

Phase 4: Final Design Report of the Sustaining Tenancies Service

**DEVELOPED FOR THE
MINISTRY OF HOUSING AND URBAN DEVELOPMENT**

24 January 2020



**FORRESTER
PARTNERS**

Kirsty Buggins
Manager, Housing and Support Services
Ministry of Housing and Urban Development

Via email: Kirsty.Buggins@hud.govt.nz

24 January 2020

Dear Kirsty,

It has been a pleasure to work with you and your team to design the new Sustaining Tenancies Service.

Forrester Partners has now completed Phase four of this engagement, as described on the Contract for Redesign Services for Sustaining Tenancies signed 3 October 2019. This report is the 'Final Design Report of the Sustaining Tenancies Service'.

The work design followed the human-centred design thinking principles, which is focused on putting the client at the centre of the design activities, and co-designing a new service with all stakeholders (both internal and external).

The report enclosed has been developed by using findings that were noted in all the previous four phases of the design process. This included taking the findings from our Rapid Assessment phase, Current Assessment Phase and Ideation Assessment phase. The report provides background into the current situation of Sustaining Tenancies and why the service is required. Then it presents to the reader our six change recommendations that the

new Sustaining Tenancies service should make, which are: (i) service principles; (ii) Kaupapa Māori; (iii) Target Cohort; (iv) Referrals; (v) Service Provision; and (vi) Outcomes.

This report should be read in line with the disclaimer, in that findings are based on interviews, design workshops with staff and providers, review of existing HUD documents on Sustaining Tenancies Service and not based on a formal audit.

I would like to recognise your team, and the contributions they made at design workshops by sharing their insights and their enthusiasm, that has been invaluable during the Current State Assessment.

If you require any clarification on further information, please do not hesitate to contact me by phone on **s 9(2)(a)** or e-mail on forresterpartners@gmail.com.



Jai Forrester

Senior Business Designer
Forrester Partners

DISCLAIMERS

Inherent limitations

This report has been prepared in accordance with the “Contract for Redesign Services for Sustaining Tenancies dated 3 October 2019. Unless stated otherwise in the Contract for Redesign, this report is not to be shared with third parties. However, we are aware that you may wish to disclose to central agencies and/or relevant Ministers offices elements of any report we provide to you under the terms of this engagement. In this event, we will not require central agencies or relevant Ministers’ offices to sign any separate waivers.

The service provided under the Contract for Redesign (“Contract”) have not been undertaken in accordance with any auditing, review or assurance standards. The term “Audit/Review” used in this report does not relate to an Audit/Review as defined under professional assurance standards.

The information presented in this report is based on information provided by HUD during the course of this engagement, and other publicly available information. We have indicated within this report the sources of the information provided. Unless otherwise stated in this report, we have relied upon the truth, accuracy and completeness of any information provided or made available to us in connection with the Contract without independently verifying it.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, the Ministry of Housing and Urban Development (HUD) consulted as part of the process.

Third Party Reliance

This report is solely for the purpose set out in the ‘Scope of this document’ page of this report for HUD for Redesigning Sustaining Tenancies Service, and is not to be used for any other purposes or copied, distributed or quoted whether in whole or in part to any other party without Forrester Partners priori written consent.

Other than our responsibility to HUD, neither Forrester Partners nor any member or employee of Forrester Partners assumes any responsibility, or liability of any kind, to any third party in connection with the provision of this Final Design Report of the Sustaining Tenancies Service. Accordingly, any third party choosing to rely on this Final Design Report does so at their own risk.

Additionally, we reserve the right but not the obligation to update our report or to revise the information contained therein because of events occurring subsequent to the date of this report.

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In the past three years the Emergency Housing Special Needs Grant (EH SNG) spend increased from \$9.3m (2016) to \$147.1m (2019). During the same period the social housing register has increased from 4,602 applicants (2016) to 13,966 applicants (2019). This is an increase of

203%



1. EXECUTIVE SUMMARY

This section provides a high level description of the Sustaining Tenancies redesign, the process followed to assess the existing service, and outlines the recommendations for a new service.

1.1 EXECUTIVE SUMMARY

CURRENT SITUATION

The current state assessment found that the Sustaining Tenancies service would benefit from a review of, and changes to the following:

- Principles of service
- Cultural values
- Target cohort
- Referral to service
- Service provision
- Outcomes

The Ministry of Housing and Urban Development (HUD) is currently redesigning the Sustaining Tenancies service (ST), which is expected to be operational nationwide in July 2020.

Forrester Partners noted that the initial findings in the Rapid Assessment Report, indicated there were challenges with ST in its current form. We recommended that a deeper current state assessment be carried out along with redesign sessions with providers throughout New Zealand (see, appendices for our design process).



OUR INVESTIGATION

HUD engaged with Forrester Partners to:

- Perform a deep dive into the current state of ST and understand the pain points and develop recommendations to rectify these (Current State)
- Explore solutions for creating a new ST service with providers and stakeholders across New Zealand (Future State)
- Test ideas, facts and viewpoints shared during redesign sessions and synthesise these into themes, which were further explored (Ideation state).



OUR FINDINGS

We have now completed the:

- Review of existing ST documents supplied by HUD, and agreed the scope of this engagement
- Review of available secondary literature, which is publicly available and supplied by HUD
- Current state assessment of ST
- Future state assessment of ST
- Ideation assessment of ST.

This report takes all the design inputs noted above and presents the final recommended design to HUD for the new Sustaining Tenancy service.



1.2 RECOMMENDATIONS FOR THE NEW ST SERVICE

Noted below is an executive summary of the recommendations observed in this report.

Recommendation six - Outcomes

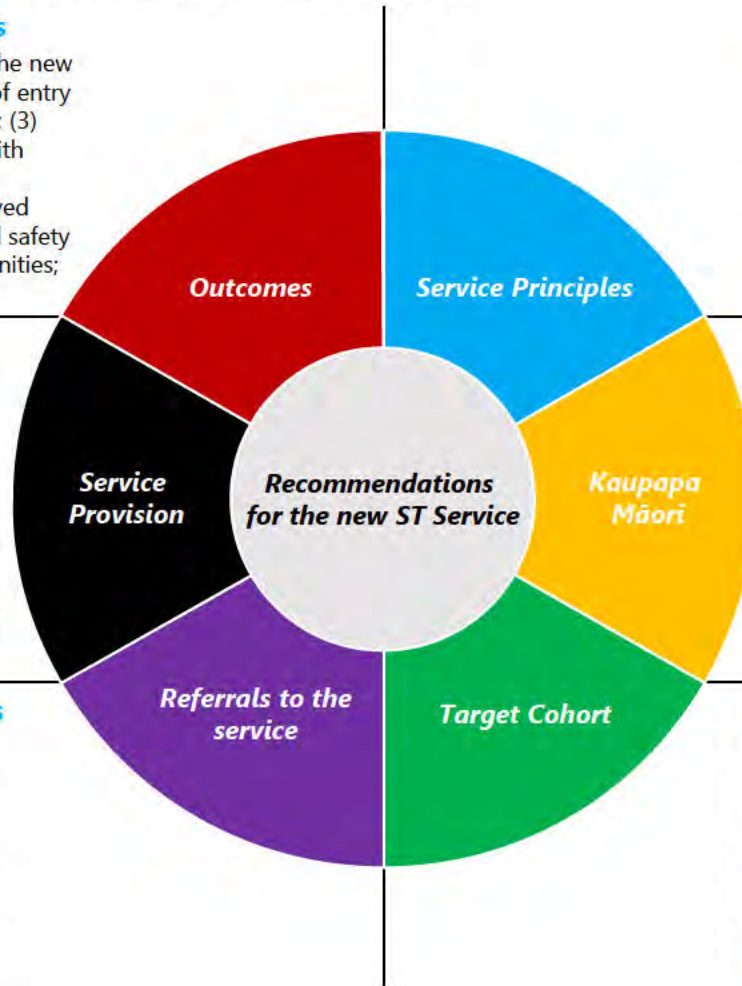
Recommend measurable outcomes for the new service could include: (1) reduced rates of entry into homelessness; (2) security of tenure; (3) improved overall wellbeing for people with complex needs; (4) reduced reliance on emergency housing solutions; (5) improved mental and physical health; (6) improved safety and security for households and communities; and (7) improved social connections.

Recommendation five – Service Provision

Recommend the service provision for the new service should include: (1) a vulnerability assessment (or similar); (2) development of a whānau-led goal plan; (3) provision of varying service levels; (4) a minimum level of service provided in-house; (5) service-level reporting; and (6) the ability for a tenant to exit the service.

Recommendation four - Referrals

Recommend that referrals should: (1) come from multiple sources; (2) contain the right referral information; (3) be responded to and recorded by the Provider; (4) include tenant consent; (5) allow for a risk assessment; (6) update the referrer; and (7) provide information for reporting.



Recommendation one – Service Principles

Recommend eight service principles: (1) Kaupapa Māori; (2) Human rights and tenant centred services; (3) Transparent goals and objectives; (4) Processes; (5) Equity and inclusiveness; (6) Structures; (7) Efficiency and effectiveness; and (8) Accountability.

Recommendation two – Kaupapa Māori principles

Recommend six Kaupapa Māori principles: (1) Te Mauri o te whānau; (2) Tino Rangatiratanga; (3) Manaakitanga; (4) Whakamana; (5) Whanaungatanga; and (6) Tikanga.

Recommendation three – Target Cohort

Recommend the clients who will most benefit from this service are: (1) Vulnerable clients, with (2) Vulnerability, and (3) are impacted by an adverse life event.

Recommend the qualification criteria for the new service: (1) The tenant has given the provider written consent to receive the ST service and (2) is part of at least one of the client groups noted above (bullet one).



2. INTRODUCTION

The introduction provides the purpose, scope, structure, and content of this document.

2.1 PURPOSE OF THIS REPORT

This report has four main purposes:



01

It makes recommendations to HUD of changes to consider for the new Sustaining Tenancies Service.



03

It recommends that the ST service would benefit from a review of, and changes to the service principles, cultural values, target cohort, referral to service and service provision outcomes.



02

It provides supporting evidence detailing the need for this preventative service in the housing continuum to support those at risk of losing their tenancy.



04

It recommends the outcomes that may be achieved for tenants through the new ST Service.

2.2 SCOPE OF THIS DOCUMENT

HUD is currently redesigning the Sustaining Tenancies service. Final part of this design process included Forrester Partners providing HUD a formal written report highlighting the recommended design changes that HUD should implement for the new ST design (this report).



SCOPE OF WORK INCLUDED:

- **Conducting** a deep dive assessment into issues that were highlighted in our Rapid Assessment and Current State Assessment Report
- **Performing** design sessions in Auckland (three), Wellington (three) and Christchurch (two)
- **Performing** design session with Māori providers in Auckland (one)
- **Performing** design session with relevant Government Departments and Agencies (i.e. MSD, Kainga Ora, ACC, Corrections, MoH)
- **Performing** interviews with internal stakeholders – HUD, MSD and Kainga Ora
- **Developing** reports for all the four phases of ST design, which include: Rapid Assessment Report, Current State Assessment Report, Future State Assessment Report, and Final Report (current report)
- **Developing** current state client journey map (in Current State Assessment Report)
- **Developing** final state client journey map (this report).



OUR ACTIVITIES FOR THIS REPORT INCLUDE:

- **Conducting Interviews** – interviewing HUD, MSD and Kāinga Ora staff to fully understand the issues in the ST service
- **Conducting desktop review on existing ST information** – reviewing all existing HUD information on ST, see appendices for complete list
- **Testing ideation report themes** – session was held on 17 December 2019 to test key design themes that emerged from the co-design sessions that were held across the country with providers. Main stakeholders invited to this session included internal HUD staff, MSD and Kainga Ora staff
- **Taking all inputs from Rapid Assessment, Current State Assessment, Ideation Report (Future State Assessment), Feedback received from stakeholders** – converged all these inputs together in order to create a new ST service and recommend the different design elements that new ST service should have.

2.3 STRUCTURE AND CONTENT OF THIS REPORT

This document has six sections as noted below.

01

EXECUTIVE SUMMARY

This section provides a high level description of the Sustaining Tenancies redesign, the process followed to assess the existing service, and outlines the recommendations for a new service.

02

INTRODUCTION

The introduction provides the purpose, scope, structure, and content of this document.

03

BACKGROUND

The background provides context on the Sustaining Tenancies Trial and addresses the question as to why the service is required.

04

RECOMMENDED DESIGN ELEMENTS FOR THE NEW SUSTAINING TENANCIES SERVICE

This section provides a description of the recommended changes that could be made for the new ST service. Changes are noted for the following service elements: Service Principles, Cultural Values, Target Cohort, Referrals to the Service, Service Provision and Outcomes.

A

APPENDICES

This section provides supplementary information to support this report.



3. BACKGROUND

The background provides context on the Sustaining Tenancies Trial and addresses the question as to why the service is required.

3.1 SUSTAINING TENANCIES AND THE COST

Sustaining Tenancies for the purpose of this report is referring to the assistance provided to vulnerable tenants to avoid the loss of a tenancy through eviction or an exit under duress. The benefits of supporting an individual or whānau to sustain their tenancy outweighs the social, physical and financial cost to rehouse them.

WHAT DOES SUSTAINING A TENANCY MEAN?

A sustainable tenancy is one that can be maintained successfully by a tenant throughout the term of the tenancy. For this to happen, certain conditions need to be in place: the property needs to be appropriate for their needs, the tenant needs to maintain their tenancy/property, the landlord needs to meet their responsibilities and the client needs to meet their tenant responsibilities.

This service focuses on supporting those more vulnerable tenants who may be at risk of losing their tenancy.

WHICH GROUPS ARE MORE VULNERABLE TO LOSING THEIR TENANCY

Sustaining a tenancy and managing the daily affairs of a household can at times be challenging. Those tenants that may be experiencing an adverse life event and require support are particularly vulnerable to losing their tenancy, especially when this occurs in combination with rent arrears. These tenants may include:

1. Young people
2. People experiencing mental health and/or addiction
3. People with physical disabilities or ill health
4. Woman and children that have experienced domestic and family violence
5. Single parents
6. Large families
7. Māori and Pasifika people.

THE COST OF HOMELESSNESS

Many of those who leave their accommodation in adverse circumstances subsequently experience homelessness and consequently, serious harm to their wellbeing (social, health and general wellbeing). This is costly - in terms of the social, physical and financial cost to the individual or whānau and the financial resources required to manage their homelessness and re-house them.

79% of people who applied for the EH SNG were of Māori and Pasifika descent

Each person living on the street in New Zealand could potentially cost the Government around \$65,000 per year

3.2 IMPACT OF FAILED TENANCIES

FAILED TENANCIES AND HOMELESSNESS

Although tenants may leave public housing for any number of reasons, a 'failed tenancy' implies a degree of involuntariness in the departure even though many tenants leave before formal proceedings have taken their course or have even been instigated. The likelihood of homelessness following a failed tenancy is strong, especially for tenants exiting public housing as their low income makes finding alternative affordable housing in the private sector extremely difficult.

The 'revolving-door syndrome' describes the process whereby high-need tenants are housed with a pre-existing debt, subsequently evicted because of debt (and/or other issues), become homeless and spend time in the emergency housing and transitional housing sector before being re-housed, this time with a larger debt and more complex problems.

The serious social and health costs of homelessness are well documented (AHURI, 2013). Homelessness affects not only the individual but also families, including children, and the broader community (AHURI 2013, and Homelessness in NZ, Parliamentary Research Paper 2014). Some of the effects of homelessness are identified on the right.

THE REVOLVING DOOR OF HOMELESSNESS



THE EFFECTS OF HOMELESSNESS

TYPE OF EFFECT	EFFECTS
Health Problems	<ul style="list-style-type: none"> Depression Physical illness Mental health problems Feelings of inadequacy and loss of control
Poverty	<ul style="list-style-type: none"> 'Catch 22' – no job, no home Increased risk of offending 'Chain reaction' – benefits / unemployment
Family Problems	<ul style="list-style-type: none"> Breakdown in relationships Financial problems
Isolation and Social Exclusion	<ul style="list-style-type: none"> Difficulty accessing services, e.g. banking, because of lack of identity documents Stigmatisation and rejection Vulnerability to criminal victimisation Lost opportunities (education, employment, health services, relationships)

3.3 THE COST TO LANDLORDS

Eviction or early exit of a tenancy creates costs to the landlord and the social housing system. Maintaining a tenancy successfully creates positive social capital benefits to the neighbourhoods involved and increases the social capital of the geographic area.

COSTS ASSOCIATED WITH EVICTIONS OR EARLY EXITS

Ending a tenancy can carry financial, human and social costs. Eviction and early exits can be expensive and time consuming for landlords in both public and private housing.

Ending a tenancy can involve:

- *Documentation to support the eviction*
- *Legal fees*
- *Court attendance*
- *Unrecovered rent arrears*
- *Property refurbishment.*

THE COSTS OF HOMELESSNESS TO THE SOCIAL HOUSING SYSTEM

When someone is evicted from their home, they can often end up elsewhere within the social housing system. Eviction therefore contributes to 'churn' within the services system as the costs of housing and support are transferred from one section to another, such as to emergency housing, to community housing and back again.

These costs may include:

- Immediate costs of providing emergency and transitional housing
- Increased demand for services such as health, mental health, drug and alcohol, child and family services
- Increased criminal justice costs
- Costs of exclusion from education, employment and training
- Long-term costs associated with intergenerational disadvantage.

SUSTAINING TENANCIES AND BENEFITS OF SOCIAL CAPITAL

A successful tenancy can contribute to a stable neighbourhood and may increase the social capital of the area. Social capital in this context refers to the strength of social connections within a neighbourhood or group of people.

It includes such things as the willingness of people to help one another, their sense of belonging to an area and their satisfaction with it. High levels of tenancy turnover means a transient population with people moving on before relationships can be formed.

It could create a neighbourhood with weaker social ties. When combined with demanding behaviour it may be associated with feelings of unsafety. Assisting tenants to establish a stable home and to feel a sense of identity and pride in their area may have broader implications than simply providing a roof over their head.

3.4 THE SUSTAINING TENANCIES TRIAL (STT)

The original STT was designed to support 940 people in Auckland, Wellington and Christchurch who were at risk of losing their tenancy in public housing. The trial was later extended in October 2019 to allow time for HUD to review and redesign the service.

The current housing crisis and lack of enough affordable housing is a driver of homelessness.

IT IS A HOMELESSNESS PREVENTION SERVICE

- Pathways into homelessness (living in emergency or transitional housing temporary or shared accommodation uninhabitable housing, or rough sleeping) are complex, often with multiple contributing factors
- Pathways to homelessness are sometimes exacerbated by the current housing crisis and lack of enough affordable housing around NZ
- Pathways into homelessness can be triggered by life events such as job loss or illness
- Pathways into homelessness can be intensified for tenants who have complex and serious needs.

Stabilising existing tenancies is a key mechanism for early intervention and prevention to improve health and wellbeing

CAN HELP STABILISE PEOPLE'S LIVES AFTER ADVERSE LIFE EVENTS

- Helps tenants who have complex and serious needs and don't know where to turn to for support (not all people who are at risk of losing their tenancy need support)
- Helps tenants 'stabilise existing tenancies as a mechanism for early intervention and prevention to improve prospects for mental health and recovery and wellbeing' (AHURI, 2018)
- Helps create a service that addresses the underlying issues that could contribute to homelessness before adverse life events occur and help tenants to stabilise their tenancies and overall wellbeing.

The STT did not provide for the supporting of tenants in the private rental market

IT MEETS A SERVICE GAP IN THE MARKET PLACE

- Tenants who leave their rented accommodation in adverse circumstances may experience homelessness and consequent serious social and health harms
- If ST did not exist in the market place, there would be limited non-financial practical and specialised support at a national level available for tenants to help them sustain their tenancies
- There was a service gap as the STT did not provide service to tenants in the private rental market (funding only covered public housing tenants).

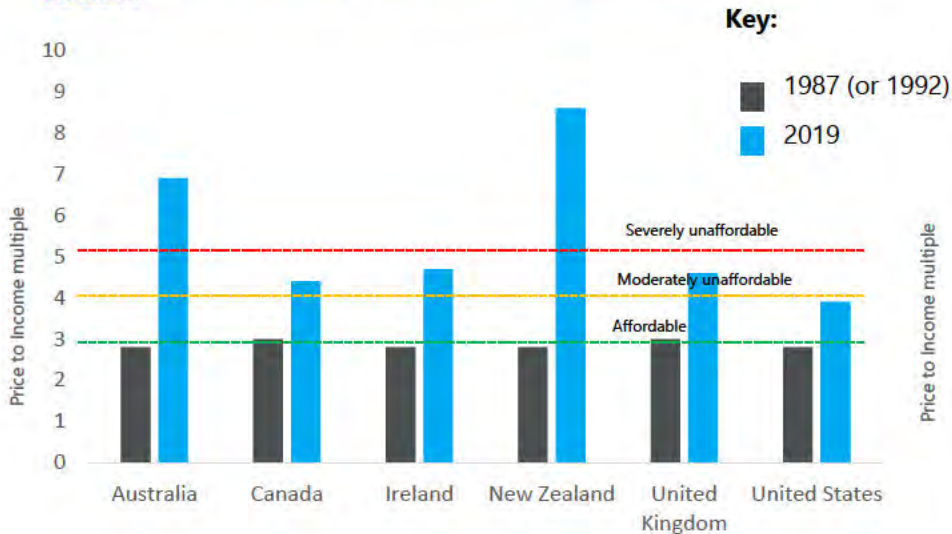
3.5 NZ HOUSING AFFORDABILITY

Analysis of NZ Housing Affordability was conducted by applying the *Demographica International Housing Affordability Survey (2020)*, which rates middle-income housing affordability using the "Median Multiple," which is the median house price divided by the median household income. The Median Multiple is widely used for evaluating housing markets. Note: Affordability ratings as follows: (i) affordable is 3.0 and under; (ii) moderately unaffordable is 3.1 to 4.0; (iii) seriously unaffordable is 4.1 to 5.0; and (v) severely unaffordable is 5.1 and over.

HOUSING AFFORDABILITY HAS PUSHED MORE VULNERABLE PEOPLE INTO HOMELESSNESS

- As of 2019 NZ had the second most expensive housing markets in the developed world with a median ratio of 8.6, with only Hong Kong surpassing it
- Auckland is ranked sixth most least affordable place to live in world, with Wellington ranked 34th and Christchurch ranked 67th least affordable in the world.

INTERNATIONAL HOUSE PRICE TO INCOME RATIO FROM 1987 TO 2019



THE ST SERVICE SHOULD FOCUS ON SUPPORTING TENANTS IN PRIVATE AS WELL AS PUBLIC TENANCIES

- All of NZ major cities are ranked as "severely unaffordable globally"
- 7 of NZ cities are in the top 50 most expensive places to live globally
- Current housing prices and constrained supply will place greater pressure on vulnerable people across the country in both private and public housing, ST needs to open it service to public and private tenancies to help more vulnerable people in need.

NZ HOUSING MARKET AFFORDABILITY RANKING IN 2019

Global Rank	City	Median house price	Median household income	Multiple
305	Tauranga	\$654,000	\$70,000	9.3x
302	Auckland	\$830,000	\$96,000	8.6x
286	Napier/Hastings	\$505,000	\$68,000	7.4x
279	Hamilton	\$580,000	\$83,000	7x
276	Dunedin	\$472,000	\$68,000	6.9x
275	Wellington	\$637,000	\$93,000	6.8x
261	Palmerston North	\$402,000	\$67,000	6x
242	Christchurch	\$461,000	\$85,000	5.4x

3.6 DEMAND FOR HOUSING SUPPORT IS AT ALL TIME HIGH

Source: MSD Housing Register Data as at 30 September 2019.

AN INCREASE TO THE PUBLIC HOUSING REGISTER CAN BE SEEN AS A REFLECTION OF MORE PEOPLE SEEKING PUBLIC HOUSING AND SUPPORT SERVICES

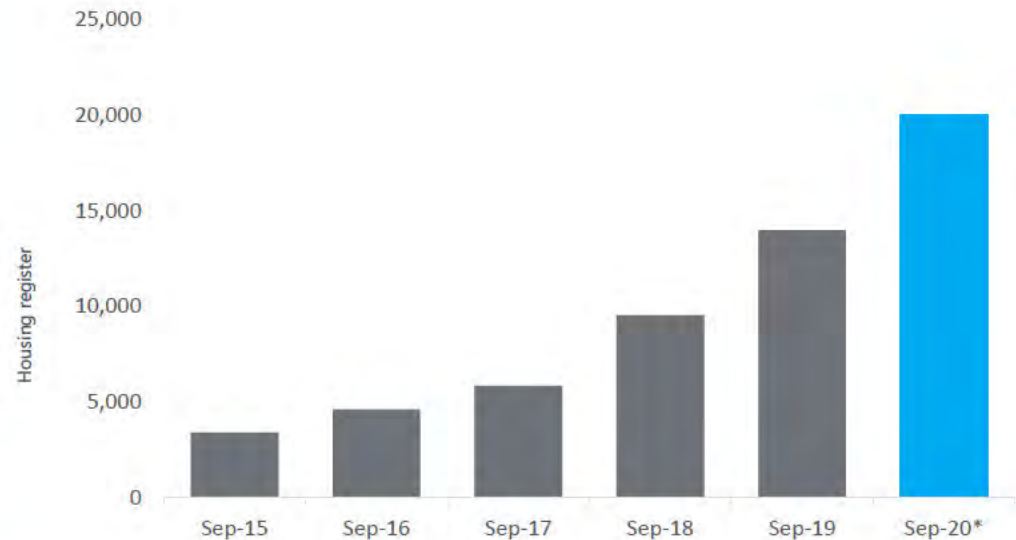
203%

The public housing register has increased 203% in the last three years between 2016 (4602) and 2019 (13,966).

Quick Facts:

- The public housing register has grown at an average rate of 9% per annum between September 2015 and September 2019
- *If this trend continues, the public housing register could increase to approximately 22,000 applicants by the end of September 2020.

PUBLIC HOUSING REGISTER BETWEEN 2016 AND 2019 (WITH FORECAST OF 2020)





4. RECOMMENDED DESIGN ELEMENTS FOR THE NEW ST SERVICE

This section provides a description of the recommended changes that could be made for the new ST service. Changes are noted for the following service elements: Service Principles, Cultural Values, Target Cohort, Referrals to the Service, Service Provision and Outcomes.

4.1 RECOMMENDATION ONE: SERVICE PRINCIPLES


The service principles are an important and valuable description to bring together community-based providers with HUD, to deliver a coherent experience for individuals and whānau engaged in service.

KAUPAPA MĀORI AT THE CORE OF OUR SERVICE PRINCIPLES

Over the past decade there has been increased worldwide recognition, of the significance of appropriate service principles and cultural values in the successful provision of social support services. We are living and working with people from a wide range of cultures whose life experiences and values may be quite different from our own. Cultural values have significant influence and impact, both for people accessing support services, as well as those working within services.

Sustaining Tenancies services are based on relationships between people and groups: social workers, people accessing services, families and whānau iwi's, multidisciplinary teams, wider health and social services, communities and advocates.

Providers working in ways that acknowledge Kaupapa Māori cultural values, enable the creation of strong relationships between providers, clients and HUD.

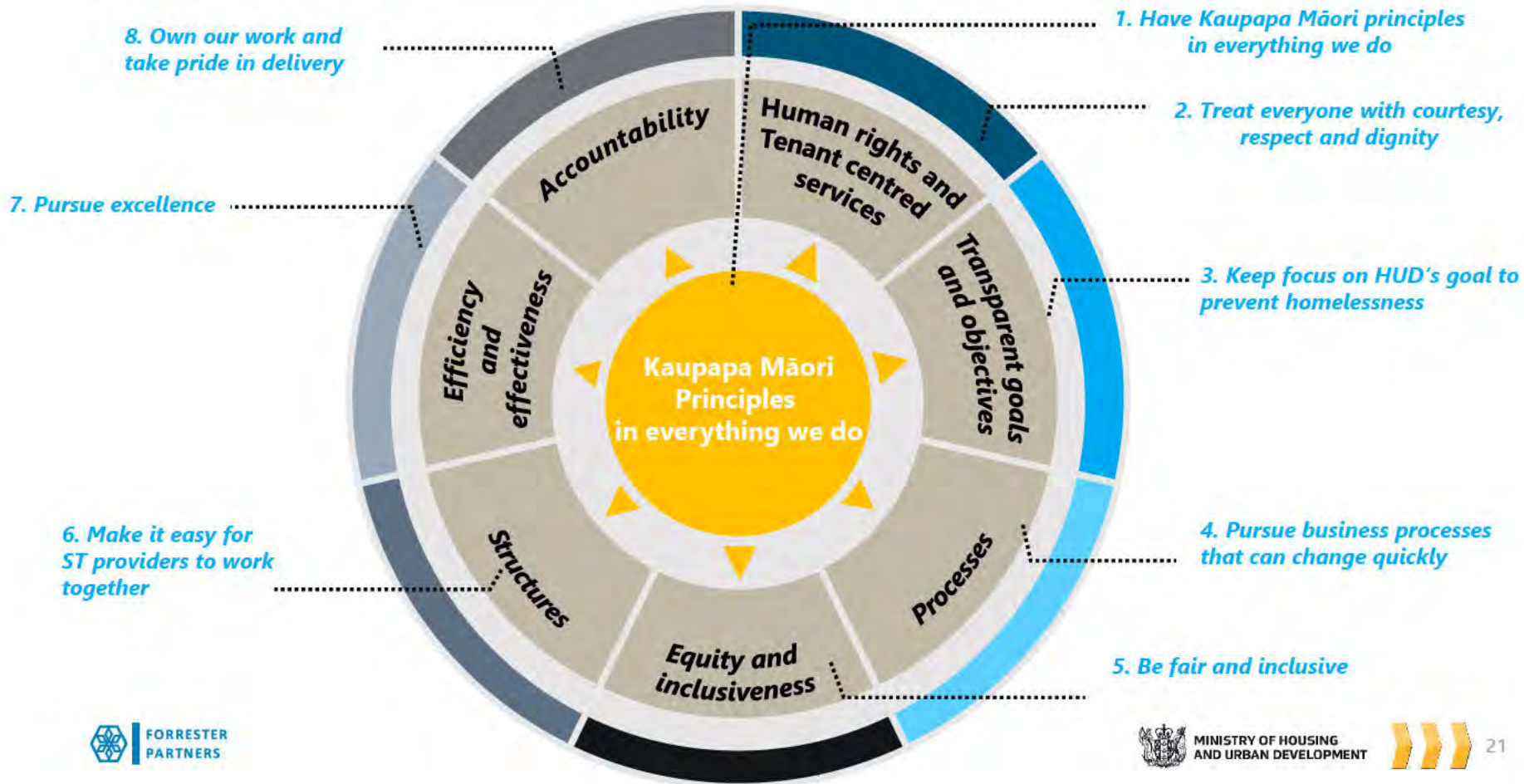


“Simply put, service principles inform providers about recognising service and cultural values and understanding how to work with them. The ultimate aim of bringing service values to the fore is to enable better ways of working and better outcomes for people accessing services, their whānau - and for people working in services”

4.1 RECOMMENDATION ONE: SERVICE PRINCIPLES

Noted below are the key service principles that we recommend the new ST service should incorporate in its contract. Service principles observed below provide an understanding of: (i) the basis of the relationship between HUD and ST provider (i.e. how we will work together); (ii) the basis of the relationship between the provider and individual/whānau engaged in the service; and (iii) the service principles and Kaupapa Māori principles that will be applied during the delivery of the service by the providers to individuals and whānau engaged in the service.

RECOMMENDED SERVICE PRINCIPLES FOR THE NEW SUSTAINING TENANCY SERVICE



4.1 RECOMMENDATION ONE: SERVICE PRINCIPLES

Noted below are the recommended Service Principles and their expanded descriptions.

RECOMMENDED SERVICE PRINCIPLES

No.	Service Principles	Principles explained
1	<p>Kaupapa Māori <i>Have Kaupapa Māori principles in everything we do</i></p>	<p>Note: Kaupapa Māori principles are described in greater detail in Recommendation two of this report.</p> <p>1.1 The following kaupapa Māori principles will drive the design and implementation of all actions in the new ST contract:</p> <ul style="list-style-type: none"> ▪ Te Mauri o te whānau – Self-determination of self sufficiency through creating your own sense of belonging ▪ Tikanga – Doing things right, being in the right place at the right time ▪ Whanaungatanga – Connections, with whānau, hapū and iwi. Basis for belonging, community connections and pride ▪ Manaakitanga – Key mechanisms of engaging and building relationships ▪ Whakamana – As an enabler to living and participating in the world ▪ Tino Rangatiratanga – Self-determination of self sufficiency through creating your own sense of belonging.
2	<p>Human rights and tenant centred services <i>Treat everyone with courtesy, respect and dignity</i></p>	<p>2.1 Respect human rights Providers will respect the human rights of individuals and whānau. Human rights include, but are not limited to, the right to autonomy and self-determination, the right to be free from coercion, the right to be treated in a non-discriminatory way, the right to informed consent, and the right to receive ST care and support that responds to the physical, psychological, spiritual, intellectual and cultural needs of the service user.</p> <p>Practical example for service delivery:</p> <ul style="list-style-type: none"> • Tenants receive full information and choice about entering the ST service in a way that is accessible and understandable to them. <p>2.2 Human-centred service Providers will deliver a human-centred ST service, which involves placing the tenant/whānau at the centre of the service model. This means the individual/whānau owning, driving and leading the development of their own plan. This includes being non-judgemental and employing empathy and compassion to understand and assist them.</p> <p>Practical example for service delivery:</p> <ul style="list-style-type: none"> • The tenant's/whānau own values and goals shape and lead their sustaining tenancies plan/goal.

4.1 RECOMMENDATION ONE: SERVICE PRINCIPLES

Noted below are the recommended Service Principles and their expanded descriptions.

RECOMMENDED SERVICE PRINCIPLES CONTINUED...

No.	Service Principles	Principles Explained
3	<p>Transparent goals and objectives <i>Keep focus on HUD's goal to prevent homelessness</i></p>	<p>3.1 Goals and objectives In the new ST service, Providers will:</p> <ul style="list-style-type: none"> Have clear goals and objectives for the ST tenants they are working with Support the tenant and document their goals and objectives Be outcomes-focused, working towards achieving contracted service outcomes Have a clear service provision. <p><i>Practical example for service delivery:</i></p> <ul style="list-style-type: none"> Provider works with the tenant/whānau to complete a simple 'Sustaining Tenancy Response Plan' which captures what the tenant will aim to achieve from this service with support in order to sustain their tenancy.
4	<p>Processes <i>Pursue business processes that can change quickly</i></p>	<p>4.1 Responsive business processes In the new ST service, Providers will:</p> <ul style="list-style-type: none"> Have business processes that are responsive to the needs of tenants (e.g. tenant may need the provider's support immediately in order to save their tenancy) Take a partnership approach when working with other government departments, crown agencies, NGOs and social services. <p><i>Practical example for service delivery:</i></p> <ul style="list-style-type: none"> Provider receives an urgent tenant referral late afternoon from their local service centre and is able to get a key worker at the tenant's house the following morning to help stabilise the tenant and their tenancy.
5	<p>Equity and inclusiveness <i>Be fair and inclusive</i></p>	<p>5.1 Be fair and inclusive In the new ST service, Providers will:</p> <ul style="list-style-type: none"> Be consistent in their service delivery of ST (not a tick the box) Use Kaupapa Māori principles when delivering services (especially to Māori) Work towards building connections between the tenant and their neighbourhood Ensure robust health and safety procedures are in place for their staff members. <p><i>Practical examples for service delivery:</i></p> <ul style="list-style-type: none"> The provider has a strong relationship with, and knowledge of, their local community and neighbourhood, including other services, hapu and iwi. The provider ensures staff have access to appropriate training and development opportunities including clinical and cultural supervision.

4.1 RECOMMENDATION ONE: SERVICE PRINCIPLES

Noted below are the recommended Service Principles and their expanded descriptions.

RECOMMENDED SERVICE PRINCIPLES CONTINUED...

No.	Service Principles	Principles Explained
6	<p>Structures <i>Make it easy for ST providers to work together</i></p>	<p>6.1 Structures In the new ST service, Providers will:</p> <ul style="list-style-type: none"> Support organisational learning (creating a learning culture) Have a flexible service provision. <p>Practical example for service delivery:</p> <ul style="list-style-type: none"> The provider sends a quick note to their peers about a recent success they had with their tenant, to share their learnings.
7	<p>Efficiency and effectiveness <i>Pursue excellence</i></p>	<p>7.1 Resourcing In the new ST service, Providers will:</p> <ul style="list-style-type: none"> Reduce duplication of resources and inconsistencies in service delivery Offer support services and programmes based on an tenant's needs Recognise areas that require additional resources and provide these when necessary (eg. working with complex clients). <p>Practical example for service delivery:</p> <ul style="list-style-type: none"> Provider sends two key workers to meet with a tenant who the provider has identified as high risk.
8	<p>Accountability <i>Own our work and take pride in delivery</i></p>	<p>8.1 Accountability In the new ST service, Providers will be accountable for the service they deliver to tenants by:</p> <ul style="list-style-type: none"> Providing monthly and quarterly performance reporting to HUD Have reporting systems in place, which include: <ul style="list-style-type: none"> A CRM tool that can record the needs and complexity of tenants A system that supports management reporting and decision making. <p>Practical example for service delivery:</p> <ul style="list-style-type: none"> Provider has a system that can record complexity of tenants and their needs and this can be reported on.

4.2 RECOMMENDATION TWO: KAUPAPA MĀORI PRINCIPLES

Strong cultural values work hand in hand with service principles. They allow the service provider to focus on the cultural needs of the individuals and whānau engaged in the service. They should also allow for community-based providers to work within their own operating model towards a shared outcome for the individual. Noted below are the key Kaupapa Māori principles that we recommend HUD applies in the new ST Service.

BACKGROUND TO KAUPAPA MĀORI PRINCIPLES IN THIS REPORT

The Kaupapa Māori principles recommended in this report have been developed by *Te Kāhui Kāinga Ora*, HUD (2019).

The principles have been developed over several months of work with Māori housing experts and Māori providers who support people experiencing homelessness. The principles form part of a bigger work currently underway called *Te Maihi o Te Whare Māori: Māori and Iwi Housing Innovation (MAIHI)*.

MAIHI is a bespoke framework that is anchored in Te Ao Māori and aims to achieve positive impacts that benefit whānau, hapu and iwi across every facet of the Māori housing continuum. This includes immediate and urgent homelessness support through to commercial development on iwi land. MAIHI is a framework for actioning immediate, medium and long-term responses to Māori housing stress. It was developed by Māori housing partners and will be co-governed by a Crown and Māori partnership arrangement. MAIHI was approved by joint Ministers in November 2019 and is informing a range work workstreams and policy settings across the Māori housing continuum.



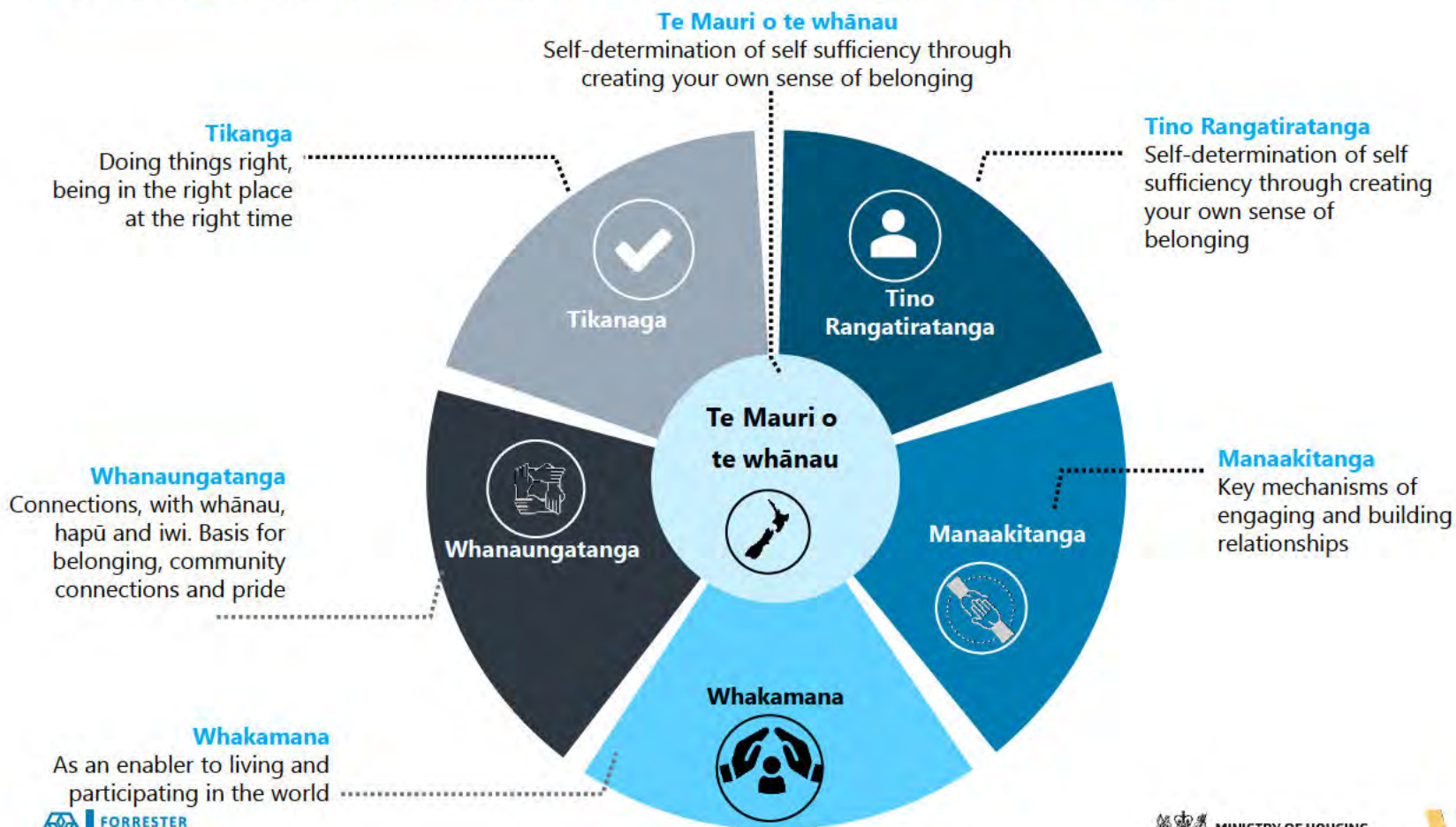
"Kaupapa māori approach is driven by a deeply held belief that māori homelessness has its roots in colonization; the loss of cultural identity and diminishing of Te Ao Māori that followed through the loss of tribal lands. Their solution, therefore, lies in decolonization, in revitalization of traditional connections with the land, māori culture and ways of living as well as the provision of home"

Māori provider cited in Te Maihi o Te Whare Māori: Kaupapa Māori report by HUD in 2019

4.2 RECOMMENDATION TWO: KAUPAPA MĀORI PRINCIPLES

Noted below are the key Kaupapa Māori principles that we recommend HUD needs to implement in the new ST Service Contract. The Kaupapa Māori principles recommended in this report have been developed by *Te Kāhui Kāinga Ora*, Division at HUD (2019).

RECOMMENDED KAUPAPA MĀORI PRINCIPLES FOR THE NEW SUSTAINING TENANCY SERVICE



4.2 RECOMMENDATION TWO: KAUPAPA MĀORI PRINCIPLES

Note below are the recommended Kaupapa Māori principles that need to be incorporated into the new ST ITP.

RECOMMENDED KAUPAPA MĀORI PRINCIPLES TO EMBED IN TO THE ST CONTRACT

No.	Elements	Elements explained
1	<p>Te Mauri o te Whānau <i>Self-determination of self sufficiency through creating your own sense of belonging</i></p>	<p>Mauri is enhanced when whānau can live in a safe, secure, warm and comfortable house within which they can flourish and grow, experience whānau love, support and protection. Providers can support through enabling people who experience homelessness to build skills, particularly resilience, coping skills and basic life skills to manage and overcome complexities and life challenges.</p>
2	<p>Tikanga <i>Doing things right, being in the right place at the right time</i></p>	<p>Tikanga provides a way to assist those who experience homelessness to help themselves and others through rebuilding connections to the land and traditional ways of life. Providers can use Tikanga practices to restore a sense of mana back to the people they are working with.</p> <p>Providers can deliver Tikanaga in a number of different way, examples include:</p> <ul style="list-style-type: none"> ▪ Doing kapa haka, waiata, Māori food growing (e.g. māra kai) ▪ Doing weaving and teaching tenants how to catch fish ▪ Taking Te Reo Māori classes and taking these teachings to the tenant.
3	<p>Whanaungatanga <i>Connections, with whānau, hapū and iwi. Basis for belonging, community connections and pride</i></p>	<p>Taking a whānau-centred approach involves working with people experiencing homelessness in their full context. This context includes whānau, hapū, and iwi and recognises the value of maintaining established networks that a homeless person or whānau already has. Needs assessments may be undertaken in a way that takes physical, social, and spiritual needs into account. Whanaungatanga signals the importance of strong, enduring relationships that leads to the provision of practical support such as following up with tenants or maintain open door policies.</p> <p>Providers can deliver Whanaungatanga in a number of different way, examples include:</p> <ul style="list-style-type: none"> ▪ Providers when helping a client them the tools to improve, but the real questions provider can ask is what are the tenant's strengths they already have, what strengths do their whānau have that can help them, their: auntie, uncle, brother, sister, mother, father, cousin and others. ▪ Providers ask the tenant about relationships they already have, their networks and resources ▪ Provider work on building trust with the tenant ▪ Provider encourage tenant to work with their whānau to support each other, build strengths and resilience ▪ Provider perform whānau assessments, and evaluation over time ▪ Provider help tenant view a crisis point as the very start of the journey to transform and better themselves ▪ Provider help tenant connect with businesses, schools, police, church leaders – all aspects of where they live – weaving groups around the tenant to help them see the light.

4.2 RECOMMENDATION TWO: KAUPAPA MĀORI PRINCIPLES

Noted below are the recommended Kaupapa Māori principles that need to be incorporated into the new ST ITP.

RECOMMENDED KAUPAPA MĀORI PRINCIPLES TO EMBED IN TO THE ST CONTRACT

No.	Elements	Elements explained
4	<p>Manaakitanga <i>Key mechanisms of engaging and building relationships</i></p>	<p>Manaakitanga involves showing genuine care and support for whānau/individuals experiencing homelessness in order to engage and build important relationships. Providers need to embody this value in all their actions, it can mean welcoming clients with a mihi whakatau, to identifying and working with tenants to provide their basic living needs such as new clothes, toiletries, etc. Manaakitanga can also involve speaking up for those whose voices are not being heard, as they are so often stigmatised and marginalised.</p> <p>Providers can deliver Manaakitanga in a number of different way, examples include:</p> <ul style="list-style-type: none"> ▪ Helping tenants with love and care eg. Offering a coffee ▪ Introducing tenants to the kainga and building and connecting and re-connecting where appropriate ▪ Changing people with their words – positive things can enable tenants to feel great about themselves ▪ Understanding that the solutions isn't so much about the building of houses, but more about rebuilding of connections that link the homeless person with their respective iwi, hapū and whānau.
5	<p>Whakamana <i>As an enabler to living and participating in the world</i></p>	<p>The experience of homelessness very often leaves people feeling devalued, unwanted and marginalised. Providers can help restore and enhance the manage of individuals and whanau, by valuing an drawing on their cultural insights and practical knowledge to contribute to the design and delivery of services.</p> <p>Providers can deliver Whakamana in a number of different way, examples include:</p> <ul style="list-style-type: none"> ▪ Building ancestor connections with local iwi and hapu ▪ Building whakapapa elements that include – tāhu, whakamoe, taotahi, hikohiko and twaera.
6	<p>Tino Rangatiratanga <i>Self-determination or self sufficiency through creating your own sense of belonging</i></p>	<p>Tino Rangatiratanga builds self determination through sharing and growing understanding of Te Ao Māori for transformation of whānau. Provider can support the tenant where possible to discover their whakapapa and there ancestry with iwi and hapu. Tino Rangatiratanga is about giving the tenant control and independence over providing them with solutions. It encourages Māori to understand their rights and sovereignty under The Treaty of Waitangi.</p> <p>Providers can deliver Whakamana in a number of different way, examples include:</p> <ul style="list-style-type: none"> ▪ Enabling Māori tenants to determine their own solutions for their future – they aren't being 'made' to partake in a particular activity if they themselves or their whānau do not think it is going to help them achieve their aspirations ▪ Encouraging whānau to come together for kōrero/wānanga about their future ▪ Working towards whānau having control and independence over their life and their direction – aspirations, goals, and being evaluated over time to track on how they are going against these aspirations.

4.3 RECOMMENDATION THREE: TARGET COHORT

A target cohort describes a group of customers that can be grouped based on demographics and similar experiences, events and other factors that are common among them. These cohorts allow the design and targeting of a service more effectively and meet a service gap in the population.

The main objective for analysing the ST target cohort group was to provide information to HUD about: (i) individuals and whānau who would most benefit from this support service; and (ii) the qualification criteria for individuals and whānau to be accepted in to the service.

DEFINE THE SUSTAINING TENANCIES SERVICE

Primary Definition (narrow) – The primary definition for the sustaining tenancies service, for the purpose of this report, is defined as assisting vulnerable tenants to avoid tenancy exits through eviction or under duress.

Secondary Definition (broad) – In its broadest sense a sustainable tenancy is one that can be maintained successfully by the tenant throughout the term of the tenancy. For this to happen, certain conditions need to be in place: the property needs to be appropriate for their needs, the tenant needs to maintain their tenancy/property and meet their tenant responsibilities, and the landlord needs to meet their responsibilities.

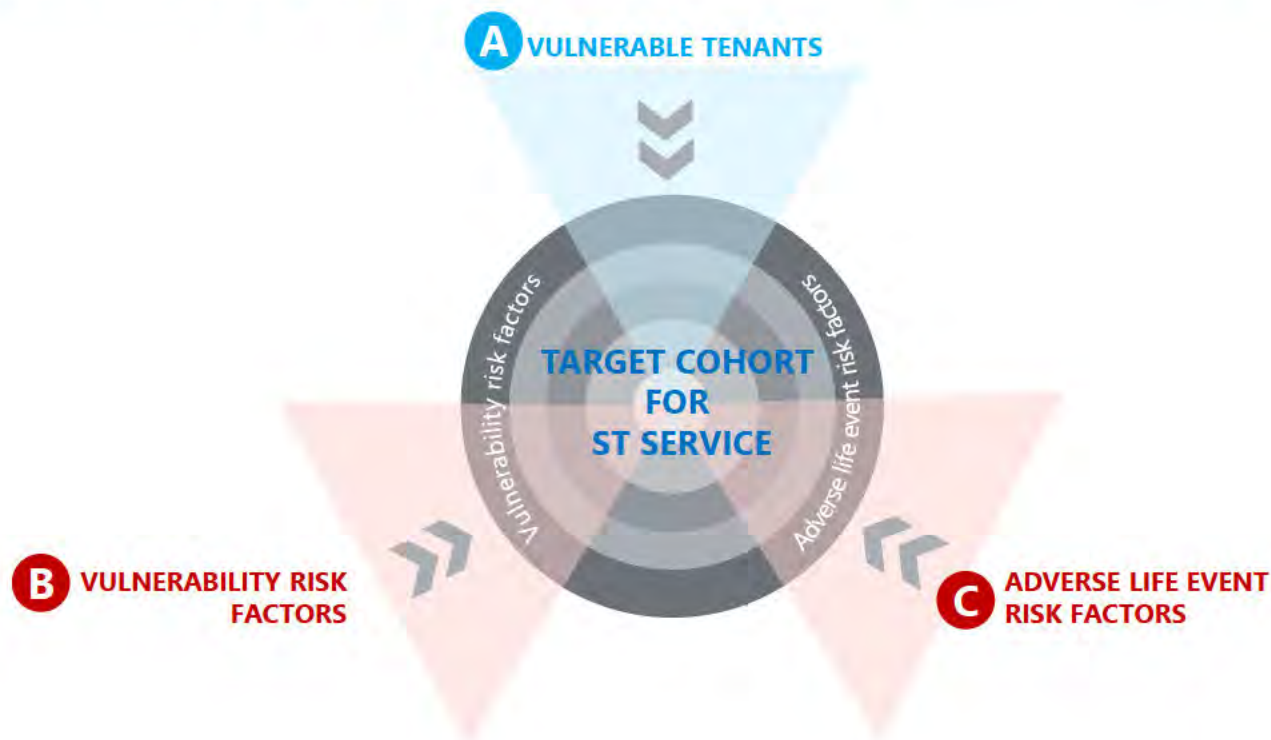


“It is important for providers to establish a model to help guide their business planning and service delivery approach to ensure that across all aspects of Sustaining Tenancy work, effort is made to support the establishment of sustainable tenancies for people with complex needs.”

4.3 RECOMMENDATION THREE: TARGET COHORT

Sustaining a tenancy and managing the daily affairs of a household can at times be challenging. Those tenants that may be experiencing an adverse life event and require support are particularly vulnerable to losing their tenancy, especially when this occurs in combination with rent arrears. This report recommends tenants that are experiencing various vulnerability and adverse life event risk factors as being the individuals and whānau who would most benefit from this service (see below).

THE COHORT WHO WOULD MOST BENEFIT FROM THIS SERVICE ARE: (A) VULNERABLE TENANTS WITH (B) VULNERABILITY AND (C) ADVERSE LIFE EVENT RISK FACTORS



4.3 RECOMMENDATION THREE: TARGET COHORT

Noted below is our recommended target client group (cohort) for the new ST service. **ST target clients are vulnerable clients with a single or multiple factors from the vulnerability and adverse life event (risk) factor categories.**

RECOMMENDED TARGET COHORT FOR THE NEW ST SERVICE

No.	Target Cohort	Target Cohort explained
1	Vulnerable tenants <i>Who are</i>	1.1 Vulnerable tenants include: <ul style="list-style-type: none"> ▪ Young people ▪ People experiencing mental health and/or addiction ▪ People with physical disabilities or ill health ▪ Woman and children that have experienced domestic and family violence ▪ Single parents ▪ Large families ▪ Māori and Pasifika people.
		2.1 Vulnerability risk factors include: <ul style="list-style-type: none"> ▪ Poverty and low income ▪ Prior debt or housing instability ▪ Mental health needs / history of institutionalisation (history of offending and correction facilities) ▪ Ill health / disability ▪ Drugs / alcohol use or dependency ▪ Household factors (e.g. lack of social supports, limited life skills, household / family instability) ▪ Age (e.g. young people) ▪ People leaving care services ▪ Housing factors (e.g. location) ▪ Previous anti-social behaviour ▪ Hoarding and squalor.
2	Vulnerability (risk) factors <i>Who have/are experiencing</i>	
3	Adverse life event (risk) factors <i>Who have/are experiencing</i>	3.1 Adverse life event (risk) factors <ul style="list-style-type: none"> ▪ State care ▪ Rent arrears or financial difficulty ▪ Loss of employment ▪ Illness / mental health needs / disability ▪ Relationship breakdown ▪ Death of a family member ▪ Breach of tenancy
		<ul style="list-style-type: none"> ▪ Incarceration / hospitalisation ▪ Domestic or family violence ▪ Social isolation ▪ Anti-social behaviour / neighbourhood disputes.



4.3 RECOMMENDATION THREE: TARGET COHORT

Below is the recommended service qualification criteria for individuals and whānau to be accepted in to the ST service.

THE NEW SUSTAINING TENANCIES SERVICE SHOULD BE TARGETED AT INDIVIDUALS AND WHĀNAU WHO:

No.	Qualification Criteria explained
1	<ul style="list-style-type: none"> ▪ Have given the provider written consent to receive the Sustaining Tenancies service <p><i>Note: having a consent form signed is a statutory reason for clients to receive the service, under the NZ Government Social Sector Accreditation Standards Level 3 (the Standards).</i></p>
2	<ul style="list-style-type: none"> ▪ Are defined: as vulnerable client group (Point 1 noted earlier) who are on a pathway to homelessness and/or at immediate or serious risk of eviction as a result of vulnerability and adverse life event (risk) factors (Point 2 and 3 noted earlier)
3	<ul style="list-style-type: none"> ▪ Are living in adequate housing and have a tenancy agreement (as defined under the Residential Tenancies Act).

4.4 RECOMMENDATION FOUR: REFERRALS

Referrals are an important aspect of a service as this is how those who need the service can be directed to a provider. Developing clear business processes and referral pathways are important in ensuring that the people who need this service the most don't get left out. Social services by nature need to carry a degree of diligence when providing a service as generally people needing the service are in distress, need support/help immediately, and may have an imminent risk of becoming homeless.

AN EFFECTIVE REFERRAL SYSTEM BENEFITS THE TENANT BY PROVIDING THE BEST SERVICE

An effective referral system ensures a close relationship between all stakeholders and helps to ensure people receive the best possible service in order to sustain their tenancy. It also assists in making cost-effective use of health and social services. A well-functioning referral system aids providers by understanding a tenant's needs early and enables a more focussed service provision.

An effective referral system can help to ensure:

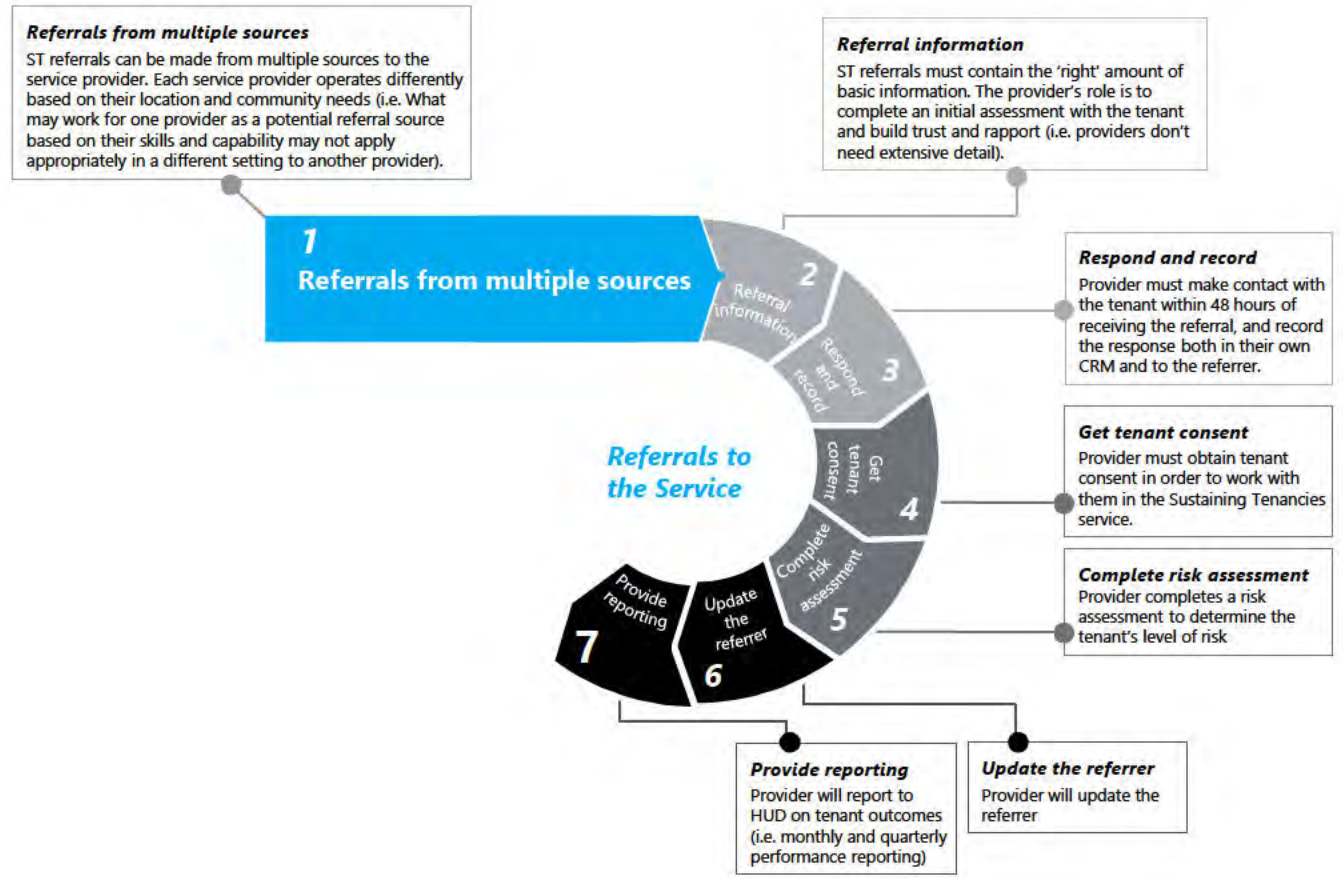
- Tenants receive optimal support at the appropriate level
- Other services are used appropriately (e.g. health)
- Tenants with complex needs which require an integrated systems-approach can access it.



"As a society it is important we get our referral pathways working in order to get the whole system turning appropriately as the costs of failed tenancies carry a large human and social cost to society, in NZ the cost of homelessness is estimated to be approximately \$65,000 per person (financial cost only). This matter is only further exacerbated with our current housing crisis where tenants with failed tenancies would struggle to get back into a house, just look at the waiting list in our social housing register 13, 996 people currently waiting (an increase of 140% over the past two years)".

4.4 RECOMMENDATION FOUR: REFERRALS TO THE SERVICE

Below is the recommended referral pathway for the new ST Service.



4.4 RECOMMENDATION FOUR: REFERRALS TO THE SERVICE

Noted below is the recommended referral pathway for the new ST Service.

RECOMMENDED REFERRALS TO THE SERVICE

No.	Referral pathway	Referral pathway explained
1	<p>REFERRALS FROM MULTIPLE SOURCES</p> <p><i>ST referrals can be made from multiple sources to the service provider. Each service provider operates differently based on their location and community needs (i.e. What may work for one provider as a potential referral source based on their skills and capability may not apply appropriately in a different setting to another provider).</i></p>	<p>1.1 The provider may source their own referrals or receive from multiple sources, including:</p> <ul style="list-style-type: none"> ▪ Government departments, and their front-line staff – Department of Corrections, Oranga Tamariki, Ministry of Health, Ministry of Housing and Urban Development, Ministry of Justice, Ministry of Pacific Peoples, Ministry of Social Development, Ministry of Youth Development ▪ Crown agencies – ACC and District Health Boards ▪ Public housing landlords – Kāinga Ora and Community Housing Providers (CHPs) ▪ Private landlords ▪ Private and public tenancy services, tenancy managers and property managers ▪ Local GP's and health navigators including social workers and mental health navigators ▪ Other NGOs ▪ Local Māori organisations and local iwi ▪ Self-referrals by whānau.
2	<p>REFERRAL INFORMATION</p> <p><i>ST referrals must contain the 'right' amount of basic information. The provider's role is to complete an initial assessment with the tenant and build trust and rapport (i.e. providers don't need extensive detail).</i></p>	<p>2.1 Referrals made to provider should contain the following information:</p> <ul style="list-style-type: none"> ▪ Tenant name ▪ Tenant relationship status ▪ Tenant dependents (or if they are a dependent themselves) ▪ Tenant address ▪ Tenant contact phone number (s) ▪ Tenant e-mail address (if available) ▪ Name of tenancy manager ▪ Tenant risk history (e.g. prone to aggressive behaviour) ▪ Tenant brief health history ▪ Reason for referral. <p>It is also recommended that a warm handover occurs between referrer and the provider (if possible).</p>

4.4 RECOMMENDATION FOUR: REFERRALS TO THE SERVICE

Noted below is the recommended referral pathway for the new ST Service.

RECOMMENDED REFERRALS TO THE SERVICE CONTINUED...

No.	Referral pathway	Referral pathway explained
3	<p>RESPOND AND RECORD <i>Provider must make contact with the tenant within 48 hours of receiving the referral, and record the response both in their own CRM and to the referrer.</i></p>	<p>3.1 The provider will:</p> <ul style="list-style-type: none"> Initially assess if the tenant is appropriate for the service Make contact with the tenant within 48 hours of receiving the referral Record the response both in their own CRM and to the referrer.
4	<p>GET TENANT CONSENT <i>Provider must obtain tenant consent in order to work with them in the Sustaining Tenancies service.</i></p>	<p>4.1 The provider will obtain tenant consent: One recommended criteria is for all ST providers to meet NZ Government’s Level 3 Social Sector Accreditation Standards (the Standard). The Standard states that providers delivering services must have written client consent policies and procedures in place. In addition the Standard observes that documentation held by an organisation will include signed consent forms saved in the client’s file. Consent forms must include (as a minimum):</p> <ul style="list-style-type: none"> Client agreement to participate in services; or Consent for a client to participate in services given by their representative (e.g. key worker); and Consent to transport client if necessary; Consent to obtain or release information; Consent to medicate and to obtain medical assistance if required.
5	<p>COMPLETE RISK ASSESSMENT <i>Provider completes a risk assessment to determine the tenant’s level of risk</i></p>	<p>5.1 Provider will complete an initial risk assessment It is recommended that providers complete a risk assessment on tenants to determine their level of support needs (this is discussed further under <i>Recommendation five: Service provision</i>).</p>

4.4 RECOMMENDATION FOUR: REFERRALS TO THE SERVICE

Noted below is our recommended referral pathway for the new ST Service.

RECOMMENDED REFERRALS TO THE SERVICE CONTINUED...

No.	Referral pathway	Referral pathway explained
6	<p>UPDATE THE REFERRER <i>Provider will update the referrer</i></p>	<p>6.1 The provider will update the referrer:</p> <ul style="list-style-type: none"> Update referrer
7	<p>PROVIDE REPORTING <i>Provider will report to HUD on tenant outcomes (i.e. monthly and quarterly performance reporting)</i></p>	<p>7.1 The provider will report to HUD:</p> <ul style="list-style-type: none"> Provider will regularly reassess the tenant's support requirements and risk profile and report back to HUD monthly and quarterly.

4.4 RECOMMENDATION FOUR: REFERRALS TO THE SERVICE

Noted below are the medium to long-term recommendations for HUD to consider implementing, in order to ensure an efficient service.

MEDIUM TO LONG-TERM RECOMMENDATIONS FOR REFERRALS TO THE SERVICE

	RECOMMENDED	PURPOSE/REASONS
1	Develop referral pathways using formal business process engineering	<ul style="list-style-type: none"> Clear documentation to explain the new ST referral business process Allows for performance improvement in the future once the full referral pathway for public and private clients is identified.
2	Develop referral templates to standardise information flow between referrer and providers	<ul style="list-style-type: none"> Clarify information easily for evaluation purposes. It is easier to see what information was sent, when it was sent, how it was sent and how the provider responded to this information.
3	Develop client consent form	<ul style="list-style-type: none"> Design and develop a template consent form that can be used by providers across the country to gain multiple consents in a single form. This will provide support to providers who don't have their own consent forms to ensure they are providing the right information. The form should be clear, simple and get the following consents from the tenant: <ol style="list-style-type: none"> Tenant agreement to participate in services; or Consent for a tenant to participate in services given by their representative (e.g. key worker); and Consent to transport tenant if necessary; Consent to obtain or release information; Consent to medicate and to obtain medical assistance if required.
4	Develop provider reporting	<ul style="list-style-type: none"> Ensures HUD receives consistent and necessary data from providers Makes performance reporting for ST providers less onerous.
5	Develop MoU and Joint Responsibility Agreements	<ul style="list-style-type: none"> Create Memorandum of Understanding and/or Joint Responsibility Agreements with key government departments and agencies to share information about ST tenants who are also receiving their services.

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Service provision represents the core service that is delivered by community-based providers to a client. The New Zealand Government Procurement defines it as buying the right quality and quantity of service at the right time and place for the right price.

SERVICE PROVISION OVERALL AIM IS TO REDUCE HOMELESSNESS IN NZ

The overall aim of the ST service provision is to prevent tenants from losing their tenancies.

The ST service provision is centred around the tenant/whānau and aims to understand their needs and then wrapping the level and intensity of support required for the tenant to be successful and their tenancy is sustained.

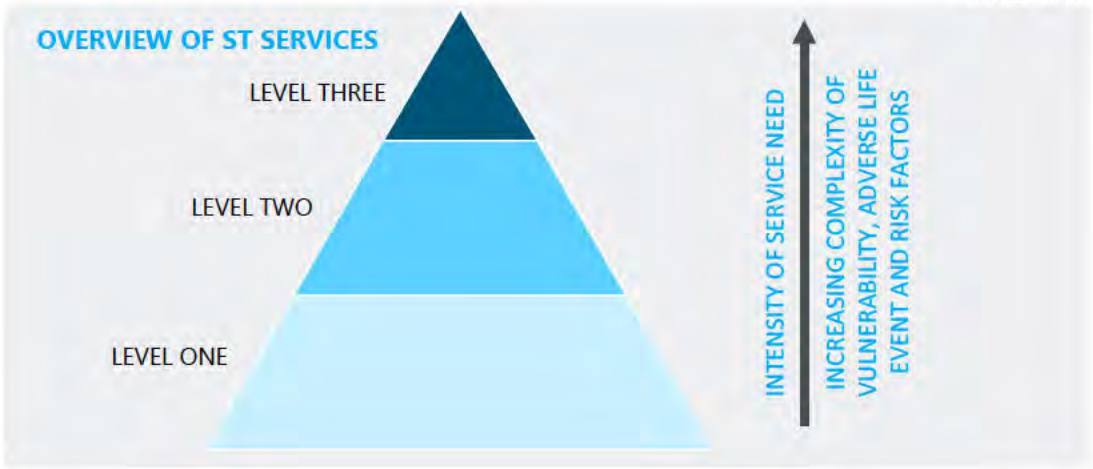
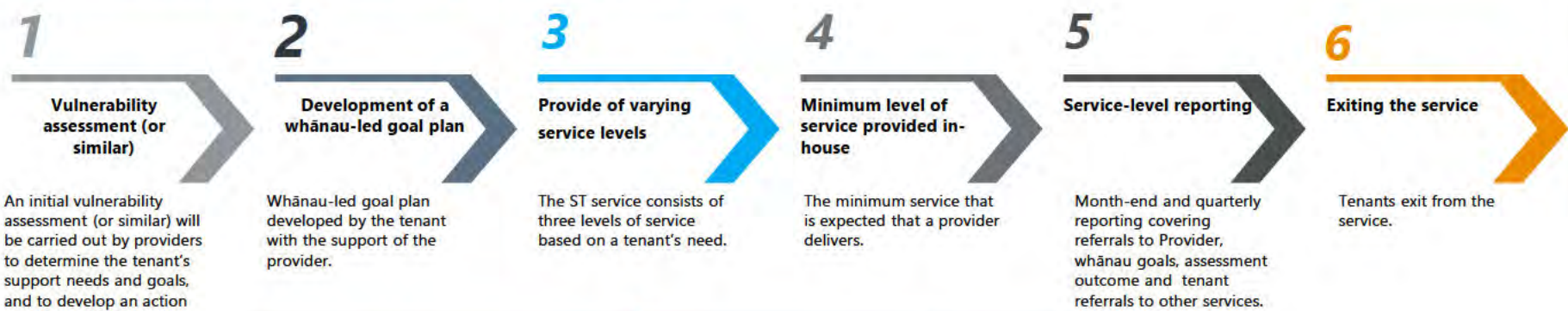


“Service provision needs cater for multiple, interlocking needs that span health and social issues. People with complex needs may have to negotiate a number of different issues in their life, for example learning disability, mental health problems, substance abuse. They may also be living in deprived circumstances and lack access to suitable housing or meaningful daily activity”

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Illustrated below and expanded in the slides that follow is the recommended service provision for the new ST service.

RECOMMENDED SERVICE PROVISION FOR THE NEW ST SERVICE



4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Noted below is the recommended service provision for the new ST Service.

RECOMMENDED SERVICE PROVISION FOR THE NEW ST SERVICE

No.	Service Provision	Service Provision explained
1	<p>Conduct Vulnerability Assessment <i>An initial Vulnerability Assessment will be carried out by providers to determine the clients support needs and goals, and to develop an action plan to sustain client tenancy</i></p>	<p>1.1 Complete Vulnerability Assessment Tool (or similar) to understand tenants needs:</p> <p>Tenants may present with a range of needs impacting their tenancy. The provider will assess the needs of tenant and develop a response based on a tenant’s individual needs.</p> <p>It is recommended that all providers of the ST service use ‘the Vulnerability Assessment Tool’ (VAT) (or similar) developed by ST George Community Housing in Australia (see, appendices for additional details on how it can be used). The VAT allows a provider to objectively determine the support needs of a tenant. The tool comprises a set of key indicators that gives a rating of needs relevant to personal health and wellbeing. By assessing a tenant’s level of need across 20 indicators, such as medical needs, age, family support, the assessment will support the development of the ‘Whānau Led Goal Plan’ (see below).</p> <p>1.2 Providers must perform the following:</p> <ul style="list-style-type: none"> ▪ Step 1 – Complete initial screening, of all ST referrals to determine that the qualification criteria is met ▪ Step 2 – Follow the referral process from step 3 onwards (observed in recommendation four) ▪ Step 3 – Complete assessment on all accepted referrals with the tenant as an initial assessment, see SGCH VAT ▪ Step 4 – Obtain the initial assessment score for the tenant (and seek peer review/support if required) and complete the whānau-led goal plan ▪ Step 5 – Provide associated level of service. The ST levels of service noted in Slide 40 ▪ Step 6 – Complete regular assessments (e.g. some tenants may need more regular assessment than others) ▪ Step 7 – Perform final assessment at the time the tenant exits the service to determine improvement or decline in overall well-being and report back to HUD.

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Noted below is the recommended service provision for the new ST Service.

RECOMMENDED SERVICE PROVISION FOR THE NEW ST SERVICE CONTINUED...

No.	Service Provision	Service Provision explained
2	<p>Develop whānau-led goal plan</p> <p><i>Whānau-led goal plan developed by the tenant with the support of the provider</i></p>	<p>2.1 Tenants will develop a whānau-led goal plan with the support of the provider that is based on their current situation and future goals identifying steps for them to sustain their tenancy and improve their well-being</p> <p>Providers will:</p> <ul style="list-style-type: none"> ▪ support the tenant in the development of the whānau-led goal plan incorporating kaupapa Māori principles ▪ note risks identified from the assessment in their own systems ▪ identify the issues and breaches experienced in the tenancy to date (e.g. rent arrears, damage to property) ▪ identify internal referrals to services (e.g. budgeting) ▪ identify external referrals to services (e.g. specialist mental health services) ▪ list any further actions required to sustain the tenancy (e.g. liaise with landlord about tenancy issues and concerns).
3	<p>Provide Service Level ST One</p> <p><i>The ST service consists of three levels of service based on a tenant's need.</i></p>	<p>3.1 Service level one (ST1) – is for tenants with less complex needs or issues. ST1 is for tenants who have some vulnerability and are at risk of losing their tenancy following an adverse life event. An assessment has been completed for the tenant with a score of 'Low' (Green).</p> <p>Providers will:</p> <ul style="list-style-type: none"> ▪ meet the tenant at least once per month for a general assessment check-up ▪ provide tenancy support to the tenant including property maintenance and upkeep ▪ support the tenant to rebuild whānau connections and to build a support network ▪ refer the tenant to community-based programmes (e.g church based programmes, community health programmes) ▪ Provide support and encouragement to the tenant to meet their goals (e.g return to work). <p>Assessment</p> <ul style="list-style-type: none"> ▪ New tenants to ST service: initial assessment completed by relevant staff member (key worker) records a score of 'Low'(green), or ▪ Existing tenants in the ST service: assessment completed by relevant staff member (key worker) to provide post assessment score ▪ Whānau-led goal plan developed by tenant with actions to overcome barriers and to achieve a sustained tenancy outcome. <p>Timeframe</p> <ul style="list-style-type: none"> ▪ Provider at a minimum will meet the tenant once a month ▪ It is expected that the tenant will need the ST service for a maximum of 6 months.

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Noted below is the recommended service provision for the new ST Service.

RECOMMENDED SERVICE PROVISION FOR THE NEW ST SERVICE CONTINUED...

No.	Service Provision	Service Provision explained
3	<p>Provide Service Levels continued...</p>	<p>ST1 Example</p> <p><i>Bob is referred to the provider by a private tenancy manager who is concerned about Bob's mental health and condition of the property. Currently Bob's property is covered in rubbish and is not being regularly cleaned. Bob was assessed by the provider and was given a score of 58 (ST2), which mean he is at moderate risk of losing his tenancy. A whānau-led goal plan was developed with Bob. After 5 months of being in the service, Bob has made huge progress, which includes a clean property. A new assessment was undertaken after 6 months and Bob scored a 'low' score of 29 (ST1) indicating that he doesn't require the moderate level of support from the provider any longer. Bob is now transitioning to self-management with the provider and has hopes of soon exiting the service.</i></p>

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Noted below is the recommended service provision for the new ST Service.

RECOMMENDED SERVICE PROVISION FOR THE NEW ST SERVICE CONTINUED...

No.	Service Provision	Service Provision explained
3	<p>Provide Service Levels – ST Two</p>	<p>3.2 Service level two (ST2) – expands and builds on the service delivered in ST1. ST2 is for tenants with persistent tenancy concerns and complex vulnerable and adverse life event risk factors impacting their ability to stay housed, and who require additional support services to those delivered in ST1.</p> <p>ST2 should include tenants that require support with one of the following:</p> <ul style="list-style-type: none"> ▪ Alcohol and drug use ▪ Mental health needs ▪ Dispute resolution with the landlord to keep their tenancy ▪ Property maintenance to the house. <p>Service Provision includes the Provider:</p> <ul style="list-style-type: none"> ▪ meeting the tenant at least once a fortnight for a check-up ▪ taking a multi-agency approach to addressing the tenant needs by accessing a number of agencies to provide support for the tenant (e.g. disability support) ▪ providing support with property maintenance and encouraging the tenant to maintain this ▪ providing referrals to Alcohol and Drug courses (if wanted) ▪ supporting the tenant to build whānau connections ▪ helping the tenant to access community courses. <p>Assessment</p> <ul style="list-style-type: none"> ▪ New tenants to ST service: initial assessment completed by relevant staff member (key worker) records a score of 'Moderate' (amber), or ▪ Existing tenants in the ST service: assessment completed by relevant staff member (key worker) to provide post assessment score ▪ Whānau-led goal plan developed by tenant with actions to overcome barriers and to achieve a sustained tenancy outcome. <p>Timeframe</p> <ul style="list-style-type: none"> ▪ Provider at a minimum will meet the client once a fortnight ▪ It is expected that the tenant will need the ST service for a maximum of 9 months.

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Noted below is the recommended service provision for the new ST Service.

RECOMMENDED SERVICE PROVISION FOR THE NEW ST SERVICE CONTINUED...

No.	Service Provision	Service Provision explained
3	Provide Service Levels – ST Two	<p>ST2 Example</p> <p><i>Jane had a relationship breakdown and is currently in a Kāinga Ora property and is using alcohol and drugs. This led to friends coming around at all hours, causing complaints from the neighbours. Jane had begun to neglect her property, rubbish was not put out, needles were lying around and her tenancy manager was very concerned with Jane's well-being. An assessment noted her to be 75, which is 'high' (ST3) and on a pathway to homelessness. Charlie is a key worker that is supporting Jane, and she has now accepted his offer of help. Jane has a whānau-led goal plan, which includes her desire to stop taking drugs and start reconnecting with her whānau and marae in Ōtaki. A new assessment was undertaken after 3 months and Jane scored a 'moderate' score of 54 (ST2) indicating that she requires a moderate level of support from the provider.</i></p>

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Noted below is the recommended service provision for the new ST Service.

RECOMMENDED SERVICE PROVISION FOR THE NEW ST SERVICE CONTINUED...

No.	Service Provision	Service Provision explained
3	Provide Service Levels – Three	<p>3.3 Service level three (ST3) – will provide complex or intensive services to support tenants with long standing persistent tenancy challenges and who are significantly likely to end up homeless again. The service is provided by a highly skilled key/social worker that has extensive experience working with very complex tenants. This service is for vulnerable tenants experiencing high vulnerability and adverse life events. This service will support tenants with at least one of the following:</p> <ul style="list-style-type: none"> ▪ Outstanding and/or unresolved sensitive claims issue (e.g. historic sexual abuse) ▪ Recurring alcohol and drug use ▪ Complex health problems (e.g. has experienced significant accident or illness) ▪ Financial needs (e.g. not receiving correct MSD financial support and needs support to access it as is currently trespassed from the local office) ▪ Corrections and/or Justice (MoJ) history (e.g. recently released from prison) ▪ History of family violence. <p>ST 3 must include one of the following:</p> <ul style="list-style-type: none"> ▪ Specialist mental health needs ▪ Alcohol and drug use ▪ Property maintenance to the house ▪ Cleaning services ▪ Dispute resolution with the landlord to keep their tenancy. <p>Service Provision includes the Provider:</p> <ul style="list-style-type: none"> ▪ meeting the client 2 – 3 times a week ▪ providing support to the tenant to manage unwanted guests ▪ taking time to understand tenants network on the street and looking for him/her when not home for more than 2 days ▪ taking a multi-agency approach to addressing the tenant needs by accessing a number of agencies to provide support for the tenant (e.g. mental health, disability support, ACC for sensitive claims) ▪ connecting the tenant to a health professional to ensure the tenant is receiving appropriate medication (if required) ▪ supporting the tenant to access regular cleaning services.

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Noted below is the recommended service provision for the new ST Service.

RECOMMENDED SERVICE PROVISION FOR THE NEW ST SERVICE CONTINUED...

No.	Service Provision	Service Provision explained
3	Provide Service Levels – ST Three cont...	<p>Assessment</p> <ul style="list-style-type: none"> ▪ New tenants to ST service: initial assessment completed by relevant staff member (key worker) records a score of 'High'(red), or ▪ Existing tenants in the ST service: assessment completed by relevant staff member (key worker) to provide post assessment score ▪ Whānau-led goal plan developed by tenant with actions to overcome barriers and to achieve a sustained tenancy outcome. <p>Timeframe</p> <ul style="list-style-type: none"> ▪ Provider at a minimum will meet the tenant 2 – 3 times per week ▪ Provider can deliver the service to the tenant for a maximum of 12 months. <p>ST3 Example: <i>Tamati is an ex-prisoner, who grew in state care, and has outstanding sensitive state care claims. He is estranged from his wife and children is currently housed in a Kāinga Ora property. He is happy with his house, but doesn't know how to make it a 'home' as he has spent a lot of time in prison and on the streets. He frequently goes missing and reverts to spending time on the streets drinking and smoking with his "street whānau" when he gets bored or feels isolated. His property has been used multiple times by others and neighbourhood gangs as he is not comfortable with setting boundaries to prevent this. His risk assessment score is very 'high'. His whānau-led goal plan indicates that his immediate goal is to "connect with his whare".</i></p>
4	<p>Minimum level of service provided in-house <i>The minimum service that is expected that a provider will have the capability to provide internally</i></p>	<p>4.1 Providers will focus on their competency when delivering support services to tenants, and will outsource to other services where they don't have the required areas of expertise.</p> <p>Provider must be able to provide the following services internally (as a minimum):</p> <ul style="list-style-type: none"> ▪ life skills education and coaching ▪ advocacy and support service navigation (e.g. access to Tenant Protection Services, Plunket, legal advice and others) ▪ needs assessment and goal planning ▪ referrals to financial literacy courses – where best suited for the whānau ▪ advocacy with landlords within 48 hours of referral ▪ providing or arranging quick maintenance to the property as and when required e.g. gardening service, minor fixes to the house.

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Noted below is the recommended service provision for the new ST Service.

RECOMMENDED SERVICE PROVISION FOR THE NEW ST SERVICE CONTINUED...

No.	Service Provision	Service Provision explained
5	<p>Service Level Reporting <i>Month-end and quarterly reporting covering referrals to provider, whānau goals, assessment outcome, tenant referrals to other services</i></p>	<p>5.1 It is recommended that providers report to HUD on the following:</p> <p>A. Referrals</p> <ul style="list-style-type: none"> Monthly reporting on referrals to the provider – e.g. number of referrals received that month, number of referrals accepted, referral sources, demographics details on tenant, reasons for accepting referrals, reasons for criteria not met for the service <p>B. Whānau-led goal plans</p> <ul style="list-style-type: none"> Quarterly reporting on whānau-led goal plans – e.g. # of goals achieved in last quarter and examples of whanau led goals achieved <p>C. Assessment</p> <ul style="list-style-type: none"> Quarterly reporting on assessment score - e.g. for new, current and exiting tenants <p>D. Monthly and Quarterly reporting on tenant numbers</p> <ul style="list-style-type: none"> Monthly reports on ST service levels – e.g. ST one (ST1); ST two (ST2); ST three (ST3) and; exited the service – client demographics and usage Monthly reporting on total no. of tenants Referral to other services – number of tenants referred to other services and the service types referred to <p>E. End of year reporting / evaluation (see next slide)</p> <ul style="list-style-type: none"> End of year – tenant stories and case-studies.

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Noted below is the recommended service provision for the new ST Service.

RECOMMENDED SERVICE PROVISION FOR THE NEW ST SERVICE CONTINUED...

No.	Service Provision	Service Provision explained
		<p>6.1 Exiting the ST Service:</p> <p>It is the goal of the ST service for a tenant to develop the skills and knowledge to independently manage their tenancy.</p> <p>When an individual or whānau exits the ST service it is recommended that the outcome/reason for exit is reported to HUD by the Provider.</p>
6	End of Service	<p>The ST service may end due to a number of scenarios including:</p> <ul style="list-style-type: none"> ▪ the tenant has achieved the agreed outcomes and they determine they are ready to manage their tenancy independently ▪ the tenant has not achieved their goals and the Provider determines that the tenant needs a different service (provider must report their recommendation for ongoing support and where a referral has been made) ▪ the tenant has successfully completed the whānau-led goal plan and received a low rating (Green) and determines that support is no longer required ▪ the tenant has been provided with ST service and during the service it is determined that they no longer require the ST services (e.g. change of location) ▪ the tenant has declined further ST services and or self-withdraws from the service.

4.5 RECOMMENDATION FIVE: SERVICE PROVISION

Noted below are the medium to long-term recommendations for HUD to consider implementing, in order to ensure an efficient service.

MEDIUM TO LONG-TERM RECOMMENDATIONS FOR SERVICE PROVISION

	RECOMMENDED	WHY ITS REQUIRED
1	Identify a single common assessment tool to be used across all ST providers, that meet needs of clients, providers and HUD	<ul style="list-style-type: none"> Get consensus on a single common assessment tool that can be adopted by all ST providers across the country. This will allow HUD to track the outputs and measures benefits for its clients more easily. HUD and the sector may wish to consider a tool such as the VAT from SGCH (or another). Should an existing tool not quite fit the requirements of the ST service, refinement of the tool may be appropriate.
2	Develop Service Level Reporting Templates and process	<ul style="list-style-type: none"> Design reporting process with HUD's Funding and Programme Delivery: Data and reporting team Design service level reporting for ST with Funding and Programme Delivery: Data and reporting team.

4.6 RECOMMENDATION SIX: OUTCOMES

Outcomes are what you want or expect to happen as a consequence of a service. Outputs are the things or activities produced. A good service should specify and measure outcomes, rather than just outputs, which includes: (i) focusing on the difference a service makes for people; (ii) gives providers (together with funders) flexibility to develop different and innovative approaches to test and change according to the evidence about the difference a service makes; (iii) supports evidence gathering about what works.

PERFORMANCE MEASURES

Performance measures will help to address whether or not the ST service is working and delivering the outcomes initially intended. Performance measures will help HUD and providers of the ST service address three important questions which are:

1. How much did we do?
2. How well did we do it?
3. Is anyone better off?



“Sustaining Tenancies success is all about getting the client from sustaining to maintaining their tenancy.”

4.6 RECOMMENDATION SIX: OUTCOMES

Illustrated below, and expanded in the slides that follow, are the recommended service outcomes for the new ST service.

RECOMMENDED SERVICE OUTCOMES FOR THE NEW ST SERVICE

Current State	Service Objective	Input	Output	Outcomes for the new service
Increasing rate of homelessness	Prevent increasing rates of homelessness by improving security of tenure for households who are already in secure housing, but at risk of homelessness	Tailor support to the household's needs and goals. This could include budget advice, help with relationship issues, addressing health needs, house cleaning, property maintenance, learning routines for healthy living, life skills coaching, and assistance to help them return to education, training or stable work	1550 households at risk of homelessness per year are supported to sustain their tenancies and avoid homelessness	1 Reduced rates of homelessness
Affordable housing shortage and increasing living costs leading to high levels of housing stress				2 Security of tenure for low income households
Insecurity of tenure for low income households				3 Improved overall wellbeing for people with complex needs
Growing number of people with complex needs				4 Reduced reliance on emergency housing solutions
Housing stress exacerbates complex issues (e.g. mental health) leading to risk of eviction				5 Improved mental and physical health
Reliance on emergency housing solutions				6 Improved safety and security for households and communities
				7 Improved social connections

4.6 RECOMMENDATION SIX: OUTCOMES

Noted below are the recommended service outcomes for the new ST Service.

No.	Service Outcome	Service Outcomes expected from this service
1	Service Outcomes	<p>1.1 This initiative will reduce adverse exits from public and private housing, which will help to:</p> <ul style="list-style-type: none"> ▪ Reduce reliance on transitional and emergency housing ▪ Help prevent rates of homelessness from increasing ▪ Improve wellbeing for individuals and whānau including positive outcomes for employment, relationships, education and health, and reduce pressure/costs on other parts of the state care system (e.g. health, corrections) ▪ Increase the resilience of individuals and households, so their improved wellbeing is sustainable over the long term ▪ Provide a better understanding of the level and type of needs of tenants at risk of losing their tenancy, particularly in the private market. <p>1.2 The service outcomes for the new ST service are as follows:</p> <ol style="list-style-type: none"> 1. Reduced rates of homelessness 2. Security of tenure for low income households 3. Improved overall wellbeing for people with complex needs 4. Reduced reliance on emergency housing solutions 5. Improved mental and physical health 6. Improved safety and security for households and communities 7. Improved social connections.
2	Performance Measures	<p>Performance measures are specific to the tenant receiving the service.</p> <p>1.1 Benefits of having performance measures include:</p> <ul style="list-style-type: none"> ▪ Performance measures are about populations of people ▪ Performance measures are usually about people who receive a service ▪ Performance measures are about a known group of people who receive a service and conditions for this group can often be accurately measured.

4.6 RECOMMENDATION SIX: OUTCOMES

Noted below are the recommended service outcomes for the new ST Service.

No.	Service Outcome	Service Outcomes expected from this service
2	Performance measures continued	<p>2.2 Performance measures of outcomes are as follows:</p> <ol style="list-style-type: none"> 1. Reduced rates of homelessness. <ul style="list-style-type: none"> ▪ Number of tenants who have been engaged in ST each month/quarter ▪ Number of tenants who have sustained their tenancy over 3 months, 6 months and at the end of the service contract. 2. Security of tenure for low income households <ul style="list-style-type: none"> ▪ Number and percentage of tenants in receipt of a main benefit who have sustained their tenancy over 3 months, 6 months and at the end of the service contract. 3. Improved overall wellbeing for people with complex needs <ul style="list-style-type: none"> ▪ Regular case studies and formative evaluation at the end of the contract. 4. Reduced reliance on emergency housing solutions <ul style="list-style-type: none"> ▪ Number and percentage of tenants who received housing benefit and as a result of receiving this service their benefit have reduced (both in types of housing services used, and benefits received). 5. Improved mental and physical health <ul style="list-style-type: none"> ▪ Regular case studies and formative evaluation at the end of the contract. 6. Improved safety and security for households and communities <ul style="list-style-type: none"> ▪ Regular case studies and formative evaluation at the end of the contract. 7. Improved social connections <ul style="list-style-type: none"> ▪ Regular case studies and formative evaluation at the end of the contract.

4.6 RECOMMENDATION SIX: OUTCOMES

Noted below are the medium to long-term recommendations for HUD to implement in order to make managing the new service more efficient.

MEDIUM TO LONG-TERM RECOMMENDATIONS FOR SERVICE PROVISION

	RECOMMENDED	WHY ITS REQUIRED
1	Develop performance monitoring framework	<ul style="list-style-type: none">Design and develop a monitoring framework

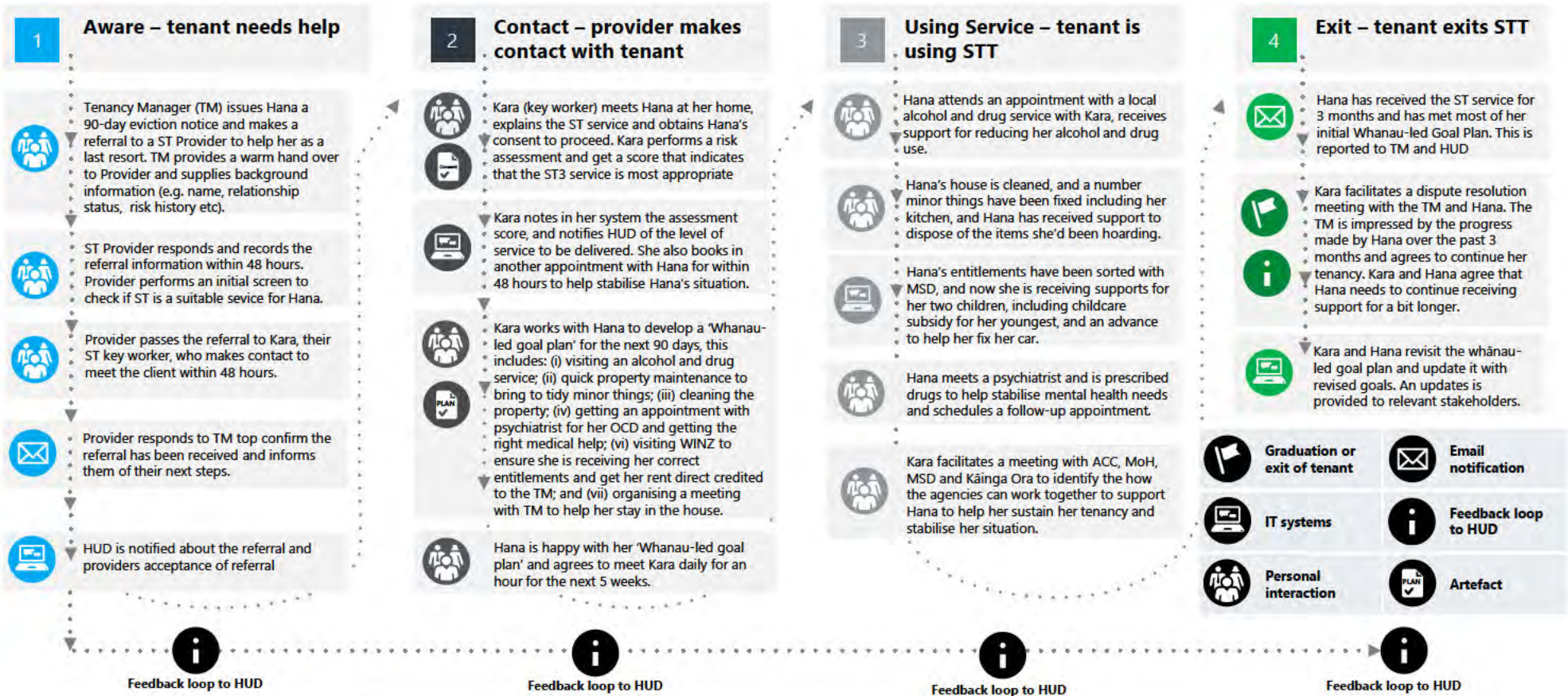


A. APPENDICES

This section provides supplementary information to support this report.

A1 SUSTAINING TENANCIES – JOURNEY MAP

An hypothetical journey map is illustrated below for a vulnerable client receiving the new Sustaining Tenancies service described in this report.



Name: Hana
 Age: 30
 Relationship: single
 Dependents: 2 kids aged (5 and 7)
 Vulnerability factors: Low income, had debt, has mental health needs, and is a regular alcohol and drug user
 Adverse life events: her brother, who was her best friend, has recently passed away due to ill health in Rotorua

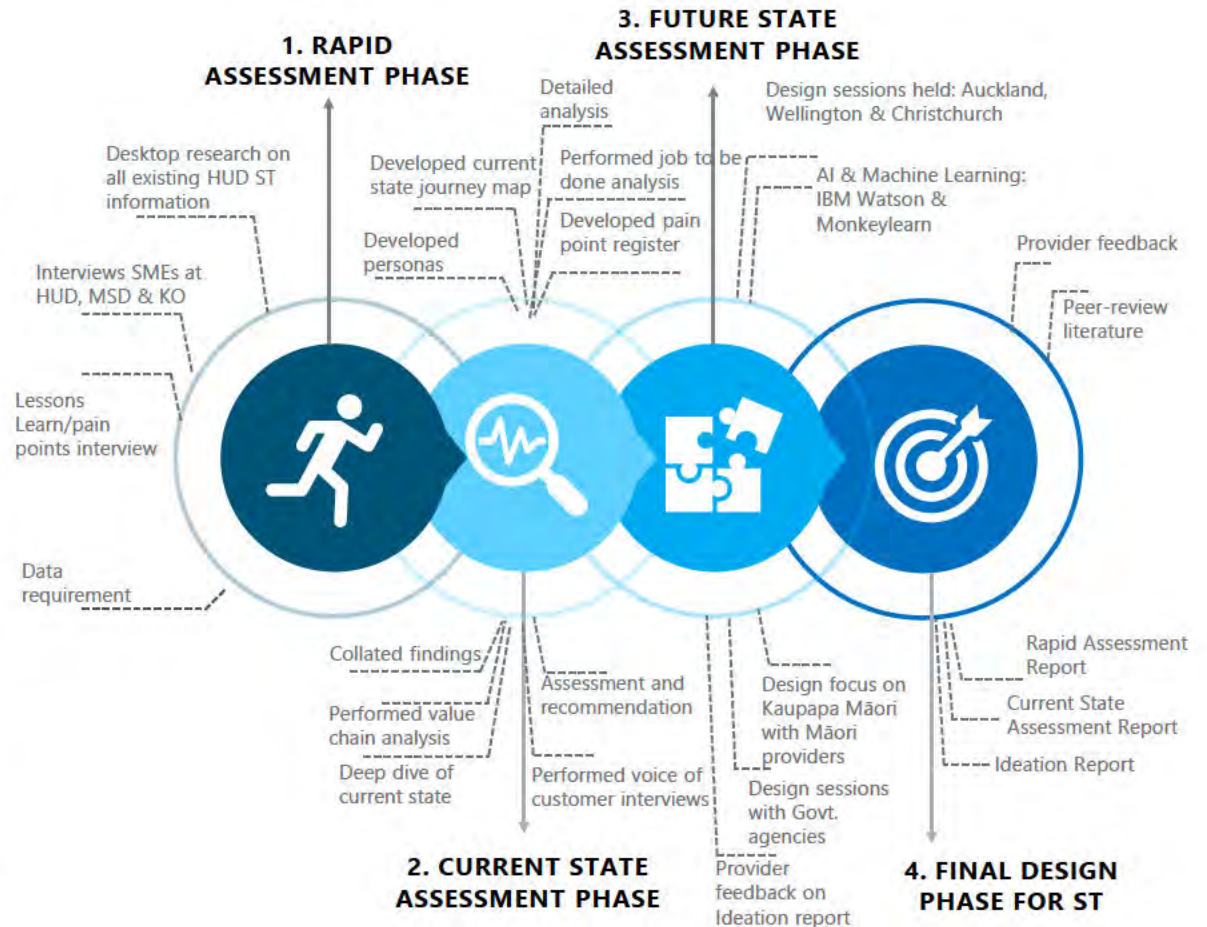


A2 OUR APPROACH FOR DESIGNING A NEW ST SERVICE

Our design approach employed an iterative agile framework, broken into four distinct phases that provided inputs for the final report. The four design phases were: (1) rapid assessment phase; (2) current state assessment phase; (3) future state assessment phase; and (4) final design phase.

Our design approach employed four distinct phases summarised below:

- 1. Rapid assessment phase** – the aim of this phase was to develop quick understanding of the current situation, the main issues within the current situation and confirm resource, and timelines for the ST design process. Main activities in this phase included: conducting desktop research on existing HUD information; interviewing subject matter experts (SMEs) at HUD, MSD and KO, learning from lessons learned workshops and pain-points, and reviewing existing data and develop further data requirements
- 2. Current State Assessment** – the aim of this phase was to perform a deep dive into a number of issues identified in the 'Rapid Assessment Report for ST'. Current State Assessment creates a reference point for changes that need to be made in the current ST in order to improve the service for all stakeholders. The Current State report (output for this phase) created a baseline to track all improvement and changes required
- 3. Future State Assessment** – the aim of this phase was to redesign a new ST service with providers across New Zealand. Design sessions were held in Auckland, Wellington, Christchurch for providers to participate in the designing of a new ST service. Stakeholders went through a design thinking exercise to explore different elements of ST service, with presenting a finished prototype service at the end. In order to design a new service, the learnings from Current State Assessment were presented to the stakeholders so they understood the main pain points the in the current ST service
- 4. Final Design of ST (current report)** – collected the main inputs from the past three phases, and synthesised all the inputs into a recommended design of a new ST service with six design elements: (1) service principles; (2) cultural values; (3) cohort data; (4) referrals process; (5) service provision; and (6) service outputs.



A3 DESIGN STAKEHOLDERS – WORKSHOP ATTENDEES

We conducted design assessment workshops between 21 October and 20 December 2019.

Name	Role
Kirsty Buggins	Manager, Housing and Support Services, HUD
Justine Angell	Principal Advisor, Housing and Support Services, HUD
Laura Lumley	Senior Advisor, Housing and Support Services, HUD
Tania McHugo	Senior Advisor, Housing and Support Services, HUD
Mihaka Panapa	Senior Advisor, Housing and Support Services, HUD
Sharleen Alaifea	Team Leader, Contracts Management, HUD
Peter Jacobs	Senior Advisor, Contracts Management, HUD
Evan Hargis	Senior Advisor, Contracts Management, HUD
Jaehong Kim	Senior Advisor, Contracts Management, HUD
Toni Polkinghorne	Executive Assistant, Housing and Support Services, HUD
Karen Coleman	Senior Service Designer, Service Design and Development, MSD
Yvette Southorn	Director, Service Design and Development, MSD
Natalie Keyes	Manager, Data and Programme Reporting, HUD
Greg Eriksen	Senior Analyst, Data and Programme Reporting, HUD
Kayden Briskie	Analyst, Data and Programme Reporting, HUD
Alex Lomakina	Senior Analyst, Data and Programme Reporting, HUD
Shannon Gatfield	National Operations Manager, People and Homes, Kāinga Ora
Karla Fisher	Principal Advisor, Kāinga Ora
Aaron Jeavons	Kāinga Ora

A4 CO-DESIGN SESSIONS – PROVIDERS IN ATTENDANCE

We conducted co-design sessions for ST service with our providers in Auckland, Wellington and Christchurch in November 2019.

Name	Organisation
Sia To'omaga	DCM
Rosa Ariu	Wesley Community Action
Dinahlee Manaena	Emerge Aotearoa
Farisha Begg	National Collective of Independent Women's Refuges
Martina Cziharz	Wharemanaaki – Porirua Women's Refuge
Carol Arnold	Palmerston North's Womens Refuge
Renee Pere	Palmerston North's Womens Refuge
Lynda Ryan	Takiri Mai Te Ata Trust
Sally Babbage	Housing Advice Centre, Palmerston North
Bethan Jones	Accessible Properties New Zealand Limited
Ali Hamlin-Paenga	Kahungunu Whānau Services
Paula Werowa	Mangatawa Papamoa Blocks Inc
Julie Te Amo	Mangatawa Papamoa Blocks Inc
Caral Bentley	BEST Hutt Valley
Louis Norval	LadderUP
Laurette Farr	Salvation Army
Teresa Homan	Upper Hutt Housing Trust
Lexi Manvel	Salvation Army
Sue Clarke	Dwell Housing Trust
Stephanie McIntyre	DCM
Annie Bretherton	Upper Hutt Housing Trust
Anhleigh Martin	Gore Refuge
Stephanie Finnie	Gore Refuge
Corina Sommerville	Queenstown Lakes Community Housing Trust

A4 CO-DESIGN SESSIONS – PROVIDERS IN ATTENDANCE CONT..

We conducted co-design sessions for ST service with our providers in Auckland, Wellington and Christchurch in November 2019.

Name	Organisation
Sam Cooper	Ministry of Housing and Urban Development
Shannon Mihaere	Ministry of Housing and Urban Development
Whiti Turner	Ministry of Housing and Urban Development
Kevin Harper	Ministry of Health
Peter Jacobs	Ministry of Housing and Urban Development
Evan Hargis	Ministry of Housing and Urban Development
Yvette Southorn	Ministry of Social Development
Karen Coleman	Ministry of Social Development
Lorrae Ward	Ministry of Housing and Urban Development
Helen Johnston	Corrections
John Fyvie	Corrections
Jo Hinds-Brown	ACC
Tina Dellow	Kāinga Ora
Aaron Jeavons	Kāinga Ora
Karla Fisher	Kāinga Ora
David Zussman	Community Housing Aotearoa
Rozalie Feyer	Ministry of Social Development
Melba Tolai	Ministry of Social Development
Jennie Smeaton	Te Puni Kōkiri
Ian Savage	Ministry of Social Development
Denise Jackson	Ministry of Social Development

A4 CO-DESIGN SESSIONS – PROVIDERS IN ATTENDANCE CONT...

We conducted co-design sessions for ST service with our providers in Auckland, Wellington and Christchurch in November 2019.

Name	Organisation
Melanie Tata	Ngāti Ranginui Iwi Soc Inc
Tom Caukwell	LinkPeople
Jasmin Wairau	Te Taumata o Ngāti Whakauē
Jordon Harris	Te Taumata o Ngāti Whakauē
Pollyanne Taare	LinkPeople Rotorua
Michelle Triana-Bishop	LinkPeople Rotorua
John Gibson	Tauranga Community Housing Trust
Suzanne Tana	Accessible Properties
Wayne Cooper	Accessible Properties
Jasmine Herewini	Salvation Army Social Housing
Vine Isaiah	Kahui Tū Kaha
Peter Lauina	Tamaki Housing Association
Monica Leavai	Tamaki Housing Association
Kylie Stevenson-Wright	Tauranga Community Housing Trust
Angela Maynard	Tenants Protection Association
Rose Lythe	Catholic Social Services
Chris Paku	Emerge Aotearoa
Pam Wara	Emerge Aotearoa
Wendy Beck	Emerge Aotearoa
Bernie Smith	Monte Cecilia Housing Trust
Moana Paul	Emerge Aotearoa

A4 CO-DESIGN SESSIONS – PROVIDERS IN ATTENDANCE CONT...

We conducted co-design sessions for ST service with our providers in Auckland, Wellington and Christchurch in November 2019.

Name	Organisation
Ricky Houghton	He Korowai Trust
Sarah Greenaway	Lifewise
Tipene Lemon	Kahui Tū Kaha
James Widgery	Visionwest
Tautoko Wikita	Kahui Tū Kaha
Sisi Fale	Strive Community Trust
Bill Peace	Strive Community Trust
Zucchi Leonard	Christchurch City Mission
Annette Sutherland	Comcare
Cate Kearney	Otautahi Community Housing Trust
Lisa Coulter	Tenants Protection Association (Chch)
Penny Arthur	Tenants Protection Association (ChCh)
James Widgery	VisionWest
Nathan Beale	VisionWest

A5 VULNERABILITY ASSESSMENT TOOL

Noted below is supplementary information on SGCH Vulnerability Assessment Tool (VAT) which is recommended by Forrester Partners. HUD may wish to consider alternative assessment tools.

RECOMMENDED FOR ASSESSMENT IN SERVICE PROVISION

VAT	How does the Vulnerability Assessment Tool (VAT) work
Vulnerability Assessment Tool	<p>How does the Vulnerability Assessment Tool (VAT) work?</p> <p>The VAT allows social workers to objectively determine the support needs of vulnerable clients. The tool comprises a set of key indicators that gives a rating of needs relevant to personal health and wellbeing. By rating a person's level of need across 20 indicators, such as medical needs, age, family support, the VAT facilitates the development of a tailored 'Whānau-led goal plan' (see below).</p> <p>For the ST service, the VAT would:</p> <ul style="list-style-type: none">▪ allow providers to determine the severity and likelihood of tenancy being at risk▪ permit information to be used to indicate if a tenancy is at risk and client requires ST services or it doesn't▪ Allow providers to use the information to work with the tenant and other services (e.g. Mental health) to develop or modify a Whānau-led goal plan. <p>The VAT should be used for all tenants in the ST service</p> <ul style="list-style-type: none">▪ VAT is completed for all tenants once the tenant has been accepted into the ST service▪ VAT is a simple tool that provides a rating scale for key indicators across a range of 20 domain that international best practice in Australia has found to be the key factors underpinning a possible loss of tenancy. These include issues such as financial, health, age, self-care, living skills, addiction and previous tenancy issues▪ VAT enables standardisation which would allow HUD to compare different service providers and clients in a structure fashion, making insights easier to generate at system level▪ VAT would assist HUD in tracking against its outcomes (see Recommendation five).

A5 VULNERABILITY ASSESSMENT TOOL CONT...

Noted below is supplementary information on SGCH Vulnerability Assessment Tool (VAT).

RECOMMENDED FOR ASSESSMENT IN SERVICE PROVISION

VAT	How does the Vulnerability Assessment Tool (VAT) work
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VAT's utilises three rankings: Green, Amber and Red

The VAT utilises three rankings of Green, Amber and Red to identify the severity of housing issues currently being experienced by the tenant. These rankings provide clear direction to the Provider and HUD in regard to speed of response and type of service required. When a provider completes the VAT for a tenant, the score is peer reviewed (if required) in order to ensure consistency and accuracy.

The VAT Rating scale



A6 WHĀNAU-LED GOAL PLAN

Noted below is supplementary information for the whānau-led goal plan

- Providers will support the tenant in the development of the whanau led goal plan incorporating kaupapa Māori principles
- Providers will note risks identified from the assessment in their own systems
- Providers will identify the issues and breaches experienced in the tenancy to date (e.g. rent arrears, damage to property)
- Providers will identify internal referrals to services (e.g. budgeting)
- Providers will identify external referrals to services (e.g. specialist mental health services)
- Providers will list any further actions required to sustain the tenancy (e.g. liaise with landlord about tenancy issues and concerns).

CLIENT:

Q. What are the risks associated with Sustaining this tenancy? e.g. rent arrears, debt, hoarding and squalor

Q. What are the tenancy issues (s)?

Recommendations and referrals to internal services

Recommendations and referrals to external services

A6 WHĀNAU-LED GOAL PLAN CONT...

Noted below is supplementary information on the whānau-led goal plan

Goals must be SMART (specific, measurable, achievable, realistic/relevant and timely)

GOALS	ACTION(S) / REQUIRED	SERVICE PROVIDER / TENANT	REVIEW DATE
<i>e.g. I will put my own rubbish out in time for the weekly rubbish collections within three weeks (10 August)</i>			

CLIENT SIGNATURE

SUPPORT WORK SIGNATURE

A7 REFERENCES

- Australian Housing and Urban Research Institute Limited, Melbourne, <https://www.ahuri.edu.au/research/final-reports/218>.
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