

# **SITE MANAGEMENT PLAN (SMP)**

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**293 Fenton Street, Rotorua  
(Midway Motel)  
Resource Consent RC 17890**

**Version 1.2 February 2023**

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## 1. INTRODUCTION

This Site Management Plan (SMP) informs the operation of Contracted Emergency Housing (CEH) at Midway Motel, 293 Fenton Street, Rotorua.

Resource Consent (RC 17890) to use the site and buildings at 293 Fenton Street for CEH was granted on 15 December 2022, for a duration of 2 years. Condition 21 of RC17890 requires this SMP to be submitted to Rotorua Lakes Council's Compliance Monitoring Officer for certification by 2 March 2023.

The purpose of the SMP is to fulfil the requirements of RC 17890 and ensure that resource consent conditions (see Appendix 1) are complied with by:

- a. Operating under the Contracted Emergency Housing model as described in Te Hau ki te Kāinga Strategic Plan (see Appendix 7);
- b. Ensuring the wellbeing of Contracted Emergency Housing occupants through appropriate placement of occupants based on the Contracted Emergency Housing site;
- c. Mitigating effects of Contracted Emergency Housing on the immediate neighbourhood; and
- d. Ensuring appropriate communication, monitoring and reporting, and response to complaints.

## 2. KEY CONTACTS

### Consent Holder:

The consent holder is the person who has the right to implement the resource consent for CEH on the site. Ultimately it is the responsibility of the consent holder to comply with the resource consent conditions.

**Name:** Eric Zhang

**Phone:** 021 022 92772

**Email:** [information@midwaymotel.co.nz](mailto:information@midwaymotel.co.nz)

### Motel Operator:

The Motel Operator is the onsite motel manager. The Motel Operator is responsible for the management of the site and buildings, including cleaning the units and keeping the site and road berm in front of the site tidy. The role of the Motel Operator is described in more detail in section 4.1 below.

**Name:** Anne Waring

**Phone:** 021 267 3750

**Email:** [anne.waring77@gmail.com](mailto:anne.waring77@gmail.com)

### **Service Provider:**

The Service Provider is responsible for the operation of the site in terms of providing social services and support to the whānau who are residing in CEH. This includes managing entry and exit to the site (including visitors), ensuring whānau are allocated to a unit that best suits their needs, on-site support services and 24/7 security. The role of the Service Provider is described in more detail in section 4.2 below.

**Emerge Aotearoa – Dezire Broomhall, Housing Operations Manager**

Mobile: 027 880 4520

Email: [Dezire.Broomhall@emergeaotearoa.org.nz](mailto:Dezire.Broomhall@emergeaotearoa.org.nz)

### **Suitable Representative:**

The 'Suitable Representative' (Condition 2) is the principal contact person for Rotorua Lakes Council regarding this consent:

**Chantelle Windlebourne, Senior Advisor, Ministry of Housing and Urban Development**

Phone: 04 832 2407

Mobile: 021 240 6972

Email: [Chantelle.Windlebourne@hud.govt.nz](mailto:Chantelle.Windlebourne@hud.govt.nz)

## **3. OCCUPANCY AND REPORTING**

### **3.1 Scale and Intensity**

A maximum of **70 occupants** will reside within the 15 Contracted Emergency Housing units. This does not:

1. Restrict the length of stay for residents in the contracted emergency housing units (see Advice Note 1 referring to Building Act requirements); or
2. Limit the number of people residing in the Manager's Accommodation.

### **3.2 Occupancy Reporting**

A written (including electronic) record will be maintained at all times that records (Condition 7):

- a. The total occupancy numbers across the whole site;
- b. The number of people within each unit; and
- c. The details of any complaints received and any incidents where security staff intervention has been required, and responses undertaken by the Consent Holder to address these incidents or complaints

A record of the number of occupants residing at the site, and complaints, will be provided, by the 5<sup>th</sup> day of each month, to the “Suitable Representative” (see section 2 above). This information will be used to inform the six-monthly report to Rotorua Lakes Council (Condition 8).

## 4. SITE MANAGEMENT

All on-site staff shall be aware of, and understand, the resource consent and its conditions (Appendix 1) and the compliance obligations. Together, the Motel Operator and the Service Provider are responsible for implementing the Site Management Plan.

The Site Plan attached at Appendix 2 outlines the layout of the site and identifies where the Service Provider is located (shown as Unit 2), entry and exit from the site, car parking and existing landscaping.

The division of responsibilities between the Motel Operator and the Service Provider are outlined below.

### 4.1 Motel Operator

The Motel Operator or their employee will be based in the reception area and living quarters, 7 days per week. The Motel Operator is responsible for building maintenance and cleaning of the site, including the following:

#### **Daily tidying of the site and immediate surrounds (Conditions 16, 17 and 18)**

1. The motel operator will ensure that any household effects from CEH occupants are stored inside existing buildings on the site (Condition 16).
2. The Motel Operator will locate waste storage areas (i.e. rubbish bins / recycling areas) so they are not easily visible from the road frontage or residential properties (Condition 17).
3. The Motel Operator will undertake, and complete a **daily** written record of (Condition 18):
  - i. Daily tidying of the subject site and immediately adjacent street berm to ensure the site contributes to an attractive streetscape;
  - ii. Daily removal of rubbish and graffiti from the subject site and street berms in front of the subject site; and
  - iii. Daily removal of shopping trolleys from public view from the subject site and street berms in front of the property.

#### **Maintenance and routine cleaning, including:**

1. The Motel Operator is responsible for onsite maintenance and cleaning, including:
  - i. Regular maintenance checks of all motel units;

- ii. Repairs to motel units, shared areas, reception, laundry, equipment, chattels, and fire system. If a client has damaged the property, the reporting tool will be completed by the Service Provider;
- iii. Routine inspections of all units and full cleaning after CEH occupants exit;
- iv. Organising trades and contractors to fix repairs;
- v. Ensuring waste storage is screened from the road frontage or residential properties (Condition 17); and
- vi. Maintaining the gardens and outdoor areas, including:
  - a. Retaining the existing trees and vegetation along all boundaries of the site (Condition 10);
  - b. Maintaining all external boundary fencing in the same or similar form to existing fencing to provide privacy and security for Contracted Emergency Housing occupants and adjoining neighbours (Condition 11);
  - c. Maintaining landscaping in good condition and weed free. If any of the landscaping dies or is diseased, the dead and/or diseased plants will be replaced in the same or similar location within the next planting season (generally between May and October) with a same or similar species of plants with a plant size capable of reaching the same height within the following planting season (Condition 13).

## 4.2 Service Provider

The Service Provider is responsible for the onsite support services for whānau in CEH (through its Support Services and Community Connectors) and security. The actual services provided to whānau will depend on their individual needs.

The Emerge Aotearoa team works one-on-one with each household to identify and work through any concerns, issues, or barriers in their lives (such as budgeting, social isolation, and mental health issues) that are affecting their ability to gain and maintain a long-term housing solution. Emerge Aotearoa will help them to connect with suitable services or organisations that can support them, while continuing to work with them to find a permanent home.

Key responsibilities of the Service Provider include:

- i. Completing admission and assessment of whānau needs, including ensuring whānau read, review and sign the Rules of Stay Agreement (see Appendix 3).
- ii. Ensuring whānau are allocated a unit that best suits their needs including considering accessibility, location on site, parking requirements and access to open space;
- iii. Meeting regularly with whānau (at least weekly) to ensure that potential issues are addressed early and whānau are supported for the duration of their stay;
- iv. Developing an Individualised Plan to help whānau work towards and achieve becoming a self-sufficient interdependent, vibrant whānau;
- v. Referring whānau to social support and health organisations as appropriate;

- vi. Provide support to whānau to explore longer term housing options, for example, providing help with making applications for housing and undertaking a brokerage role with the private sector, community housing providers or Kāinga Ora – Homes and Communities;
- vii. Support whānau to access all necessary community resources, including financial support through appropriate agencies;
- viii. Encourage whānau to be engaged in activities to enhance their wellbeing, promote interdependence, self-determination for their desired goals / plans.
- ix. Ensure whānau views and opinions are considered by way of Mana enhancing.
- x. Undertake regular inspections of the CEH units to ensure cleanliness, compliance with site rules and suitability of the unit to whānau needs;
- xi. Assist with the facilitation of meth testing of units if required
- xii. Aid whānau wherever possible in the event of an emergency or unforeseen circumstance, ensuring Te Korowai (wrap-around) is applied.
- xiii. Encouraging all children to attend age-appropriate education;
- xiv. Maintain confidentiality at all times unless there is risk of harm;
- xv. Ensure whānau are aware of their rights, advocacy, and complaints procedure
- xvi. Ensure any concerns around child / adult safety, hazards and incidents are identified, reported, then managed in line with policies, procedures, and work practices.

### 4.3 Onsite Services and Hours

All on-site staff shall be made aware of and understand the resource consent and its conditions and the compliance obligations. Motel operator and Housing Support Provider will be responsible for implementing the Site Management Plan.

**Motel Operator** – based in the reception area and living quarters seven days per week.

**Community Connector** – who will provide onsite support, and will generally be onsite during the following hours:

- Mon-Fri 8am to 5pm, and outside these hours as required.

**Roaming Kaitiaki** – ensures that whānau are receiving the support they need and that the Service Provider maintains a high standard. The Kaitiaki will be onsite:

- At least 4 hours per day, 7 days per week

### Security

Onsite 24/7 security will be provided by the Service Provider. Security will meet the following requirements:

- **Security Company:** The security firm should, as a minimum, have the following:

- i. File an Annual Return for each year licence held;
- ii. Hold a current status with the NZ Companies Office;
- iii. Comply with the Privacy Security Personnel and Private Investigators Act 2010;
- iv. Ensure all guards on site hold and display a NZ Security Guard Certificate of Approval;
- v. Meet vetting/background standards before guards are deployed;
- vi. Ensure guards are appropriately trained in the roles and functions they are to carry out, specifically training on customer service and conflict management.

- **Security Staff:** All guards must:

- i. Hold and display (on site) a NZ Security Guard Certificate of Approval;
- ii. Have completed security company's induction training for workplace hazards and controls and understand how to report hazards;
- iii. Communicate effectively with staff and CEH whānau;
  - iv. Display a high standard of professionalism;
    - \*are clean, tidy, well-groomed; and
    - \*in an appropriate uniform
- v. Perform their duties in a manner that is courteous, polite, helpful and with empathy
- vi. Be observant of their surroundings and be immediately ready to assist

Duties may vary to suit changing needs, but they should not detract from the primary purpose of keeping staff and clients safe. The list below is not exhaustive, but onsite security is to;

- i. Assess the potential risk of any client or visitor to the site
- ii. Utilise protocols to further engage and delay entry to assess the risk of clients and visitors who appear to be intoxicated or agitated
- iii. Act in a manner towards all clients and visitors that is courteous, polite, helpful and with empathy
- iv. Be proactive in the identification and reporting of potential health, safety and security hazards in the work environment
- v. Be involved in the planning and monitoring of situations where there is the potential for conflict
- vi. Move around the site monitoring the behaviour in a discreet, professional and friendly manner
- vii. Respond as appropriate to any duress alarm or emergency that may occur on site
- viii. If requested escort staff to their vehicles
- ix. Ensure that Security, Visitor and Contractor identification is worn
- x. Follow the Security Company radio and electronic security procedures
- xi. Report all security and safety concerns, activity and incidents by way of incident report to the security company and escalate accordingly
- xii. Place the site into lock down if there is an immediate and serious risk to the safety of staff and clients onsite
- xiii. Contribute to the ongoing management and planning of a site's health and safety protocols.
- xiv. Debrief and review any incidents for continuous improvement purposes



#### 4.4 Procedure for Whānau being placed into CEH

The Service Provider is part of the collective, Te Hau Ki Te Kāinga, a community led, Kaupapa Māori Principles based response to developing “Self-sufficient, interdependent and vibrant whānau” by “Growing and nurturing future whānau leaders”. Whānau are placed into CEH using the methodology outlined in the Te Hau Ki Te Kāinga Strategic Plan (attached at Appendix 7).

Whānau are referred to CEH after being triaged and referred through Te Pokapū, a Rotorua Housing Hub where whānau are assessed and considered for emergency housing using the Ngā Pou e Rima cultural assessment model (see Appendix 7). The Ngā Pou e Rima framework designed around five pou:

- Te Pou Whānau – Family
- Te Pou Hinengaro – Emotional Wellbeing
- Te Pou Tinana – Physical
- Te Pou Wairua – Spiritual
- Te Pou Ahurea – Culture

Once a referral is received from Te Pokapū, whānau are assessed by the onsite Service Provider to ensure they are allocated a unit that best suits their needs and particular circumstances using the Nga Pou-e-Rima cultural framework. This includes consideration or management of people whose behaviour may create unacceptable risk to other occupants. If an appropriate unit is unavailable, whānau will be referred back to Te Pokapū.

Unit allocation within the site also follows the Nga Pou-e-Rima cultural framework assessment model and all Service Provider staff involved in triaging potential CEH occupants are trained and are familiar with this methodology. In addition, the Service Provider aims to ensure that:

- i. Placements are primarily for families with children, young people / rangatahi, people with disabilities and the elderly;
- ii. Crowding is avoided; and
- iii. Families with children have access to appropriate play space.

#### 4.5 Animal Control

No animals shall be kept on site by CEH occupants other than disability assist dogs under the Dog Control Act 1996.

#### 4.6 Health, Safety & Responsibilities

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

Consideration for access on and off the premises

- During intake the Service Provider Support Worker will show respect and aim to build positive rapport with all households entering the motel. During this stage the health and

safety procedures will be explained in an understandable manner. If the household requires an interpreter or a support person, the Service Provider will support this.

- Occupant list – The Service Provider will complete all admission documents when households arrive. This list will be updated by the end of each working day. This ensures that all staff are aware of who should be on the premises.
- Onsite staff will address any unauthorised visitors and concerns that arise pertaining to the non-compliance of safety rules and regulations.
- Any services staff or contractors that enter site must sign the visitor register.
- Service Provider Management will continue to work alongside the Motel Operator and staff to ensure the premises are fit for purpose.
- In the event of a high alert incident the following staff are available to provide extra support to the onsite staff.
- If the Motel Operator reports any concerns regarding CEH occupants. The onsite Service Provider will address these concerns promptly.
- There is zero tolerance of drugs and limited tolerance of alcohol on the premises. There is no tolerance of negative behaviours that occur from people under the influence of alcohol and drugs.
- There will be no thoroughfare or vehicle activity between the hours of 10pm and 6am.
- Children must be supervised at all times; the carpark must not be utilised as a play area.
- Children under the age of 14 years old must not be left alone.

## 4.7 Emergency Response Plan

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

If an incident or hazard occurs onsite there is a reporting tool available either in hard copy or electronic format. The Service Provider staff member who is present during the incident must report it as soon as possible. The following must be reported but is not limited to the below

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

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

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

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

**Child Protection – Vulnerable Children’s Act 2014:** The Service Provider holds in high regard the safety of Children and Young People. We protect children and support them to thrive and have a sense of belonging in their environment. Staff are trained to identify risk and harm

including but not limited to malnutrition, miss treatment and abuse. We work alongside the household to source the most suitable supports that will enhance their family functioning and stability. The Service Provider encourages and empowers whanau to develop strong and healthy relationships within the whānau and wider networks.

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

Employees – All The Housing Support Provider employees will complete a Ministry of Justice vetting form. To ensure they are safe to work with children.

### **Emergency Evacuation**

Carried out in accordance with all regulatory requirements.

## **4.8 Authorised Personnel and Visitors**

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

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

- There must be a discussion between the Housing Support Provider staff and the household before visitors can obtain access to the premises.
- The decision will be on a case-by-case scenario; all risks will be determined before a decision is made.
- Visitors are not permitted to stay overnight
- Visitors must only access the site by the main entrance.
- Visitors must sign in and out, advise who they are visiting and their expected length of stay with security on entry. Security will guide visitors to appropriate parking.

## **4.9 Communication and Complaints**

### **Emerge Complaints Procedure**

The Emerge Aotearoa Complaints Procedure is attached at Appendix 4.

A directory of key contacts for the operation of CEH from 293 Fenton Street – Midway Motel) is attached at Appendix 5. This directory will be delivered to directly adjoining neighbours on or before 15 March 2023 and every six months thereafter.

A 24/7 0800 number [**0800 53 44 44**] is available for community and CEH occupants to call if they have questions, concerns or complaints regarding the operation of CEH from the subject site.

This is a central phone number and complaints are triaged and managed by an external independent party. The process for receiving, recording and resolving communication or complaints made via the 0800 number managed by the Ministry of Housing and Urban Development and is outlined below:

### **Complaints made through the 24/7 0800 number**

Neighbours will be advised of the 0800 Number via the neighbourhood directory (Appendix 5). The 0800 number will also be shared at appropriate forums such as the Community Liaison Group and on MHUDs website.

### **Recording –**

Phone calls received via the independent 0800 number will be documented. If the phone call is a complaint, details will be recorded, any appropriate actions will be taken (see below) and the complaint will inform ongoing monitoring of CEH.

Complaints received via the 0800 number will also inform the Compliance Report (Condition 9)

Complaints in regard to:

- Noise - will be forwarded to Rotorua Lake Council - 07 348 4199.
- Emergencies – will be informed to call 111
- Inappropriate behaviour, cars on berms, trolleys – will be recorded and sent to the appropriate Motel Operator / Service Provider to remedy such issue as soon as possible. (Within 24 hours.)
- Complaints that are deemed low immediate risk to surrounding area will be recorded and sent to the responsible Motel Operator / Service Provider.

### **Resolving –**

Complaints managed by Te Hau Ki Te Kainga will be recorded and responded to via email outlining the response / resolution. Communication back to complainant will be made via email where possible.

## **4.10 Laundry**

Communal Laundry areas are available for households to use as directed by the Motel Operator. Households must provide their own laundry detergent.

Households are responsible for all of their own laundry.

## **4.11 Noise Management**

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

- No recreational equipment will be placed within five metres of the neighbouring residential boundary fences.
- Visiting hours and visitors are well managed.

- Consumption of alcohol in common areas is prohibited.
- Any illegal activities are prohibited in all areas of the site.
- Responsibility of not causing disturbance to quiet and peaceful enjoyment of premises for other households and neighbours are outlined in the Rules of Stay
- Breaches to the Rules of Stay could result in removal from the accommodation

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

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

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

## 5. MOTEL SIGNAGE

### 5.1 Motel Signage

Motel signage attracting traditional motel guests to the site will be removed or covered for the duration of the consent. This includes any vacancy/no vacancy signage and signs advertising the motel's amenities. The name of the motel e.g. 'Midway Motel' may remain on display (Condition 14).

### 5.2 Motel Online Advertising

As far as is practicable, all online advertising and websites promoting tourist accommodation and other services at the site will be removed from online platforms for the duration of the consent (Condition 15).

## 6. RULES OF STAY

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

## 6.1 Welcome and Information Pack

The Service Provider will outline and explain the safety rules and regulations in an understandable manner. All households are required to read, understand, and sign the admission documents with a The Housing Support Provider staff member.

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

***Please see Appendix 3 – ‘Rules of Stay’***

## 7. SIGNATORIES

<b>Signed for and on behalf of MHUD (Suitable Representative):</b>	_____ Signatory name: Signatory title: Date:
<b>Signed for and on behalf of Midway Motel by its authorised signatories:</b>	_____ Signatory name: Signatory title: Date:
<b>Signed for and on behalf of Emerge Aotearoa by its authorised signatories:</b>	_____ Signatory name: Signatory title: Date:

## 8. APPENDICES

### Appendix 1: Conditions of Consent

#### Site 5: 293 Fenton Street (Midway Motel)

##### General

1. The activity shall be in general accordance with the information submitted with the Application for Resource Consent RC17890, the response to the request for further information, dated 11 May 2022 and Site Plan entitled “293 Fenton Street, Rotorua, Emergency Accommodation”, sheet 1 of 1, dated 11/05/2022.
2. The Consent Holder shall appoint a suitable representative within two weeks following the commencement of this resource consent, who will be the principal contact person for Rotorua Lakes Council in regard to matters relating to this consent. The consent holder shall inform the Rotorua Lakes Council of the representative’s name and how they can be contacted.

Should that person change during the term of this resource consent, the consent holder shall inform the Rotorua Lakes Council as soon as practicable, and within no more than five working days.

The representative shall meet with Rotorua Lakes Council within two weeks following the commencement of this resource consent to confirm their understanding of the consent conditions and compliance obligations.

##### **Requirements**

*“Suitable representative” shall mean a person who:*

- a. is familiar with the conditions and compliance obligations of this resource consent;*
- b. has the necessary authority and ability to take action to respond to any resource consent compliance matters; and*
- c. is available on a daily basis to respond to Rotorua Lakes Council’s staff queries about the operation of Contracted Emergency Housing (CEH) on the subject site.*

*The representative can be the same person across all or some of the 13 CEH sites consented on 16 December 2022.*

The Ministry of Housing and Urban Development (MHUD) is required to confirm in writing that the “suitable representative” fully understands all of the consent conditions, the compliance obligations of the consent and satisfies the “Requirements” above.

MHUD’s written confirmation of the “suitable representative” shall be provided to Rotorua Lakes Council within two weeks following the commencement of this resource consent.

##### **Contract for the operation of CEH with MHUD**

3. The site must be subject to a contract for the operation of CEH with MHUD at all times. This shall include MHUD providing written confirmation to Rotorua Lakes Council of the Site Management Plan (SMP) required by Conditions 21 and 22.

##### **Consent Expiry**

4. This resource consent shall expire on the earlier date of either:

- a. Two years from the date of decision; or
- b. The date of cancellation of MHUD's contract for CEH applying to the site under Condition 3.

**Notes:**

1. *Condition 4(b) does not prevent MHUD from renewing its contract with the motel operator within the overall two-year timeframe that is provided for under Condition 4(a).*
2. *Where the consent expires, use of the site may return to tourist accommodation that operated prior to use as CEH, or another use that complies with the provisions of the District Plan.*

**Cessation of the CEH Activity on the site**

5. No later than 6 months prior to the consent expiry under Condition 4(a), the consent holder shall submit to the Manager, Planning & Development Solutions, Rotorua Lakes Council, or their delegate, for certification, an exit programme to end the use of the site and buildings for CEH within the timeframe granted under this consent. The exit programme shall detail matters such as - the plans to have the residents relocated from the site at the expiry of the consent, when the CEH will not be accepting further residents, and details of any required works to reinstate the buildings as a motel.

**Scale and Intensity**

6. A maximum of 70 occupants shall be permitted to reside within the 15 contracted emergency housing units.

**Notes:**

*To avoid doubt, this resource consent does not:*

1. *Restrict the length of stay for residents in the contracted emergency housing units (see Advice Note 1 referring to Building Act requirements); or*
2. *Limit the number of people residing in the Manager's Accommodation.*

**Record Keeping and Reporting**

7. A written (including electronic) record shall be maintained at all times that states:
  - a. The total occupancy numbers across the whole site;
  - b. The number of people within each unit; and
  - c. The details of any complaints received and any incidents where security staff intervention has been required, and responses undertaken by the Consent Holder to address these incidents or complaints.
8. The information listed in Condition 7 shall be reported to Rotorua Lakes Council's Monitoring and Compliance Officer at six monthly intervals from the date of commencement of the consent. The information will be provided in a form that does not identify individuals.
9. The Consent Holder shall provide a Compliance Report to Rotorua Lakes Council's Monitoring and Compliance Officer 6 months after the commencement of the consent, and every 6 months thereafter, outlining compliance with the consent conditions over the preceding 6 months. At a minimum the Compliance Report shall include:



- a. An assessment of the Consent Holder's compliance with the conditions and any recommendations to address any identified non-compliances;
- b. Recent photographs of landscaping, open space and boundary fencing as required by Condition 12;
- c. Details of how compliance is achieved in respect of Condition 18 (Streetscape Amenity), including any maintenance undertaken in the preceding 12 months and processes for keeping street berms tidy; and
- d. An assessment of the effectiveness of the SMP and any recommended amendments to the SMP to improve its effectiveness.

### **Landscaping, Open Space and Boundary Fencing**

10. The existing trees and vegetation along all boundaries of the site shall be retained for the duration of the consent.
11. All external boundary fencing shall be maintained in the same or similar form to the existing fencing to provide privacy and security for contracted emergency housing occupants and adjoining neighbours.
12. The landscaping, planting and boundary fencing required by Conditions 10 and 11 shall be marked on the Site Plan for the site and photographed and supplied to the Rotorua Lakes Council within one month of the commencement of the consent.
13. The landscaping outlined in Condition 10 shall be maintained in good condition and kept weed free. If any of the landscaping dies and/or becomes diseased, the dead and/or diseased plants shall be replaced in the same or similar location within the next planting season (generally between May and October) by a same or similar species of plants with a plant size capable of reaching the same height within the following planting season.

#### **Note:**

*This condition does not restrict enhancement of landscaping.*

### **Motel Signage and Advertising**

14. The Consent Holder shall remove, or cover where removal is not practicable, all motel signage for the duration of the consent. This includes any vacancy/no vacancy signage and signs advertising the motel's amenities.

#### **Notes:**

1. *To avoid doubt, reinstatement of motel signage may occur after consent expiry.*
  2. *The purpose of requiring signage to be removed is to avoid tourists pulling into the site or phoning to see if there is vacancy. As such, signage advertising the phone number, number of rooms, or the amenities onsite should be removed, but the name of the motel e.g. "Midway Motel" can remain on display.*
15. The Consent Holder shall, as far as is practicable, remove all online advertising and websites that promote tourist accommodation and other services at the site for the duration of the consent.

#### **Note:**

*It is acknowledged that the nature of the internet is such that it may not be possible to remove advertising from all third-party websites.*

### **Storage**

16. Any storage of household effects of contracted emergency housing occupants shall be provided inside existing buildings on the site.
17. Waste storage shall be screened from the road frontage or residential properties.

### **Streetscape Amenity**

18. The Consent Holder shall undertake, and complete a daily written record of, the following:
  - a. Daily tidying of the subject site and immediately adjacent street berm to ensure the site contributes to an attractive streetscape;
  - b. Daily removal of rubbish and graffiti from the subject site and street berms in front of the subject site; and
  - c. Daily removal of shopping trolleys from public view from the subject site and street berms in front of the property.

**Note:**

*The implementation of this condition is referred to in the Site Management Plan in Condition 22.*

### **On-site Management**

19. An on-site staffing presence shall be maintained on the site at all times for the duration of the consent. The on-site staff shall be made aware of and understand the resource consent and its conditions and the compliance obligations.
20. No dogs shall be kept on site by CEH occupants other than disability assist dogs under the Dog Control Act 1996.
21. A Site Management Plan (SMP), confirmed by MHUD under condition 3, shall be submitted to the Rotorua Lakes Council's Compliance Monitoring Officer for certification within one month following the commencement of consent. The certification is only in relation to ensuring the SMP has the written confirmation of MHUD.

The purpose of the SMP shall be to ensure that resource consents and conditions are implemented by:

- a. Operating under the CEH model as described in Te Hau ki te Kāinga Strategic Plan;
- b. Ensuring the wellbeing of CEH occupants through appropriate placement of occupants; based on the CEH site;
- c. Mitigating effects of CEH use on the immediate neighbourhood; and
- d. Ensuring appropriate communication, monitoring and reporting, and response to complaints.

**Note:**

*To avoid doubt, the SMP may be amended from time to time, and provided for re-certification by RLC following any subsequent written confirmation by MHUD.*

22. The SMP required by Condition 21 must include:

- a. Details of the systems and procedures for placing people ('triaging') in the contracted emergency housing using the Nga Pou-e-Rima cultural framework including the:
  - i. Confirmation of placements primarily for families with children, young people / rangatahi, people with disabilities and elderly;
  - ii. Avoidance of crowding;
  - iii. Placement of families with children having regard to access to appropriate play space; and
  - iv. Management of people whose behaviour may create unacceptable risk to other occupants.
- b. Details of on-site manager's responsibility for implementation of the SMP;
- c. Details of the job title and name of the current person fulfilling the appointed suitable representative role required by Condition 2;
- d. Details of the on-site support services to be provided, including the number of staff, location for training and office work within the site and hours of operation;
- e. Site management details and methods addressing, at a minimum, the following matters:
  - i. Visitor numbers and visiting hours, and on-site visitor parking;
  - ii. Staffing;
  - iii. On-site and roaming security personnel, credentials, systems and procedures;
  - iv. Location of carparking (including for visitors);
  - v. Location of open space and play space;
  - vi. Meeting /training operation (including hours of use);
  - vii. Use of communal areas and facilities;
  - viii. Details of regular site maintenance, including:
    - a. Daily maintenance of streetscape amenity under Condition 18;
    - b. Maintenance of landscaping and planting; and
    - c. Programmed maintenance of all buildings.
- f. Effective noise management measures to avoid, remedy or mitigate potential noise nuisance;
- g. The set of 'house rules' that will apply to the site;
- h. Directory provided to neighbours with contact information on who to call if issues arise from the operation of CEH on the subject site;
- i. Details of a 24/7 0800 number for both the community and onsite occupants to communicate or make complaints about CEH;
- j. The process for dealing with complaints by or about any occupants of the site;
- k. Methodology for receiving, recording and resolving communication or complaints made via the 0800 number outlined under (i) above.

## **Rotorua Lakes Council Meetings and Community Liaison Group (Augier Conditions)**

23. Rotorua Lakes Council, MHUD senior management and/or senior advisors and a nominated representative from the CLG shall meet at least every six months during the period of the resource consent to discuss the following matters:
- a. The operation of contracted emergency housing on the site (and within the context of other contracted emergency housing); and
  - b. Whether, in light of the demand for contracted emergency housing on the subject site and other sites, there is the ability for the CEH contract to be cancelled.

### **Notes:**

1. *It is acknowledged that a wide range of matters are likely to be relevant as to whether contracts for emergency housing should be terminated ahead of the two-year period.*
  2. *While Condition 23 (above) is limited to CEH, this does not prevent a broader discussion about emergency housing generally.*
24. MHUD shall establish and facilitate the continued operation of a Community Liaison Group (CLG) for the duration of this consent in accordance with the following requirements:
- a. The purpose of the CLG is:
    - i. To promote effective engagement on an on-going and regular basis about matters associated with CEH;
    - ii. To promote the flow of information between the MHUD, Te Hau ki te Kāinga and the local community so as to, wherever possible, address any issues that may arise;
    - iii. To discuss the results of monitoring CEH and any matters that may arise as a result of the monitoring;
    - iv. To discuss any feedback on effectiveness of Site Management Plans and conditions; and
    - v. To discuss the exit strategy for CEH.
  - b. The CLG shall be comprised of one representative from each of MHUD, Te Hau ki Te Kāinga, representative(s) from the motel operators / consent holders, Rotorua Lakes Council and Iwi. MHUD must also invite:
    - i. Three representatives from the community (where possible these representatives should be from different geographical clusters of CEH);
    - ii. One representative from the tourism industry; and
    - iii. One representative from Restore Rotorua Incorporated.
  - c. MHUD shall ensure that members of the CLG are provided with the opportunity and facilities to meet:
    - i. No more than 30 working days after the commencement of the consent; and
    - ii. No-less frequently than every six months, unless all members of the CLG agree there is no need for a meeting.

- d. The time, date and venue of proposed meetings shall be notified to members of the CLG (by email) at least 10 working days in advance of the meeting;
- e. Minutes of the CLG meetings shall be kept by MHUD and be made publicly available;
- f. MHUD shall engage an independent chairperson to facilitate CLG meetings;
- g. MHUD shall meet the reasonable administrative costs of facilitating the CLG meetings (e.g. meeting invitations; meeting venue; preparation of meeting minutes) and chairing duties; and
- h. MHUD shall, in consultation with the CLG, develop a preferred method for communicating with the surrounding residents and hosting key documents (for example, a website, or other document hosting portal).

**Notes:**

1. *Condition 24 governs initial membership for the purposes of convening the first meeting of the CLG. On-going membership requirements will be determined by the CLG including who is best placed to lead the CLG. The CLG shall be a single entity common to all CEH consents.*  
*In the event that it is not possible to establish a CLG or convene meetings through lack of interest or participation from the local community, then such failure to do so will not be deemed a breach of these conditions. Should the local community wish to re-establish meetings after a period of inactivity, then the conditions above shall continue to apply.*
2. *The purpose of Condition 24 may be achieved through other means such as a modified Rotorua Housing Taskforce or other Rotorua emergency housing liaison group.*
3. *For the avoidance of doubt, the CLG may, by agreement add a representative(s) to its membership for either general or specific purposes and on such terms as are agreed.*

**Monitoring Fee:**

25. The Consent Holder must pay the Rotorua Lakes Council an initial consent compliance monitoring charge, plus any further monitoring charge or charges to recover the actual and reasonable costs incurred to ensure compliance with the conditions attached to these consents. That fee, or those fees to be set by Council according to its normal practice.

**Review**

26. Pursuant to section 128 of the Resource Management Act 1991, Rotorua Lakes Council may, 12 and 18 months after this consent is given effect, serve notice on the Consent Holder to review any or all of the conditions of this consent with regard to the effectiveness of the conditions of this consent in avoiding, remedying or mitigating adverse effects on the environment that may arise from the exercise of this consent and, if necessary, to avoid, remedy or mitigate such effects by way of further or amended conditions. In particular, adverse effects may relate to:
  - i. Site Management;
  - ii. The use of common / shared areas;

- iii. Parking; and/or
- iv. Waste Management.

## **Advice Notes:**

### **Building Act**

1. *This is not a Building Consent. The Building Act 2004 contains provisions relating to the construction, alteration, and demolition of buildings. The Act requires building consents to be obtained where relevant, and for all such work to comply with the building code.*
2. *Under the Building Act (Section 114), a building owner must give written notice to the territorial authority if they plan to change the use of a building. The consent holder should seek an independent report from a suitably qualified person addressing the potential change of use of the building as described in the Building Act and Building (Specified Systems, Change the Use, and Earthquake-prone Buildings) Regulations 2005, and provide written notice to Council as appropriate.*

### **Waste Management**

3. *Waste management is addressed under the Council's Solid Waste Bylaw 2016. The bylaw has a general requirement for a waste management and minimisation plan to be prepared for multi-unit developments: 'Collection from Multi Unit Developments' (See Subpart 6 – Clause 20).*

### **Right of Objection**

4. *If you are dissatisfied with any aspect of the decision, you have a right of objection to Council under section 357A of the Resource Management Act 1991. Please advise Council in writing stating the reasons for the objection and the preferred outcome within 15 working days of receiving this decision. If no objection is received it will be assumed that the applicant accepts this decision. In addition, there is a right of appeal to the Environment Court under section 120 of the Resource Management Act 1991.*

### **Monitoring of Conditions**

5. *Fulfilment of the conditions of this consent within the timeframe specified in the consent is necessary to carry out the proposal for which this consent relates. Your progress towards satisfying the conditions of consent will be monitored by Council's Monitoring and Compliance Officer.*
6. *Please contact Council's Compliance & Regulatory Team ([RMACompliance@rotorualc.nz](mailto:RMACompliance@rotorualc.nz)) in relation to the completion and monitoring of the conditions of this consent. The consent holder will be charged for the administration, monitoring and supervision of this resource consent. Notwithstanding the above, where there is good and reasonable cause for unprogrammed monitoring and additional site inspections, the costs of that will be a charge on the consent holder. Such costs are recovered on an actual and reasonable basis as defined in the General Conditions and Notes of the Fees and Charges Schedule as approved by the Council in terms of Section 36 of the Resource Management Act 1991.*

### **Augier Conditions**

7. *Where an applicant gives a clear and unequivocal undertaking and, relying on that undertaking, the local authority grants consent subject to a condition in terms broad enough to embrace the undertaking, the applicant cannot say later that there is no power to require compliance with the undertaking. The consent holder cannot assert after consent being granted that the condition was unlawfully imposed. This is called an "Augier" condition.*

## Appendix 2: Site Plan







## Appendix 3: Rules of Stay



### REPSONSIBILITIES / RULES OF STAY

1. Emerge Aotearoa staff and management may visit the premises during the term of the Agreement. Appropriate notice will be given for inspection on the premises, arrangement and conducting of property maintenance, or upon becoming aware of an incident, damage, disturbance, or an illegal act.
2. Room Inspections will be conducted monthly. Rooms must be kept clean and tidy and all rubbish disposed of daily.
3. **Only the person or persons** named in this agreement may reside on the premises.
4. No pets permitted on the property.
5. No smoking inside the Unit.
6. The property may not be used for any illegal purpose. You may not keep or use illegal drugs or drug paraphernalia anywhere on the property. Use of illegal substances may result in ending of this agreement.
7. Methamphetamine testing and monitoring will be conducted on a monthly basis and if there is any suspicion of use.
8. Room servicing by motel staff will be conducted weekly, **this is mandatory**. You must report any concerns with your unit or damage to your unit to Emerge Aotearoa immediately.
9. No swimming or paddling pools of any kind are permitted on property.
10. If any intentional damage or loss has occurred to the property or its fittings, you may be required to pay the reasonable costs of repair/replacement.
11. You will get a Key for your Unit. If you lose the Key, you may be required to pay for a replacement. Your key must be returned at the end of your stay with Emerge Aotearoa.
12. Fire alarms, smoke detectors and other safety devices must not be tampered with.
13. Firearms or weapons of any kind are not permitted on the premises.
14. No attachments (blu-tack, screws, nails, hooks, pins etc.) at all are to be put into the walls.
15. Only one occupant's vehicle per unit is permitted on the premises, to be parked in the designated car park, **No visitors parking on the premises or the grassed berms outside the premises at any time**.
16. A final visit will be made to the property prior to exit, to check on inventory, damage, and health & safety matters.
17. Beyond fair wear and tear of provided equipment and property, you may be liable for anything that you lose or damage or/and that is lost or damaged by others that you invite into the unit. The kind of thing we may require you to pay for includes (but is not limited to) furnishings, drapes, carpets, whiteware, wall linings etc.
18. No open flames are to be used inside the unit or on the Property, this includes Candles and Incense.
19. Visitor hours are from 9am-6pm Daily, anything outside these hours must be approved by Emerge Aotearoa Management, **you are responsible for your visitor's behaviour**.
20. No Gang apparel to be worn on site at all times, no gang memorabilia to be displayed at the premises.
21. No excessive noise, parties, or large gatherings on site.
22. No excessive noise after 8pm which may disturb your neighbours right to quiet enjoyment.
23. Shared Facilities (laundry, Communal Kitchen) are only available to clients of Emerge Aotearoa.
24. Please advise Emerge Aotearoa **Immediately** if you intend to leave or have a change in your circumstances.
25. Please do not remove any furniture or property from your unit or any communal areas. Do not overload the unit by accumulating your own furniture and/or belongings inside the unit.
26. Consumption of alcohol in communal areas or drunk and disorderly behavior is not allowed.
27. No children under the age of 14 are to be left anywhere on the premises without adult supervision.
28. Emerge Aotearoa will not tolerate **any anti-social behaviour, abuse, or violence**.
29. You must inform Emerge Aotearoa if you will not be at the property for more than **2 days**, if you are away for **5 consecutive days** without notifying Emerge Aotearoa then we will assume you have abandoned your accommodation and your accommodation will end. Your rent will be charged until all your belongings are removed from your unit.

# COMPLAINTS PROCEDURE

## CONTRACTED EMERGENCY HOUSING

### PROCESS MAP

#### STEP 1: RECEIVING COMPLAINTS

A Complaint can be received by 24/7 0800 53 4444 the Housing Support Provider, Motel Operator, Security Company, Te Pokapū, MSD and HUD...

#### STEP 2: RECORDING AND INVESTIGATING

- All complaints will be treated equally and recorded in a register
- All complaints will be investigated without prejudice
- All investigations will be reviewed

#### STEP 3: REVIEW AND ESCALATION

- [xxx] will review the complaint
- Complaints will be escalated to [xxx]

#### STEP 4: RECOMMENDATION

- Recommend actions for addressing the complaint
- Provide possible preventative measures

#### STEP 5: RESOLUTION AND COMPLETION

- Feedback made to complainant
- Update complaints register and record outcome

## Appendix 5: Communications Directory for Neighbours

### Midway Motel, 293 Fenton Street, Rotorua

Email/Reason to call	Name	Role	Phone
<b>N/A (no email address)</b>	Security Service Officer	On Site 24/7 Security Guard	027 570 4048
If you believe there is an issue that is related to Contracted EH at 293 Fenton Street that requires immediate attention, please contact Security.			
<a href="mailto:Dezire.Broomhall@emergeaotearoa.org.nz">Dezire.Broomhall@emergeaotearoa.org.nz</a>	Dezire Broomhall	Housing Operations Manager (Service Provider Contact)	027 880 4520
If you wish to complain about any of the Contracted EH <b>whānau</b> staying at 293 Fenton Street (e.g. <i>Inappropriate behaviour, cars on berms, trolleys</i> )			
<a href="mailto:anne.waring77@gmail.com">anne.waring77@gmail.com</a>	Anne Waring	General Manager (Motel Operator contact)	027 903 0780
If you have a complaint about the <b>building and/or landscaping</b> at 293 Fenton. ( <i>this could include Unsightly Rubbish and Graffiti</i> )			
<b>N/A (no email address)</b>	Complaints contact number.	24/7 0800 number	0800 53 44 44
If you wish to make a complaint about a Contracted EH motel in your neighbourhood or don't know which motel your issue relates to.			
<a href="https://www.rotorualakescouncil.nz/our-services/environment-and-health/noisecontrol">https://www.rotorualakescouncil.nz/our-services/environment-and-health/noisecontrol</a>			
Rotorua Lakes Council provides a 24-hour 7-day <b>noise control service</b> . Council has the power to control noise that is deemed excessive and unreasonable anywhere in the Rotorua District	Rotorua Lakes Council	Noise Control (RLC)	07 348 4199
In case of emergency please call 111			
To report non-emergency situations to the Police please call 105			

## Appendix 6: Daily Site Management Template

MARCH

2023

MON	TUE	WED	THU	FRI	SAT	SUN
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

### GOALS

☐

☐

☐

☐

### NOTES

Initial each day in the calendar above to confirm that all Daily / Weekly / Monthly tasks have been completed.

Please make a note on each day of the number trolleys that have had to be removed or any graffiti that has had to be removed.

### TO DO

☒ DAILY - Tidy site & street Berm

☒ DAILY - Removal of rubbish & graffiti from site and street berm

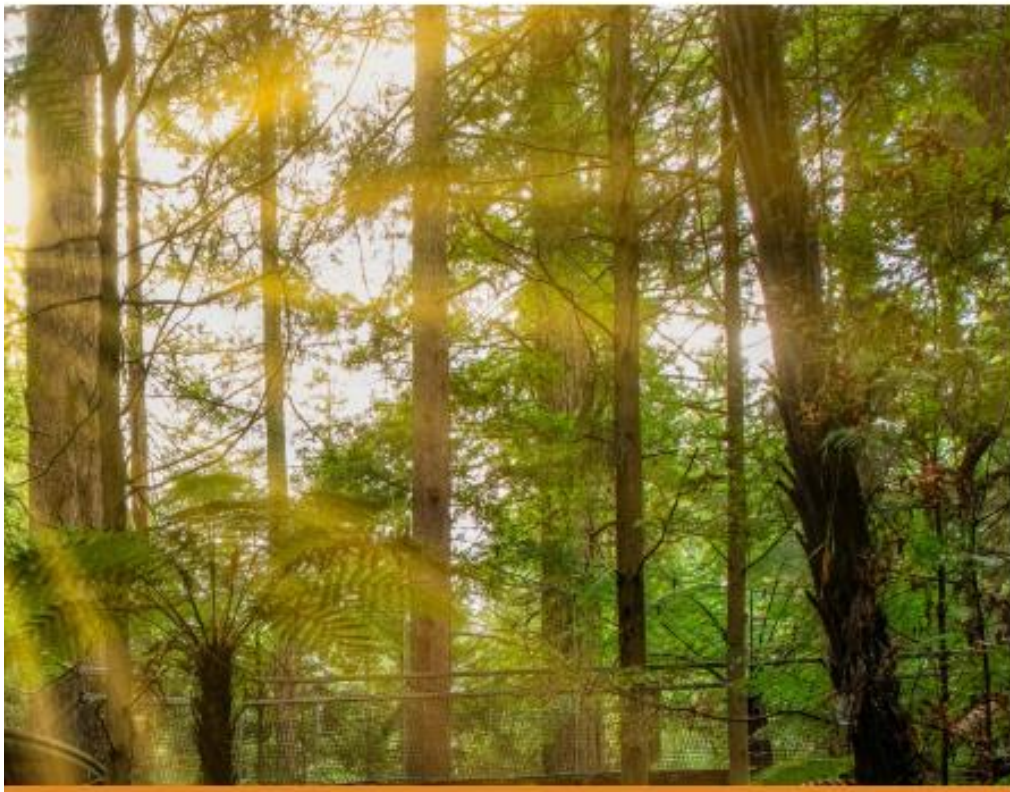
☒ DAILY - Removal of shopping trolleys from public view both on site & street berm

☒ WEEKLY - Maintain gardens

☒ MONTHLY - Photos of boundary fences & landscaping.



# TE HAU KI TE KĀINGA



*'The winds that guide you home'*

A community led collective supporting  
whānau into stable housing





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# 1. MIHI

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

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

## 2. HISTORY

### 2.1 Background

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

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

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



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



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



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





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



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



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

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

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

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

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### 3. RESEARCH

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

They are as follows:

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

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

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Further research in the Bay of Plenty identified:

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

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## 4. STRATEGIC FRAMEWORK

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

This is detailed as follows:



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

## 4.1 Strategic Direction

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

This is as follows:

### Vision

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

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

(Self-sufficient, interdependent, and vibrant whānau)

### Mission

*How will we achieve this result?*

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

(Growing and nurturing future whānau leaders)

### Values

*What are the values important to us as a collective?*

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





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

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

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

### Strategic Priority

### Relationships

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

#### SMART Objectives

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

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

#### Key Performance Indicators

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

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

#### Strategic Alignment

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

System Enablers

- Build capacity and capability of Māori providers

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

Guiding Principles:

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

### Strategic Priority

### Housing

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

#### SMART Objectives

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

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

#### Key Performance Indicators

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

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

#### Strategic Alignment

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

Guiding Principles

- Focus on stable homes and wellbeing

Supply:

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

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

System Enablers:

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



### Strategic Priority

### Collective

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

#### SMART Objectives

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

#### Key Performance Indicators

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

#### Strategic Alignment

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

Guiding Principles

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

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

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

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

System Enablers:

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

### Strategic Priority

### Services

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

#### SMART Objectives

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

#### Key Performance Indicators

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

#### Strategic Alignment

Aotearoa / NZ Homelessness Action Plan 2020 – 2023

System Enablers

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





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## 5. OPERATIONAL MODEL

### 5.1 Stakeholders

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

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

#### Stakeholder: Iwi / Hapū

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

#### Stakeholder: Community

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

#### Stakeholder: Funders

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

#### Stakeholder: Providers

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

#### Stakeholder: Hotels

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

#### Stakeholder: Referrals

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

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## 5.2 Cohort

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

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

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

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



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

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

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

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

## **LEVEL 1**

### **Navigators – Relational**

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

## **LEVEL 2**

### **Social Workers - High Risk Whanau Breakdown**

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

## **LEVEL 3**

### **Mental Health Clinicians – High Risk Mental Health**

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

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

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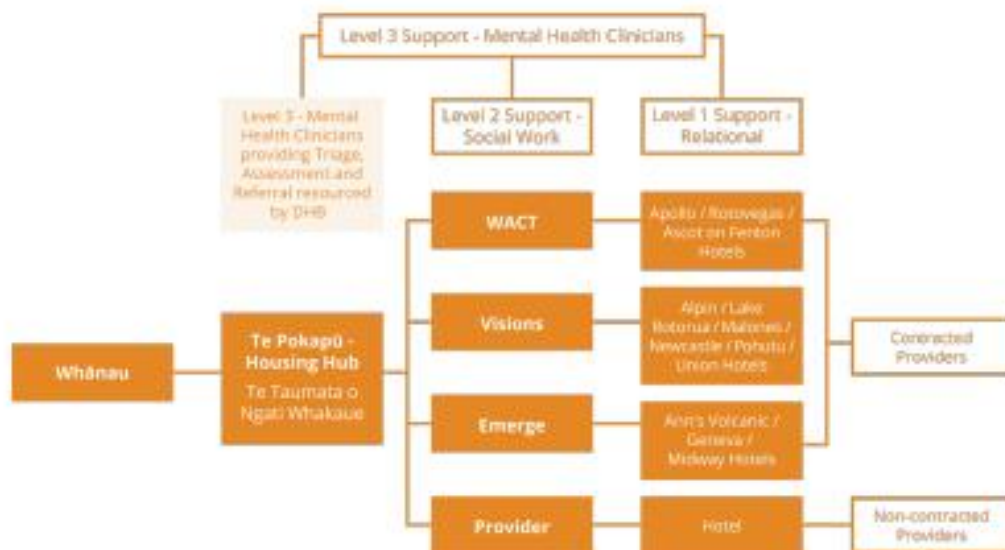
## 5.3 Structure

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

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



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## 5.4 Methodology

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

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

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

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## 5.5 Outcomes Framework

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

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



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#### Client

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

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

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



#### Cultural

Outcomes that align to the culture of the client.

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

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



#### Contract

Outcomes that align to the contract for this service.

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

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

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

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## 5.6 Client Management System

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

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

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



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

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

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## 5.7 Workforce Development and Support

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

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

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

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

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



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



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

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

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

### Mental Health & Addiction

#### Multiple Co Morbidity

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

#### MH and AoD primary focus

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

### Culture

#### Ngā Pou e Rima (NPER)

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

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

#### Ngāti Whakaue

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

### De-escalation Strategies

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





### Model of Care

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

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

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

### Supervision

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

### Induction / Expectations

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

This includes:

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

### Treaty of Waitangi

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



## Family Violence

### Family Violence overview

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

### This includes

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

## Child Focus Development

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

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

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

## MSD Products and Services

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

What's new - Map ([workandincome.govt.nz](https://workandincome.govt.nz))

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

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## 5.8 Shared Resources

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

### Emerge

- Policies and procedures developed for emergency housing

### Visions

- On site Management processes

### WACT

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

### Te Taumata o Ngāti Whakaue

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



## 5.9 Risk Management

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

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



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



Photograph by Adrian Hodge

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



## 5.10 Best Practice Model

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

## 5.11 Reporting Structure

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

Following is our reporting structure:



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## 5.12 Communities of Practice

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

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

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



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**Te Hau ki te Kāinga**  
**2021**

