
**TE MAHANA: DRAFT STRATEGY TO END HOMELESSNESS IN
WELLINGTON**

1. Purpose of report

This report seeks Committee endorsement of Te Mahana: Draft Strategy to End Homelessness in Wellington (Te Mahana, as attached *Appendix 1*) and agreement to its release for public comment.

2. Executive summary

In March, the Committee agreed to review its Homelessness Strategy (2004) using feedback generated from a day-long practitioner “lock-in” with all relevant stakeholders. The “lock-in” took place at Te Papa in May 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 subgroup was established to mould the wealth of material generated at the “lock-in” into an early version of this draft strategy. It was then distributed to all “lock-in” participants for comment. 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 holding two hui to provide a cultural perspective on homelessness, which has been weaved into Te Mahana.

The Committee is asked to endorse Te Mahana for public consultation. A number of other organisations are also being asked to endorse Te Mahana with the view that consultation on Te Mahana will be a collaborative, sector-led endeavour.

3. Recommendations

Officers recommend that the Strategy and Policy Committee:

1. *Receive the information.*
2. *Endorse Te Mahana: Draft Strategy to End Homelessness in Wellington for public consultation.*
3. *Note the potential implications for the Council from Te Mahana, as outlined in section 5.3.*

4. *Agree to delegate to the Social Portfolio Leader and the Community Engagement Portfolio Leader the authority to amend Te Mahana to include changes recommended by other stakeholders and any associated minor consequential edits.*
5. *Note that consultation on Te Mahana will be a collaborative, sector-led endeavour.*

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.

On 22 March 2011, the 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.

4.1 Practitioner "lock-in" and preparation of an early draft strategy

The "lock-in" was held at Te Papa on 29 May in which more than 100 people representing Government agencies and community organisations, and people experiencing homelessness attended. A summary of the feedback from the "lock-in" can be found in Appendix 2

From the "lock-in" the following subgroup was established to mould the wealth of material generated at the "lock-in" into an early version of this draft strategy.

Capital Coast District Health Board - Pauline Morrison
Downtown Community Ministry - Stephanie McIntyre
Inner City Project - Tina Bennett
Port Nicholson Block Settlement Trust - Neavin Broughton/Mel Harrington
Regional Public Health - Clare Aspinall
Soup Kitchen - Philippa Meachen
Te Aro Health - Angela Bates/Wendy Tait
Wellington City Council - Carol Gould
Wellington Council of Social Services - Jocelyn Frances O'Kane

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 holding two hui to provide a cultural perspective on homelessness, which has been weaved into this strategy.

An early draft of the strategy was then distributed to all “lock-in” participants for comment and to think about their role in its implementation.

5. Discussion

5.1 A community-owned strategy to end homelessness

A key message to emerge from the “lock-in” was that there were many more organisations apart from the Council with a role to play in ending homelessness in Wellington. Both the subgroup from the "lock-in" and the organisations at the Māori cultural perspective hui quickly settled on ending homelessness as an aspirational vision for the draft strategy. Te Mahana has two complementary approaches to achieving this vision - one based on a shared understanding of best practice in responding and preventing homelessness and the other based on a Poutama framework of three steps (Te Tiriti, Te Piriti, and Te Whare). These approaches are unpacked into a set of nine priorities and ten initiatives.

Many of the potential actions identified at the “lock-in” had little or no Council involvement and therefore it became apparent the strategy needed to be a strategy for the city endorsed by a host of organisations including the Council. As such, the Committee is asked to endorse Te Mahana to be released for public consultation. A number of other organisations are simultaneously being asked to endorse the strategy with the view that consultation on Te Mahana will be sector-led. This means there may be minor amendments requested by other organisations. However, rather than bringing these amendments back to Committee, it is recommend that the Social and Engagement Portfolio Leaders are given delegated authority to approve any minor amendments. In the event another organisation requests an amendment that changes the intent in the draft presented in this paper then it will be brought back to the Committee.

5.2 Consultation on Te Mahana

The consultation process on Te Mahana will be sector-led rather than Council-led. The subgroup that worked on the draft document will develop a consultation programme. It is likely the bulk of consultation will be completed by the end of the year.

The focus of the consultation process will be on facilitating discussions about how best to translate the broad strategic directions into operational reality. For this reason, the timeframes and roles for initiatives in Te Mahana have been intentionally left blank.

5.3 Potential role for the Council emerging from Te Mahana

Te Mahana proposed initiative	Potential role for Council
Establish a central tenancy information, application and allocation system for all social and affordable accommodation providers.	Creates work to align these processes with other providers.
Implement housing solutions to meet the diversity of needs	Ongoing role to ensure the Council’s contribution to housing stock remains fit for purpose.
Establish a centralised information hub for community and health service providers.	No direct role

Provide an integrated service for people leaving institutional care.	No direct role.
Establish a cross-sector case management and information sharing system for organisations working with people experiencing homelessness.	No direct role. Council may support some organisations involved in this initiative.
Establish a data collection model that captures and disseminates information on current and emerging trends.	Contribution to a cloud-based data collection system on homelessness. Opportunities to co-ordinate social mapping and community directory activity with data collection model.
Contribute to the development of the Wellington Regional Affordable Housing Strategy	Ensure homelessness is considered in the strategy.
Establish initiatives for Māori experiencing homelessness including the opportunity to reconnect to Māori concepts, values, and tikanga.	No direct role. Council may support some organisations involved in this initiative.
Establish outreach support systems for people experiencing homelessness or who are vulnerable to homelessness	No direct role. Council may support some organisations involved in this initiative.

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 and community organisations to craft Te Mahana, and hui with organisations to provide a Māori cultural perspective. The paper outlines a stakeholder-led consultation programme on Te Mahana.

5.5 Financial considerations

There are no additional budget implications arising from Te Mahana.

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 Committee endorse Te Mahana for consultation.

Contact Officers: *Jaime Dyhrberg, Principal Advisor, and Stephen Flude, Senior Resilience Advisor, City Communities*

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 draft 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.

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.

Draft strategy

Te Mahana: a strategy to end homelessness in Wellington

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 however, to a physical structure, bed or cupboards full of food. It includes how people feel about the environment – whether they feel safe, included, and respected.

We have adopted “Te Mahana” as the name for this draft strategy to end homelessness in Wellington. The name acts as a possible insight into a Wellington where people who have found themselves without a home - an opportunity and means to experiencing Te Mahana – the warmth of Wellington, the warmth of home.

Te Mahana emerged from a practitioner “lock-in” in which more than 100 people representing Government agencies and community organisations, and people experiencing homelessness attended. They spent a day at Te Papa in May 2012 identifying the outcomes and key actions for a collaborative and co-ordinated approach to ending homelessness.

A subgroup was established to mould the wealth of material generated at the “lock-in” into an early version of Te Mahana. It was then distributed to all “lock-in” participants for comment.

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 holding two hui to provide a cultural perspective on homelessness, which has been weaved into this strategy.

The Government’s statistical 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, or
- living in uninhabitable housing”.

While we have some general information from the census on the homeless population and the type of homelessness experienced, we don’t have sufficient information around the precise numbers or specific circumstances of people experiencing homelessness. The research suggests that poverty compounded by other factors, such as disability or discrimination, means some people are vulnerable to homelessness. The lack of affordable housing for those on low incomes has also been identified as a problem at a national level and local level. And local service providers suggest that very low incomes and a lack of adequate health and social service supports contributed to people experiencing homelessness seeking their services.

Vision:

Ending Homelessness in Wellington by 2020: a future without homelessness

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The achievement of the vision will be championed by a cross-sectoral group and supported by a collaborative and co-ordinated approach to ending homelessness.

Principles:

- Housing is a basic human right for every person.
- People experiencing homelessness are at the centre of all responses and decision making for the support they receive.
- Ending homelessness requires relationship building and collective responsibility.
- Ending homelessness is more than providing adequate housing, it also involves connecting those vulnerable to homelessness to easily accessed support services.
- People have the right to be able to gain the life skills, education, and counselling they need to break the cycle of homelessness and fulfil their potential.
- Cultural dislocation and lack of cultural connections place Māori at greater risk of becoming homeless.

Our approach:

Our approach to ending homelessness in Wellington 2020 is two-fold. The first is to adopt international best practice in responding to and preventing homelessness, which for us means:

<p><i>Stop homelessness happening</i></p> <p>A city where there are no pathways into homelessness.</p>	<p><i>Deal with homelessness quickly</i></p> <p>A city where we jointly tailor support for people experiencing homelessness to secure suitable housing with access to adequate support services.</p>	<p><i>Stop homelessness happening again</i></p> <p>A city where those who have experienced homelessness are actively supported to remain in their homes.</p>
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The second is to adopt the following Poutama framework of three steps. It was developed by a reference group who provided a Māori cultural perspective for this strategy:



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Link to our long term outcomes

Our Priorities:

These are our short to medium term outcomes that contribute to our vision:

		Te Tiriti	Te Piriti	Te Whare	Stop it happening	Deal with it quickly	Stop it happening again
1.	Improve the supply of affordable, accessible and appropriate accommodation.	✓		✓	✓		✓
2.	Decrease evictions from all types of tenure.	✓		✓	✓		✓
3.	Homelessness is prevented through appropriate, targeted health support.	✓	✓		✓	✓	✓
4.	Improve user friendly and tolerant accommodation options that support re-housing individuals with a history of chronic homelessness	✓		✓			✓
5.	Develop pre-discharge protocols and guidelines for people leaving prisons, hospitals, community health facilities, and Government care to ensure they are housed and supported.	✓	✓	✓	✓		
6.	Improve data collection on people experiencing homelessness or who are vulnerable to homelessness.		✓		✓	✓	
7.	Develop an interconnected and people-centred case management system for people experiencing homelessness.	✓	✓			✓	
8.	Improve data collection and information coordination on housing options.		✓		✓		
9.	Develop a coordinated approach for access to crisis accommodation and support services for people experiencing homelessness.		✓	✓		✓	

Initiatives:

These are the initiatives that will deliver our short to medium term outcomes:

	Contribution to our priorities:	Timeframe and roles to come after consultation feedback
Establish a central tenancy information, application and allocation system for all social and affordable accommodation providers.	5,8,9	
Implement housing solutions to meet the diversity of needs	1,2,4,5,9	
Establish a centralised information hub for community and health service providers.	3,7,9	
Provide an integrated service for people leaving institutional care.	5	
Establish a cross-sector case management and information sharing system for organisations working with people experiencing homelessness.	3,7	
Establish a data collection model that captures and disseminates information on current and emerging trends.	6,8	
Contribute to the development of the Wellington Regional Affordable Housing Strategy	1,4,9	
Establish initiatives for Māori experiencing homelessness including the opportunity to reconnect to Māori concepts, values, and tikanga.	2,4,7	
Establish an outreach support system for people experiencing	3,6,8	

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homelessness		
Develop an outreach tenancy sustainment system for people who are vulnerable to homelessness.	2,4	

Indicators of success:

These will be developed using feedback from consultation on this draft strategy.

A little more about the initiatives:

Establish a central tenancy information, application and allocation system for all social and affordable accommodation providers

This will make lettings policies and practices more transparent. Information on accommodation providers and available stock would be listed in one location. There will also be an integrated allocation process that meets the requirements of all housing providers and prospective tenants or borders.

Implement housing solutions to meet the diversity of needs

Increase the supply and range of accommodation that provides targeted solutions for people experiencing homeless or are vulnerable to homelessness. Targeted solutions involve integrating support, accommodation, wellbeing, and culture dimensions. This involves organisations with capital assets working together and supporting the establishment of stronger regionally-based community housing provision.

Establish a centralised information hub for community and health service providers.

The initiative has two stages. The first stage is the geographic and relationship mapping of organisations that address homelessness to be better understand how we can respond to identified needs. The second stage is the development of a centralised resource of information for service providers, Government agencies, and those at risk of becoming homeless.

Provide an integrated service for people leaving institutional care.

Develop plans for people as they arrive at facilities or institutions to ensure that homelessness is not an open upon release. For example the model referred to as the 'circle of support' that includes the individual, family, community, community organisations and Government departments.

Establish a cross-sector case management and information sharing system for organisations working with people experiencing homelessness.

Develop strategic agreements and partnerships to establish processes and systems that provide the best person-centred solutions for each individual. It also promotes the development of a database that will inform and improve services.

Establish a data collection model that captures and disseminates information on current and emerging trends

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Develop an agreed Wellington City data collection model that informs service provision, provides sound program evaluation, and highlights performance outcomes. The initial focus is on filling gaps including collecting information on street homeless, Māori, women, and youth.

Contribute to the development of the Wellington Regional Affordable Housing Strategy

Ensure that work on ending homelessness is central to the development of the Wellington Regional Affordable Housing Strategy. This strategy is being developed by a coalition of central and local government and the community sector for affordable housing in the Wellington region.

Establish initiatives for Māori experiencing homelessness including the opportunity to reconnect to Māori concepts, values, and tikanga.

This involves making tikanga and Mana Whenua services available to organisations working with Māori experiencing homelessness.

Establish an outreach support system for people experiencing homelessness

Targeted and specialised interventions that are assertive, intensive, and integrated for those that experience homelessness.

Develop an outreach tenancy sustainment system for people who are vulnerable to homelessness.

Develop enhanced accommodation and social supports that prevent evictions (social, private rental, temporary, home owners).

A little more about the Māori cultural perspective on homelessness:

The following is a summary of the Māori cultural perspective for this draft strategy.

He kokonga whare e kitea, he kokonga ngākau e kore e kitea

The corners of a house can be seen, but not the corners of the heart

This whakatauki highlights the need to look beyond the surface to what lies below. In the context of homelessness, the whakatauki illustrates that the needs of Māori homeless cannot be satisfied by the provision of a physical shelter only. For Māori, the heart of the issue is cultural dislocation and loss of cultural connection.

For the issue of homelessness to be adequately addressed for Māori, it is vital that deeper needs such as spiritual, relationships and cultural connection must also be identified, considered and satisfied.

The Poutama framework of three steps – Te Tiriti, Te Piriti, and Te Whare - has been adopted as our approach to end homelessness in Wellington. These steps are founded on the following principles:

Kawanatanga - mandates the strategy. The right to be housed is a basic human right for all residents. Central and local government agencies are responsible for ensuring that citizens and residents have access to housing that meets their needs.

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Tino Rangatiratanga - directs the right of iwi and hapū to determine the shape and scope of how the issue of homelessness is addressed from Māori cultural perspectives. Furthermore, iwi and hapū have a responsibility to exercise kaitiakitanga, a duty of care to ensure that the issue of homelessness is addressed in a way that provides the umbrella of whakaruruhautanga. Whakaruruhautanga menas wrap around services that are firmly underpinned by Māori cultural values and principles to provide safe and secure, physical and spiritual shelter.

Ōritetanga - This affirms the equal citizenship rights of Māori. To achieve equitable housing outcomes for our whānau, housing solutions for Māori must be sufficiently well resourced and Māori-driven in accordance with Article 2 of Te Tiriti.

A little more about homelessness

Homelessness is defined as living situations where people have no other options to acquire safe and secure housing:

- are without shelter;
- in temporary accommodation;
- sharing accommodation with a household, or
- living in uninhabitable housing.

Without shelter:

Living situations that provide no shelter, or makeshift shelter, are considered as without shelter. This includes living situations such as 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:

Living situations that provide temporary accommodation for people through 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.

Summary of feedback from the practitioner “lock-in” – 29 May 2012

	Outcomes	“Actions”
Interconnected Case Management	<ul style="list-style-type: none"> • ‘Good’ access to services for users – access to appropriate services = both what is needed and how it is provided. • Continuity of care – through services which requires strong information sharing and coordination between service providers partnership. • Client centred approach = care with purpose. 	<p>Sharing of Information to: Provide continuity of care – provide client-centred service – provide access to appropriate services</p> <p><u>Steps to achieve (with actions in italics):</u></p> <ul style="list-style-type: none"> ▪ Developing sector wide MoU's. <i>Identifying organisation leadership people to get together to start drafting an MoU for the sector to consider and feed into. Is this something that all of these organisations will commit to? What are the details of this? Will it:</i> <ol style="list-style-type: none"> 1. <i>Delineate work</i> 2. <i>Share client information</i> 3. <i>Make commitment to ending homelessness.</i> ▪ Developing sector wide, centralised hub/information service for service providers including audit, update and best practice mechanisms. <i>Could Council lead? Is this sharing organisation information as well as client information? What is the scope?</i> ▪ Local service mapping. <i>Mapping – currently underway with Wellington City Council and Welcoss. This could feed into developing the shared information website/information hub?</i> ▪ Cross-sector case management meetings between organisation decision makers. <i>Consider Strengthening Families model as a guide. Requires an organisation to be the navigator/facilitator. Requires people to be decision makers at this meeting.</i>
Coordinated and Collaborative Working Practices	<ul style="list-style-type: none"> • Working closely together – agreed model for collaboration. • Primary lead/Systemic leadership • Respond to multi needs of clients/“The person is the centre”. 	<p>Coordination and Collaboration</p> <p><u>Steps to achieve:</u></p> <ul style="list-style-type: none"> • The person is the centre of a coordinated and collaborative approach to achieve sustainable housing. • An agreed way of working. <p><u>Actions:</u></p> <ul style="list-style-type: none"> • National mandate – advocacy role. • Regional commitment to ending homelessness – then organisations can look at how they can sign. • Database for services (currently nearly completed). • Ensuring there is a robust homelessness subset in the social services mapping
	<ul style="list-style-type: none"> • Collaborative approach to assist clients in achieving their stated goals. 	<p>Collaborative Approach to Assist Clients in Achieving their Stated Goals</p> <p><u>Steps to achieve:</u></p> <ul style="list-style-type: none"> • Next year – establish a steering group and MoU's. • Develop resources to support “navigator” concept. <p><u>Actions:</u></p> <ul style="list-style-type: none"> • Determine make up of steering group – project scope – establish MoU's. • Determine workstreams – who will this be? • Engagement strategy with those who are missing from the mix.

<p>Develop a Mobile Support System for Clients</p>	<ul style="list-style-type: none"> • Everyone can access services they require when they want to; where they want to; how they want to. • Services are: solution focused – visible – connected – flexible – centres of excellence. 	<p>Services are: Solution Focussed, Visible, Flexible, Connected, Centres of Excellence</p> <p><u>Steps to achieve:</u></p> <ul style="list-style-type: none"> ▪ Services are strategically aligned to a national/regional strategy (eg, settlement <u>or</u> refugee strategy). ▪ Develop core competencies that reflect the needs of the population. ▪ HUB services where possible/practicable. ▪ Define the support agencies that will deliver services and information to the population in need. <p><u>Actions:</u></p> <ul style="list-style-type: none"> ▪ Agree/define the population, eg, street based within central city and near suburbs). ▪ Know the current services and any gaps ▪ Identify funding sources ▪ Coordinate information across services – data matching – shared technology systems
<p>Enhanced Tenancy Support</p>	<ul style="list-style-type: none"> • People retain and sustain tenancies by access to appropriate and timely support services for tenant and landlord to achieve: eg Affordability, Sustainability, Stability 	<p>People retain and sustain tenancies by: Access to appropriate, timely support services for tenant and landlord</p> <p><u>Steps to achieve:</u></p> <ul style="list-style-type: none"> • Prevention of eviction of families with children – rent unpaid – anti-social behaviour or mentally ill. <p><u>Actions:</u></p> <ul style="list-style-type: none"> • Educate and support tenants on RT Act. • Flexible funding for accommodation. • Policies and practices before evictions happen. • Flexi payment arrangements. • Define anti-social behaviour – develop codes of conduct (?) and education. • Wet areas so drinking does not move into housing.
<p>Ensure Discharge from Prison/Healthcare is Appropriate</p>	<ul style="list-style-type: none"> ▪ A collaborative approach where no one group/agency/provider has control: <u>the client has control</u>. They <u>decide who</u> they need support from. They can <u>access</u> that support at any time (including when incarcerated or in hospital). Includes receiving ongoing <u>treatment</u> with no 'walls'. Includes <u>planning for release from the beginning of custody</u> (includes remand). ▪ Circle of support – 	<p>Appropriate Discharge → Circle of Support – Whanau; Agencies; WINZ, Health, etc – Before Release</p> <p><u>Steps to achieve:</u></p> <ul style="list-style-type: none"> • Steering group – identify everyone who should be at the table. • Develop the pool of service providers (include churches). • Develop a Wellington hub for “through plan” strategy (Corrections). • Fix information release from prison health centre to ‘outside’ provider (on client consent). • Identify inmates as ‘no support’. • A resource/role to identify the services and connect with clients. • Engage WINZ – ensure WINZ go into prisons and ensure no one is released without income. <p><u>Actions:</u></p> <ul style="list-style-type: none"> • Corrections Steering Group/Wellington Hub. Collaboration: Sue (Paths)/ Leah (DPS); Regional Reintegration Network.

	<p>enhanced case management. Whanau; “buddy”; WINZ; health provider; mental health counselling; social service; alcohol and drug treatment; churches.</p>	
	<ul style="list-style-type: none"> ▪ Targeted SLA between corrections and external providers – City Housing, WINZ, HNZ, AOD and Health. ▪ Services are trustworthy, honest and respectful of client’s lifestyle choices. ▪ Increase housing available (appropriate to client) – short/long term – supported – independent. ▪ Nationwide task force cross department/agency. Strategy approach that spans local/regional/national. ▪ People engaged in cross agency pre and post release/discharge planning. 	<p>Appropriate Discharges</p> <p><u>Steps to achieve : One Stop Shop</u></p> <ul style="list-style-type: none"> • Prevention – access to services. • Agreement to release information - information travels with client. • Joint/single assessment. <p><u>Actions:</u></p> <ul style="list-style-type: none"> • Discussions with DCM re one stop shop - TRAW – Te Aro, Prisoners Aid, consumers, Housing, probation, benefit advice, soup, night shelter, WINZ refugee (etc, others) (When: end August). • TRAW model expanded to all • Awareness of service (When: 6 months after T/L starts) • Develop client information sharing system • Develop single admission process.
<p>Development of a Better Range of Housing Options</p>	<ul style="list-style-type: none"> • There is comprehensive, accessible information on housing options for clients and agencies. • Housing stock is supplied to meet demand and configured to meet the diversity of need. • Lead agency backed with financial commitment from others with the responsibility for the provision of housing options. 	<p>Wellington Regional Social Housing Strategy - this strategy will incorporate and complement the new ending homelessness strategy</p> <p><u>Steps to achieve:</u></p> <ul style="list-style-type: none"> ▪ Leadership – champion – key stakeholder corporation – WCC/HNZC/NGO’s – WHT, DCM, Private Sector. <p><u>Actions:</u></p> <ul style="list-style-type: none"> ▪ Confirmation of the membership – letter from WCC to CEOs looking for support/commitment. ▪ Confirmation of organisation to support stakeholder → through MoU (or similar). ▪ Development of strategy (12 months) ▪ Build robust performance measurement system.
	<ul style="list-style-type: none"> ▪ Adequate and affordable accommodation which is accessible and appropriate. 	<p>Supply of adequate, affordable, accessible and appropriate accommodation (AAAAA)</p> <p><u>Steps to achieve:</u></p>

	<ul style="list-style-type: none"> ▪ Transparency of policies around waiting lists/allocation. ▪ Project based solutions in response to these 'groups'. ▪ Good shared information about what is available. ▪ Ability to offer group/joint tenancies. 	<ul style="list-style-type: none"> ▪ Identify which high needs groups can't access or aren't accessing AAAA accommodation. ▪ Identify evidence based best practice and models that are appropriate. ▪ Ensure fit with overarching strategy. ▪ Adequate resources/funding are identified. <p><u>Actions:</u></p> <ul style="list-style-type: none"> ▪ Invite organisations to write summary on unmet housing needs ▪ Better collection of data ▪ Gather examples of successful interventions and models ▪ Organisations respond to feedback on unmet needs. ▪ Wellington City Council respond to specific needs prioritising allocations to vulnerable/high needs – by meeting the needs of homeless people ▪ Engagement programme for ensuring that the voices of the homeless are heard.
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