

# Budget 2022 Initiative Summary – Main Budget Process

## *Contracted Emergency Housing (Rotorua Response)*

### Section 1: Overview

*This section must be completed for all initiatives.*

#### Section 1A: Basic Initiative Information

Lead Minister	Hon Dr Megan Woods, Minister of Housing					
Department	Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development					
What type of initiative is this?	Critical cost pressure initiative	X	Manifesto commitment initiative		Health and Disability System Reform initiative	
	Climate Emergency Response Fund initiative		Savings initiative		Non-Spending initiative	
Initiative description [max 800 Characters]	<p>This initiative will fund the continued contracting of motels as emergency housing with wraparound support services for around 300 whānau (at any point in time) in Rotorua. It will also fund the continued operation of Te Pokapū – the Rotorua Housing Hub, and the provision of support services for whānau in non-contracted emergency housing motels.</p> <p>The initiative provides an immediate, placed-based response to urgent housing need in Rotorua, and complements other proposed Budget initiatives to review the emergency housing system as a whole and to support the implementation of initiatives under the Aotearoa New Zealand Homelessness Action Plan.</p>					
Is this a Cross-Vote initiative?	Y	Vote Housing and Urban Development and Vote Social Development				
Department contact	Jeremy Steele, <a href="mailto:jeremy.steele@hud.govt.nz">jeremy.steele@hud.govt.nz</a> , 04 832 2471					
Treasury contact	Alex Smith, <a href="mailto:alex.smith@treasury.govt.nz">alex.smith@treasury.govt.nz</a> Olivia Maxwell, <a href="mailto:olivia.maxwell@treasury.govt.nz">olivia.maxwell@treasury.govt.nz</a>					

#### Section 1B: Total Funding Sought

Operating funding sought (\$m)	2021/22	2022/23	2023/24	2024/25	2025/26 & outyears	Total
		35.457	36.097	36.737	37.397	145.688

Capital funding sought (\$m)	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total

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### Section 1C: Initiative Classifications

Is this initiative seeking funding from the Climate Emergency Response Fund (CERF)? [max 300 characters in CFISnet].	N									
Is this initiative climate-related, but not seeking funding from the CERF? [max 300 characters in CFISnet].	N									
Does this initiative align with the Crown's obligations under the Treaty of Waitangi?	Strong	<p>This initiative strongly supports the Crown's obligations under the Treaty of Waitangi, specifically the principles of equity, active protection and partnership. It has been developed by a Taskforce of central government officials working in partnership with Te Arawa Iwi, the Rotorua Lakes Council and other community stakeholders, building on a relationship that has formally existed between Te Arawa and local and central government agencies since 2019. It is focused on improving outcomes for people in emergency housing, amongst whom Māori are significantly overrepresented.</p> <p>This initiative seeks to enable Iwi to exercise rangatiratanga; Te Taumata o Ngāti Whakaue Iho Ake Trust (a leadership organisation established by Ngāti Whakaue to achieve the aspirations of the Iwi) leads the operation of Te Pokapū – the Rotorua Housing Hub and oversees the collective of support service providers. Within Te Pokapū, a cultural framework (Ngā Pou e Rima) is used to assess whānau need and a plan for achieving whānau housing aspirations is established. This further seeks to enable Māori to exercise rangatiratanga, and to achieve equal provision of housing support.</p>								
Specify if this initiative will help reduce child poverty and describe the impact [max 300 characters in CFISnet].	Direct and indirect impact	This initiative has a priority focus on families and whānau with children. It will provide more stability, safety and support for those children in emergency housing.								
Does this initiative align with the Child and Youth Wellbeing Strategy?	Y	Yes, this initiative contributes to the 'Children and young people are loved, safe and nurtured' and 'Children and young people have what they need' outcomes in the Child and Youth Wellbeing strategy, by providing emergency housing that is safer, more stable and with more support than under the current model of Emergency Housing Special Needs Grant (EH SNG) provision.								
Does the initiative include funding to procure from NGOs?	Y	Yes, this initiative aligns most strongly to the 'Individuals, families, whānau and communities exercise choice', 'Crown-Māori partnerships are nurtured', and 'The sector works together locally, regionally, and nationally' Social Sector Commissioning procurement principles, by enabling an approach to emergency housing that was developed by local Iwi and Council (in collaboration with central government agencies) to address the specific needs of the Rotorua community.								
Does the initiative include funding to support digital and data related investments?	N									
Is this a regulatory or legislative initiative (according to the guidance provided)?	N									
Is this a significant investment initiative per the definition at section 4.8 of the Budget 2022 guidance?	N	<p><i>If yes, please specify the type of significant initiative below</i></p> <table border="1" style="width: 100%;"> <tr> <td>Data / Digital / ICT</td> <td></td> <td>Physical Infrastructure</td> <td></td> <td>Organisational Transformation</td> <td></td> <td>Specialised Equipment</td> <td></td> </tr> </table> <p><b><u>See Annex A for further questions – mandatory to complete for all significant initiatives</u></b></p>	Data / Digital / ICT		Physical Infrastructure		Organisational Transformation		Specialised Equipment	
Data / Digital / ICT		Physical Infrastructure		Organisational Transformation		Specialised Equipment				

## Section 2: Cost pressure information

This section must be completed for all cost pressure initiatives. Skip this section for Manifesto Commitment, Savings, Non-Spending, Health and Disability System Reform (HDSR), Climate Emergency Response Fund (CERF) and Pre-Commitment initiatives.

See **section 4.2** of the Budget 2022 guidance for more information on cost pressure initiatives.

Answers must not exceed 1-2 paragraphs per section.

Cost pressure driver	X	Volume	X	Price	Personnel (driven by volume/price)
<b>Cost pressure description</b> Provide evidence of what caused the pressure (e.g. population growth, price increases, wage pressures including FTE changes). This should correspond to the further detail provided in the 'funding sought by component' table in Section 5 of this document.					
		<p>In June 2021, Cabinet agreed to fund a series of actions to improve the provision of emergency housing in Rotorua for one year [CAB-21-MIN-231.01 refers]. They noted that the funding mechanism agreed to was an interim measure only and that permanent ongoing funding would be sought through Budget 2022.</p> <p>Good progress is being made in Rotorua. The Rotorua Housing Taskforce, made up of local Iwi and Council as well as central government officials, has worked collaboratively and intensively to implement solutions to the homelessness and emergency housing situation in Rotorua. 13 contracted motels are providing whānau-appropriate accommodation to families and whānau with children, rangatahi/young people, disabled people and elderly people. These whānau receive wraparound support (including from social workers and mental health clinicians, and educational programmes for children) and the assurance of 24/7 onsite management, which they would not get under an EH SNG. Whānau who have transitioned from EH SNG accommodation into contracted emergency housing report feeling connected and able to relax knowing there are safety measures in place and that their children can play freely.</p> <p>Kāinga Ora has intensified its involvement in Rotorua and is exploring and progressing several development opportunities for transitional, public and affordable mixed-use housing in the medium term. These sites could yield up to 506 units within the next three to five years. While this development is taking place, secure funding is required to help to ensure the stability of emergency housing provided to whānau in contracted motels and to ensure they continue to receive the support they need. We envisage that the need for contracted motels will phase out over time as more permanent solutions are established.</p> <p>Rotorua has experienced strong population growth after two decades of stable growth. Housing supply has failed to respond, and the number of building consents granted remains one of the lowest in New Zealand by population. Limited private and public housing development has resulted in a sharp increase over the past five years in median rents (54 percent growth) and house prices (84 percent growth).</p> <p>A shortage of affordable homes for low-income households means more people are experiencing periods of homelessness, including in emergency and transitional housing, and the public housing register is increasing. These issues were exacerbated by the COVID-19 pandemic. As a result, the volume of EH SNGs is amongst the highest in the country by population.</p> <p>The volume of EH SNGs in Rotorua has placed significant pressure on the Government to manage placement and provide support to households. The absence of a tailored and vetted placement process has resulted in many clients being placed in environments inappropriate for their specific needs. For example, some motels are not suitable for families and some do not have adequate safety measures in place. The local community has also been increasingly voicing their concerns about the security, safety and appropriateness of motels used for emergency housing.</p>			
<b>Indicate whether this cost pressure is critical</b> (i.e. are there significant delivery or legal risks if funding is not provided? Could funding be deferred to future Budgets?)		<p>This cost pressure is critical; without funding, the Rotorua initiative will not be able to continue.</p> <p>If this were to happen, whānau in contracted emergency housing would instead receive an EH SNG and stay in motels that were not guaranteed to be safe or suitable for their needs; whānau may be exposed to antisocial behaviour, disorder and violence. The impact could be particularly harmful on women and children. Whānau would also face a lack of stability and no longer have access to wraparound support to meet their immediate needs and help facilitate pathways into more-permanent housing. Some whānau may be reluctant to return to EH SNG accommodation and instead resort to unsuitable alternatives, such as sleeping in their car.</p> <p>Not being able to continue with this initiative would damage the Government's relationship with Iwi and Council in Rotorua, and also have negative flow-on effects to relationships in other areas. There would be a negative reaction from the Rotorua community and it would likely attract significant media attention.</p>			
<b>Cost pressure management</b> Provide an overview of why the pressure cannot be funded from baselines and what steps have		<p>When Cabinet agreed to the launch of this new approach to emergency housing provision in Rotorua, funding was provided for one year only. Permanent ongoing funding is now required to continue this approach until enough transitional and public housing, or other affordable housing options, has been built to negate the need for contracted emergency housing. Alternative funding sources have been considered within baselines, but it is not possible to achieve this without compromising other areas of the Government's public housing commitments. This initiative will, however, mean less is spent on EH SNGs than would be otherwise.</p>			

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<p><i>been taken to manage the pressure.</i></p>	<p>Significant steps have been taken to directly address homelessness and prevent the need for the use of EH SNGs throughout New Zealand. These include:</p> <ul style="list-style-type: none"> <li>• The launch of the Aotearoa New Zealand Homelessness Action Plan in February 2020.</li> <li>• New public and transitional housing supply as part of the Public Housing Plan 2021-2024.</li> <li>• The launch of the Housing Acceleration Fund in March 2021.</li> <li>• The growth of homelessness prevention interventions, such as Sustaining Tenancies.</li> </ul> <p>In Rotorua specifically, Kāinga Ora is working intensively to address the near-to-medium-term housing supply issues (including transitional housing) in Rotorua, by identifying and progressing opportunities to purchase houses and land, potentially utilise land owned by Iwi and Māori, and fast-track new builds.</p> <p>However, despite the work done to date, there continues to be a high level of urgent housing need in Rotorua. It will take some time for new supply to come onstream and in the meantime this initiative is needed to provide better outcomes for people in emergency housing.</p>
<p><b>Case for funding</b> <i>Explain how additional funding will mitigate or resolve the pressure, and provide an overview of what outputs it is purchasing.</i></p>	<p>Funding will allow the progress that has been made in rolling out initiatives to improve the provision of emergency housing in Rotorua to continue. This will take pressure off the number of whānau receiving EH SNGs, meaning improved outcomes for these whānau as well as a reduction in EH SNG expenditure.</p> <p>Funding will be used to continue contracting motels to provide emergency housing for families and whānau with children, rangatahi/young people, disabled people, and elderly people, as well as wraparound support services and onsite management to meet the needs of these individuals, families and whānau and ensure their safety. It will also allow for the continued operation of Te Pokapū – the Rotorua Housing Hub, and the provision of support services to whānau in non-contracted emergency housing motels.</p>



### Section 3: Value

*Section 3 must be completed for all initiatives, unless exempted by the Minister of Finance in the invitation letter. Further information on the questions in this section can be found at Annex Two of the Budget 2022 guidance.*

This section explains the initiative's value, drawing on elements of He Ara Waiora (section 3A) and the Living Standards Framework (Section 3D). For explanations of these two frameworks, please see the accompanying guidance.

#### Explanation

Intervention logic terms such as outputs, impacts, and goals can have different definitions. Please see table below for how the Treasury defines these concepts.

Explanation Table		
<i>This explanation table is for your reference only. Do not fill out the sections.</i>		
	Definition	Example
<b>Outputs</b>	The good or service the initiative is purchasing.	<p>The purchased goods are localised curriculum resources in te reo Māori, as well as the services of publishers, designers and story tellers.</p> <p>Costs cover the design, development, distribution and maintenance of online tools, interactive electronic and hard copy resources to promote and provide teachers, students and whānau, and external providers with quality tools and resources to enable effective teaching and learning from offsite or the workplace using a range of online, distance and place-based delivery modes.</p>
<b>Impact</b>	The direct effect of the initiative.	<ul style="list-style-type: none"> <li>Increased whānau involvement in education which is a key driver to lifting student engagement and achievement.</li> <li>Improved student engagement and achievement in education that better reflects their identity, language and culture.</li> <li>Increased visibility of te reo Māori at schools and in the community.</li> <li>Learning programmes supported by quality te reo Māori resources.</li> </ul>
<b>Goals</b>	What this initiative aims to achieve.	<ul style="list-style-type: none"> <li>Normalisation of te reo Māori used by teachers in the classroom, wider school and home.</li> <li>Increased student and whānau participation in and retention of te reo Māori learning.</li> <li>Increase in the quality of te reo Māori used by teachers and students.</li> <li>Attitudinal shift in the wider education community that te reo Māori is recognised as being for everyone.</li> </ul>

## Section 3A: Opportunity/Problem

## Opportunity/Problem

In June 2021, Cabinet agreed to fund a series of actions to improve the provision of emergency housing in Rotorua, including contracting specific motels for the use of families with children, providing wraparound supports and the establishment of a housing hub with local iwi [CAB-21-MIN-231.01 refers]. Current funding for Rotorua is for the first year only and outyear funding is required through Budget 2022 to ensure the continued roll-out of Rotorua initiatives.

EH SNGs were introduced in 2016 to help vulnerable individuals and families with urgent housing need to meet the cost of staying in short-term accommodation. They were intended to be used as a last resort and for up to seven nights at a time. However, due to wider housing market pressures and increasing numbers of people in need, EH SNG use has increased significantly in recent years and the average length of stay is now around 18 weeks. In June 2021, there were over 400 whānau in EH SNG accommodation in Rotorua, around half of whom had children.

Under the current EH SNG model, MSD assesses needs but does not have control over placement of different cohorts into specific motels, nor do they have the legislative mandate to regulate motel standards. As a result, whānau, particularly women and children, can find themselves living alongside people that pose a risk to their safety and in accommodation that is far from their community networks (including schools and jobs) and is poor quality and unsuitable for their needs (for example, in small rooms with unsafe cooking spaces and nowhere for children to play outside). Whānau need to regularly reapply for their EH SNG and can be moved suddenly if a motel takes a conflicting commercial booking, meaning they live in a state of uncertainty and instability. The EH SNG model provides minimal support to whānau and accessing services, especially mental health and addiction support, can be extremely difficult.

This initiative builds on an existing partnership between Rotorua Lakes Council, Te Arawa Iwi and government agencies (now formally the Rotorua Housing Taskforce) to address these concerns in Rotorua. By contracting motels to be used as emergency housing, whānau are able to be strategically placed into motels that are most-appropriate for their needs. Contracting motels also allows quality standards to be enforced and for modifications (such as the installation of kitchen facilities and securing stairways with safety gates) to be made. This initiative also provides wraparound support services for all whānau in contracted and non-contracted emergency housing. Te Pokapū – the Rotorua Housing Hub provides a culturally appropriate assessment of whānau needs to match anyone in housing need with the support they require, and works with whānau to create a plan and help them achieve their housing aspirations.

## Section 3B: He Ara Waiora

**Kotahitanga**- ensuring that agencies work in an aligned, coordinated way across the system and alongside iwi and Māori as Treaty partners, and other affected communities and groups

- This initiative was developed and is being implemented by the Rotorua Housing Taskforce, made up of Te Arawa Iwi, Rotorua Lakes Council, and officials from HUD, MSD, Kainga Ora and Te Puni Kōkiri. Officials from Police and the Lakes District Health Board have also participated in some discussions.
- The collective arrangements in place between organisations as a result of this initiative have been leveraged to enhance the speed and effectiveness of the COVID-19 lockdown response in Rotorua.
- This initiative is interconnected with Kainga Ora's work to increase the supply of transitional and public housing in Rotorua.
- This initiative demonstrates all six principles of the Aotearoa New Zealand Homelessness Action Plan<sup>1</sup> and contributes to its overarching vision that homelessness is prevented where possible or is rare, brief and non-recurring. For example, the Te Tiriti o Waitangi principle sets out that 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. This is seen in the partnership with Te Arawa Iwi and the high proportion of Māori in emergency housing.

<sup>1</sup> Te Tiriti o Waitangi; whānau-centred and strengths-based; focus on stable homes and well being; kaupapa Māori approaches; supporting and enabling local approaches; and a joined-up approach across agencies and communities.

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<p><b>Tikanga-</b> decisions are made by the right decision-makers, following a tikanga process, according to tikanga values</p>	<ul style="list-style-type: none"> <li>• This initiative was developed and is being implemented by the Rotorua Housing Taskforce, made up of Te Arawa Iwi, Rotorua Lakes Council and central government officials.</li> <li>• The Taskforce developed the objectives for the initiative, which include taking a "by Te Arawa, for Te Arawa" approach. Te Taumata o Ngāti Whakaue Iho Ake Trust (a leadership organisation established by Ngāti Whakaue to achieve the aspirations of the Iwi) leads the operation of Te Pokapū and oversees Te Hau Ki Te Kāinga (the collective of support service providers).</li> <li>• Te Pokapū is staffed by Iwi members, alongside MSD and DHB staff.</li> <li>• The names Te Pokapū (the Rotorua Housing Hub) and Te Hau Ki Te Kāinga (the collective group of support service providers) were gifted by local Iwi.</li> <li>• Te Pokapū takes a kaupapa Māori approach to assessing people's needs, using the Ngā Pou e Rima cultural assessment framework. Ngā Pou e Rima is a model developed by Wera Aotearoa Charitable Trust (WACT) (one of the support service providers in this initiative) combining Te Whare Tapa Whā (developed by Ta Mason Durie) and Te Pou Ahurea. WACT gave permission to implement this model which will be whānau-led using micro-counselling and deflection questioning as a facilitated approach to assessment resulting in inclusion of community providers where required.</li> </ul>
<p><b>Whanaungatanga-</b> working together to foster meaningful, reciprocal and enduring relationships with iwi and Māori, and affected communities and groups</p>	<ul style="list-style-type: none"> <li>• The Rotorua Housing Taskforce builds off a place-based partnership that has existed between Te Arawa Iwi, Rotorua Lakes Council, and central government officials since 2019.</li> <li>• Te Hau Ki Te Kāinga meets weekly to discuss progress on implementing this initiative, and HUD officials participate in these meetings.</li> <li>• Once Te Pokapū is fully stood up (from 1 December), the intention is that its staff, most of whom are members of Te Arawa Iwi, will lead the ongoing operation of this initiative.</li> </ul>
<p><b>Manaakitanga-</b> focus on improved wellbeing and enhanced mana for iwi and Māori, and for other affected communities and groups, demonstrating an ethic of care and mutual respect</p>	<ul style="list-style-type: none"> <li>• This initiative is focused on improving the wellbeing and enhancing the mana of people in emergency housing, of whom Māori represent around 85% in Rotorua.</li> <li>• As part of the Rotorua Housing Taskforce, Iwi are playing a key role in developing (including defining the objectives) and implementing the initiative.</li> <li>• Once Te Pokapū is fully stood up (from 1 December), the intention is that HUD will step back from supporting Te Hau Ki Te Kāinga and Te Taumata o Ngāti Whakaue Iho Ake Trust will provide that support going forward. HUD's continued involvement in this initiative will largely just be a contracts management role.</li> <li>• The wraparound support services provided have a key focus on building relationships and enabling self-sufficient, interdependent, and vibrant whānau. Mentoring and skills training are provided to support whānau to achieve their goals and aspirations.</li> <li>• Te Hau Ki Te Kāinga (the collective group of support service providers) has identified manaakitanga as one of the key values that will shape its strategic direction.</li> </ul>
<p><b>Tiakitanga-</b> Focus on strong stewardship to lift the intergenerational wellbeing of people, communities and Te Taiao</p>	<ul style="list-style-type: none"> <li>• This initiative has a priority focus on families and whānau with children because homelessness can be especially harmful for children, have longer-term impacts on wellbeing, and increase the likelihood of experiencing homelessness as an adult.<sup>2</sup></li> <li>• The wraparound support services provided have a focus on enabling whānau to be self-sufficient so that they thrive when they are able to move into permanent housing and do not cycle through emergency housing (as is often the case under the current EH SNG model).</li> <li>• A key objective of this initiative is to provide pathways to long-term housing, acknowledging the importance of having a stable place to call home in lifting intergenerational wellbeing of a whānau.</li> <li>• This initiative has established a strong Māori Crown relationship that can be built on to encourage more support for the "by Te Arawa, for Te Arawa" approach and similar local Māori and Iwi-led solutions for housing need in other parts of the motu.</li> </ul>

<sup>2</sup> Noble-Carr, D. (2016). The experiences and effects of family homelessness on children, Institute of Child Protection Studies, ACU National for the ACT Department of Disability, Housing and Community Services.

McCoy-Roth, M. (2012). When the Bough Breaks: The Effects of Homelessness on Young Children.



## Section 3C: Outputs – The good or service the initiative purchases

Output	Description
Contracting motels to be used as emergency housing	Costs cover the contracting of 330 motel units across motels to house around 300 whānau (at any point in time) made up of families and whānau with children, rangatahi/young people, disabled people, and elderly people.
Wraparound support services for whānau in contracted emergency housing	Four support service providers will provide onsite support at each of the contracted motels. Services include relational support to help whānau settle into their accommodation and identify immediate needs, social worker support, Ready to Rent programmes, budgeting training, numeracy and literacy training, and after school and holiday programmes for children.
24/7 onsite management for contracted emergency housing	Onsite management consists of static security guards at each contracted motel site, as well as a roaming team of security guards that visit each site twice a day.
Operation of Te Pokapū – Rotorua Housing Hub	Te Pokapū will be staffed by a project manager, triage team, cultural advisor and social worker.  Te Pokapū uses a holistic and culturally appropriate assessment framework to identify whānau needs and strengths. It links whānau up with appropriate support and identifies potential housing solutions. If contracted emergency housing is the best available option for a whānau, Te Pokapū will determine which motel and unit is most suitable for whānau needs and support them to move in.
Support services for whānau in non-contracted emergency housing	The provision of onsite support for whānau in non-contracted EH SNG motels. Services are aligned with the framework set out by Te Hau Ki Te Kainga and Te Pokapū, and integrate into their service.

## Section 3D: Impacts – The direct effect of the initiative

Please repeat these questions for each impact

Impact 1	<b>Description of the impact</b> <i>Please provide more detail on the impacts of the initiative, including any possible negative associated impacts. Will the initiative impact people and/or have other impacts e.g. improved environmental outcomes?</i> <i>If the impacts are on people, are different groups impacted differently, and why? Examples may include different age-groups, location/regions, different service-requirements.</i>	<p>The individuals, families and whānau who are in contracted motels will be in accommodation that is safe and suitable for their needs.</p> <p>Families and whānau with children, rangatahi/young people, disabled people, and elderly people receiving EH SNGs are the target cohorts for contracted emergency housing so they will be most directly impacted. Other groups, such as Police, Rotorua Lakes Council, and local businesses will also be positively impacted by safer emergency housing sites.</p>
	<b>Quantification</b> <i>Please quantify the impacts in a way that puts the number in context (e.g. percentage of land affected, proportion of people affected in relation to the population size). Please also monetise the present value gain or loss of the impacts if possible (CBAX model can help).</i> <i>If quantification is not possible, please define and provide a qualitative assessment of the impacts (e.g. low, moderate, high).</i>	<p>Around 300 whānau will be in contracted motels, instead of EH SNG accommodation, at any one time (representing roughly half the total number of whānau in emergency housing in Rotorua). Using the whānau currently in contracted motels as a guide, the large majority will be families and whānau with children. Current data do not allow us to establish what share are rangatahi/young people, disabled people or elderly people. However, once Te Pokapū and the client database that will support it are fully operational, this kind of data will be available.</p> <p>As whānau move into more-permanent housing, spaces will become available, meaning a greater number of whānau will be impacted in total. Based on the turnover to date (60 whānau have moved into more-permanent housing since the initiative was launched), we estimate that roughly an additional 100 whānau could benefit from living in contracted motels instead of EH SNG accommodation each year. However, this is highly dependent on the availability of permanent housing to move into (permanent housing options are expected to increase in line with the Public Housing Plan and nationwide investment and changes to system settings to encourage more private housing supply) and the level of urgent housing need in Rotorua.</p>
	<b>Supporting Evidence</b> <i>Provide relevant evidence (data/other information) for the impacts and outcomes you have identified.</i>	<p>Note that evidence on the effectiveness of this initiative collected to date is anecdotal only. More-robust evidence will come from the formal evaluation which will be carried out in 2022.</p>



		<ul style="list-style-type: none"> <li>• The 13 motels have already been contracted and were chosen based on whether they are whānau-appropriate. Units have been tailored during the procurement phase to specifically accommodate whānau capacity or those with impaired wellness. Where necessary, modifications have been made, such as the installation of kitchens. Proper kitchens mean whānau are able to cook meals in a safe environment, providing them with improved nutrition and a greater sense of normality.</li> <li>• The Area Commander of New Zealand Police has reported that the number of incidents requiring Police support in contracted emergency housing has "noticeably reduced" relative to EH SNG accommodation.</li> <li>• Conversations between providers and whānau who transitioned from EH SNG accommodation into contracted motels have highlighted how whānau appreciate the safety measures in place, feel connected and able to relax knowing that no one will enter their space or offer them drugs, and enjoy that their children can play on the grounds without being bullied or intimidated.</li> <li>• Support service providers have also reported that having security guards at the entrances to and within contracted emergency housing facilities has prevented anti-social behaviour.</li> </ul>
	<b>Gaps in Evidence</b> <i>Are there gaps, or uncertainties in applying the evidence that make it difficult to evaluate this initiative's value?</i>	Supporting evidence is based on anecdotal reports from a range of impacted parties, including support service providers and Police. These parties have a good understanding of the emergency housing situation in Rotorua and experience working with whānau in urgent housing need. No formal data collection process has yet taken place as the initiative has only recently been stood up (however, it is planned; see Section 5E for detail).
	<b>Assumptions</b> <i>Please state any assumptions you are using.</i>	<ul style="list-style-type: none"> <li>• The onsite management provided is able to respond effectively to incidents, including any involving family violence. The minimal number of incidents requiring Police support to date suggest that this is a sound assumption.</li> <li>• The assessment process conducted by Te Pokapū accurately captures whānau needs. The assessment framework used comes from a service provider who has been supporting whānau in the Rotorua community for over a decade and builds on a widely recognised approach to understanding wellbeing (Te Whare Tapa Whā), suggesting this is a sound assumption.</li> <li>• There is enough contracted motel capacity to choose an appropriate motel unit when placing each whānau. This is the highest-risk assumption as the model will aim to operate close to full capacity to ensure the maximum number of whānau are receiving the benefits of being in contracted motels. However, modifications are made if the available units are not completely suitable for a whānau (for example, installing safety gates if a whānau with children is placed into a second-floor unit with stairs) and Te Hau Ki Te Kāinga will work with whānau to transfer into a more appropriate unit when one becomes available if that is deemed to be the best outcome for the whānau.</li> </ul>
	<b>Implications</b> <i>Do the assumptions or gaps in evidence imply risks to the initiative achieving its impacts and outcomes?</i> <i>If the initiative is in an innovative policy or an early-stage initiative, what is your approach to understanding whether the initiative will achieve desired impacts?</i>	<p>We currently do not see any large risks to the initiative's ability to achieve its desired impacts. Te Hau Ki Te Kāinga meets weekly to discuss challenges and success stories, and adapts processes as needed.</p> <p>A formal evaluation of the Rotorua initiative will begin in early 2022. It will provide a formal opportunity to adjust the initiative so that it is as effective as possible in achieving the desired impacts, in addition to the weekly check-ins and continual improvements that are already in place. For more detail on the evaluation, see section 5E.</p>
Impact 2	<b>Description of the impact</b>	<p>The individuals, families and whānau who are in contracted and non-contracted emergency housing motels will be able to access support to address their immediate and ongoing needs.</p> <p>Te Pokapū will provide support to anyone in housing distress, by assessing their needs and directing them appropriately. Housing First, Rapid Rehousing and Sustaining Tenancies will all be based in the Te Pokapū building, and Te Pokapū has strong connections with government and NGO providers of other</p>

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		housing solutions and support. Te Pokapū also includes healthcare staff and medical rooms to ensure whānau physical and mental health needs can be addressed.
	<b>Quantification</b>	<p>Contracted emergency housing will be provided for 300 whānau at any point in time – see the quantification section in impact 1 for more details.</p> <p>The number of whānau who will benefit from accessing support through Te Pokapū encompasses those in contracted motels, as well as those in EH SNG accommodation (roughly another 300 whānau at present) and those who are in housing stress (as a guide for the magnitude of this group, 1,600 renting households in Rotorua in 2018 were paying more than 50% of their income on rent, and around 3,100 were paying more than 30%).</p>
	<b>Supporting Evidence</b>	<ul style="list-style-type: none"> <li>• The support service providers have already been contracted and are currently providing support to the whānau in contracted motels.</li> <li>• Providers have created their own clinical response unit and this has anecdotally already led to improved access to health services (the full clinical response unit is still being stood up, so it's not possible to properly assess its impact yet).</li> <li>• All whānau were kept safe, well informed and well supported through all COVID-19 alert levels in 2021, with providers assisting with information, advice, food and access to medical support.</li> </ul>
	<b>Gaps in Evidence</b>	Supporting evidence is based on anecdotal reports from a range of impacted parties – see the gaps in evidence section in impact 1 for more details.
	<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Whānau engage with the support services provided. Engagement to date suggests this is a reasonable assumption.</li> <li>• There is sufficient support service provider capacity going forward. Te Hau Ki Te Kāinga have an active community of practice where successful interventions and activities are shared to grow capability and capacity, including the development of a Housing Support Qualification under the Diploma of Social Services, with a total of 36 staff (across all providers) enrolled for 2022. This approach should mitigate any potential issues around support service capacity.</li> </ul>
	<b>Implications</b>	<p>We currently do not see any large risks to the initiative's ability to achieve its desired impacts.</p> <p>See the implications section in impact 1 for the proposed approach to monitoring and evaluation of this initiative.</p>
<b>Impact 3</b>	<b>Description of the impact</b>	The individuals, families and whānau who are in contracted motels will experience stability and have a pathway to more-permanent housing.
	<b>Quantification</b>	Contracted emergency housing will be provided for 300 whānau at any point in time – see the quantification section in impact 1 for more details.
	<b>Supporting Evidence</b>	<ul style="list-style-type: none"> <li>• Since the initiative was launched in July 2021, 60 whānau have moved from contracted emergency housing into more-permanent housing (including private rentals, transitional housing or other whānau homes).</li> <li>• Overseas analysis has found that interventions that offer high levels of support alongside accommodation (as in this initiative) were more effective in improving housing stability compared to interventions with basic support alongside accommodation (as with EH SNGs). <ul style="list-style-type: none"> <li>- Keenan et al., 2020, <i>Accommodation-based programmes for individuals experiencing or at risk of homelessness: a systematic review and network meta-analysis</i>, Centre for Homelessness Impact, page 10.</li> </ul> </li> </ul>
	<b>Gaps in Evidence</b>	<ul style="list-style-type: none"> <li>• There is some uncertainty surrounding Kāinga Ora's housing pipeline in Rotorua, given building and contractor challenges, which could affect whānau pathways out of contracted motels.</li> </ul>
	<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Whānau are placed into the most-suitable contracted motel facility when they first arrive so do not need to move between sites. The very small</li> </ul>

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		<p>number of whānau who have been moved between motels to date suggests this is a reasonable assumption.</p> <ul style="list-style-type: none"> <li>• Whānau choose to stay in their contracted motel place for as long as it takes for a more-permanent solution to become available. Whether this assumption holds will depend on the experience of each whānau. Given the commitment Te Hau Ki Te Kāinga has to building a sense of community and centring whānau needs and aspirations, and the positive experiences cited by whānau to date, we believe this is a reasonable assumption.</li> <li>• More permanent housing options become available in Rotorua to provide pathways out of contracted emergency housing. Kāinga Ora's efforts to boost transitional and public housing supply in Rotorua, in addition to initiatives such as the Housing Acceleration Fund, suggest this assumption should hold, albeit with uncertainty around when and to what extent.</li> <li>• Wraparound support services provided to prepare whānau for moving into permanent housing (such as Ready to Rent programmes and budgeting training) are effective.</li> </ul>
	Implications	<p>The largest risk to providing pathways out of contracted emergency housing is that housing supply does not come onstream in Rotorua as expected and that more-permanent housing options remain limited. While this could mean whānau spend longer in contracted emergency housing, Te Hau Ki Te Kāinga is focused on building a sense of community within each contracted motel site, so whānau should feel a sense of belonging and relative stability.</p> <p>s 9(2)(f)(iv)</p> <p>See the implications section in impact 1 for the proposed approach to monitoring and evaluation of this initiative.</p>

### Section 3E: Goals – What this initiative aims to achieve

Please repeat these questions for each goal

Goal 1	Description	
	<p>Please describe in more detail the goal(s) of this initiative and how they link to the impacts described above. Please define them in terms of the LSF wellbeing domains and where relevant alignment to the He Ara Waiora principle of manaakitanga. In CFISnet, please identify the primary LSF domain and whether there is alignment with the He Ara Waiora principle of manaakitanga, referring to the guidance for the definitions of the 12 wellbeing domains. If you have identified any other goals, you may include them also.</p>	<p>A primary goal of this initiative is to improve the physical and mental wellbeing of whānau in emergency housing in Rotorua.</p> <p>Contracting motels to be used as emergency housing ensures accommodation is of good quality and suitable for whānau (housing domain). This will lower the stress of overcrowding and address the lack of dignity that comes from living in poor quality conditions (subjective wellbeing domain). Contracting accommodation also means that whānau do not need to move due to commercial demands on the motel, and do not face the stress and uncertainty of needing to reapply for an EH SNG every 7 or 21 days (subjective wellbeing domain).</p> <p>Providing onsite management will minimise antisocial and violent behaviour and keep whānau safer than they are in EH SNG accommodation (safety domain).</p> <p>Te Pokapū and the provision of wraparound support services will ensure people have access to the support they need to meet their immediate and ongoing needs (health domain). These services are designed to take account of whānau cultural needs – for example, the use of the Ngā Pou e Rima cultural assessment framework (cultural identity domain) and focus on building a sense of community within each motel (social connections domain). They seek to enable “self-sufficient, interdependent and vibrant whānau” through teaching life skills and offering training and employment opportunities (knowledge and skills domain). Manaakitanga is a key value of Te Hau ki te Kāinga (the collective of service providers) and is demonstrated by the level and mana-enhancing nature of support provided.</p>



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	Through improving the physical and mental wellbeing of whānau in emergency housing, this initiative will allow them to more-fully participate in employment, education and community opportunities (human capital) and will increase their emotional resilience to future stresses and shocks.
<b>Quantification</b> <i>Please quantify the goals of the initiative, if possible.</i>	<p>The impacts on physical and mental wellbeing will be significant.</p> <p>Contracted emergency housing will be provided for 300 whānau at any point in time – see the quantification section in impact 1 for more details.</p> <p>Because of resource and data limitations we were unable to estimate a quantifiable expected impact on the wellbeing of whānau. However, we know from Stage One of the Wai 2750 Kaupapa Inquiry into Housing Policy and Services that the negative impacts on wellbeing from being in EH SNG accommodation are severe. This initiative seeks to address the key concerns that were raised in Wai 2750 about the physical and mental wellbeing impact of EH SNGs.</p>
<b>Timeframes</b> <i>Indicate if the goal will be realised in the short (&lt;5 years), medium (5-10 years), or long term (&gt;10 years). Please indicate whether, and why, goals vary across different timeframes.</i>	<p>This initiative will have immediate and longer-term effects on whānau wellbeing.</p> <p>Improved physical and mental wellbeing (relative to being in EH SNG accommodation or other forms of homelessness) will be experienced by whānau as soon as they engage with Te Pokapū and enter contracted emergency housing.</p> <p>The benefits of a positive, wellbeing-enhancing experience in emergency housing will continue to be felt well after whānau leave. Whānau may avoid reaching a physical or mental health crisis point, or get support for mental health or addiction challenges that would otherwise have remained unaddressed, which could have lifelong impacts on their wellbeing.</p> <p>Whānau may also develop a willingness to engage with support services through their experience in contracted emergency housing and continue to engage and access the support they require (when they wouldn't have otherwise) over the rest of their lives.</p>
<b>Evidence and Assumptions</b> <i>If there is any additional information on evidence and assumptions beyond what has been identified through the impacts table above, please provide any additional evidence (data/other information) and assumption for the identified goals, including any gaps or uncertainties.</i>	<p>Overseas analysis has found that interventions that offer high levels of support alongside accommodation (as in this initiative) were effective at improving health outcomes compared to no intervention, while interventions with only basic support alongside accommodation (as with EH SNGs) actually lead to worse health outcomes than no intervention.</p> <ul style="list-style-type: none"> <li>- Keenan et al., 2020, <i>Accommodation-based programmes for individuals experiencing or at risk of homelessness: a systematic review and network meta-analysis</i>, Centre for Homelessness Impact, page 11.</li> </ul> <p>For this initiative to have the largest impact on physical and mental wellbeing, there is an assumption that each whānau fully engages with the support services provided. To achieve the maximum effect over the longer term, it is assumed that the permanent housing whānau move into is suitable for their needs, and that whānau continue to be able to access support when they need it (through, for example, a well-functioning health system and adequate financial supports).</p>
<b>Implications</b> <i>Do the assumptions or gaps in evidence imply risks to the initiative achieving its goals? If the initiative is in an innovative policy or an early-stage initiative, what is your approach to understanding whether the initiative will achieve desired goals?</i>	<p>If whānau choose not to engage with the support services provided, this initiative may have a smaller effect on their physical and mental wellbeing. However, even whānau who do not engage will see enhanced wellbeing from the increased stability and safety that this initiative provides relative to EH SNG accommodation.</p> <p>Without a wide range of suitable permanent housing options, the wellbeing impacts may be less prolonged. Nevertheless, they will still be significant while whānau are in contracted emergency housing. Further, under this initiative, whānau are supported to remain in contracted emergency housing until a suitable option is available for them to move into, and Kainga Ora is working intensively to increase housing supply in Rotorua.</p>

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		<p>See the implications section in impact 1 for the proposed approach to monitoring and evaluation of this initiative.</p> <p>This goal aligns closely with the goals of the Mental Health Reforms and the Health and Disability Reforms. The Ministry of Health were consulted when this initiative was developed, and the Lakes District Health Board is engaged with the Rotorua Housing Taskforce. This initiative may provide learnings for the Reforms, especially with regards to the shift to a locality model.</p> <p>This initiative also has strong links with the review of the emergency housing system that is underway. Improving the wellbeing of whānau in emergency housing across the country will be a key objective of the review.</p>
Goal 2	Description	<p>Another primary goal of this initiative is to improve the long-term outcomes for children in emergency housing in Rotorua.</p> <p>Contracting motels to be used as emergency housing ensures accommodation is suitable for whānau, which includes ensuring there are green spaces where children are able to play (housing and environment domains). It also means that whānau do not need to move due to commercial demands on the motel. Stability is key for allowing children to build and maintain social networks (social connections domain). The reduced whānau stress from not living in overcrowded motel rooms or facing the uncertainty of EH SNG renewal will also impact on children's mental wellbeing (health domain).</p> <p>Providing onsite management will keep children and their whānau safe and ensure they do not witness traumatising behaviour (safety domain).</p> <p>The provision of holiday and after school programmes as part of wraparound support services will facilitate children's engagement in education, help them build friendships, and create purposeful ways to spend their time (knowledge and skills, social connections, and time use domains).</p> <p>The use of the Ngā Pou e Rima cultural assessment framework and the focus on achieving outcomes that align with whānau culture will enable children to remain connected with and grow their cultural identity while in emergency housing (cultural identity domain).</p> <p>All of these factors are critical for improving the experience children have while in emergency housing. They are also critical for mitigating the negative developmental impacts and increased likelihood of experiencing homelessness as an adult that can result from periods of trauma and instability as a child (these are often experienced in EH SNG accommodation). By providing a situation that is safe, stable and supported, this initiative may also lead to whānau feeling they can keep their children with them while in emergency housing, rather than being separated from them, which will also have long-term benefits for children (social connections domain).</p> <p>Improved long-term outcomes for children will help grow New Zealand's human capital.</p>
	Quantification	<p>As at the end of October 2021, there were 368 children in contracted emergency housing in Rotorua instead of EH SNG accommodation. The nature of housing distress means there is not a stable population of whānau in need, and it is hard to predict how many children will benefit over coming years.</p> <p>Due to the wide-ranging and subjective nature of long-term developmental outcomes, it is difficult to quantify this goal. However, we know that periods of trauma and instability as a child (as are often experienced in EH SNG accommodation) can have significant impact on a child's behavioural and educational development.</p> <p>For example, it has been found that children who are homeless are twice as likely to go hungry as are children who are not homeless. Homeless children are more likely than other children to have moderate to severe acute and chronic health problems, and less access to medical and dental care. Homeless children have three times the rate of emotional and behavioural problems, such as anxiety, depression, sleep problems, withdrawal and aggression. Children without stable homes are more than twice as likely as</p>

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		<p>others to repeat a school grade, be expelled or suspended, or drop out of high school. A quarter or more of homeless children have witnessed violence.</p> <p>- <i>McCoy-Roth, Mackintosh and Murphey, 2012, When the Bough Breaks: The Effects of Homelessness on Young Children, page 2.</i></p>
	<b>Timeframes</b>	<p>This initiative will have an immediate impact on improving the wellbeing of children in emergency housing.</p> <p>The more-significant impact on children's developmental outcomes will be seen over the long term when they have grown into adults and have not been affected as they would have been by being in EH SNG accommodation.</p>
	<b>Evidence and Assumptions</b>	<p>Housing conditions can have a significant impact on children and young people's wellbeing. There is strong evidence on the disruptive impact of frequently moving house, and on the negative health consequences of living in crowded conditions and in poor quality housing.</p> <p>- <i>Johnson, Howden-Chapman and Eaquib, 2018, A Stocktake of New Zealand housing, pages 38-40</i></p> <p>For this initiative to have a significant impact on longer-term outcomes for children, it is assumed that onsite management is effective at keeping whānau safe and preventing children from witnessing traumatic events. It is also assumed that once in permanent housing, children do not experience instability or trauma.</p>
	<b>Implications</b>	<p>We currently do not see any large risks to the initiative's ability to achieve its desired goals.</p> <p>Providers have noted that most children in contracted emergency housing engage in school. Some have connected with Kohanga Reo, schools and early childhood centres to help facilitate transport. Te Hau Ki Te Kāinga is connecting with the Wellbeing in Schools Partnership – a joint Lakes DHB and Ministry of Education that is currently being rolled out.</p> <p>Even if children experience instability or trauma after leaving contracted emergency housing, any reduction in the amount of time spent in traumatic or unstable situations will have a positive impact on their longer-term outcomes.</p> <p>This goal aligns closely with the goals of the Child and Youth Wellbeing Strategy.</p> <p>This initiative also has strong links with the review of the emergency housing system that is underway. Improving the experience and long-term outcomes for children in emergency housing across the country will be a key objective of the review.</p>
<b>Goal 3</b>	<b>Description</b>	<p>The third main goal of this initiative is to reduce the number of individuals, families and whānau experiencing homelessness in Rotorua.</p> <p>Te Hau Ki Te Kāinga (the collective of support service providers) has a vision of enabling "self-sufficient, interdependent and vibrant whānau". The services they provide will help equip whānau with the skills they need to sustain permanent housing (skills and knowledge domain). Their focus on building a sense of community within contracted emergency housing will foster resilience and also increase the likelihood that whānau thrive in permanent housing (social connections domain).</p> <p>Supporting and encouraging health-seeking behaviours through linking whānau up with community providers they choose/trust will ensure in future they have a support system in place that they can call on before their mental or physical health deteriorates to the point that they would have ended up in urgent housing need.</p> <p>Ensuring whānau are enabled to thrive in permanent housing is critical for preventing them from cycling back into emergency housing, and will contribute to reduced levels of homelessness over time.</p>



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		<p>Te Pokapū will support anyone with housing needs and will play a key role in preventing homelessness. Because Te Pokapū takes a whānau-centred and Te Ao Māori-driven approach, reconnecting to whānau and being supported to stay in their own communities is a priority. However, if all other possible options have been explored, the team will assess the correct pathway to support, which could include MSD accommodation assistance for private rentals, flatmate opportunities and referrals to Sustaining Tenancies, Rapid Rehousing, or Housing First.</p> <p>Reducing the number of individuals, families and whānau who are experiencing homelessness will contribute to increased community resilience within Rotorua, and build New Zealand's social capital.</p>
	<b>Quantification</b>	<p>This initiative is expected to have a significant impact on homelessness in Rotorua, eventually reaching a state in which time in emergency housing is rare, brief and non-recurring.</p>
	<b>Timeframes</b>	<p>This initiative will reduce homelessness in Rotorua over the medium-to-long term.</p>
	<b>Evidence and Assumptions</b>	<p>A review of 35 studies in the United Kingdom found that services that are effective at addressing, reducing or preventing people from becoming homeless have the following features:</p> <ul style="list-style-type: none"> <li>• Context – are adapted and aligned to local settings and context</li> <li>• Person-centred responses – provide a range of targeted and customised services that reflect the personal circumstances of people; provide the right service at the right time</li> <li>• Relationships with key workers</li> <li>• Integration – multi-component and multi-agency services</li> </ul> <p>- <i>Sheikh and Teeman, 2018, A rapid evidence assessment of what works in homelessness services, Social Care Institute for Excellence, page 10</i></p> <p>For this initiative to contribute significantly towards a reduction in homelessness in Rotorua, it is assumed that adequate financial supports are in place for whānau to prevent their re-entry into emergency housing. Whether this is the case will depend on other initiatives, such as potential changes to Housing Support Products s 9(2)(f)(iv)</p>
	<b>Implications</b>	<p>There are some risks to the achievement of this goal. Trends in homelessness in Rotorua will depend on a wide range of factors beyond this initiative. For example, economic and housing market conditions, COVID-19 lockdowns, and the availability and adequacy of wider social supports. If these factors evolve in a way that leads to significantly more people being in urgent housing need, it is unlikely that this initiative will offset the effect and reduce homelessness in Rotorua.</p> <p>This initiative complements other actions within the Aotearoa New Zealand Homelessness Action Plan which are aimed at ensuring homelessness is prevented where possible or is rare, brief and non-recurring. For example, increasing the supply of transitional and public housing, the Flexible Funding Programme,<sup>3</sup> and the expansion of Intensive Case Managers and Housing Brokers.</p>

<sup>3</sup> The Flexible Funding Programme provides financial support to families with children who are staying in emergency housing and who have immediate needs arising from living in that accommodation.

## Section 3F: Distributional Analysis

Question 1: Does the initiative have the following types of distributional impacts for Māori?	A	Direct	X	Indirect		No Impact	
	If direct, please complete Question 1B. If indirect or no impact, please progress to Question 2.						
	B	Targeted and tailored for Māori		Disproportionate positive impact	X	Other (explain)	
		This initiative aims to improve the wellbeing of people in emergency housing in Rotorua, of whom around 85% are Māori.					
Question 2: Does the initiative have the following types of distributional impacts for Pacific Peoples?	A	Direct		Indirect		No Impact	X
	If direct, please complete Question 2B. If indirect or no impact, please progress to Question 3.						
	B	Targeted and tailored for Pacific Peoples		Disproportionate positive impact		Other (explain)	
Question 3: Does the initiative have the following types of distributional impacts for children?	A	Direct	X	Indirect		No Impact	
	If direct, please complete Question 3B. If indirect or no impact, please progress to Question 4.						
	B	Targeted and tailored for children	X	Disproportionate positive impact		Other (explain)	
		This initiative has a priority focus on improving emergency housing outcomes for families and whānau with children. As at the end of October, there were 368 children in contracted emergency housing.					
Question 4: Does the initiative have direct impacts on any other population groups?	Y	Rangatahi/young people, disabled people, and elderly people are also target groups for being housed in contracted emergency housing.					
Question 5: What region is this initiative expected to impact?		All of New Zealand		Gisborne		Northland	
		Areas outside regions		Hawke's Bay		Offshore	
		Auckland		Manawatu-Whanganui		Otago	
	X	Bay of Plenty		Marlborough		Southland	
		Canterbury		Nelson		Taranaki	

## Section 4: Alignment

*Section 4 must be completed for all initiatives, unless exempted by the Minister of Finance in the invitation letter. Further information on the questions in this section can be found at Annex Two of the Budget 2022 guidance.*

### Section 4A: Strategic Alignment

How does this initiative link with your strategic intentions/statement of intent?	<p>This initiative 'improves the wellbeing and housing for people experiencing homelessness' and 'improves access to housing and support services for those in need', two of HUD's strategic objectives, by providing safety, stability, and support to families and whānau with children, rangatahi/young people, disabled people, and elderly people in emergency housing and operating Te Pokapū. It aligns closely with the 'Enable people into stable, affordable homes' focus area of the Government Policy Statement on Housing and Urban Development.</p> <p>This initiative was developed and implemented by the Rotorua Housing Taskforce (made up of Iwi, local council, and government agencies) as a specific, place-based solution to the problems being faced in Rotorua. This is consistent with HUD's strategic objectives of 'increase the development and implementation of joined-up local solutions', 'increase support for iwi and Māori led development', 'improve support for communities to adapt to change and meet the needs of people', and 'increase partnerships and collaboration'. It also aligns closely with the MAIHI Ka Ora priorities of Māori Crown Partnerships, Māori-led Local Solutions, and Māori Housing Support.</p>
Does this initiative link with other sectoral or whole-of-government strategies (e.g. the Pacific Wellbeing Outcomes Frameworks)?	<p>This initiative aligns to several whole-of-government strategies, including:</p> <ul style="list-style-type: none"> <li>Child and Youth Wellbeing Strategy: by providing emergency housing for families and whānau with children that is safer, more stable and with more support than under the current model of EH SNG provision, this initiative aligns to the outcomes 'Children and young people are loved, safe and nurtured' and 'Children and young people have what they need'.</li> <li>Aotearoa New Zealand Homelessness Action Plan: by better supporting whānau who are in emergency housing and providing a pathway to more-permanent housing, this initiative aligns to the support pillar within the Action Plan. The support pillar states that support helps households experiencing homelessness move into stable accommodation and access wider social supports to address need.</li> </ul>
Does this initiative impact other agencies directly or indirectly? If so, how?	<p>This initiative impacts MSD directly as they are responsible for funding Te Pokapū. It also directly affects all other agencies and organisations involved in the Rotorua Housing Taskforce: Rotorua Lakes Council, Police, Kāinga Ora, Te Puni Kōkiri, and Lakes District Health Board.</p> <p>It will indirectly affect Oranga Tamariki (by providing safer environments for children) and the Ministry of Health (by providing improved support and access to healthcare for whānau).</p>

### Section 4B: Alignment to Government's goals

The Government's goals for this term are:

- 1) Continuing to keep New Zealand safe from COVID-19
- 2) Accelerating the recovery and rebuild from the impacts of COVID-19
- 3) Laying the foundations for the future, including addressing key issues such as our climate change response, housing affordability and child poverty

Alignment to Government goals	<p><i>Continuing to keep New Zealand safe from COVID-19</i></p> <p>This initiative has ensured that whānau in contracted emergency housing were kept safe, well informed and well supported through all alert levels in 2021. Providers assisted with information, advice, food and access to medical support, and are supporting Lakes DHB to educate whānau in COVID-19 and the need for vaccination. COVID-19 vaccinations are being offered onsite, and providers are preparing quick response guidance for in the event of infection in one of the motels. The infrastructure built around contracted hotels supported a comprehensive and coordinated approach in contrast to the more ad hoc approaches to non-contracted motels under the existing EH SNG approach.</p> <p><i>Accelerating the recovery and rebuild from the impacts of COVID-19</i></p> <p>COVID-19 led to an increased number of whānau in emergency housing in Rotorua. As the social and economic impacts of past, and potential future, lockdowns continues to be felt, it is likely that there will continue to be pressure on the emergency housing system. By providing whānau with an opportunity to address health issues and offering training in life skills (such as budgeting, numeracy and literacy, and Ready to Rent programmes),</p>
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this initiative will help those in emergency housing to more-fully participate in work or study and support them to enter permanent housing.

*Laying the foundations for the future, including addressing key issues such as our climate change response, housing affordability and child poverty*

This initiative will complement work underway to reduce child poverty by providing more stability, safety and support for children in emergency housing, and giving their whānau a clearer pathway into permanent housing.

## Section 4C: Contribution to the Government's Wellbeing Objectives

The Government's five wellbeing Objectives are:

- **Just Transition:** supporting the transition to a climate-resilient, sustainable, and low-emissions economy.
- **Future of Work:** enabling all New Zealanders and New Zealand businesses to benefit from new technologies and lift productivity and wages through innovation
- **Physical and Mental Wellbeing:** supporting improved health outcomes for all New Zealanders, including protecting New Zealanders from the impacts of COVID-19.
- **Māori and Pacific:** lifting Māori and Pacific incomes, skills, and opportunities, including through access to affordable, safe, and stable housing
- **Child Wellbeing:** reducing child poverty and improving child wellbeing, including through access to affordable, safe, and stable housing.

*\*Please note: these objectives have been agreed by Cabinet subject to wider consultation. The final versions of the objectives will be published in the Budget Policy Statement in December 2021.*

### Contribution to Wellbeing Objective(s)

This initiative directly contributes to the following wellbeing objectives: Physical and Mental Wellbeing, Māori and Pacific, and Child Wellbeing.

- Contracted motels with onsite management will make emergency housing safer and provide more stability, enhancing the physical and mental wellbeing of whānau living there. Wraparound support services will directly address physical and mental health needs. Through providing a holistic, culturally appropriate assessment of whānau need, Te Pokapū – Rotorua Housing Hub will ensure whānau receive the specific support they require. Further, Te Pokapū has nurses and medical rooms onsite, providing easy access to healthcare.
- Māori are disproportionately overrepresented among whānau in emergency housing, representing around 85% in Rotorua. This initiative will lift their skills and opportunities through the wraparound support services provided, and ensure they are safe and stable while in emergency housing.
- Families and whānau with children are a priority focus of this initiative. It will ensure that children are in emergency housing that is safe and stable, with support such as after school and holiday programmes. This will improve their immediate wellbeing as well as improving their longer-term outcomes.

## Section 5: Delivery

Section 5 must be completed for all initiatives. Further information on the questions in this section can be found at **Annex Two** of the Budget 2022 guidance.

### Section 5A: Fit with existing activity

The answer must not exceed 1-2 paragraphs.

**How does the initiative link with existing initiatives with similar objectives?**

Describe how the initiative links with existing services or initiatives, including non-spending arrangements, with similar objectives.

There are a number of actions within the Homelessness Action Plan that also aim to improve the wellbeing of whānau in emergency housing and deliver better long-term outcomes for children. For example, the expansion of Intensive Case Managers and the Flexible Funding Programme for whānau in EH SNG accommodation. This initiative provides more support than is offered through those actions, and the stability and safety of being in contracted motels with onsite management means the impact on whānau wellbeing and children's development is far greater.

This initiative complements the Public and Transitional Housing Budget 2022 initiative. Increasing the supply of public and transitional housing is critical for ensuring whānau have a pathway out of emergency housing and can access affordable, suitable, long-term housing. It will take time for supply in Rotorua to come onstream, and in the meantime, it is important that whānau have a safe and stable place to live with appropriate support. As public and transitional housing is delivered, the need for contracted emergency housing should decline. The need for public and transitional housing is anticipated continue to grow and any savings from a reduction in contracted emergency housing could be used to offset the increased cost of either transitional or public housing. It is not anticipated that we would see the shift until after the current Budget period.

**Is the initiative an expansion or a cost pressure for an existing initiative?**

Y

This funding is to continue the implementation of a pilot initiative that was originally funded for one year only.

*If no, move on to section 5B.*

Provide an overview of existing funding levels for this initiative, and/or initiatives with similar objectives, in the two tables below.

	Operating Funding profile (\$m)					Total					
	2021/22	2022/23	2023/24	2024/25	2025/26 & outyears						
Existing funding for this/similar initiatives	\$30.072m	\$0	\$0	\$0	\$0						
Total funding sought for this initiative	-	\$35.457m	\$36.097m	\$36.737m	\$37.397m	\$145.688m					
% change between existing funding and funding sought	0%	100%	100%	100%	100%						
Comments (optional)	Provide explanatory comments to help interpretation of the above baseline figures.										
	Capital Funding profile (\$m)										Total
	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	
Existing funding for this/similar initiatives	\$0.180	-	-	-	-	-	-	-	-	-	\$0.180
Total funding sought for this initiative											-
% change between existing funding and funding sought											
Comments (optional)	Provide explanatory comments to help interpretation of the above baseline figures.										

## Section 5B: Funding sought by input

Provide a breakdown of what the requested funding will purchase. Briefly explain the formula used, or key assumptions made, to calculate the cost of each output. Add additional rows to the table as needed to capture each output separately. Please include which Vote(s) will be impacted by each component.

Formula and assumptions underlying costings	<ul style="list-style-type: none"><li>330 units at an average of \$152 per night</li><li>270 households needing wraparound services</li><li>20 motels needing security services</li><li>Continued Te Pokapū run by MSD</li><li>Support services for 300 clients in EH SNGs</li></ul>										
Input – Operating [Enter <u>one number</u> per field only into CFISnet]	Funding profile (\$m)										Total
	2021/22	2022/23	2023/24	2024/25	2025/26 & outyears						Number values only, i.e. 15 or 100000. Do not enter any text, \$ signs or % signs.
Input Information											
Non-Departmental – Housing and support		31.540	32.180	32.820	33.480						130.020
Support services for EH SNG (MSD)		3.000	3.000	3.000	3.000						12.000
Te Pokapū – Rotorua Housing Hub		0.917	0.917	0.917	0.917						3.668
FTE-specific Input Information (if applicable)											
New FTE funding											
New contractor funding											
Additional FTE overhead funding											
Total											
# of FTE's (employees and/or contractors)											
What's the % increase in FTE compared to baseline FTE numbers											
Input – Capital	Funding profile (\$m)										Total
	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	
Total	-	-	-	-	-	-	-	-	-	-	-
Appropriations	This funding will increase existing appropriations.										

## Section 5C: Options analysis

The answer must not exceed 1-2 paragraphs.

<b>Options analysis</b> Provide a bullet point list of different options, with short summaries where needed, that were considered for addressing the problem or opportunity. Include alternative funding options, reprioritisation within baselines, and non-spending arrangements.	<p>Other options that were considered to address the problem included:</p> <ul style="list-style-type: none"> <li>Increasing the delivery of transitional and public housing. This is happening alongside this initiative, as the delivery timeframes meant it would not provide a solution quickly enough to address the urgent need. However it is an important part of increasing more-permanent housing options and providing pathways out of emergency housing.</li> </ul> <p>s 9(2)(f)(iv)</p> <p>s 9(2)(g)(i)</p>
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s 9(2)(g)(i)

s 9(2)(f)(iv)

**Counter-factual question**

*Please explain the implications if this funding is not approved or is deferred. If there are options (e.g. choosing to reduce either output or quality of an existing service if funding is not approved), please detail these here.*

*Explain how the department would address the pressure or problem if the funding is not approved.*

If this funding is not approved, the Rotorua initiative will have to be ended. Whānau who are in contracted motels will instead rely on EH SNGs to provide them with a place to stay. This will lead to increased money being spent on EH SNGs and poorer outcomes for whānau.

Whānau will lose access to wraparound support services and will face the emotional stress of needing to reapply for a grant regularly, with the possibility that they may suddenly need to move if the EH SNG accommodation they are staying in takes a commercial booking. Children may find themselves living alongside people with unmet mental health and addiction needs, and be exposed to antisocial or violent behaviour. The safety of the whānau could not be guaranteed.

If Te Pokapū does not receive funding, whānau need will no longer be assessed through a culturally appropriate framework in a mana-enhancing way. Stage One of the Wai 2750 Kaupapa Inquiry into Housing Policy and Services emphasised the sense of whakamā and loss of dignity experienced by whānau when accessing support through the usual emergency housing system channels. Wai 2750 also underscored how the current system fails to respond appropriately to Māori needs.

Without funding for Te Pokapū, whānau will also lose the easy access to healthcare it provides. The 18-month review of the Homelessness Action Plan and the Emergency Housing System Review have both identified health as a critical area of need.

**Section 5D: Scaled option**

*The answer must not exceed 1-2 paragraphs.*

**Option overview**

*Provide a concise overview of the preferred scaled option to fund this initiative (the funding level at which it would be better to defer the initiative than fund it at a lower level). Explain how the initiative's expected outputs and outcomes can differ if fully funded and any risks associated with scaling (up or down).*

The preferred scaling option below outlines the impact of contracting 304 motel units with associated supports (rather than 330 units). These 304 units have already been contracted and are filled with whānau. HUD strongly recommends against ending these contracts and forcing whānau back into EH SNG accommodation. Scaling the uncontracted motel units means fewer whānau will be able to move into contracted emergency housing and will instead remain in EH SNG accommodation with negative wellbeing outcomes.

Scaling the operation of Te Pokapū would require restricting some cohorts from having access to the services it provides. This would undermine the philosophy of Te Pokapū, which is to support to anyone in the community with a housing need. HUD recommends against removing Te Pokapū as shifting towards Iwi and community-led assessment of urgent housing need it is an important step in responding to the findings of Wai 2750 and the Emergency Housing System Review.

## BUDGET-SENSITIVE

*Provide a breakdown of what the minimum viable option would purchase. If the formula used or key assumptions made differ from those used for the primary option, briefly explain these. Add additional rows to the table as needed to capture each output separately.*

Formula and Assumptions	Only 304 units Only 13 Motels get security Only 200 EH SNG clients (via MSD)										
Input - Operating	Operating Funding profile (\$m)										Total
	2021/22	2022/23		2023/24		2024/25		2025/26 & outyears			
Accommodation and Support		27.460		27.960		28.460		28.980		112.860	
Te Pokapū – Rotorua Housing Hub		0.917		0.917		0.917		0.917		11.668	
Support services for EH SNG (MSD)		2.000		2.000		2.000		2.000			
Total		30.377		30.877		31.377		31.897		124.528	
Input - Capital	Capital Funding profile (\$m)										Total
	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	
Total	-	-	-	-	-	-	-	-	-	-	-
Appropriations	This funding will increase existing appropriations.										

### Section 5E: Monitoring and Evaluation

*The answer must not exceed 1-2 paragraphs.*

*Outline the overall evaluation and monitoring methodology for the initiative; how often and to whom monitoring and performance reports will be provided; and when the first report back is expected. If not indicated in the cost breakdown in section 5B, please indicate here what funding is proposed to be allocated to monitoring and evaluation.*

*Describe the performance measures that will be in place for this initiative. Performance measures should be specific, measurable, achievable, relevant and timely (SMART). You can use these measures as the basis for your estimate performance information.*

An evaluation approach is being finalised with key stakeholders involved in the initiative. A Kaupapa Māori evaluation has been determined to be the most appropriate, and consultation is currently taking place with stakeholders to ensure their needs are incorporated. The evaluation will be both formative and summative. The formative element will provide qualitative information about implementation of the initiative, will develop a theory of change and an evaluation plan for the summative part. The cost of the evaluation will be met from funding provided through the Aotearoa New Zealand Homelessness Action Plan.

Te Hau Ki Te Kāinga are currently employing the following approaches to reflect on their performance. These will be drawn on in the formal evaluation:

- Action Research – quarterly reflection of service effectiveness
- Results Based Accountability – how many, how well and how better off
- Results Measurements Framework – Knowledge, Attitude, Behaviour, Environmental change

## Section 5F: Implementation readiness

The answer to each question must not exceed 1-2 paragraphs.

<b>Workforce: Are additional FTEs or contractors required?</b>	<p><b>N</b> If yes, what kind of skills will be required e.g. policy analysts, administrative support, frontline facing staff?</p> <p>What is the ability to secure the required FTE, considering relevant departmental vacancy information, turnover rates and average salaries of similar roles? [max. 300 characters in CFISnet].</p>
<b>Workforce: Resourcing considerations</b>	<p>If the Public Service Commissioner's Public Service Pay Guidance is relevant to the initiative, how has this been considered in the development of this initiative? Any planned mitigations to reduce any resourcing issues (for example, work programme reprioritisation, in-house training, retention strategies)?</p>
<b>Timeframes</b> What are the timeframes for delivery? Are there any dependencies to delivering this initiative?	<p>This initiative has been in operation since July 2021. Budget 2022 funding will allow contracts with motels and service providers to be renewed and ensure the continuous delivery of this initiative and improved outcomes for whānau.</p>
<b>Delivery Risks</b> What are the key risks to delivering this initiative and what are your plans to mitigate these to ensure delivery? Please outline the risks and associated mitigating actions.	<p>The biggest delivery risk is that the return of tourism to Rotorua could impact the willingness of motels to permanently contract for emergency housing. To mitigate this risk, Te Hau Ki Te Kāinga has a strong focus on maintaining good relationships with the moteliers. For example by establishing a damage response team to quickly fix any damage to motel property at no cost to the motelier, and by changing which support service provider provides wraparound support to a motel if there is a clash between motelier and provider.</p>
<b>Market capacity</b> Explain any market capacity constraints in the production of this initiative's outputs, and any planned mitigations to reduce these issues (including procurement plans).	<p>This initiative has been in operation since July 2021 and all motels and support service providers have been contracted.</p>
<b>Previous delivery experience</b> Describe delivery of any previous similar activities, in particular how delivery aligned or differed from the proposed plan (e.g. if significant delays, price overruns or changes to delivery outputs occurred), and key processes in place to ensure delivery (e.g., risk management, governance structures, project management).	<p>This initiative has been in operation since July 2021. All motels and support service providers have been contracted, and Te Pokapū will be fully operational by the start of December 2021. Te Hau Ki Te Kāinga (the collective of service providers) meets weekly to discuss how the initiative is progressing and adapts service delivery as necessary to ensure the best possible outcomes for whānau.</p> <p>There were delays to the establishment of Te Pokapū and the clinical service response. The initial plan was for there to be one motel for whānau with high-risk/mental health needs, however, guided by Te Hau Ki Te Kāinga, the decision was made to support these whānau in a range of motels with clinical services provided across all motels. This provides for a community and improves practice rather than saturating people with high needs in one location.</p>