
REPORT 1

TE MAHANA: ENDING HOMELESSNESS IN WELLINGTON

1. Purpose of report

This report seeks Committee endorsement of Te Mahana: Ending Homeless in Wellington (Te Mahana, as attached *Appendix 1*). The report also outlines work to align the Council's funding on homelessness services with the strategy.

2. Executive summary

Te Mahana is a community-driven strategy to end homelessness in Wellington. It emerged from a day-long practitioner "lock-in" in May 2012 in which more than 100 people representing Government agencies and community organisations, and people experiencing homelessness identified outcomes and key actions for a collaborative and co-ordinated approach to ending homelessness.

A steering group comprised of representatives from government agencies and community organisations moulded the wealth of material generated at the "lock-in" into an early version of this strategy. There was also a call at the "lock-in" to build a Māori cultural perspective into the strategy given Māori are over-represented in those experiencing homelessness. Māori organisations responded by providing a cultural perspective on homelessness, which has been weaved into Te Mahana. These organisations continued to support Te Mahana throughout the strategy-making process, formalising their involvement as Te Rōpū Poutama.

The draft strategy focused on greater collaboration within the sector, placing the client at the centre of service delivery, and developing a shared understanding of what constitutes best-practice as the means to ending homelessness in Wellington. The draft was released for public comment in first-half of 2013. 43 submissions were received and considered by a reconfigured steering group comprised of representatives of the original steering group and Te Rōpū Poutama.

The final strategy is a much more cohesive and implementation-orientated document than the draft strategy. Te Mahana places an emphasis on promoting coordination within the sector and between funders, articulates a shared understanding of best practice, and prioritises initiatives that put those experiencing homelessness at the centre of service delivery solutions. It is intended to be a touchstone for future discussions within the sector on matters such as housing options and support programmes.

Te Mahana will be shared with key stakeholders for their support and endorsement. The Committee is asked to start this process by being the first organisation to endorse Te Mahana. Te Mahana will then be taken to a strategic coordination group for government agencies working on social issues in the city as the vehicle for wider endorsement.

The report also outlines the findings from a review the effectiveness of the Council's funding to organisations working with homeless and marginalised residents in the city. It proposes a new and integrated approach to future services that put the client at the centre of service delivery. The final model will be developed over the next year collaboratively with the agencies and other funders with the view it will operative for the 2015/16 financial year.

3. Recommendations

Officers recommend that the Community, Sport, and Recreation Committee:

1. *Receive the information.*
2. *Endorse Te Mahana: Ending Homelessness in Wellington (Appendix 1).*
3. *Note that government agencies and community organisations will be asked to endorse Te Mahana*
4. *Note the findings from the review of the effectiveness of the Council's funding to organisations working with homeless and marginalised residents (Appendix 2) and the process to co-create a more integrated approach with agencies and other funders.*

4. Background

The Council's Homelessness Strategy was adopted in August 2004. The current strategy was groundbreaking, being the first strategy at a local authority level to address homelessness. It became the template for other councils to prepare their own strategies but over time, the strategic approach to homelessness has been refined and improved.

In March 2012, the Strategy and Policy Committee was presented a scoping paper outlining that a combination of a challenging economic climate, withdrawal of central government support for a number of activities, the imminent closure of some community-based support organisations, and the emergence of some innovative local approaches meant it was timely for the Council to review its Homelessness Strategy. The Committee approved an action-orientated review with the draft policy emerging from a day-long practitioner "lock-in" with all relevant stakeholders.

In May 2012, the Council hosted a day-long practitioner "lock-in" in which more than 100 people representing Government agencies and community organisations, and people experiencing homelessness identified outcomes and

key actions for a collaborative and co-ordinated approach to ending homelessness.

A steering group comprised of representatives from government agencies and community organisations moulded the wealth of material generated at the "lock-in" into an early version of this strategy. There was also a call at the "lock-in" to build a Māori cultural perspective into the strategy given Māori are over-represented in those experiencing homelessness. Māori organisations responded providing a cultural perspective on homelessness, which has been weaved into Te Mahana.

In October 2012, the Council endorsed the draft strategy and supported it being released for public comment. The consultation period was between February and May 2013. 43 submissions were received and considered by a reconfigured steering group comprised of representatives of the original steering group and Te Rōpū Poutama.

5. Discussion

5.1 *Feedback from the consultation process*

There was universal support from submitters for a citywide strategy to end homelessness in Wellington. There was recognition that homelessness arises from systemic failure and that coordinated service delivery, information sharing, and funding based on a shared view on what constitutes best practice could end homelessness in Wellington. Many submitters also applauded the strategy for including a Māori cultural perspective.

The final strategy has been significantly amended in response to feedback from submissions. In particular:

- The vision statement no longer has a target of 2020. While there was much support for the aspirational vision, placing a time-bound target risked losing the support from service users in the event the target wasn't achieved.
- The principles have been strengthened by incorporating some elements from the Māori cultural perspective that were previously appended in the draft strategy.
- The implementation framework has been substantially rewritten to integrate the Poutama framework of three steps (Te Tiriti, Te Piriti, and Te Whare) with the three components of international best practice (stop homelessness happening, deal with it quickly when people become homeless, and to stop people becoming homeless again) into a single integrated approach. In the draft it was presented as a dual approach, which inadvertently led some submitters to conclude that Māori were not able to access international best practice.
- The initiatives have been reframed, so that there are fewer priorities with more detail about the implementation programme.

- There has been a substantial amount of work invested into the ongoing governance for Te Mahana. The final strategy presents a Te Tiriti Relationship model involving two-house approach, one for Tangata Whenua and the other for Tanagta Tiriti, coming together in a collaborative joint house, Te Mahana.

5.2 Endorsement of Te Mahana

The final strategy is a much more cohesive and implementation-orientated document than the draft strategy. The value of Te Mahana is that it places an emphasis on promoting coordination within the sector and between funders, articulates a shared understanding of best practice, and prioritises initiatives that put those experiencing homelessness at the centre of service delivery solutions. It is intended to be a touchstone for future discussions within the sector on matters such as housing options and support programmes.

The report recommends that the Council makes the 'first move' of endorsing Te Mahana as a signal to the government agencies and community organisations that have a stake in the strategy. Te Mahana will then be presented to a newly forming strategic coordination group of central government agencies. It became apparent from discussions with stakeholders that there was no place to take initiatives like Te Mahana to an established coordination meeting between government agencies and the Council on pressing social issues facing the city. This is in contrast to other councils in the region, where there is a formal forum that brings together key social agencies, such as Ministry of Social Development, Capital and Coast District Health Board, Te Puni Kokiri, New Zealand Police, and the Council, to discuss issues in a strategic setting.

While the Council participates in a number of shared intelligence gathering initiatives, such as the Wellington Inter-sectoral Forum and the Trauma Intelligence Group, the absence of a regular forum in which to broach emergent social issues with agencies has hampered our ability to address issues in a collaborative manner. So through the Office of the Chief Executive, officers have been working to establish a group for Wellington City that would:

- bring senior officials from agencies together to identify shared interests and support coordination activities at an operational level;
- act as a natural home for strategic oversight on citywide social strategies, such as homelessness; and
- increase the potential to unlock central government resources to address social issues in the City.

There will also be work through the Steering Group and Te Rōpū Poutama to gain support from service providers and community organisations.

5.3 Review of Council-funded organisations working with homeless and marginalised residents

The Council commissioned an independent consultant to review and evaluate the effectiveness of our funding to organisations working with homeless and

marginalised residents of the city. This was done as part of the 3 year contract funding cycle and in context of priorities identified in *Te Mahana: a draft strategy to end homelessness in Wellington by 2020*. The project's objectives were to consider the funding priorities that would deliver Te Mahana, to map the current outcomes of funded organisations to the priorities, identify any gaps, redundancies or duplications in currently funded services, and to determine what partnerships and new models are required for the future. A diagram of the current service model can be seen at Appendix 2.

The project involved reviewing past work and also comprehensive consultation with funders, providers, services users, other agencies and subject matter experts. The report of the project's findings has now been shared with the Council funded agencies. The findings make it clear that significant reconfiguration of existing services will be required if the goals of Te Mahana are to be achieved. In particular, there is a need for collaboration, new partnerships, and rationalisation to maximise skills, expertise and good practice. The recommendations arising from the project are that:

- There is a need for a new service delivery model which implies a new approach to the Council's funding and partnerships.
- Key to the new model is collaboration (including housing providers) and a new Housing Action Team with more specialised roles to manage the client journey to housing
- Council's funding supports the 're-configuring' of services such as the Night Shelter
- Taking actions to improve relationships between service and systems and processes that support quality services for clients.

The proposed new service map can be seen at Appendix 3, and shows clearly how the proposed approach is to simplify the range of agencies involved in certain aspects of the homelessness and housing journey. Implementing the new model will need to be supported by challenging obstructive sector attitudes and behaviours, and adopting a change in the Council's funding focus. In particular, the proposed new 'Housing Action Team' involves three key separate, but interconnected, roles – outreach, brokerage, and tenancy support. The design of the model requires some new collaboration and assessment of mutual interest. Collaboration between housing providers and between Capital and Coast District Health Board and the Council in supporting people who are housed seems the most likely.

The review also made some suggestions as to what else Council might do to support Te Mahana. These included:

- Facilitate 'reconciliation' between agencies to challenge certain attitudes and behaviours
- Consideration of a common client database
- Convene a meeting of Chairs of agencies and Boards of Governance

- Lead the project to drive forward the reconfiguration of the Night Shelter, drop-in/activity centres
- Ensure that housing providers are part of the 'solution team'.

5.4 Consultation and Engagement

This report is the result of a comprehensive engagement programme including a practitioner "lock-in" involving more than 100 participants, a group of representatives from key Government agencies and community organisations to craft Te Mahana, and hui with organisations to provide a Māori cultural perspective followed by a submission process that led to substantial amendments to the draft for the final strategy.

The review of Council-funded organisations working with homeless and marginalised residents involved in-depth interviews with service providers, clients, and funders.

The processes to endorse Te Mahana and co-create a new service delivery model will continue the collaborative and community-driven approach taken to date.

5.5 Financial considerations

There are no additional budget implications arising from Te Mahana. Contract funding for organisations working with homeless and marginalised residents will be rolled-over for 2014/15, subject to the outcome of Long Term Plan, with the view the funding would be redirected to the new service delivery model in 2015/16.

5.6 Climate change impacts and considerations

There are no direct climate change impacts.

5.7 Long-term plan considerations

Te Mahana contributes to the People-centred City and Dynamic Central City goals of the *Towards 2040: Smart Capital* strategy. The Council, through its Long Term Plan, makes a significant contribution to responding and preventing homelessness through the provision of housing and support for projects like Project Margin.

6. Conclusion

Te Mahana is the outcome of a robust community engagement programme beginning with a practitioner "lock-in" in May. It is a strategy to end homelessness in Wellington, where the Council is one of many organisations with a role to play. It is recommended that the Council makes the 'first move' of endorsing Te Mahana as a signal to the government agencies and community organisations that have a stake in the strategy.

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Attachments:

Appendix 1: Te Mahana – Ending homelessness in Wellington

Appendix 2: Current Service Map

Appendix 3: Proposed Service Map

SUPPORTING INFORMATION

1) Strategic fit / Strategic outcome

Te Mahana contributes to the People-centred City and Dynamic Central City goals of the Towards 2040: Smart Capital strategy.

2) LTP/Annual Plan reference and long term financial impact

There are no immediate financial impacts from Te Mahana. The strategy provides a renewed focus on Council's contribution to responding and preventing homelessness through the provision of housing and support for projects like Project Margin.

3) Treaty of Waitangi considerations

While Te Mahana does not have any direct Treaty implications, Māori are over-represented on those experiencing homelessness. As such, the Treaty Relations team have been pivotal in facilitating a Māori cultural perspective, which has been weaved into the strategy.

4) Decision-making

This is not a significant decision. Te Mahana seeks to establish a collaborative approach to ending homelessness in Wellington. The Council has an important contribution to make alongside other stakeholders.

5) Consultation

a) General consultation

There has been a comprehensive engagement programme including a practitioner "lock-in", a group of representatives from key Government and community organisations to craft Te Mahana, and hui with organisations to provide a Māori cultural perspective followed by a submission process that led to substantial amendments to the draft for the final strategy.

b) Consultation with Maori

There has been substantial involvement with Māori including Mana whenua in the development of Te Mahana.

6) Legal implications

No legal issues have been raised.

7) Consistency with existing policy

Te Mahana is aligned with related Council policies and plans, particularly the People-centred City goal of the Towards 2040: Smart Capital strategy.



**Te Mahana: Ending
homelessness in Wellington
A strategy for 2014–2020**

Whakataukī

‘He kokonga whare e kitea, he kokonga ngākau e kore e kitea.’

‘The corner of a house can be seen, but not the corner of the heart.’

Foreword

Cover Image:
Ending homelessness involves providing access to permanent accommodation with support to maintain the tenancy.

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Introduction

Te Mahana is a concept that speaks of the warmth found in a supportive home environment. The warmth of a home is not limited to a physical structure, bed or cupboards full of food. It includes how people feel about their living environment – whether they feel safe, included and respected.

The name Te Mahana was gifted to this strategy by Port Nicholson Block Settlement Trust. It points to Wellington being a place where people who have found themselves without a home have the opportunity and means to experience Te Mahana, the warmth of Wellington, the warmth of home.

Te Mahana is a strategy to end homelessness in Wellington. It weaves international best practice with culturally-specific steps for ending homelessness, to establish short and medium-term priorities for action.

Te Mahana emerged from a one-day meeting at Te Papa in May 2012, attended by more than 100 people representing government agencies and community organisations, as well as people experiencing homelessness. Collectively, they

identified the desired outcomes and most important actions required for a collaborative and coordinated approach to preventing and ending homelessness.

There was also a call at the meeting to incorporate a Māori perspective into the draft strategy, given that Māori are over-represented in those experiencing homelessness. Māori organisations responded by holding hui to provide a cultural perspective on homelessness, which is essential to changing outcomes for Māori who are homeless or at risk of homelessness.

The draft of Te Mahana was endorsed by over 30 government agencies and community organisations, and released for public consultation in 2013. This final strategy marks our shared commitment to work together in a collaborative and culturally-specific manner to end homelessness in Wellington.

Defining homelessness

The Government's definition of homelessness is: *living situations where people have no other options to acquire safe and secure housing. This includes people who are:*

- *without shelter*
- *in temporary accommodation*
- *sharing accommodation with a household*
- *living in uninhabitable housing (see Appendix 1).*¹

While there is some general information from the Census on the homeless population and the types of homelessness experienced, we don't have precise numbers or specific information on people's circumstances.² One study estimates that in 2006, there were 945 people identified as severely housing-deprived, with 56 percent being in severely crowded temporary accommodation, 33 percent in boarding houses, 8 percent in emergency accommodation and 3 percent without accommodation.³

The lack of affordable housing for those on low incomes has been identified as a problem. Homeless people are a diverse group ranging from those who simply do not have housing through to those having a range of complex needs and who are unable to access employment, health care and social support.

Local health and community service providers report that very low incomes and a lack of adequate health and social service support, compounded by factors such as addiction, physical and mental health, impairment, all contribute to people experiencing or being at risk of homelessness.



The provision of food is often an initial and ongoing point of connection between support services and those who are in need of help.

Vision: ending homelessness in Wellington

Purpose of Te Mahana

The purpose of Te Mahana is to guide a collaborative, inter-sectoral approach to making significant progress towards ending homelessness in Wellington by 2020.

Guiding principles

- Housing is a basic human right.⁴
- Central and local government agencies are responsible for ensuring that citizens and residents have access to housing that meets their needs. This is supported by kāwanatanga which provides the authority to mandate the strategy.
- Ōritetanga affirms the equal citizenship rights of Māori. To achieve equitable housing outcomes for our whānau, housing solutions for Māori must be sufficiently resourced and Māori-driven in accordance with Article 2 of Te Tiriti.
- Ending homelessness requires collaboration and collective responsibility at all levels.
- People experiencing homelessness are at the centre of all responses and decision-making for the support they receive.
- Ending homelessness is more than providing adequate housing; it also involves providing easily accessed services to meet each individual's holistic needs. Iwi and hapū have a responsibility to exercise kaitiakitanga, a duty of care to ensure that homelessness is addressed in a way that provides the umbrella of whakaruruhautanga.
- People have the right to maximise their health and wellbeing. This includes physical and mental health, connection to significant others and meaningful use of time to fulfil potential. For Māori this means whakawhanaunatanga and support around cultural identity and connection with whānau and the community.
- Māori culturally-appropriate services and supports are a key component to supporting Māori development, using tino rangatiratanga to direct the right of iwi and hapū to determine how homelessness is addressed from a Māori cultural perspective.

Approach

The journey people may take is not always a straight road, and requires many connections and steps in various directions from which they can draw strength over time.

International best practice calls for work at three levels:⁵

- to stop homelessness happening
- to deal with it quickly when people become homeless
- to stop people becoming homeless again.

Rather than three separate stages, however, this is a continuum with specific activities, services or systems contributing to one or more of these three levels.

Tiriti A shared responsibility to end homelessness



Outreach work allows healthcare to be available to people whatever their situation – whether it helps them to progress from living on the streets, or as part of the ongoing support that is essential to sustaining a tenancy.

Stop it happening – *Te Mutunga o te whare kore, kei āku ringa*

Homelessness is preventable. This means addressing severe housing deprivation by increasing housing affordability, reducing poverty and increasing household incomes.

For Māori, this affirms Māori as equal citizens having equitable housing outcomes for whānau, with Māori housing solutions being sufficiently well-resourced. Under Te Tiriti partnership, government agencies are responsible for ensuring that citizens are housed, thus preventing homelessness.

Stopping homelessness also means increasing the availability of affordable and appropriate housing for those at risk of homelessness and making it easier for them to access housing and sustain tenancies.⁶ This includes incorporating Te Ao Māori or Māori cultural perspectives in the design and delivery of housing options.

Homelessness can be prevented by working with people who are at high risk of becoming homeless at specific times of change in their lives, when they are most vulnerable. The types of events that increase the risk of homelessness include discharge from hospital, leaving prison or child, youth and family care, and women and children experiencing domestic violence. These present a particular risk for those on low incomes.^{7 8 9 10}

Screening and discharge procedures at such times of interaction with these services can help people to swiftly access case management support and facilitate access to housing. Weaving Māori cultural perspectives into this will be central to developing processes and activities that prevent homelessness.





Agencies in Wellington offer a safe, clean, warm and non-threatening meeting point that is available to the local community.

Deal with it quickly – *Tū mai rā, tū ora ai*

Te Piriti (the bridge) provides a culturally-accountable approach to enable whānau to cross the bridge to the warmth of Te Mahana. This requires wrap-around services, underpinned by hakaruruhautanga, to provide safe and secure, physical and spiritual shelter.

For many people, having access to secure and affordable housing as quickly as possible is enough to end their homelessness. For those who require more intensive support, international practices such as those involving case management are most effective in assisting people into housing and providing the health and social support they require.

Case management generally means providing a coordinated and integrated approach to the delivery of services that provide on-going supportive care. Individuals and whānau need support to make decisions themselves, with case management helping them to access the resources they need for living well in the community.^{11 12 13 14}

The success of case management services to support people into housing depends on a number of factors, including the continuity of care and quality of the relationship between at-risk people and service providers, working with people where they are and ensuring that support integrates with housing and other services, and supporting access to community-based resources.^{15 16 17 18}

Combined with having access to more coordinated services, involvement in the community is a less tangible form of support that is crucial to ensure positive personal progress.

Stop it happening again – *Kia maumahara ki o tātou akoranga*

Prevention of repeated episodes of homelessness has several distinct aspects. One is to ensure that the housing provided is appropriate and the person, family or whānau are supported by relevant tenancy and home-based services, including through landlords' policies and practices that help sustain tenancies and to avoid eviction. For Māori, this means being met and supported in the whare in a culturally-appropriate way.

Preventing repeated homelessness is more than just about having a place to live, it is also about people living well. People need links to support services and community resources to help them maximise their health and wellbeing and achieve their goals.

The levels of support required to get there and stay there vary from very little to very intense support over different periods of time. This may include being supported by peers and the wider community, and participating in activities, employment and networks that provide meaning and value for individuals and whānau.

This state is 'Te Mahana' – a strong, warm, safe and secure whare into which people are welcomed and supported by whānau, iwi and hapū.



Practice model – how we will make changes

Kotahi te kōhao o te ngira e kuhuna ai te miro mā, te miro pango, te miro whero.¹⁹

Through the eye of the needle pass the white threads, the black threads, and the red threads.

The whakataukī captures the essence of Te Mahana. By weaving together the two strands of international best practice and culturally-specific steps, we will generate a dynamic combination to underpin every aspect in the delivery of Te Mahana. The individual threads may be weak but the collaborative process of weaving them together creates great strength.

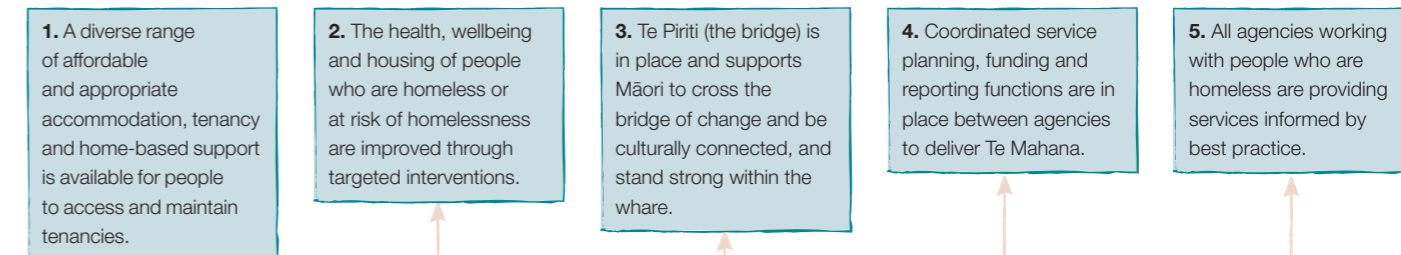


Vision: Ending homelessness in Wellington

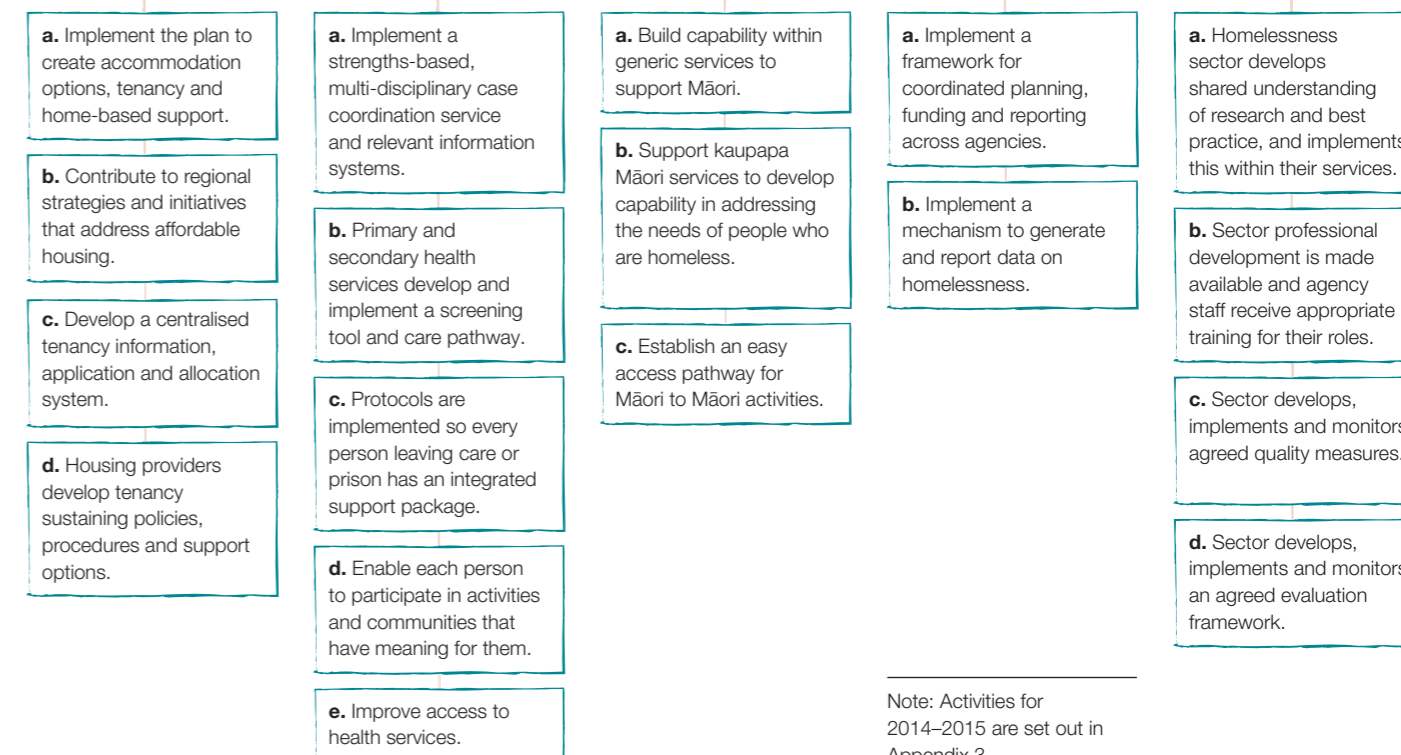
Outcomes and objectives 2015–2020

The diagram gives an overview of the changes we will make (outcomes) and what we will do to achieve them (objectives).

The changes we will make by 2020 (outcomes)



What we will do to achieve this, 2015–2020 (objectives)



Note: Activities for 2014–2015 are set out in Appendix 3.

Outcome 1

A diverse range of affordable and appropriate accommodation, tenancy and home-based support is available for people to access and maintain their tenancies.

How we will achieve this:

- Create accommodation options with tenancy and home-based support to meet the diverse needs of people at risk of or experiencing homelessness.
- Contribute to regional strategies and initiatives that address affordable housing.
- Develop a centralised tenancy information, application and allocation system for all social and affordable accommodation providers.
- Housing providers develop tenancy sustaining policies, procedures and support options, including links with support services.

Outcome 2

The health, wellbeing and housing of people who are homeless or at risk of homelessness are improved through targeted interventions.

How we will achieve this:

- Implement a person-centred and strengths-based case coordination service and relevant information systems.
- Develop and implement a screening tool to identify those who are homeless or at risk of becoming homeless, and develop a care pathway to plan health care, support, cultural support and referrals.
- Develop and implement pre-discharge protocols and guidelines for people leaving prison, hospitals and community health facilities, and government care to ensure they are appropriately housed and supported, including cultural support.
- Use and continually update relationships with general and specialist services that give people opportunities to participate in activities and communities that are meaningful to them, including culturally-specific services and groups.
- Improve access to health services for people who are homeless or identified as being at risk of homelessness.

Outcome 3

Te Piriti (the bridge) is in place and supports Māori to cross the bridge of change and be culturally connected and stand strong within the whare.

How we will achieve this:

- Build capability within generic services to support Māori.
- Support kaupapa Māori services to develop capability in addressing the needs of people who are homeless.
- Establish an easy access pathway for Māori by Māori activities.

Outcome 4

Coordinated service planning, funding and reporting functions are in place between government agencies to deliver Te Mahana.

How we will achieve this:

- Implement a framework for coordinated planning and funding across agencies.
- Implement a means of generating and reporting data on homelessness.

Outcome 5

All agencies working with people who are homeless, provide accessible, culturally-appropriate and collaborative services to enable people to end their homelessness and not maintain dependency.

How we will achieve this:

- The homelessness sector develops a shared understanding of research and best practice, and implements this within their services.
- Sector professional development is made available, including on strengths-based practice, mental health, motivational interviewing techniques, safety planning, developing self-advocacy skills, and agency staff receive appropriate training for their roles.
- The sector develops, implements and monitors agreed quality measures.
- The sector develops, implements and monitors an agreed evaluation framework to support informed implementation of Te Mahana.

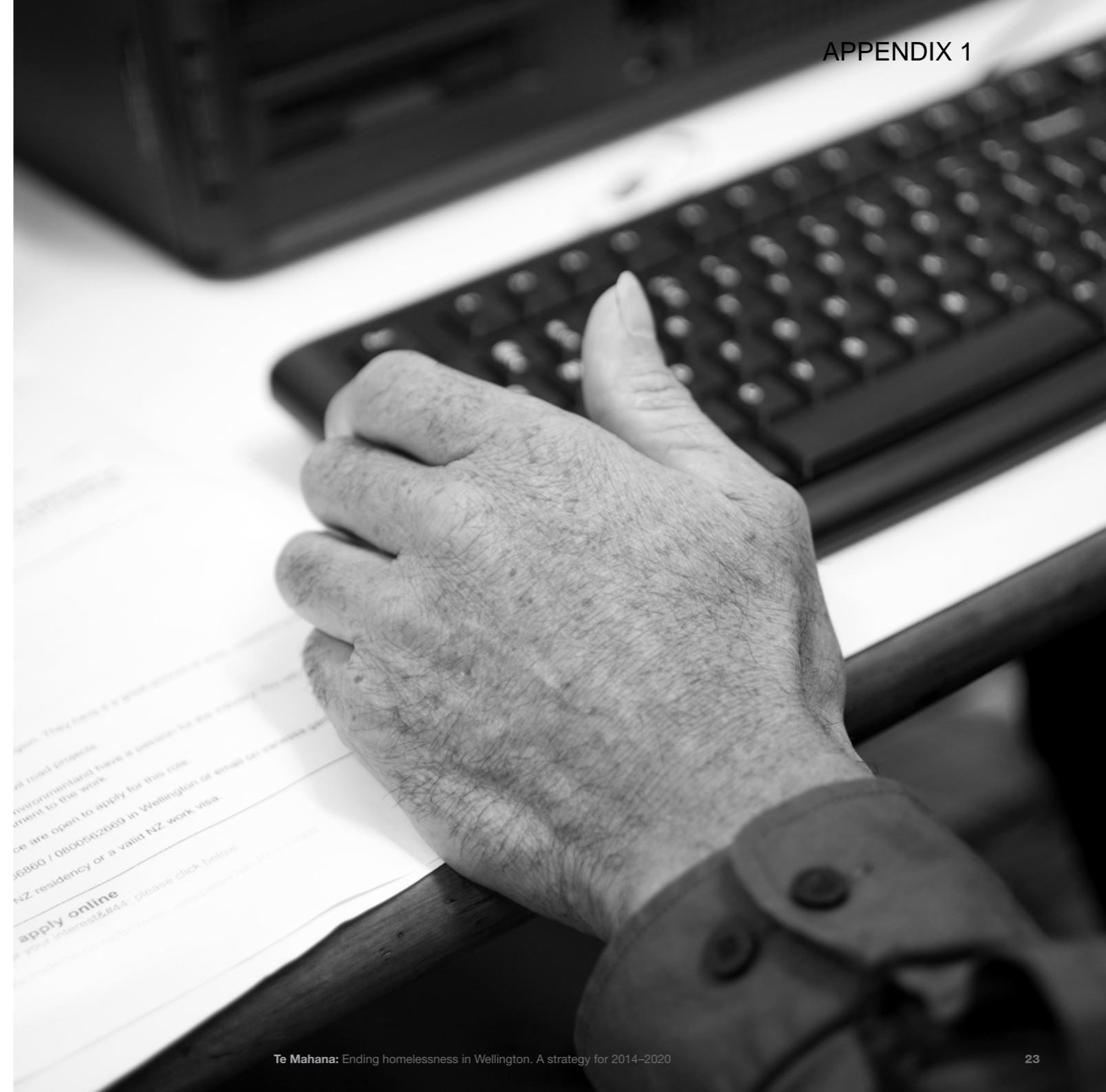
Evaluation – how we'll know we are successful

Ending homelessness is a complex undertaking. Measuring success is equally challenging. We have a clear goal – ending homelessness in Wellington – but how we get there requires quality information and evaluation.

Indicators and an agreed evaluation process will be developed as part of the 2014–2015 work plan and are priorities. These will reflect the collaborative approach of Te Mahana.

Offering practical help with banking, budgeting, addressing debts and accessing correct benefit entitlements are some of the ways people can be empowered to put their own lives back together.

A computer hub allows people to connect with the wider community – whether applying for jobs, organising their finances or keeping in touch with whānau.



Appendix 1: Statistics New Zealand's definition of homelessness living situations

Without shelter

Living situations that provide no shelter, or makeshift shelter, are considered as without shelter. This includes living on the street and inhabiting improvised dwellings, such as living in a shack or a car.

Temporary accommodation

Living situations are considered temporary accommodation when they provide shelter overnight, or when 24-hour accommodation is provided in a non-private dwelling and is not intended to be lived in long-term.

This includes hostels for the homeless, transitional supported accommodation for the homeless, and women's refuges. This also includes people staying long-term in motor camps and boarding houses, as these are not intended for long-term accommodation.

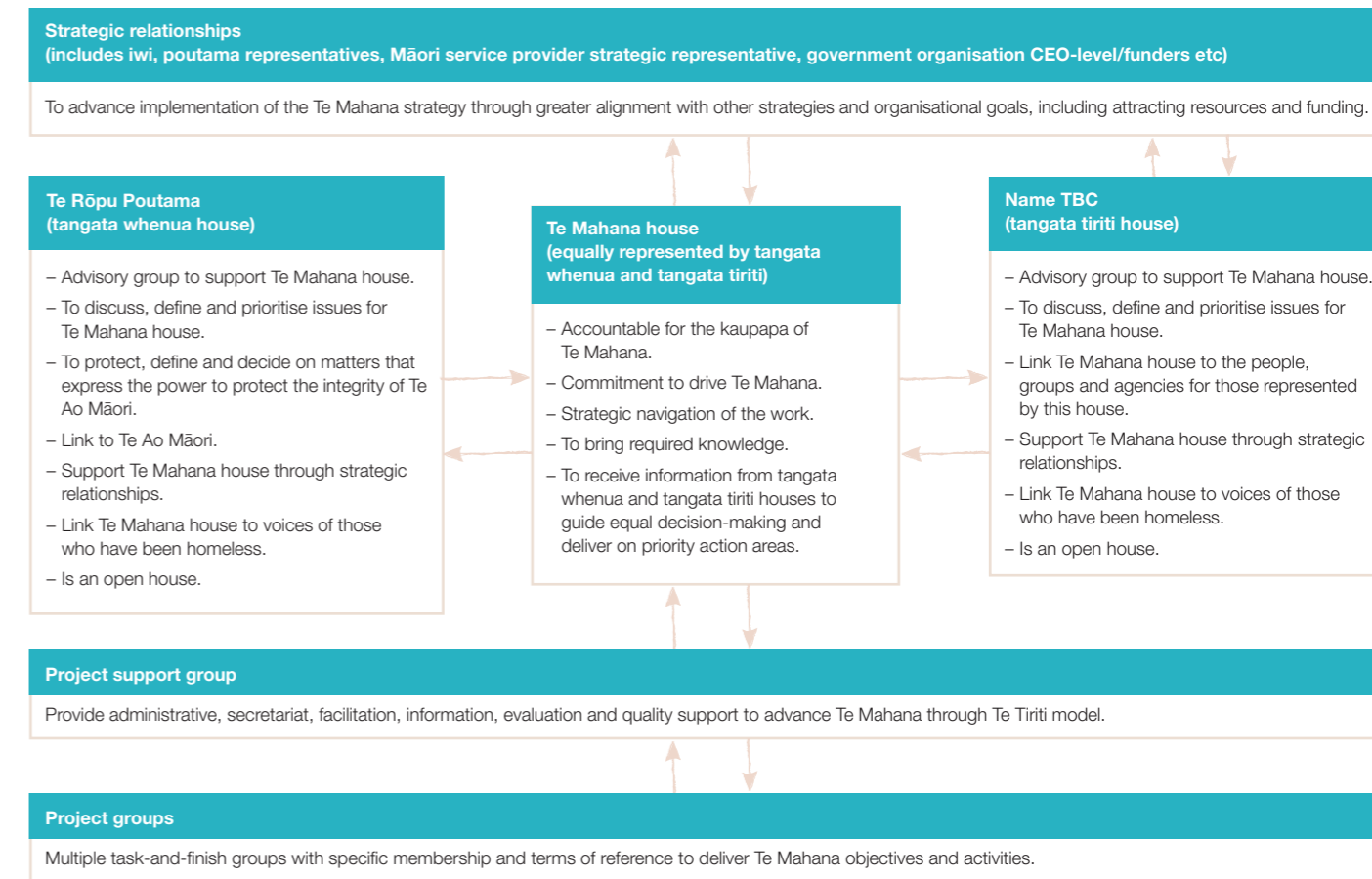
Sharing accommodation

This includes temporary accommodation for people who are sharing someone else's private dwelling. The usual residents of the dwelling are not considered homeless.

Uninhabitable housing

Living situations where people reside in a dilapidated dwelling are considered uninhabitable housing.

Appendix 2: Te Tiriti relationship model



Appendix 3: Preliminary action plan 2014–2015

Outcome	Objectives	Activities for 2014–2015
1. A diverse range of affordable and appropriate accommodation, tenancy and home-based support is available for people to access and maintain tenancies.	a. Implement the plan to create accommodation options, tenancy and home-based support.	i. Create an evidence-based plan on developments needed for an accommodation, tenancy and home-based support service.
	b. Develop a centralised tenancy information, application and allocation system.	ii. Key partners to explore opportunities to build existing work around centralised access to accommodation.
	c. Housing providers develop tenancy sustaining policies, procedures and support options.	iii. Housing providers collaboratively review policies, procedures and support options, and identify scope of work needed to align with Te Mahana.
2. The health, wellbeing and housing of people who are homeless or at risk of homelessness are improved through targeted interventions.	a. Implement a strengths-based, multi-disciplinary case coordination service and relevant information systems.	i. Co-design a strengths-based coordination service with supporting information systems. ii. Community directory of services developed by Wellington City Council.
	b. Primary and secondary health services develop and implement a screening tool and care pathway.	iii. Homelessness screening tool and care pathway developed to identify homelessness, plan healthcare and refer accordingly.
	c. Protocols are implemented so every person leaving care or prison has an integrated support package.	iv. Develop pre-discharge protocols.
	d. Enable each person to participate in activities and communities that have meaning for them.	
	e. Improve access to health services.	

This preliminary action plan provides the starting point for Te Mahana House, to prioritise and implement short-term initiatives for delivering on the vision to end homelessness in Wellington.

Outcome	Objectives	Activities for 2014–2015
3. Te Piriti (the bridge) is in place and supports Māori to cross the bridge of change and be culturally connected, and stand strong within the whare.	a. Build capability within generic services to support Māori.	i. Develop a mechanism to connect Kaumatua with each other and Māori homelessness. ii. Build capacity for generic services through providing a series of workshops.
	b. Support kaupapa Māori services to develop capability in addressing the needs of people who are homeless.	iii. Bring Māori services together to connect and identify how they could be supported to develop capability.
	c. Establish an easy access pathway for Māori to Māori activities.	iv. Delivery of workshops for people who have been or are homeless around Te Ao Māori.
4. Coordinated service planning, funding and reporting functions are in place between agencies to deliver Te Mahana.	a. Implement a framework for coordinated planning, funding and reporting across agencies.	i. Government partners scope opportunities for future collaborative planning and funding around Te Mahana.
	b. Implement a mechanism to generate and report data on homelessness.	ii. Scope opportunities for improving data collection on trends.
5. All agencies working with people who are homeless are providing services informed by best practice.	a. Homelessness sector develops shared understanding of research and best practice, and implements this within their services.	i. Collation of information about best practice.
	b. Sector professional development is made available and agency staff receive appropriate training for their roles.	ii. Scope professional development needed for the sector.
	c. Sector develops, implements and monitors agreed quality measures.	iii. Establish a toolkit of quality measures.
	d. Sector develops, implements an agreed evaluation framework.	iv. Sector develops an evaluation framework for Te Mahana.



Our goal to end homelessness can be reached through better coordinated support services and collaborative initiatives that address the underlying causes.

Appendix 4: References

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A diverse range of accommodation, tenancy and home-based support, available for people to access and maintain tenancies, can create Te Mahana – the warmth found in a supportive home environment.

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19. This whakataukī originated with Potatau Te Wherowhero, the first Māori king, at his coronation in 1858. He spoke of the process of weaving a strong and beautiful tukutuku panel and compared it to the strength and beauty that flowers when unity and diversity are woven together.

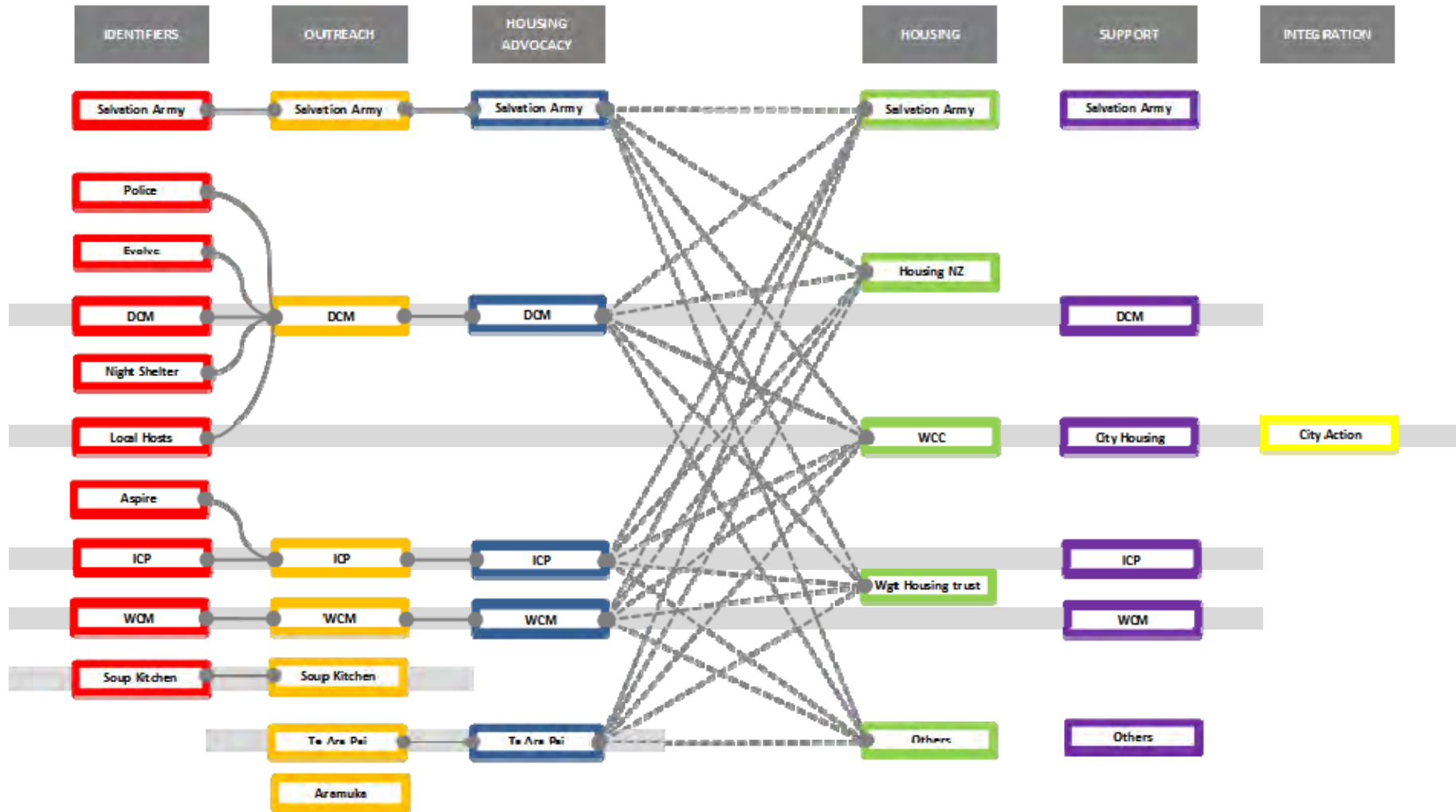
There are additional references for each outcome available at [url to be provided].

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Appendix 2

CURRENT SERVICE MAP



Appendix 3

PROPOSED SERVICE MAP

