



Te Tūāpapa Kura Kāinga
Ministry of Housing and Urban Development

Operational Guidelines

for

Providers of Sustaining Tenancies

Issued June 2022

Contents

Introduction to the Guidelines.....	3
SECTION ONE: DELIVERY	5
What is Sustaining Tenancies?	5
Who is Sustaining Tenancies for?	6
How do tenants access Sustaining Tenancies?	6
What principles guide service delivery?	8
Assessment	9
Whānau-led Goal Plan	11
Service Levels.....	13
Service Levels: Quick Reference Table	14
Service Levels: Scenario One	15
Service Levels: Scenario Two	16
SECTION TWO: CONTRACT & LEGISLATIVE COMPLIANCE	17
Vulnerable children and families	17
Tenant information	18
Sharefile.....	19
Incident Reporting.....	19
Managing Risks & Issues	20
Reporting, Monitoring and Invoicing	21

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Introduction to the Guidelines

Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development

The Operating Guidelines for Sustaining Tenancies are issued by Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development (HUD).

Guidelines

These guidelines outline minimum requirements for the delivery of the Sustaining Tenancies service by providers contracted by HUD.

The guidelines are for managers, supervisors and front-line workers who are responsible for the delivery of the service to individuals and whānau.

The guidelines are split into two sections:

1. **Section One, 'Service Delivery'** is for all workers (including managers and supervisors) involved with the delivery of the Sustaining Tenancies service to tenants
2. **Section Two, 'Contract and Legislative Compliance'** is for all managers and supervisors responsible for internal policies and procedures, and the overall Provider relationship with HUD.

Service Agreement

Providers must comply with the terms and conditions of their Service Agreement.

If there is any inconsistency between the terms and conditions in these guidelines and the Service Agreement, the terms and conditions of the Service Agreement will prevail over the guidelines.

COVID-19 Guidance

The Ministry of Health's (MOH) and the Government's dedicated COVID-19 websites are the primary sources for information about COVID-19 and precautions to take for your staff and the people you support. HUD will also publish guidance for providers on the HUD website from time to time.

If there is any inconsistency between MOH and COVID-19 website guidance and any publication by HUD (including these guidelines, the Services Agreement and any HUD COVID-19 guidance), the MOH and COVID-19 website guidance and any associated Public Health Orders take precedence.

Reviewing the Guidelines

These guidelines will be reviewed and updated as needed (for example: if there is a change to a Services Agreement). Providers will be advised of any updates to these guidelines.

Any questions or feedback about the content of this document can be submitted directly to your HUD Relationship Manager.

Additional Delivery & Practice Resources

Providers and their staff who are interested in professional training opportunities and sector communities of practice may wish to connect with [Te Matapihi he Tirohanga mō te Iwi Trust](#) and/or [Community Housing Aotearoa](#).

SECTION ONE: DELIVERY

This section is for all staff (including front-line staff and their line managers) involved with the delivery of Sustaining Tenancies services to individuals and whanau.

This section is intended as an introduction to the delivery of Sustaining Tenancies. It presents information from the Relationship and Service Agreements in a format that may be more accessible to practitioners and their supervisors. Organisations may also use this document as a reference point for their own programme delivery resources.

Aims of Sustaining Tenancies

Sustaining Tenancies is HUD's main homelessness prevention service and is part of the Aotearoa / New Zealand Homelessness Action Plan ('HAP').

It provides tailored, practical support to individuals, families and whānau to help them retain their tenancies and avoid homelessness.



In 2019, HUD worked with the sector to re-design Sustaining Tenancies after a trial period of the service beginning in 2017. The re-design and expansion of Sustaining Tenancies was one of eighteen priority actions in the HAP.

HUD is aiming to achieve seven outcomes through the Sustaining Tenancies programme. These are:

1. Reduced rates of homelessness
2. Security of tenure for low income households
3. Improved overall wellbeing for people with complex needs
4. Reduced reliance on emergency housing solutions
5. Improved mental and physical health
6. Improved safety and security for households and communities
7. Improved social connections.

Ending homelessness requires a combined effort.

Homelessness is a complex issue that no single organisation can solve alone.

Sustaining Tenancies providers work with private landlords, Councils, Community Housing Providers (CHPs), Kāinga Ora- Homes and Communities, HUD, Ministry of Social Development (MSD), other agencies and a range of health and social services.

Everyone has a role to play in supporting eligible tenants:

- HUD funds providers to deliver Sustaining Tenancies services
- Sustaining Tenancies providers identify and promote referral pathways, provide social support services, coordinate multi-agency approaches to tenant wellbeing and connect tenants with other frontline services
- Private landlords, Iwi partners and Māori housing providers, Public Housing providers such as council, CHPs and Kāinga Ora provide and manage tenancies. They may also refer tenants to a Sustaining Tenancies service provider
- Frontline health organisations, the Justice sector, education providers, Iwi partners and Māori organisations, and community services support tenants with their needs and goals. They may also refer tenants to a Sustaining Tenancies service provider
- Communities and whānau create connection, belonging and opportunities such as social activities, learning and employment.

Who is Sustaining Tenancies for?

Sustaining Tenancies is for individuals, families and whānau in private or public housing who require support to sustain their tenancy and address any issues that may continue to put their tenancy at risk.

Sustaining Tenancies tenants:

1. must provide written consent to receive the Sustaining Tenancies service¹
2. are assessed as being on a pathway to homelessness and/or at immediate or serious risk of eviction as a result of vulnerability or adverse life event (risk) factors
3. are living in adequate housing and have a tenancy agreement (as defined under the Residential Tenancies Act (1986)), including community housing and private rental tenants.

How do tenants access Sustaining Tenancies?

Individuals, families and whānau join the Sustaining Tenancies programme through self-referral or by referral from another party.

¹ Written consent can include emails. From a process perspective, it is important that Providers have a clear record of client consent to accept the service. While it need not be obtained at the initial engagement with the client given the need to first establish trust, it should nevertheless be obtained in written or email form as soon as practicable.

Each provider's referral pathways will be different, depending on their location and community needs. Providers should identify and promote internal and external referral pathways, such as:

- tenant self-referral, or referral by whānau
- internal referrals from health and social work professionals or outreach workers
- referrals from frontline staff in government departments and agencies
- referrals from Kāinga Ora and CHPs
- referrals by private landlords, tenancy managers and property managers
- referrals from tenancy services the tenant is connected with
- referrals from other local health and community services
- referrals from local hapū, Iwi partners and Māori providers.

Providers must ensure that they collect enough information from the referrer to establish that Sustaining Tenancies is likely to provide the support that the tenant needs.

Providers may also re-refer tenants they have assessed (including an assessment of cultural needs) to other Sustaining Tenancies service providers. For example, whānau Māori may be offered a referral to an Iwi partner or Māori provider (if available), if preferred by whānau.

Providers who are both registered Community Housing (CHP) and Sustaining Tenancies providers must ensure a separation of services to mitigate any conflict of interest between the different roles. No more than 20% of the Provider's total number of Sustaining Tenancies clients are, have been, or will be, an existing housing tenant of the CHP arm of the Provider. This means some tenants who could benefit from the Sustaining Tenancies programme will need to be referred to an alternative provider.

If a supported tenant loses their tenancy, the expectation is that the Provider helps support the individual, family or whānau to secure other permanent private or public accommodation. If this is not possible, then they should be navigated to Transitional Housing and/or engage with MSD for Emergency Housing if required.

Contact your HUD Relationship Manager if you think a tenant is likely to need more than 12 months of service.

HUD has a list of all regional providers available on the HUD website.

What principles guide service delivery?

Providers must ensure that their delivery model focuses on individuals, families and whānau cultural needs, particularly the needs of whānau Māori.

The following kaupapa Māori principles are part of Te Maihi o Te Whare Māori (Māori and Iwi Housing Innovation Framework for Action) and the Homelessness Action Plan.

“Operationalising a kaupapa Māori approach means building and delivering actions in a way that demonstrates Māori principles, ensuring delivery is in line with those principles, and ensuring that operating models for all homelessness services are driven by kaupapa Māori principles and ways of working. The action plan focuses on building and spreading strength, through further enhancing capacity and capability.” (from the Homelessness Action Plan, page 34).

These, or similar principles, underpin Sustaining Tenancies service delivery:

- **Mauri** - enabling the life force, an essence for revival and fulfilment, to be sustained in wellbeing
- **Tikanga** - doing things right, being in the right place at the right time
- **Whanaungatanga** - delivering services for Māori through a whakapapa lens
- **Manaakitanga** - key mechanisms of engaging and building relationships
- **Whakamana** - empowering whānau intergenerationally
- **Tino Rangatiratanga** - self-determination of self-sufficiency through creating your own sense of belonging.

Additionally, the following principles are in Relationship Agreements between all providers and HUD:

- together, we can achieve more for New Zealand, than if we act alone
- the welfare and safety of our clients and the welfare of communities is at the centre of what we do
- housing must be of the right size and configuration, and in areas of need
- quality is essential, and innovation and sustainability are highly valued, and
- together, we must support the growth of a fair, efficient and effective community housing sector.

Assessment

The assessment of tenants who have been referred to the Sustaining Tenancies service helps determine their level of need, and therefore the level of service delivery required at the time of assessment.

HUD does not provide examples or standard client assessment templates. Providers are expected to use holistic and culturally appropriate assessment models that allow the assessor to assess the breadth of tenant needs and the appropriate level of service. Some examples of what providers use as assessment tools include: Outcomes Star, Whānau Ora assessment tool and Vulnerability Index – Service Prioritisation Decision Assistance Tool (VI-SPDAT).



Providers must **contact referred individual or whānau within 48 hours of receiving the referral** to determine if the service is a suitable fit and to build trust and rapport with the tenant.



If there is a fit, the provider must get the tenant's **written consent** to provide the service and share private information with HUD and agencies providing support services for the tenant. The provider must update their client records and advise the referrer of the outcome of the referral.



Once the tenant has provided written consent to confirm their engagement with the service, providers **complete a comprehensive assessment** to determine the **tenant's needs** and **Service Level**



The Provider must work with the tenant to **develop a whānau-led goal plan** based on their current situation and future goals. The plan will identify steps for the tenant to sustain their tenancy and improve their overall wellbeing.



Providers must conduct **regular assessments** throughout the service to measure the impact of the service and identify if the tenant's needs (and therefore, the Service Level) have changed.



Providers carry out a **final assessment** when the tenant exits the service to determine whether there is improvement in the tenant's overall well-being and ability to sustain their tenancy.

Whānau-led Goal Plan

Providers work with tenants to develop a whānau-led goal plan based on their current situation and future goals and use the plan to identify steps towards sustaining the tenancy and improving wellbeing. A whānau-led goal plan:

- incorporates kaupapa Māori principles where appropriate
- identifies and prioritises any risks or concerns for the tenant that require immediate attention
- identifies any barriers to managing the tenancy sustainably, and seeks solutions to remove these
- identifies any issues or breaches experienced with the tenancy to date (e.g. rent arrears, damage to property, landlord entering property without due notice, breaches of the Residential Tenancies Act)
- identifies appropriate internal referral pathways to services (e.g. budgeting)
- identifies external referral pathways to services (e.g. specialist mental health services)
- lists any further appropriate actions required to sustain the tenancy (e.g. liaise with landlord about tenancy issues and concerns).

Additional Costs

Unless agreed otherwise, HUD will pay a maximum of an additional \$500 per tenancy per the term of the contract for costs reasonably and properly incurred by the Provider to prevent the tenant being evicted from a tenancy.

Any such payment will be made monthly, following receipt of a detailed GST invoice (in the name of the party that carried out the work) and supporting reasons supplied in the email with the invoice attached and the monthly report. Supporting information must:

- identify the tenants involved and why the additional funding is required, and
- certify that the amount claimed relates solely to the identified tenants.

Where the costs are likely to exceed \$500, the Provider must seek HUD's prior agreement before agreeing to cover costs and seek reimbursement. Your HUD Relationship Manager will review such instances on a case-by-case basis before agreeing to cover costs.

Guidance for Additional Costs

Understanding that circumstances are different in many cases, the appropriate use of Additional Costs funding relies on communication between the Provider and HUD. Because the Provider fronts the costs, where these are out of the ordinary it is advisable to contact the HUD Relationship Manager in the first instance and seek advice before any costs are incurred if the provider is unsure whether the costs should be met by the programme.

An effective way to determine appropriate use is to see the Additional Cost claim within the context of the issues that resulted in a referral to the service.

Questions for providers to think about when determining if an Additional Cost is appropriate are:

- If there is damage to the property, whose responsibility is it to cover repair costs, i.e. the landlord or the tenant? The Residential Tenancies Act outlines responsibilities relating to damage and repairs.
- Is it a one-off or on-going cost? For example, the purchase of a lawnmower to maintain the grounds, vs a contractor mowing lawns every 2-3 weeks.
- Will the cost support a household to sustain their tenancy and does it align with the reason the tenant is engaging in the service?
- Is there another agency that provides funding to cover the cost? Refer below for a range of funding that should be checked before claiming an Additional Cost:

Example of cost	Funded by
Rent arrears	MSD
Whiteware	MSD
Food grants	MSD
Health or disability need	Ministry of Health (MOH)/DHB/MSD

In short, Additional Cost funding should not be used to meet expenses that are more appropriately met by other government agencies. It should not be used to meet expenses that are open-ended or ongoing. The Provider should ask whether failure to cover the expense would jeopardise the tenancy, and if not, then it should not be covered.

There is more information on costs covered by other agencies such as by MSD on their websites if you are unsure. Resources include:

[Housing Support Products - Work and Income](#)

[Urgent or unexpected costs - Work and Income](#)

Service Levels

The Sustaining Tenancies re-design recommended that the assessment of tenants' needs should determine the level of service delivery. Providers should focus on what they can deliver in-house and refer tenants to other service providers where they do not have the required areas of expertise. Providers must deliver the services below at **all Service Levels** (as a minimum):

Services to be delivered to all tenants

- Life skills education and coaching
- Advocacy and support service navigation (e.g. access to Tenant Protection Services, Plunket, legal advice and others)
- Needs assessment and goal planning
- Referrals to financial literacy courses or resources– where best suited for the whānau
- Referrals to specialist social service and health providers – where best suited for the whānau
- Advocacy with landlords within 48 hours of referral
- Provide or arrange quick maintenance to the property as appropriate and when required e.g. gardening service, minor fixes to the house.

Service Levels: Quick Reference Table

Routine re-assessment may identify changes in circumstances or additional service needs and increase the tenant's Service Level

Service Level	Service Level 1 (ST1)	Service Level 2 (ST2)	Service Level 3 (ST3)
Tenant profile and needs	ST1 is for tenants with less complex needs who have some vulnerability and are at risk of losing their tenancy, for example, following an adverse life event	ST2 expands and builds on ST1 and is for tenants with: <ul style="list-style-type: none"> ongoing tenancy concerns, and complex vulnerability and adverse life event risk factors affecting their ability to stay housed. ST2 tenants may need support with AOD use, mental health, dispute resolution, property maintenance.	ST3 expands and builds on ST1 and ST2 and provides complex or intensive services to support tenants who: <ul style="list-style-type: none"> have long-standing, persistent tenancy challenges, and are highly likely to re-experience homelessness. ST3 tenants may need support with AOD use, complex health problems, outstanding or unresolved sensitive claims, access to finances or beneficiary entitlements, criminal victimisation or criminal history (including family violence), and skills for maintaining a safe, healthy home.
Service length	>6 months	6-9 months	9-12 months
Tenant contact	Once per fortnight	Once per week	Twice per week
Face-to-face meeting	Once per month	Once per fortnight	Once per week
Support needs and approach (additional to services provided at all Levels)	Minimum services delivered at all Levels.	The Provider is likely to need to help the tenant access support from several other agencies (e.g. disability support). Provide support and encouragement as relevant to the individual needs and whānau-led goal plan, such as support with property maintenance and encouraging the tenant to maintain this navigation to health and addiction services.	The Provider is likely to need to help the tenant access support from multiple agencies (e.g. mental health, disability support, ACC for sensitive claims). Provide support and encouragement as relevant to the individual needs and whānau-led goal plan, such as support the tenant to manage any unwanted guests and connect the tenant to a health professional to ensure they are receiving appropriate care.

Over time, tenants are likely to have decreasing service needs so will gradually step-down in Service Levels before exiting the service

Service Levels: Scenario One

Single man in his 50's, self-referred



The Sustaining Tenancies Coordinator calls **within 48 hours**. The provider assesses the man as eligible. The man's private rental is at risk because he recently lost his job and has accumulated rent arrears.



The tenant visits the office. He provides **written consent** to receive the service and to share private information with HUD and agencies. He books an assessment. The Coordinator creates a **client record** and files the written consent. The Coordinator contacts the tenant's property manager to let them know the tenant has accessed the Sustaining Tenancies service and will receive help to address immediate issues and sustain the tenancy in the long-term.



The tenant and Coordinator **complete a comprehensive assessment** at the office, to determine the **tenant's needs**. They agree the ST1 **Service Level** is appropriate. The Coordinator also develops a **whānau-led goal plan** with the tenant and his sister and nephew, which includes the goal of finding a new job. The Coordinator helps the tenant apply for financial support from MSD including assistance to pay for the rent arrears.



The Coordinator **calls** the tenant the following week and then the following fortnight; the tenant is happy with this level of contact and the rent arrears and the income from MSD have helped to stabilise the tenancy for now. The Coordinator and tenant agree to meet face-to-face at the end of the month.



In their **face-to-face** meeting, the tenant discloses that he is feeling depressed after losing his job and is anxious about an upcoming Family Court appearance for breaching a Protection Order taken out by his ex-partner. The tenant is concerned the stress of his situation may mean he could re-lapse into AOD misuse and this prevent him finding employment. The Coordinator:

- **re-assesses** using the appropriate mental health, AOD and family violence assessment tools
- agrees with the tenant to support him to re-engage with his family violence programme.
- makes a referral to an AOD counsellor.

Due to the tenant's social and health risk factors impacting on the long-term sustainability of the tenancy, the Coordinator **reports** to the Provider manager that this tenant is now ST2, requiring additional support to navigate stressful life events and to access the right supports.



The Coordinator continues to support the tenant with more frequent phone **calls** and **face-to-face** meetings, especially in the lead-up to a Family Court appearance.

After the Family Court appearance and the tenant's successful re-engagement with a family violence programme, the tenant reports feeling more in control and that he is progressing towards mental wellness.

After the tenant successfully gains full-time employment, the Coordinator **re-assesses** the situation. The Coordinator, tenant and his whānau decide that he is doing well and will be able to manage the tenancy independently in a month. The Coordinator **reports** to the Provider manager that the tenant is now ST1.



The Coordinator carries out a **final assessment** once the month is up to determine if there has been an improvement in the tenant's overall well-being and ability to sustain their tenancy. The tenant and his whānau agree to contact the Coordinator again should the tenancy be at risk in the future. The reason for exit is **reported** to HUD by the Provider.

Service Levels: Scenario Two

Whānau of six, referred by Kāinga Ora



Kāinga Ora referred a household of six whānau members to a ST service, due to their previous experiences of eviction and homelessness and current risk factors affecting their ability to maintain rental payments and care of the property.

The Sustaining Tenancies Coordinator calls **within 48 hours** and decides the whānau are eligible for the service. A date is booked for a home visit. The two adults of the **whānau** provide signed and scanned **written consents** via email to receive the service and to share private information with HUD and agencies. The Coordinator creates a **client record** for the whānau, files the written consent and reports back to Kāinga Ora that the referral has been accepted and a comprehensive assessment is booked.



The Coordinator visits the whānau at home (in line with the Provider's home visit Health and Safety and lone working policies). The Coordinator **comprehensively assesses** the whānau as needing ST2 **Service Level** because two adults are in unreliable casual employment (vulnerability risk factors) and one of the tamariki has been diagnosed with a serious illness requiring multiple hospital appointments (recent adverse life event). The whānau complete a whānau-led goal plan with the Coordinator.



During their time in the service the financial situation of the whānau improves because one adult is offered a full-time job and the Coordinator helps the other to access a Disability and a Child Disability Allowance. One of the adults is then able to provide full-time care for the tamaiti.



The Coordinator **calls** and **meets face-to-face** with the whānau regularly, sometimes at home and sometimes when the whānau visit the Provider for other appointments, as the Provider also runs health services so it is convenient to combine appointments. The health of the unwell tamaiti starts to show improvement.



After four months in the service the Coordinator **re-assesses** the situation of the whānau, and reviews progress they had made in achieving goals in their whānau goal plan. As a result, the Coordinator and the whānau agree they can receive ST1 for the remaining two months of the programme, with a view to graduating at the end of these two months.



The Coordinator carries out a **final assessment** once the two months are up to determine if there has been an improvement in the overall well-being of the whānau and their ability to sustain their Kāinga Ora tenancy. The Coordinator and the whānau celebrate their success in achieving their goals and acknowledge their graduation from the service with some kai. The reason for exit is **reported** to HUD by the Provider.

SECTION TWO: CONTRACT & LEGISLATIVE COMPLIANCE

This section is for all managers, supervisors and coordinators who are responsible for designing and implementing internal policies and procedures, and those managers responsible for the overall Provider relationship with HUD.

COVID-19

There are a range of websites setting out the legislative, compliance and other requirements put in place by the Government as a response to the COVID-19 pandemic, along with public health and other practice advice. In addition to the prime sources of the [MOH](#) and [COVID-19](#) websites, [Tenancy Services](#) has information for landlords and tenants and the HUD website has information for [housing and related service providers](#).

Vulnerable children and families

If you are a provider of children's services in accordance with the Vulnerable Children Act 2014 (including where MSD gives notice to you that in the opinion of the MSD's Chief Executive, you are providing children's services), you must:

- as soon as practicable, adopt a child protection policy that complies with section 19 of the Vulnerable Children Act 2014
- review in accordance with section 16(a)(iii) of the Vulnerable Children Act 2014
- make a copy of your child protection policy available to the MSD, including any updates
- implement your child protection policy.

Child abuse

If you become aware of potential or actual child abuse, neglect, or situations where a child is being exposed to family violence, ring Oranga Tamariki: Ministry for Children on freephone 0508 326 459 to make a referral or report of concern.

If their safety is of concern you should contact the Police.

Family violence

If family violence is suspected or disclosed to you by a tenant, you should assess their safety immediately. If their immediate safety is of concern you should contact the Police.

For referrals to local Family Violence service providers search the Family Services Directory at www.familyservices.govt.nz/directory/

For more information about Family Violence, go to the It's Not Ok website at www.areyouok.org.nz/family-violence/

Tenant information

All tenant information must be treated as confidential information.

You must comply with the Privacy Act 2020 and any applicable Code of Practice made under that Act when collecting, storing, using and disclosing participant information.

Whenever you get personal information deliberately, you are 'collecting' it. The Privacy Act sets out what personal information you can collect, where you may collect it from and how you may collect it. Of relevance here is that you can only collect personal information that's necessary for a lawful purpose, which in the case of Sustaining Tenancies is the delivery of that service.

Where you believe there has been a breach of the Privacy Act 2020, such as unauthorised access to or use of client information, you must notify HUD immediately via your Relationship Manager.

The Office of the Privacy Commissioner has more information about how to manage your responsibilities for collecting, holding and using personal information at their website: <https://www.privacy.org.nz/responsibilities/your-obligations/>

Access to information

HUD will only share relevant participant information with you for the purpose of carrying out service-related tasks. The information must only be used for this purpose. Participant information must not be accessed by anyone without the appropriate authority to do so.

If you receive a participant's personal information and recognise that the client is known or related to you, it is HUDs expectation that you will cease work on that file and inform your manager immediately. Your organisation must have internal processes to manage any conflicts of interest appropriately as they arise.

No participant information (including their nine-digit MSD Client Number) is to be shared or sent via email, fax, post or courier.

When client information is recorded incorrectly

If a tenant informs you that information you hold about them is recorded incorrectly, you will need to correct the information or attach a statement stating what correction was sought by the participant to their records.

Storage and security of information

If you need to store tenants' personal information provided HUD, you must ensure that the information is safeguarded against:

- loss
- unauthorised access, use, modification or disclosure and
- other misuse.

When storing participant information electronically you must ensure that all access to your network, computers and any tenant information is password protected. Your organisation must have in place processes to mitigate the risk of unapproved access, including regular password protection updates. Each of your users must have a separate account. Passwords are not to be shared and must conform to NZISM 2015 complexity rules.

Disposing of information

All tenants' personal information provided by HUD, should be permanently and securely deleted as soon as it is no longer needed for the purpose it was provided. When disposing of participants' personal information you must take all reasonable steps to safeguard against interception, misuse and disclosure.

Tenants' personal information must be disposed of in one of the following ways:

- hard copies must be destroyed by you in a secure destruction/ shredding bin (not a regular bin) or by a document destruction agency
- electronic documents and any copies must be deleted permanently.

NZISM 2015 complexity rules

Passwords should include:

- a minimum password length of 16 characters with no complexity requirement; or
- a minimum password length of ten characters, consisting of at least three of the following character sets:
 - lowercase characters (a-z)
 - uppercase characters (A-Z)
 - digits (0-9), and
 - punctuation and special characters.

Sharefile

ShareFile is an online portal used to exchange client and reporting information with HUD. No client information is to be sent via any other method including email.

Incident Reporting

It is everyone's responsibility to ensure that staff and tenants are kept safe in all environments (such as when services are delivered in offices and tenants homes) and at every stage of the delivery of the Sustaining Tenancies service. Providers will have a health and safety framework that is compliant with all aspects of the Health and Safety at Work Act

2015. This includes risk identification, prevention and management, as well as incident reporting and investigation processes.

Under the Health and Safety at Work Act 2015, HUD's obligations include, so far as is reasonably practicable, ensuring the health and safety of workers, and that others are not put at risk by the work of the business (for example, tenants, clients, visitors, children and young people, or the general public). These responsibilities also extend to the providers HUD contract with and their work with associated clients.

With this in mind, HUD asks that providers notify their Relationship Manager of any serious incidents as soon as they arise. Serious incidents may include, but are not limited to, death, harm or potential harm to tenants/clients/staff/others, violence, threats of violence, or where emergency services or WorkSafe involvement occurs.

When a serious incident is reported, HUD aims to understand:

- the background and cause of the incident, if known.
- details of the incident and the wrap-around services provided to the person up to that point.
- details of where the involved parties are now and whether they are still receiving support through the programme.
- steps taken to mitigate or where possible eliminate reoccurrence.

HUD has developed a template that you may wish to use to report serious incidents to HUD. Please ask your Relationship Manager for a copy.

Some providers nationwide are already using the template, while others use their own reporting methods. How HUD receives the information is up to the individual provider, however HUD does require that the notification is timely and where high-risk, notification is immediate. In situations of urgency HUD suggests an initial phone call or text to your HUD Relationship Manager is appropriate, followed up with detail.

Managing Risks & Issues

HUD will work with you to mitigate risks and resolve any issues as they arise.

The list below identifies the types of risks that should be escalated immediately, but is not exhaustive:

- a privacy breach
- a health and safety incident (as discussed above)
- a media inquiry that might affect both agencies

The table below outlines two examples of issues and the responses for each:

Risk	Type of risk	Provider actions	HUD actions
High (Critical)	A privacy breach	<ul style="list-style-type: none"> notifies the Relationship Manager by phone completes a written summary of the critical risk and sends to the Relationship Manager. 	Receives the notification and initiates the internal escalation process to ensure the appropriate region is aware of the breach.
	Operational issue	<ul style="list-style-type: none"> notifies the Relationship Manager by phone completes a written summary of the critical risk and sends to the Relationship Manager. 	Receives the notification and escalates to their manager

Should you be unsure of whether a risk issue should be escalated and to whom, contact your Relationship Manager in the first instance, who can advise you on next steps.

Reporting, Monitoring and Invoicing

Providers need to:

1. **Report monthly** to HUD, as per the Service Agreement. No Sustaining Tenancies tenant information (including their MSD Client Number) is to be shared or sent via email, fax, post or courier to HUD
2. Maintain **Level 3 Social Sector Accreditation** as administered by Te Kāhui Kāha
3. **Send valid tax invoices** to HUD for the correct instalment amounts and additional costs incurred by the Provider to prevent the tenant being evicted (as defined in the Service Agreement)
4. Have **regular contact** (including visits) with their HUD Relationship Manager, as discussed and agreed with the HUD Relationship Manager. If any unexpected issues arise, contact their Relationship Manager promptly.

Reporting uses

HUD uses reporting from providers to populate a monthly agency-wide 'dashboard' that is used to track some tenant outcomes and tell the agency if the Sustaining Tenancies programme is achieving its purpose. The dashboard does not include any personal client information. This dashboard is released publicly for anyone to look at, it covers all HUD-funded programmes and initiatives and can be found on the HUD website.

Reporting and regular contact between providers and their HUD Relationship Managers can also highlight any trends or issues that may need further attention and discussion. Sometimes reporting and assessment of a service delivery performance may highlight issues where more context is needed to understand what's going on in a provider's region, or where a provider may need additional support to deliver the service effectively.

Reporting template

Providers will receive a HUD reporting template from their Relationship Manager.

If you need clarification or have any questions relating to the Sustaining Tenancies reporting requirements, please contact your HUD Relationship Manager.