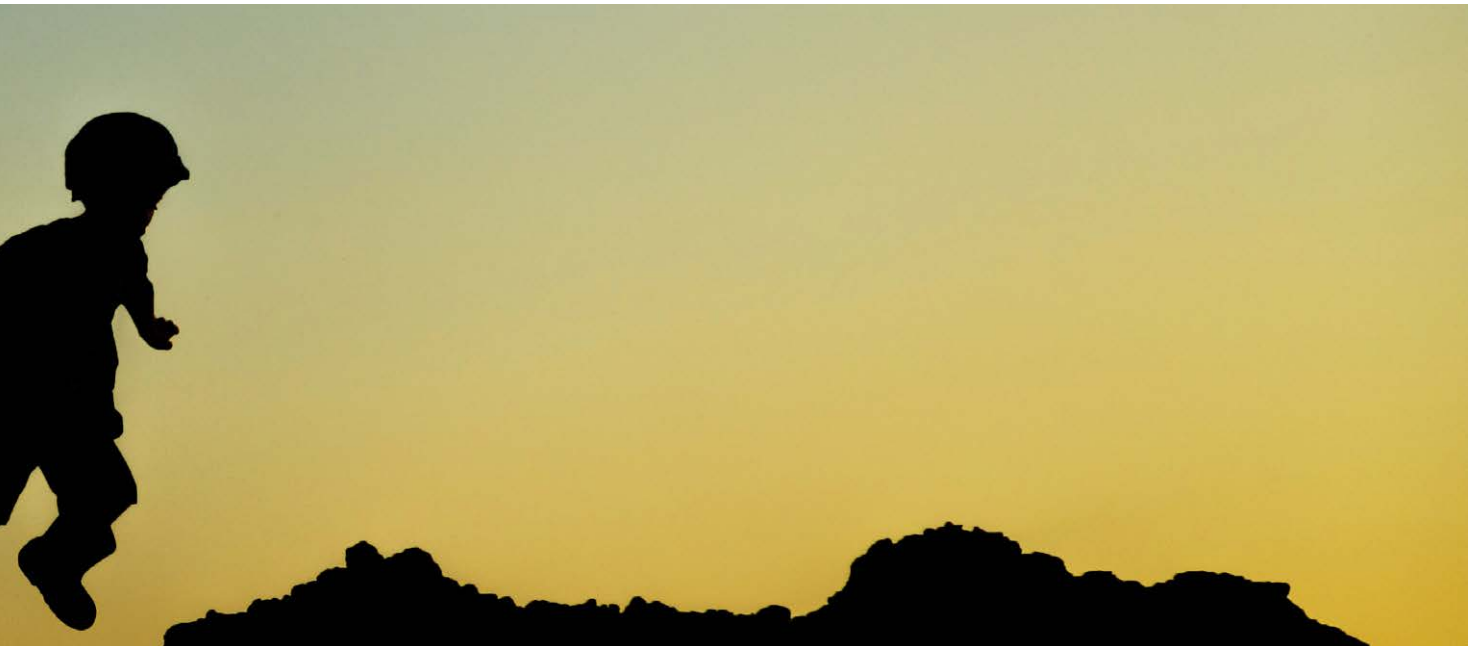
RULES OF STAY AGREEMENT

Before moving into a Contracted Emergency housing unit, the placed individual / household must read, review, and sign a ‘rules of stay’ agreement. The placement will not continue if these are not agreed to and signed (see below).

RULES OF STAY - PLEASE READ

We are a whanau centered, whanau friendly space. The points below will ensure that we provide a happy and safe environment for us all.

- ZERO TOLERANCE - No drugs or alcohol within the boundaries of the Motel. This includes all car parking areas. Police will be notified of drug issues and you will be removed from the Motel immediately.
- ZERO TOLERANCE - Family violence will not be tolerated. Police will be notified and you will be removed from the Motel immediately.
- ZERO TOLERANCE – Bullying or intimidation toward staff or tenants will not be tolerated. Police will be notified and you will be issued with a trespass notice.
- No visitors on site at all times.



- No gang paraphernalia within the boundaries of the Motel or in your room – this includes colours/ patches/posters/associates.
- No guests will leave or enter the Motel between the hours of 10pm and 6am except under exceptional circumstances. Please discuss this with WERA staff.
- No loud music or noise. NO PARTIES. Please be considerate of other whanau here.
- All keys/swipe cards must be handed in to security prior to you leaving the Motel.
- No pets within the boundaries of the Motel (this includes in your car). If evidence of pets is found in your room a cleaning fee of \$150 will apply.
- Staff will check in with you (to see if you need new linen) if you are out of your room, please leave the linen inside your room in the shower or bathtub – NOT OUTSIDE.
- No smoking or vaping in your rooms. If you are found to be smoking in your room, a cleaning fee of \$150.00 will apply.
- While your room will be serviced regularly, you are responsible for maintaining the normal standard of hygiene and cleanliness with the premises and the rooms.
- Children are to be supervised at all times, especially in the playground and pool areas.
- All damages to rooms and properties are to be reported immediately. Appropriate damages will be charged to the tenant.
- Remove all rubbish regularly and use the recycle bins accordingly. Nappies are to be placed in plastic liners and tied off before disposal into rubbish bins.
- Housekeepers will not move your personal belongings. Therefore, if the floors are not clear and belongings are on the bed on cleaning days, this will not be done, and you will be required to do this.
- No items are to be hung out of windows or over the balcony.
- COMPULSORY room inspections will be carried out regularly.

I, tenant of unit acknowledge these rules have been explained to me, and I understand that a breach of this agreement may result in being removed from the Motel immediately.

Signed Date



Te Hau ki te Kāinga

2021

