

**Before Independent Hearings Commissioners
Rotorua Lakes Council**

**In the matter of 7 applications for resource consent for
Contracted Emergency Housing by Te Tūāpapa
Kura Kāinga - Ministry of Housing and Urban
Development**

**Application References: LU24-010186, LU24-
010187, LU24-010188, LU24-010189, LU24-
010190, LU24-010191, LU24-010192.**

Statement of evidence by Lyall Wilson

22 October 2024



Counsel

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[UNCLASSIFIED]

Statement of evidence by Lyall Wilson

1 Introduction

- 1.1 My name is Lyall Wilson.
- 1.2 I am a Team Leader in the Contracts Management team | System Delivery and Performance, at Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development (HUD).
- 1.3 In this evidence, I explain various aspects of the operation of Contracted Emergency Housing (CEH) motels in Rotorua, and how these motels have operated since receiving resource consents in December 2022.

2 Background

- 2.1 In December 2022, resource consent was granted for thirteen motels to be exclusively used for CEH in Rotorua. (Appendix A refers). Consents were granted with conditions requiring active involvement from HUD and limiting the duration to two years instead of the five years sought.
- 2.2 Since December 2022, HUD has exited three¹ of the original 13 CEH motels and is actively in the process of exiting a further three motels,² leaving seven motels that still house whānau requiring CEH in Rotorua. This evidence will focus on the seven motels HUD is seeking Resource Consent for; to enable HUD to continue to wind down CEH as more permanent housing becomes available in the region.

3 HUD's role in CEH

- 3.1 Other than financial responsibility for CEH, HUD's role involves supporting Te Hau Ki Te Kāinga – the collective group of the Support Service CEH providers, and oversight of the operational performance of the programme. On behalf of HUD, I maintain regular contact with the Ministry

¹RC17650 Newcastle Motor Lodge, RC17892 Ann's Volcanic Motel and RC17673 Union Victoria Motel were all exited by February 2024.

² Notice has been issued to RC17662 Malones Motel, RC17890 Midway Motel and RC18244 Emerald Spa Motor Inn.

of Social Development (MSD), Rotorua Lakes Council (RLC), Te Pokapū – the Rotorua housing hub, and each of the CEH motels.

3.2 In my role I:

- (a) participate in the Te Hau Ki Te Kāinga Governance and Operations hui;
- (b) work alongside the Te Pokapū team to ensure the programme is operating effectively;
- (c) ensure motel standards are maintained as per HUD's contract; and
- (d) act as the "Suitable Representative", on behalf of each of the Consent Holders as required by the Resource Consent decision.

3.3 I am not involved in the day-to-day allocations of whānau to units, the service provided, or the occupancy management of the motels. These activities are undertaken by the Support Service Providers.

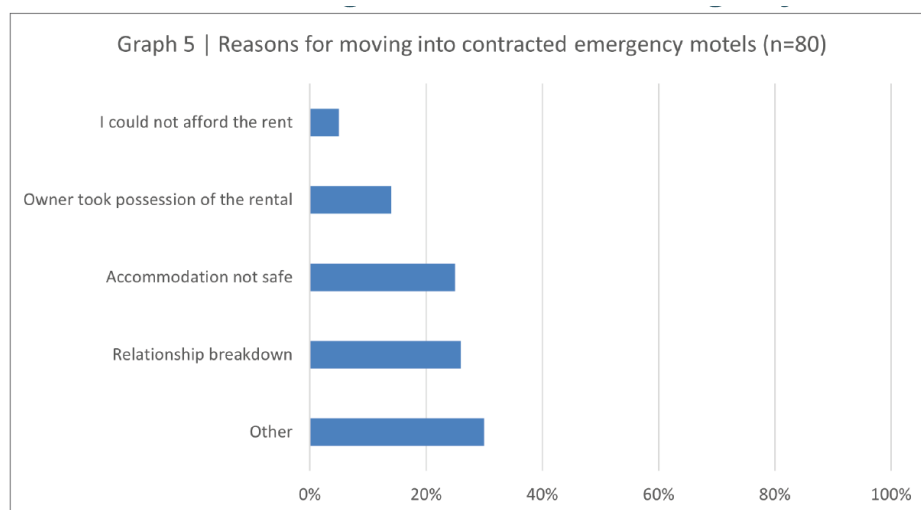
3.4 While I work closely with MSD to ensure that whānau with urgent housing needs have access to emergency housing, I am not responsible for, or involved in, the operation of emergency housing grants or the motels that accept customers in receipt of emergency housing grants.

4 Whānau accessing CEH

4.1 CEH aims to improve the support for whānau with children in emergency housing through HUD contracting motels for exclusive use, with wraparound support services to meet the needs of whānau, and 24/7 onsite management.

4.2 An evaluation of whānau experiences of living in CEH in Rotorua found there are several reasons whānau need to access CEH. As noted in the graph below, one of the most common reasons for whānau moving into CEH was due to relationship breakdown with partners and/or whānau members (Te Paetawhiti, pages 33-34)³.

³ Retrieved from: <https://www.hud.govt.nz/documents/rotorua-contracted-emergency-housing-pilot>



4.3 A summary of comments made by those who partook in the evaluation indicated 'Other' included:

- (a) Relationship breakdown, including being asked to leave the house by a whānau member;
- (b) Leaving their accommodation voluntarily as they didn't want to overstay their welcome living with whānau and/or friends;
- (c) Overcrowding – for example one whānau described living in a three-bedroom house with seven people, which created tensions amongst the adults; another whānau described living in a single bedroom flat with other whānau members;
- (d) Unsafe living conditions, including living in a car; living in an abusive situation; and living in physically and psychologically unsafe conditions (e.g. verbal abuse, intimidation, addiction, gang activity).

Triage and Assessment

4.4 In March 2021, MSD, with a lead from Te Taumata o Ngati Whakaue Iho Ake Trust (Te Taumata), established Te Pokapū – the Rotorua Housing Hub, which co-locates collective social services, iwi, and other relevant agencies to holistically support and place whānau in need of housing.

4.5 The core function of Te Pokapū is to triage, assess, and where necessary place whānau into CEH or refer whānau to agencies and services.

4.6 Referrals to CEH can only be made through Te Pokapū.

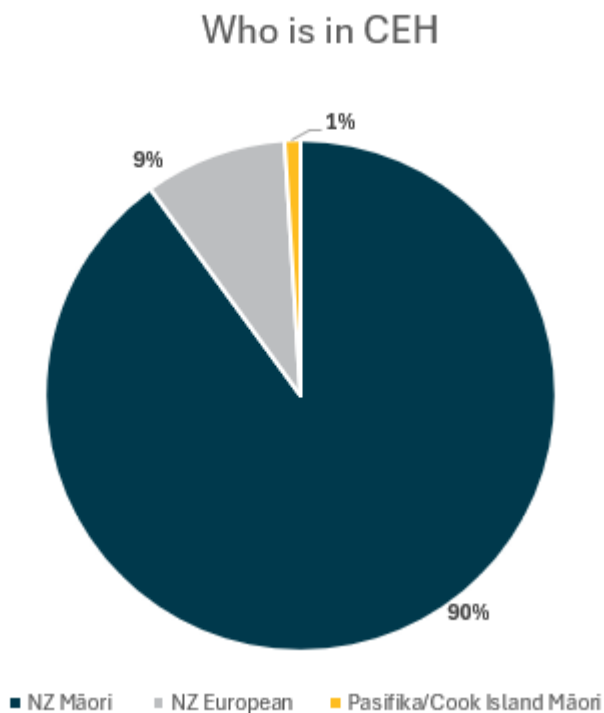
- 4.7 Referrals to CEH seek to ensure the needs of each whānau are met, taking into account the age of tamariki and their needs including (but not limited to) appropriate and available play space.
- 4.8 With respect to the suitability of some units for different age groups of children, the section 42A recommendation relies on the evidence of Mathew Peacocke. Mr Peacocke recommends restricting the use of some motels/units by some age groups of children because they do not provide access to appropriate play space. HUD understands the importance of play for a child, and this is considered through the triage and placement process of whānau.
- 4.9 As whānau with tamariki are the key cohort CEH was set up to support, HUD is concerned that if restrictions are imposed and there is limited capacity across other units, whānau who require support will not be able to access CEH due to age restrictions. This will become even more of an issue as the number of CEH motels are reduced over the one-year period for which consent is sought. It could also lead to further housing instability and potentially displacement of whānau if a child changes age while placed in a unit with restrictions.
- 4.10 It is also likely to affect the ordering in which HUD exits each motel during the course of the year if consent is granted.

Where those accessing CEH come from

- 4.11 The vast majority of whānau seeking a referral for housing support through Te Pokapū are from Rotorua or the immediate surrounding area. When someone from outside of Rotorua presents at Te Pokapū the Triage team will explore why they have come into Rotorua and determine if a placement into CEH is appropriate. Te Taumata, who deliver Te Pokapū, provide more detail on this process in their Statement (Appendix B refers).
- 4.12 Te Pokapū will match the makeup of each whānau to an available contracted motel unit with suitable capacity and negotiate referral with the service provider, ensuring the best available fit for both the whānau and the motel community.

Who is in CEH

- 4.13 Of the 150 whānau in CEH, in August 2024, 90% were New Zealand Māori, 9% were New Zealand European and the 1% were Pasifika/Cook Island Māori.



Occupancy

- 4.15 Demand for CEH is gradually reducing. In October 2022, I reported that a total of 221 of the then 297 contracted units were occupied by whānau. As of August 2024, 150 of the 243 contracted units were occupied by whānau.
- 4.16 Whilst the numbers are declining there is still a need for the seven CEH sites HUD is seeking resource consent for. Between November 2022 and June 2024 there has been an average occupancy of 180 whānau.
- 4.17 A variety of different unit types are required to ensure there is enough flexibility to accommodate different whānau. Motel unit configuration and whānau size vary and some whānau may require more than one unit. Some capacity is also needed for incoming referrals.
- 4.18 CEH has played an integral role in reducing the number of whānau in the emergency housing grant motels where there has been a reduction from 213 whānau in October 2022, to 24 whānau in August 2024.

5 Support Services available to whānau in CEH

- 5.1 Wrap around support services in CEH are delivered by three Support Service providers; Emerge Aotearoa Limited, Visions of a Helping Hand Charitable Trust and WERA Aotearoa Charitable Trust. Collectively, these form the foundation that is known as Te Hau Ki Te Kāinga. This name is translated to “The winds that guide you home” and was gifted by Ngāti Whakaue.
- 5.2 Support Services and Onsite Management is available 24/7. Key responsibilities of the Support Service Providers include admission and assessment of whānau needs, ensuring whānau are allocated to appropriate units, explaining the rules of stay and ensuring compliance with the rules. Support Service Providers work alongside whānau to develop and monitor individualised goal plans and ensure whānau are aware of their rights and of complaints procedures. They also ensure any safety concerns and/or incidents are identified, reported, then managed in line with organisational policies and procedures.
- 5.3 Where necessary, they also ensure information about the location and cultural significance of Whakarewarewa Village and Te Puia is shared. Expectations about respecting these neighbouring sites is clearly displayed within the main circulation areas of the motels.
- 5.4 Additional support services are also available. Some of these include a Clinical Response Team to support any medical and mental health needs, school bus runs, and breakfast and after school clubs to ensure tamariki have the best chance of participating in education. They also host events for occasions like Christmas and Easter so tamariki can participate in celebrations. There is also gang liaison support to ensure whānau are safe from the influence of gang-based activity (Appendix B refers).

6 How whānau are supported to exit CEH and where they go

- 6.1 All three of the Support Service Providers provide other housing solutions such as transitional and social housing. They also help identify and source private rentals where appropriate.
- 6.2 Te Hau Ki Te Kāinga work closely with Kāinga Ora and MSD to help with the referral of whānau to new social housing opportunities. Te Hau Ki Te Kāinga provide continuing support to whānau in their new homes until

they settle to ensure their tenancy is sustained as they learn how to manage increased responsibilities.

6.3 For whānau who exited CEH in the 12 months to 31 August, some key outcomes include:

- (a) 96 whānau leaving for Social Housing;
- (b) 43 leaving for private rentals;
- (c) 30 leaving for Transitional Housing;
- (d) 20 returning to their whānau home.

6.4 Other reasons for exiting include leaving Rotorua, non-compliance with rules of stay, and disengagement from services.

7 Factors considered when determining which CEH motels to seek resource consent for

7.1 There are several factors HUD considered when determining which CEH motels to exit, as it became possible, and therefore which motels to seek resource consent for. These include the quality of the motels, the number of units in the motels, the unit configurations, the typology of the new supply pipeline, location, vacancy levels, incidents and/or complaints received, motels returning to tourism, and feedback from RLC and community representatives including the Community Liaison Group.

7.2 The above factors informed HUD's decision to seek resource consent for the following seven motels:

- (a) Apollo Hotel, 7 Tryon Street (LU24-010187)
- (b) Alpin Motel, 16 Sala Street (LU24-010186)
- (c) Pohutu Lodge, 3 Meade Street (LU24-010191)
- (d) Geneva Motor Lodge, 299 Fenton Street (LU24-010189)
- (e) Ascot on Fenton, 247 and 12 Toko Street (LU24-010188)
- (f) Roto Vegas Motel 249 Fenton Street (LU24-010192)
- (g) Lake Rotorua Hotel, 131 Lake Road (LU24-010190)

8 Community Engagement and Support

- 8.1 HUD's community engagement in Rotorua is broad and varied. It has regular engagement with other government and non-government agencies, the Rotorua Lakes Council, Iwi, and its contracted Support Service Providers.
- 8.2 A number of submitters raised concern that HUD had not undertaken sincere and meaningful community engagement, particularly with iwi regarding its intention to apply for resource consent for a further one-year duration. HUD has undertaken, and continues to undertake, engagement through a number of avenues as outlined in more detail below.
- 8.3 HUD continues to engage with the Community Liaison Group and Iwi along with representatives from Whakarewarewa Village, Te Puia and Restore Rotorua, as well as other community representatives.
- 8.4 HUD and Support Service Providers have met with representatives from Te Puia and Whakarewarewa Village on a number of occasions over the period of the current consents. From this engagement an agreement to extend the security services to include regular monitoring of the Whakarewarewa Village was made and remains in place today. The manager of the Apollo Hotel also carries out 2 hourly welfare checks, every day, throughout the Whakarewarewa car park to clean up discarded rubbish.
- 8.5 HUD and Support Service Providers have also taken other steps to mitigate against any potential negative effects caused by the proximity of CEH to the Whakarewarewa and Te Puia areas. These include distributing educational materials and providing induction programmes to whānau entering CEH on the significance of both sites. Tūhourangi/Ngāti Wāhiao whānau are prioritised for placement into the Apollo Hotel. HUD is committed to ensuring this continues and proffered this as a condition of consent.
- 8.6 Throughout its consideration of its resource consent application, HUD officials have engaged with the Te Hau ki te Kāinga Collective which includes Te Taumata.
- 8.7 In April 2024, HUD officials met with Iwi representatives on the Rotorua Housing Accord – Leith Comer (Te Arawa) Lauren James and Segina Te

Heuheu (Ngāti Whakaue) to give a high-level overview of the plan to seek new resource consents for CEH motels and discuss its approach to Iwi engagement.

- 8.8 In May 2024, HUD officials met with Leith Comer (Te Arawa), Segina Te Heuheu (Ngāti Whakaue), Rawiri Bhana (Chair - Te Komiti Nui o Ngāti Whakaue), Norma Sturley (Ngāti Whakaue), Paraone Pirika (Chair - Te Arawa Pukenga Koeke Te Arawa) as well as Merihira Savage (GM - Te Taumata o Ngāti Whakaue Iho Ake Trust & Vice Chair Te Pumautanga o Te Arawa). In these meetings HUD was able to provide updated information on the number of motels and duration for which it would seek resource consent, and further information on the social housing pipeline and the impact priority access to social housing for whānau in emergency housing has on HUD's ability to exit CEH motels. Referral processes and support for whānau as they move into social housing were also discussed.
- 8.9 Further to this, HUD officials met with Paraone Pirika (Chair - Te Arawa Pukenga Koeke Te Arawa), Norma Sturley (Ngāti Whakaue) and Rawiri Bhana (Te Komiti Nui o Ngāti Whakaue) to talk them through the proposed approach to exiting CEH motels and the need to seek new resource consents for the motels as long-term housing supply solutions were delivered. Discussions centred around the need to support delivery of Iwi housing solutions, ensuring whānau were receiving appropriate support, and ensuring motels returned to tourism.
- 8.10 HUD also met with Watu Mihinui (Tūhourangi representative) to discuss the resource consent applications for CEH. Discussions centred around the motels in proximity to Whakarewarewa and Tūhourangi's opposition to the continued use of those motels.
- 8.11 HUD notes that on occasions it has attempted to further engage without success.
- 8.12 HUD officials met with Restore Rotorua on two occasions to discuss HUD's plan to seek resource consent and have had ongoing correspondence with its members.
- 8.13 The 0800 line continues to be available for both the community and onsite occupants to use if any issues relating to CEH arise. Of the 37 calls received over the last year, only two of these were related to a CEH

motel. The remaining enquiries were relating to MSD's emergency housing, all of which were referred on to MSD.

- 8.14 HUD has tried to improve its engagement following the commissioners' feedback on this in the previous hearing. As a result of the work conducted since resource consents being approved in December 2022, and engagement across the community, written support has been received from Te Puia's CEO, dated 24 February 2024, endorsing the continued use of Pohutu Lodge Motel as CEH. Correspondence has also been received from the Rotorua Area Prevention Manager of the Bay of Plenty Police, noting the reductions in Police demand and from Te Runanga o Ngati Pikiiao Trust Board in support of HUD's resource consents application. (Appendix C refers).
- 8.15 HUD is committed to continuing working and engaging with the community and discussing changes it can make to mitigate against any negative effects of CEH. HUD will continue to support whānau residing in CEH to alternative housing solutions while progressing its staged exit of the remaining 7 CEH motels. HUD is confident a full exit of all CEH motels can be achieved by 15 December 2025.

9 Exit Strategy

- 9.1 If consent is granted, HUD will take a phased approach to reduce its reliance on contracted motels with a full exit from contracted motels by 15 December 2025. By this time HUD expects most of the currently underway and planned supply solutions to be completed. This will support cross-agency efforts to reduce overall reliance on emergency housing motels.
- 9.2 HUD will:
- (a) Use the factors outlined in paragraph 7.1, to evaluate each CEH motel's level of priority to determine the most appropriate motels to exit and the order in which these exits occur.
 - (b) Continue to gradually exit one motel at a time to ensure the market is not flooded with multiple motels returning to the tourism market at the same time.

- (c) Work alongside MSD to actively manage exits by stopping all new referrals into CEH motels from 30 June 2025.
- (d) Issue 90-day notice to motels as we undertake our staged exit, to allow sufficient time for restoration work, if necessary, to take place before the motels return to tourism.

9.3 HUD has explored several options to achieve a full exit of contracted motels as efficiently as possible. It has balanced the different options with the need to ensure whānau are appropriately housed and believe this approach is the best way to provide a supportive transition into stable housing.

Date: 22 October 2024

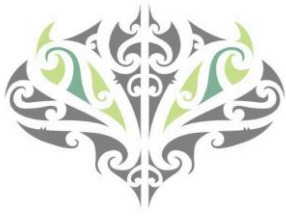
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Lyall Wilson

APPENDIX A: 13 CEH sites for which Resource Consents were granted in December 2022

- (a) RC17647 Lake Rotorua Hotel
- (a) RC17648 Alpin Motel
- (b) RC17650 Newcastle Motor Lodge
- (c) RC17661 Pohutu Lodge Motel
- (d) RC17662 Malones Motel
- (e) RC17673 Union Victoria Motel
- (f) RC17887 Ascot on Fenton
- (g) RC17889 RotoVegas Motel
- (h) RC17890 Midway Motel
- (i) RC17891 Geneva Motor Lodge
- (j) RC17892 Ann's Volcanic Motel
- (k) RC17893 Apollo Hotel
- (l) RC18244 Emerald Spa Motor Inn

APPENDIX B:TE POKAPŪ and TE HAU KI TE KĀINGA STATEMENTS



TE TAUMATA O
NGĀTI WHAKAUE IHO AKE

Rāmere, 27 Mahuru 2024

Tēnā koe e te rangatira,

Leading Te Pokapū, the housing hub for Rotorua, Te Taumata o Ngāti Whakaue Iho Ake have observed firsthand the positive impact this model is having on addressing the needs of whānau and providing solutions to the housing crisis in our community. Since 2020, we have served as the primary access point for emergency and contracted emergency housing, the front door to housing need in Rotorua, ensuring that only those from Rotorua are placed here.

Below I set out how our processes ensure CEH is available to people from Rotorua, and how we operate to support whānau transition into more permanent housing situations.

i. Preventing Out-of-Region Influx into Rotorua

While it is not feasible to prevent whānau from entering Rotorua in search of accommodation support, Te Pokapū is committed to assessing housing needs effectively. Working collectively onsite with MSD housing staff, they are able to review previous addresses and housing histories. This information is granted through the Housing Privacy Consent Form (HPC). Outcomes from these assessments are documented in the Fixe data system. For families and individuals who are not from Rotorua, it is recommended that they return to their region. We inform them that MSD can assist with travel costs if they have accommodation or a verifiable address to return to. Should they be unable to return to their original region, they are advised to self-source housing solutions.

Our triage process has effectively facilitated the return of 52 individuals/households in the last year who were identified through our triage process to be from other regions and who were supported to their respective areas, thereby mitigating the influx of external families and individuals into Rotorua emergency housing.

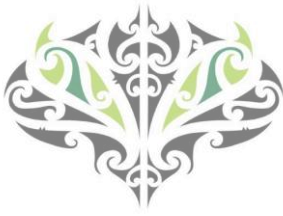
Te Pokapū coordinate a collective response involving government agencies and local providers to foster a collaborative approach that has yielded improved solutions and outcomes for families and individuals. We believe that this synergy has been instrumental in reducing the reliance on motels for emergency housing, while enabling more whānau to secure alternative housing options. We have reduced from 37 motels for emergency housing to just 4 motels.

With the support from the collective of agencies and providers working with families in contracted emergency housing, this last year, we have 83 families who have moved into social housing, 51 families who are now in private rentals and 27 households returned to family.

ii. Reconnecting Whānau with their Iwi

2C Ranolf Street | PO Box 12017 | Rotorua 3040 | P: 07 346 0095

www.taumata.org.nz



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Te Pokapu has had success in relocating families and individuals back to their regions with the financial support of MSD to cover associated moving costs. Recommendations for relocation are documented in the triage assessment form during the intake process, with records captured in the Fixe data system. Reconnection efforts involve gathering information regarding the lwi, hapū, and marae to which whānau affiliate. Triage staff also investigate whānau surnames and whakapapa to determine their connection to Te Arawa. If whānau provide information or documentation to support their application for accommodation and these have been verified, copies are retained in their file. In cases where whānau have significant whakapapa ties to Te Arawa and support from local family members (such as parents, siblings, or grandparents), accommodation assistance may be granted on a case-by-case basis.

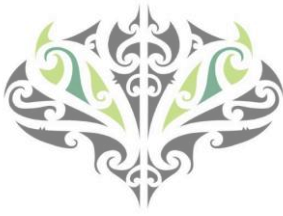
iii. **Pathways to Permanent Housing Solutions**

Te Pokapū facilitates access to various housing solutions beyond Contracted Emergency Housing (CEH), including Housing First, Transitional Housing, Link People services, and private rental agencies. These alternatives are offered when immediate housing needs are not present, and families/individuals meet the necessary criteria. In instances of urgent housing requirements, if entry into CEH is not available on the same day, Emergency Housing serves as a temporary solution. Families/individuals with a positive rental history, who are considered rent-ready and do not have immediate housing needs, are supported to explore options for social housing or private rentals as a first option.

In partnership with Te Whatu Ora our Clinical Response team of clinical practitioners plays a critical role in addressing the multifaceted challenges faced by individuals in the emergency housing sector, assisting them in achieving their personal goals through tailored interventions. This helps to support the behavioural and health issues which can contribute to a person's homelessness. It is important to note that this is not the majority of people in emergency housing however individuals present with a range of complexities, including but not limited to:

- Housing insecurity versus homelessness
- Substance use, including alcohol and drugs
- Medical concerns
- Elderly care
- Dynamics within single and couple relationships
- Domestic violence

These issues are representative of the daily challenges encountered by clinical services.



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NGĀTI WHAKAUE IHO AKE

The significance of clinical support is particularly pronounced in Rotorua, where many individuals remain unaware of the available services, rendering them vulnerable within the community. Over the past year, a total of 765 mānaha have been documented, indicating a substantial demand for multifaceted support.

iv. Case Study – Clinical Response Team.

A notable case involves a 29-year-old woman who has resided in Rotorua for most of her life. She has faced significant challenges, including substantial breakdowns in familial relationships, and is currently under the Mental Health Act. Despite her efforts to overcome methamphetamine and cannabis use, she continues to confront ongoing obstacles.

This individual has been engaged with Te Pokapū for two years, consistently seeking housing support. However, her mental health challenges have hindered her ability to maintain stable, supported living arrangements. After numerous attempts to secure suitable housing, she is now making progress in learning to live independently, in her own home supported by established community resources.

The Clinical Response team is essential in managing complex cases ensuring plans are in place to provide housing solutions with wrap around support to ensure sustained tenancies, avoiding reoccurring need for emergency housing. Ongoing efforts are necessary to address these multifaceted issues and ensure that individuals receive the assistance they need.

v. Te Whatu Ora – Lakes DHB – Onsite Registered Nurse

“As a nurse employed by Lakes Te Whatu Ora, working within Rotorua’s Emergency Housing Hub ‘Te Pokapu,’ I witness firsthand the profound impact that emergency accommodation has on the health and wellbeing of our community’s most vulnerable populations.

Within my role at Te Pokapu, I am able to provide and deliver healthcare and support interventions to those who are often marginalised from traditional healthcare systems.

This enables us to address immediate health concerns, provide support for mental health and substance abuse, and liaise with other healthcare providers and support services for access to assessments, medications, immunisations, health screenings, and other similar needs. This not only alleviates immediate health crisis, but also lays the groundwork for improved long-term health outcomes”.

As we know, the demand for affordable housing has surged amidst a backdrop of rising property prices, limited housing supply and socio-economic inequalities.

Emergency housing steps in to fill this gap, providing immediate temporary shelter to those in crisis, ensuring individuals and families have a safe place to stay while more permanent solutions are being sought.



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Unfortunately, recent times have seen a wave of misunderstandings and negative perceptions swirling around emergency housing and its impact on local healthcare services and the community's overall well-being. The accusation that emergency housing users are "clogging up" healthcare services is a misinterpretation of the broader challenges facing our healthcare system including a nationwide shortage of healthcare professionals and resources.

Judgements and accusations from the outside may come easily from the warmth and security of our stable homes yet, it's crucial we remember that behind every door of each emergency housing space lie real people caught in unfortunate circumstances, just trying to do their best. It's easy to judge and oversimplify the lives of individuals seeking refuge within the walls of emergency housing. However, within these spaces the narratives of some may not be what you assumed".

Te Taumata o Ngāti Whakaue Iho Ake support whānau to reach housing and well being aspirations. We have developed programmes to support the development of Papakāinga on whenua Māori or to guide whānau on how to become a homeowner.

We also provide a Ngāti Whakaue centric financial literacy programme which was co-designed alongside our koeke, to support whānau to manage their financial wellness to further support people to reach their goals.

We have partnered with Ngāti Whakaue Tribal Lands where we will be the property managers of the affordable rentals at Manawa Gardens working to provide a unique property management service to our whānau.

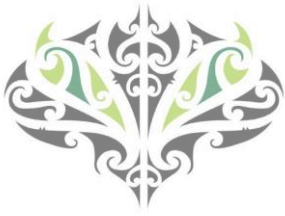
Our aim is to become the iwi Community Housing Provider and we are in the process of being able to support housing options across the housing continuum for all whānau in need.

As the contract holders of Housing First Rotorua we have supported and currently have housed 161 chronic homeless whānau into stable housing.

Identifying the gaps for our most vulnerable, we have developed programmes to support the mental health and addiction issues facing individuals which are contributing to their homelessness.

We have also developed programmes to inspire and guide our whānau to seek further education, training and employment and most importantly seek better opportunities.

In our assessment, the proposed extension of Contracted Emergency Housing until December 2025 will significantly contribute to ensuring that the remaining families and individuals have sustainable pathways to housing solutions, thereby preventing a return to homelessness, living in vehicles, or other inadequate housing arrangements. This will also significantly have better social impact for the social investment needed with a reduction in associated costs if the housing crisis continues. We are



TE TAUMATA O
NGĀTI WHAKAUE IHO AKE

committed to ensuring that our community have access to safe, dry and warm living conditions, and we are equally dedicated to restoring our city as a vibrant and beautiful destination, free from the social and behavioural challenges that have unfairly been associated with homelessness.

We firmly believe that a sustained response, coupled with a realistic deadline, will foster better outcomes for all residents of Rotorua.

Nāku noa, nā



Jordon Robertson
Housing Manager

**Before Independent Hearings Commissioners
Rotorua Lake Council**

In the matter of

**Applications for resource consent for
Contracted Emergency Housing by Te Tūapapa
Kura Kainga - Ministry of Housing and Urban
Development**

**Statement of Evidence by Toli Maka, Director of Services, on
behalf of WERA Aotearoa Charitable Trust, Rotorua**

22 October 2024

1. Introduction

1.1. My name is Toli Maka

1.2. I am the Director of Services, WERA Aotearoa Charitable Trust (WACT).

1.3. As Director of Services, I am an integral member of the Senior Management Team and responsible for the strategic management and oversight for WACT's operational activities across a diverse portfolio of activities including Housing, Corrections, Employment, Social Work and Youth Services. In my role I:

- act as the representative on behalf of WACT.
- participate in the Te Hau Ki Te Kāinga Governance and Operations hui.
- work in collaboration with Te Pokapū team to ensure WACT operates efficiently and effectively for those who access our services.
- work with relevant Moteliers (Apollo, Ascot and Roto Vegas) to ensure standards are adhered to.
- provide oversight and supervision to WACT kaimahi to ensure services are provided in compliance with contractual and standards expectations.

1.4. This statement of evidence outlines progress achieved since the receipt of resource consents in December 2022 for WACT Contracted Emergency Housing Support Services Motels, in Rotorua.

2. WERA Aotearoa Charitable Trust (WACT)

2.1. WACT is a non-governmental organisation (NGO) that provides health and social services to the communities in Rotorua and the wider Bay of Plenty. WACT is committed to the vision of communities solid, strong and self-supporting, representing our whānau, hapu, iwi and the broader community. We work to support and enhance the health and wealth of families and their communities.

WACT is a Kaupapa Māori organisation that supports whānau with housing, employment, reintegration and youth services. Whānau are the centre of everything we deliver. Our services include hauora (where health and wellbeing are valued), ākoranga (education and effective communication), and walking and learning together. A sense of rangatiratanga (self-determination) is implemented throughout each whānau journey; together weaving the realisation of potential.

WACT kaimahi (Navigators) support whānau utilising the 'Nga Pou e Rima' framework to identify needs and mitigate gaps which have contributed to their current situation. Whānau gain solid, strong and self-supporting tools for their 'kete', to support a shift into long term, sustainable housing.

3. Background

3.1. Notice of Decisions

Consent #:	<ul style="list-style-type: none">• RC17887 Ascot on Fenton, 247 Fenton Street and 12 Toko Street, Rotorua (LU24-010188)• RC17889 Roto Vegas Motel, 249 Fenton Street and 16 Toko Street, Rotorua (LU24-010192)• RC17893 Apollo Motel, 7 Tyron Street, Rotorua (LU24-010187)
Application Type:	Land Use Consent – Non-Complying
Applicant:	Ministry of Housing and Urban Development
Proposal:	Resource consent to use the existing site and motel buildings for Contracted Emergency Housing.

4. Occupancy

4.1. Scale and Intensity

	December 2022	Actual as at August 2024
Ascot on Fenton	A maximum of 43 occupants within 14 CEH units	A maximum of 43 occupants within 14 CEH units
Roto Vegas Motel	A maximum of 80 occupants within 27 CEH units	A maximum of 74 occupants within 24 CEH units <i>(A reduction of three units as of 1 April 2024)</i>
Apollo Motel	A maximum of 98 occupants within 39 CEH units	A maximum of 98 occupants within 39 CEH units

5. Shared Resources

5.1. WACT continues to sanction Nga Pou e Rima, cultural assessment tool, for implementation by the collective. Through the initial engagement process with Te Pokapu and during Provider Shared Capacity Hui, WACT provides education in the implementation of Nga Pou e Rima and the utilisation of the results of the assessment to form the whānau plan required to see progress on whānau’s goals and aspirations.

Over last two years WACT has coordinated database training and implementation with the collective and Te Pokapū triage.

In July 2024 the WACT Employment (Innovation Hub) presented enhancing employment promotions, upskilling and wananga options to whānau in the community.

6. Workforce Development

6.1 WACT supports the collective in the promotion of the Te Pou Tautoko: NZ Diploma of Social Services Level 5. Since December 2022, WACT has supported 37 kaimahi to graduate with the diploma (a graduation photo is below).



7. Communities of Practice

7.1 WACT hosts monthly peer review hui for the collective to reflect on practice and service. This includes (but is not limited to):

- encouraging consistency across providers, aligned to the operating strategy.
- Whakawhanaugatanga.
- building the capability of kaimahi by providing educational sessions on community resourcing.
- managing risk mitigation.
- identifying gaps in service delivery, strategizing and solutions-based practice.
- managing cultural support and supervision.



8. Support Services

WACT provides CEH wrap around support services and onsite management.

8.1. WACT kaimahi key responsibilities include (but are not limited to) admission, assessment, allocation to units, orientation to rules of stay and service engagement, goal planning, whānau rights and responsibilities. Through assessment and goal planning kaimahi support whānau to access appropriate support services to address any health, social, employment and financial needs. Kaimahi assist whānau to secure longer-term housing.

8.2. At Whakarewarewa Village WACT, when relevant, provides orientation to new whānau on the location and cultural significance of these sites and about expectations regarding respecting these sites.

8.3. WACT has provided security for the village seven days a week, 6.00pm to 6.00am since 2022.

8.4. Additional support services WACT has introduced include:

- School bus runs for whānau tamariki, to and from primary school and/or college.

- Ready to Rent workshops; specifically designed to provide knowledge and tools to help whānau on their rental journey, as well as to help them with confidence to navigate the rental market and to understand their rights and responsibilities as a tenant. During the period of November 2023 to June 2024 148 referrals were received, 87 attended and 84 have since completed.



- Whānau days such as communal barbeques when whānau can celebrate those securing long-term housing options and kaimahi can provide educational health promotion activities.

8.5. WACT has a shared collaboration with Kainga Ora whereby whānau are actively supported to transition from CEH into long-term social housing. Over two years, WACT and KO have supported 32 whānau into long-term social housing.

8.6. Over two years 34 whānau have exited CEH into private rentals with WACT Sustaining Tenancies support.

9 Impact of any withdrawal of resource consent

9.1. I am of the opinion that in the event that resource consent is withdrawn:

- There will be no other option but for whanau to revert back into Non-Contracted Emergency housing, where supports are non-existent, conditions are poorly regulated and likely to pose a high risk for children or vulnerable whanau. I have witnessed this having to relocate whanau into our current CEH spaces from backpackers and other uncoordinated motels.

- Those currently residing in Contracted Emergency Housing (CEH) will again encounter disruptive or unsettling living conditions, financial hardship, unforeseen stresses having to explore alternative accommodation options.
- The village concept we implemented since 2022 'it takes a village to raise a child' will be lost in the mist of wanting to focus on tourism and not those that reside in Rotorua.
- Access to shared food, shared knowledge and support within the village environment will no longer be available.
- The essence of our Nga Pou e Rima framework that whanau align to when establishing future goals and plans will cease, as will access to specialised support.
- Whanau would likely experience increased mental health and AOD.
- Tamariki would lose access to transportation services provided to and from school and youth programmes, therefore truancy issues would heighten.
- Those we serve have already expressed experiencing a stigma of discrimination, (e.g media coverage) and this will only increase if they have nowhere to go.
- The optimism that has enriched families to succeed since the creation of **Te Hau ki te Kainga** to strive to become **self-sufficient, interdependent and vibrant families** will no longer exist.
- Many whānau who do not have access to Contracted Emergency Housing Support Services may likely end up sleeping in cars, on the streets, in garages, in parks, business doorways or overcrowded homes. They would have nowhere to go and could be forced into another unstable situation, maybe back with an abusive partner, because they feel they have no other alternatives. Potentially this will result in a rise in abuse and family violence statistics.
- There are whānau who are not going to slot into a private rental as they have serious and persistent barriers to housing. The question is where do whānau suddenly find the money to live in a private rental if they are not getting the accommodation supplement? Or even, that they do not have the support to access any such supplement?
- These are whānau who, because of their precarious situation, become the unseen; the unknown also known to me as 'hidden homelessness'.
- Issues around physical health, mental health, AOD and abuse increase and may result in added pressure on the relevant community services.
- All the above adds to the impact on society and the community. For example, increases in the demand for the Police, the hospital emergency services, paramedics, business owners, etc.

DATE:

SIGNATURE:

Toli Maka, Director of Services, WERA Aotearoa Charitable Trust

1 Introduction

- 1.1 My name is Sarah Isaac
- 1.2 I am the Chief Operating Officer – Visions of a Helping Hand Charitable Trust (VOHH)
- 1.3 I have been asked to provide information to provide clarity and context for Contracted Emergency Housing (CEH).

2 Background

- 2.1 VOHH was established in 2017 by Tiny and Lynley Deane, who were moved to action after witnessing a mother and her children facing harsh conditions while living on the streets of Rotorua. The Trust was created in response to the urgent need to support whānau experiencing homelessness by providing housing solutions, meeting immediate needs and providing a wide range of services to empower vulnerable individuals and whānau.
- 2.2 The impact of COVID-19 significantly impacted whānau across New Zealand. VOHH started providing wrap-around support to whānau in Covid Response motels in 2020. Due to the increased need for accommodation, CEH was established to cater to the needs of whānau in Rotorua. There were various reasons for whānau experiencing homelessness, including overcrowding, family violence, relationship breakdowns, inadequate standard of living, and owners returning to their properties that were once rentable options for whānau.
- 2.3 By December 2024, VOHH will have 4 fewer CEH sites than in 2021. These 4 motels will have all been returned to Tourism accommodation, which has been the long-term goal. VOHH is proud to be part of the collective Te Hau ki te Kainga, which has worked in unity to provide housing solutions and wrap-around support to create a self-sufficient, interdependent, and vibrant whānau.

3 Visions of a Helping Hand

- 3.1 VOHH understands that addressing individual's and families' challenges extends beyond providing housing solutions. The organisation is deeply committed to delivering comprehensive support and services encompassing social and health services. By fostering well-being and empowerment within communities, VOHH actively responds to urgent needs while facilitating long-term development.
- 3.2 Recognising the interconnected nature of challenges like housing instability, financial hardship, and social isolation, VOHH collaborates with individuals and whānau to drive positive change. Their tailored services and programs are designed to meet the community's unique needs, ensuring that individuals and families receive holistic support.
- 3.3 While VOHH assists in securing stable accommodation, it acknowledges that safe and reliable housing is just one aspect of overall well-being. Its commitment to empowering individuals and families includes encouraging active participation in decision-making processes, which enhances overall quality of life. VOHH builds a supportive network that fosters collective growth and resilience by emphasising a community-centred approach.
- 3.4 The organisation's guiding philosophy of "Whānau mana motuhake—Whānau self-determination" highlights its dedication to empowering families to take control of their lives. Core values such as family unity, integrity, care and support, love and encouragement, and empowerment form the foundation of its work.

- 3.5 To address a wide range of needs, VOHH offers extensive services that provide pathways to both short- and long-term housing solutions. Their support framework includes emergency and transitional housing services, community housing management, and specialised teams focused on social and health services. Furthermore, VOHH recognises the importance of additional support services, including alcohol and drug counselling, mental health support, and educational programs, to ensure comprehensive care.
- 3.6 Engagement initiatives play a crucial role in VOHH's approach, with services such as cultural programs, health and wellness initiatives, and mentoring for youth. The Trust's strategic goals emphasise strengthening whānau capabilities for sustainable housing, building strong relationships with community partners, including hapū, iwi, and government organisations, and educating the community on important social and housing issues.
- 3.7 Through their tireless efforts, VOHH has achieved significant outcomes, successfully transitioning hundreds of clients into permanent housing, forming employer partnerships to enhance employment opportunities, and actively involving clients in cultural and educational programs. Ultimately, VOHH is dedicated to making a substantial impact by addressing immediate needs while fostering empowerment and resilience for long-term success within the community.

4 Creating Positive Change

- 4.1 Since 2021, the collaboration between VOHH and Te Hau ki te Kāinga (THKTK) has transformed the landscape of Contracted Emergency Housing (CEH) in Rotorua, profoundly changing the lives of many whanau. With a heartfelt commitment to placing whanau at the forefront of all changes and service delivery decisions, this partnership has fostered an environment where families are heard and empowered in their unique journeys toward stability and interdependence.
- 4.2 Throughout this period, VOHH has developed staffing, programs, and interventions that are deeply informed by the whanau voice. By actively listening to their needs and experiences, the organisation has identified key trends such as unaffordable housing, relationship breakdown, financial strife, mental health and addictions that have traditionally hindered whanau from reaching their full potential. This compassionate approach ensures that every intervention is not just a service but a meaningful step towards empowering whānau to regain control over their lives.
- 4.3 VOHH has become a sanctuary of hope, offering a nurturing space for individuals and families facing the harsh realities of homelessness. The wrap-around support services extend beyond temporary shelter to encompass mental health resources, addiction support, and financial guidance. By tackling the root causes of housing instability, VOHH provides the tools for whanau to overcome challenges, envision a meaningful future, and rebuild confidence and motivation.
- 4.4 The organisation has recognised the importance of holistic support tailored to each whanau specific circumstance, understanding that personalised care enhances the likelihood of successful outcomes. This individualised approach means that clients are not merely surviving but thriving, equipped with essential life skills and resources that empower them to navigate life's complexities with resilience.
- 4.5 Importantly, the spirit of community integration is woven through every aspect of VOHH's service delivery. It recognises that true healing and empowerment come from fostering a deep sense of belonging. By facilitating job placements, educational

opportunities, and connections to local resources, they encourage whanau to become active participants in their community, rediscovering their inherent strengths and forging valuable connections that foster lasting change. This sense of community is what makes our work impactful and meaningful.

- 4.6 The stories of transformation are both heart-warming and inspiring. Many individuals and whanau have successfully transitioned from emergency housing to sustainable accommodation, reporting significant improvements in their mental health, job stability, and family relationships. These successes not only reflect the remarkable impact of VOHH but also the resilience and determination of the whanau we serve.
- 4.7 The partnership between VOHH and THKTK embodies the power of compassion and community. It has created a beacon of hope by addressing immediate needs while nurturing long-term aspirations, allowing individuals to reclaim their lives and dreams. The heartfelt dedication of this collaboration is not just transforming the housing landscape in Rotorua. It is rekindling the light of hope, ensuring that no one has to walk alone in their journey.

5 Success Stories

- 5.1 There are numerous success stories to celebrate from providing a safe and supported environment in CEH. The success of the collective highlights the power of support and resilience. These stories show how whanau facing tough challenges are achieving their goals and creating better futures for themselves and their children. There has been an evident decrease in family harm incidents, substance use, Police callouts and whānau reconnection. This has been achieved by the resources and services available to whānau and the willingness to accept support.
- 5.2 **A Father's Dedication**
One inspiring story is about a father of five who took on the full-time care of his children and found support through the CEH program. With help from the VOHH team, he secured stable housing, creating a safe home for his children to thrive. The children excelled in school and joined after-school sports, which boosted their confidence. The father also participated in men's programs that provided him with valuable skills and a supportive community. Together, they proved that families can reclaim their futures with the right support.
- 5.3 **A Mother's Triumph**
Another success story is a solo mother with three children who changed her family's life through the CEH program. With stable housing, she felt secure and could focus on her goals. She found part-time work that fit around her children's school hours, bringing financial stability while being present for her family. As she saved for a vehicle, her children thrived in karate, gaining confidence and forming positive friendships. This nurturing environment allowed them to grow into resilient individuals, highlighting the importance of a supportive family life.
- 5.4 **A Couple's Journey to Healing**
A couple also entered the CEH program after struggling with addiction. With VOHH's support, they regained custody of their children, a dream they once thought was unattainable. They participated in anger management programs, learning to communicate better and strengthen their family bonds. As they found stable housing, they created a loving environment that aided their recovery and benefited their children. Their reunion filled them with hope and made way for a brighter future.

5.5 Overcoming Adversity Together

For another whānau, being in the CEH program provided a crucial alcohol and drug free environment essential for their recovery. This safe space allowed them to reduce substance use and focus on family priorities. They built connections within the community that encouraged positive change. Feeling safe and secure helped them distance themselves from negative influences, enabling them to strengthen their relationships and create a hopeful life.

These success stories are only a few that showcase the significant impact of CEH. They reflect not just individual successes, but the strength of whānau who turned their struggles into triumphs with the support of a caring community.

6 Referral and Triage

6.1 The referral process is a meticulously planned and compassionate procedure. This careful planning is designed to ensure that each whānau is placed in the most suitable and supportive environment. It reflects VOHH's commitment to meeting the immediate needs of whānau and considering their holistic well-being and personal preferences.

6.2 Initial Referrals: Te Pokapu is the central hub for identifying individuals and families needing housing support. They initiate the referrals, which are then systematically managed and tracked, ensuring a structured approach.

6.3 Availability & Allocation: The FIXE system provides real-time evidence of room availability. This facilitates prompt decision-making by clearly understanding which units are available for potential placements, thereby streamlining the referral process.

6.4 Secondary Triage: All incoming referrals undergo a second triage at the VOHH Referral Hub. Trained, registered Social Workers and DAPAANZ staff assess each case, providing a crucial secondary review that ensures the needs of each whānau are understood and that safety and suitability are prioritised in the decision-making process.

6.5 Placement Assessment: During the assessment, various critical factors are considered, including the location of schooling for children, the physical capabilities of the whānau members, unit suitability, parking and transport needs, affiliations, and the overall safety of the environment. This comprehensive evaluation ensures that the specific needs and circumstances of each whānau are met to the best extent possible.

6.6 Involving Whānau in Decision-Making: VOHH places great importance on giving whānau a voice in their placement. Before accepting a placement, whānau can visit and assess the unit allocated to them. This empowering step ensures they feel comfortable and confident with their new environment, promoting a smoother transition and a greater sense of ownership and agency.

6.7 Personalised and Respectful Process: The care and planning put into the referral process exemplify VOHH's dedication to treating each whānau with dignity and respect. By considering a range of factors and involving whānau in significant decisions, VOHH ensures that placements are suitable and personalised to enhance each family's quality of life.

6.8 The referral process is not merely about assigning accommodation but about creating a supportive living situation that respects the unique characteristics and preferences of each whānau. This thorough and considerate approach fosters a sense of

community and partnership between VOHH and the whānau we serve, ultimately contributing to the long-term success of the whānau.

7 Assessment and Goal Planning

- 7.1 During the intake process with VOHH, each whānau completes a comprehensive assessment and goal plan, pivotal steps in tailoring the support to their unique needs and aspirations. This process ensures that every whānau receives the individualised assistance they require to thrive.
- 7.2 **Comprehensive Assessment:** As part of the intake, whānau participate in a detailed assessment to understand their current situation, needs, and strengths. This assessment covers various aspects of their lives, including housing, health, education, employment, and social connections. By gathering this information, VOHH can identify the specific support and resources each whānau may need.
- 7.3 **Individualised Goal Planning:** Whānau actively participates in developing their personalised goal plan following the assessment. This plan outlines the whānau short-term and long-term objectives, encompassing areas such as improving health, securing employment and housing, enhancing education opportunities, or strengthening family relationships. The goal plan serves as a roadmap for the whānau and the support team, ensuring focused efforts towards achieving desired outcomes.
- 7.4 **Supportive Environment:** VOHH staff are trained to create a supportive and non-judgmental atmosphere during intake. By establishing trust and open communication, staff can more effectively engage with whānau, facilitating a smoother and more meaningful planning process. This approach ensures that whānau feel respected and understood, fostering a more positive and productive interaction.
- 7.5 **Timely Completion:** While flexibility is provided, VOHH also emphasises the importance of promptly completing the assessment and goal plan to ensure that necessary support can be delivered. The aim is to balance accommodating the whānau needs and ensuring they can benefit from tailored support as soon as possible, demonstrating our commitment to considering and caring for each whānau unique circumstances. By guiding whānau through a comprehensive assessment and goal-planning process, VOHH ensures that its services are precisely aligned with each family's needs and aspirations. This careful, person-centred approach addresses present challenges and empowers whānau to work towards a brighter and more sustainable future, where they can flourish and thrive.

8 Staffing and Services

- 8.1 At VOHH, our staff's expertise is an asset to our clients, benefiting them through the highest standards of support and care. All our team members are extensively trained in social services and their role-specific areas. They bring a wealth of relevant experience and qualifications to their roles. This expertise ensures that clients receive informed and effective assistance tailored to their needs.
- 8.2 Our diverse team includes professionals with backgrounds in support work, social work, counselling, and community services, as well as specialised roles such as employment and recruitment officers, cultural liaison, education and facilitation, family harm specialists, and mental health and addiction experts. This multidisciplinary approach allows us to address many client's needs, providing comprehensive and multifaceted support.

- 8.3 We are deeply committed to fostering a culture of continuous learning and development. By leveraging insights from data and trend analyses, we identify areas where additional training is necessary, enabling staff to enhance their skills and adapt to emerging challenges continually. Our ongoing training opportunities, such as workshops and seminars, keep our staff updated with the latest best practices, ensuring we provide the highest quality support.
- 8.4 Specialised knowledge in family harm and cultural competencies further enhances our ability to deliver culturally relevant and informed care. Our collaborative and supportive team environment encourages knowledge sharing, creating a resilient client support network.
- 8.5 Having experts in their field that can form positive relationships with whānau. This has led to a decrease in incidents involving family harm, alcohol and drug dependence and overall incidents that impact the whānau.
- 8.6 The Diploma of Social Services is available to all 3 providers through Te Hau ki te Kainga, This is an initiative the collective agreed to implement to form a workforce that is trained, capable and holds a recognised qualification. This is the collective's commitment to providing quality care to whānau.

9 New Initiatives

- 9.1 VOHH has implemented several new initiatives designed to support whānau in a holistic and culturally responsive manner. These programs address various aspects of personal development, community well-being, and long-term stability.
- 9.2 One key initiative is the introduction of a Kaupapa Māori Counsellor. This initiative leverages Māori knowledge and practice methods to help individuals navigate emotional healing and provides culturally relevant support to those who have experienced grief and loss. By integrating traditional Māori approaches, the counselling service fosters a deeper connection to cultural identity and a more encompassing path to healing.
- 9.3 In addition to counselling, VOHH is pioneering cognitive behaviour change programs that incorporate Māori knowledge and practice. These programs aim to promote mental well-being and positive behaviour changes by utilising traditional approaches that resonate with participants, emphasising the unique cultural perspectives and values inherent to Māori traditions.
- 9.4 An Education Facilitator role has also been established to develop programs that support whānau in sustaining long-term accommodation, increasing job opportunities, and enhancing life skills. These programs are tailored to provide practical assistance and education, equipping individuals with the tools for job readiness, financial literacy, and valuable life management, thereby promoting self-sufficiency and stability.
- 9.5 VOHH has also launched a Rangatahi (youth) program that encompasses boxing and physical education while fostering leadership skills, confidence, and commitment. This program is designed to engage young people in healthy physical activity and inspire personal growth by instilling resilience, teamwork, and dedication. It aims to empower rangatahi to become community leaders, enhancing their confidence and preparing them for future challenges.

- 9.6 Other skills emphasised in these initiatives include communication, problem-solving, and time management, providing whānau with comprehensive support for personal and professional growth. Through these initiatives, VOHH reaffirms its commitment to fostering community, resilience, and empowerment among the whānau it serves, helping them achieve long-term success and well-being.
- 9.7 VOHH has implemented an electronic incident reporting system, streamlining the reporting process. This system allows quick input and submission of incident details, reducing the time from occurrence to documentation and leading to faster responses and resolutions. The reporting system ensures consistent data collection, which is crucial for compliance and legal purposes.
- 9.8 The system's accessibility is a key feature. It allows users to report incidents in real time from any location using a handheld device without the need to return to the office. This convenience ensures timely reporting and enhances the system's effectiveness, encouraging its use. All data is automatically centralised, which makes it easy to manage and improves team communication.
- 9.9 All data is stored digitally, allowing for efficient analysis and trend identification. The system automatically generates reports and dashboards, offering insights into patterns and potential issues so VOHH can proactively address risks.

10 Client Surveys and Evaluation

- 10.1 Client surveys and evaluations are crucial in helping VOHH make informed decisions and implement policy changes that reflect the needs and perspectives of the clients/whānau. By incorporating the feedback from client surveys and evaluations into decision-making processes, VOHH ensures that its policies are responsive and adaptive and directly reflect the clients/whānau needs and perspectives. This process supports the client/ whānau to feel that their input is valued, significant, and influential in shaping current and future planning. By incorporating the feedback from client surveys and evaluations into decision-making processes, VOHH ensures that its policies are responsive and adaptive, fostering an environment where the voice of the client/whānau is at the forefront of organisational development.
- 10.2 **Gathering Insights:** Surveys and evaluations provide direct feedback from clients/whānau, offering valuable insights into their experiences, needs, and expectations. This feedback helps VOHH understand what is working well and where there might be gaps or areas for improvement.
- 10.3 **Client-Centric Approach:** By actively seeking out the voices of clients/whānau, VOHH demonstrates a solid commitment to a client-centric approach. This commitment reassures whānau that the services and policies are designed with their best interests at heart, instilling confidence in VOHH's services.
- 10.4 **Data-Driven Decisions:** The data collected from surveys and evaluations are analysed to identify trends, preferences, and areas requiring attention. This data-driven approach supports more informed decision-making, reducing reliance on assumptions and increasing the effectiveness of policies.
- 10.5 **Tailored Solutions:** Understanding the unique challenges and priorities of clients/whānau enables VOHH to tailor more relevant and impactful solutions and interventions. Client feedback is instrumental in designing programs that address specific needs.

- 10.6 **Enhanced Accountability:** Regularly conducting surveys and evaluations provides a mechanism for accountability, allowing clients/whānau to express their level of satisfaction and hold VOHH accountable for delivering quality services.
- 10.7 **Continuous Improvement:** Feedback from clients/whānau drives continuous improvement. Constructive criticism and suggestions for improvement are welcomed and used to refine and enhance service delivery and policy frameworks.
- 10.8 Client surveys and evaluations have been the driver of the conditions of stay and the development of programs for tamariki and whānau. Through the voice of whānau, they expressed a need for more activities for their children to participate in outside of school and during school holidays. Whānau stated some tamariki felt comfortable in group settings, and some preferred smaller groups until confidence was developed. Parents wanted the opportunity to join and lead activities with the support of the staff, who played an integral role in making this possible. With whānau 's help, a boxing and physical fitness program was developed and run two days per week. This program has boosted confidence and leadership skills, enhanced mental and physical health and helped children and youth to form positive friendships.

11 Visions of a Helping Hand – Contracted Emergency Housing Sites

1. Alpin Motel – 16 Sala Street, Whakarewarewa, Rotorua – 40 units
2. Lake Rotorua Hotel – 131 Lake Road, Koutu, Rotorua – 38 units
3. Pohutu Lodge – 3 Meade Street, Rotorua – 14 units
4. Malones Motel – 321 Fenton Street, Glenholme, Rotorua – 20 units
5. Emerald Spa Motel – 286 Fenton Street, Glenholme, Rotorua – 30 units

11.1 Location Resources and Health & Safety

VOHH is committed to ensuring every site provides a safe and supportive environment for whānau, encompassing a comprehensive approach to health, safety, and community accessibility. By implementing these comprehensive safety measures, VOHH reaffirms its unwavering commitment to creating a welcoming and secure environment that supports the well-being of whānau. This commitment is a testament to our dedication to whānau, allowing them to focus on building a stable and healthy life within their community.

- 11.2 **Community Resource Information:** Upon arrival, whānau are provided with detailed information about nearby essential services and amenities. This includes the location and contact details for the nearest schools, parks, family recreational areas, hospitals, social and health services, bus stations, and supermarkets. This information is regularly updated and provided in a format that is easily accessible and understandable, helping whānau integrate into the community and access necessary resources efficiently.
- 11.3 **Transportation Support:** Recognising transportation challenges, especially for whānau without private vehicles, VOHH encourages using accessible bus facilities for school-aged children in contracted emergency housing. This ensures that children can commute to school safely and reliably, easing the transportation burden on families.
- 11.4 **Health and Safety Assessment:** The Health and Safety Officer thoroughly assesses all sites. This includes evaluating the safety and practicality of entry and exit zones to ensure they are secure and accessible.

11.5 Site Safety Features:

- Car Parking: Each site is assessed for safe car parking arrangements, ensuring adequate spacing and marked zones to prevent accidents and facilitate easy and safe movement.
- Pathways and Fencing: Pathways are checked for obstructions and are well-lit and maintained. Fencing is inspected to ensure it is intact and provides a secure boundary, which is especially important for the safety of children playing outside.
- Play Areas: Where applicable, play areas are assessed to ensure they are free from hazards, equipped with safe equipment, and regularly maintained.
- Signage: All required safety and informational signage is prominently displayed, providing clear guidance on safety protocols and emergency procedures.

11.6 Speed Zones: Safe speed zones within and around the site are implemented after careful consideration of factors such as pedestrian traffic, visibility, and potential hazards. This is to protect pedestrians and maintain a calm traffic environment.

11.7 Security Measures: Additional security measures, such as surveillance cameras and secure access controls, are implemented where necessary to enhance site safety.

11.8 Emergency Preparedness: Sites have comprehensive emergency response plans, including accessible fire exits, smoke detectors, and fire extinguishers. Whānau is regularly informed about emergency procedures and evacuation routes through meetings, printed materials, and drills, ensuring they are well-prepared for emergencies.

11.9 Regular Inspections and Maintenance: Continuous site inspections and regular maintenance work ensure that all safety measures remain effective and any emerging issues are promptly addressed.

12 Cultural Effects

12.1 Informing whānau of the cultural significance of the Whakarewarewa area, including Whakarewarewa Village and Te Puia, is crucial for fostering respect and understanding of local Māori culture and traditions. VOHH places great importance on this aspect by engaging in several vital practices.

12.2 Cultural Education: VOHH ensures that whānau are informed about the significance of the Whakarewarewa area during intake. This educational component helps whānau appreciate the sites' rich cultural heritage and historical importance, fostering a deeper connection and respect for the local iwi and hapū.

12.3 Respect for Boundaries: As part of this education, VOHH communicates the importance of respecting designated boundaries. Whānau are made aware of areas they must avoid, to honour the sacred spaces and cultural practices of the iwi and hapū. This respect for boundaries helps maintain the cultural integrity of the area and supports harmonious relationships with the local communities.

- 12.4 Accessible Information: VOHH posts informative and visually engaging posters around the Alpin and Pohutu sites to reinforce this understanding. These posters constantly remind us of the area's cultural significance and the expected behaviour to respect it. This ensures that the information is continuously accessible to both residents and visitors.
- 12.5 Training: VOHH prioritises training and educating its staff about the cultural significance of the Whakarewarewa area. By ensuring all staff members are well-informed, VOHH guarantees they can effectively communicate this knowledge to whānau and guide respecting cultural sensitivities, thereby maintaining a respectful and informed relationship with the local community.
- 12.6 Reporting: VOHH remains vigilant in monitoring incidents that might impact the Whakarewarewa area. In the event of an incident, VOHH promptly reports it and contacts the most appropriate person to resolve issues and prevent further occurrences. This proactive approach protects and preserves the area's cultural heritage.

13 Moteliers

- 13.1 The relationship between VOHH and the moteliers is pivotal in ensuring that whānau are safe and comfortable and provide a sense of security and privacy. This partnership is built on mutual respect, communication, and shared goals, bolstering the success of VOHH's initiatives. Here's how this relationship operates:
- 13.2 Collaborative Inspections and Maintenance: VOHH and the moteliers proactively collaborate to conduct regular room inspections. This forward-thinking approach helps identify necessary maintenance and repairs before they become problematic, ensuring that living conditions remain at a high standard for whānau. By working together, VOHH and the moteliers can efficiently address issues and maintain the quality and safety of accommodations.
- 13.3 Data & Robust Privacy Safeguards: Daily occupancy and incident reporting data are shared between VOHH and the moteliers. While this sharing of information is essential for operational transparency and responsiveness, VOHH's commitment to maintaining the privacy and confidentiality of its clients is unwavering. Robust privacy protocols are employed to protect client data, ensuring it is used appropriately and respectfully. Client names and personal information are not shared.
- 13.4 Joint Resolution of Complaints and Incidents: When incidents involve or impact motel staff, VOHH collaborates closely with the moteliers to resolve these issues effectively and implement preventative measures for the future. This cooperative problem-solving approach ensures that both the needs of the whānau and the concerns of the motel staff are addressed, thereby fostering a harmonious environment.
- 13.5 Openness to Feedback: VOHH actively encourages feedback and recommendations from the moteliers, valuing their insights and frontline experiences. This open communication channel helps VOHH make informed decisions that lead to positive changes and acknowledges the crucial role of the moteliers in the partnership.
- 13.6 Partnership and Communication: The relationship's success relies on ongoing dialogue and collaboration. Regular meetings and communication channels are established to ensure that VOHH and the moteliers are aligned in their objectives and can address issues as they arise.

- 13.7 By maintaining a robust and collaborative relationship with the moteliers, VOHH enhances its ability to provide an effective and respectful environment. This partnership not only improves the immediate living conditions of whānau but also contributes to a supportive and responsive community environment where clients and motel staff feel valued and respected.

14 Security

- 14.1 The partnership between VOHH and Security Services is not just important; it's integral. It is vital in our efforts to create a safe and supportive environment for whānau, staff, and the wider community. This partnership, characterised by open communication, joint problem-solving, and a shared commitment to safety and well-being, makes our work possible.
- 14.2 **Regular Communication and Collaboration:** Monthly meetings between VOHH and Security Services are not just for discussing concerns but for seeking solutions. These meetings provide a platform for analysing trends, sharing insights, and planning proactive measures to enhance security and safety. This proactive approach ensures we are always one step ahead, ready to keep our motel sites and community safe and secure.
- 14.3 **Training and Professional Standards:** Security personnel working with VOHH receive relevant and mandatory training and must hold a Certificate of Approval (COA) license. This ensures that all security guards are professionally qualified to handle a range of scenarios and maintain high standards of service and safety.
- 14.4 **24/7 Access to Social Services:** In situations where social services are needed, Security Services can contact them 24/7. This round-the-clock accessibility ensures that whānau receive timely intervention and support, prevents escalating issues, and provides appropriate resources that are deployed swiftly.
- 14.5 **Daily Operational Coordination:** Security Services relies on the daily handover from VOHH's Social Services team to stay informed about high-risk alerts, authorised visitors, and clients who might return after hours due to work or personal commitments. This coordination ensures that Security is prepared to manage and respond appropriately to various situations.
- 14.6 **Safety Plans and Intervention:** When safety plans necessitate Security intervention, both VOHH and Security Services collaborate. The process begins with a comprehensive assessment of the situation, followed by developing a tailored safety plan. This plan is then implemented with the full cooperation of both parties, ensuring that all actions taken are in the best interest of the whānau and aligned with personalised safety plans. The Family Harm Specialist leads these plans, with the client at the centre of decision-making.
- 14.7 **Building a Safe Community:** VOHH and Security Services understand that their solid and transparent relationship directly enhances the safety and well-being of whānau, staff, and the wider community. This collaboration creates an environment where everyone feels secure, supported, and respected, instilling a sense of reassurance in the community. Through these collaborative efforts, VOHH and Security Services ensure that the safety and security measures are robust, responsive, and tailored to the needs of the whānau. This partnership safeguards the physical environment and encourages a sense of community and shared responsibility.

15 Complaint's

- 15.1 VOHH follows a comprehensive complaints procedure designed to create positive changes for whānau by focusing on transparency, accountability, and continuous improvement. This comprehensive approach ensures that each complaint is an opportunity to learn and enhance the support provided to whānau.
- 15.2 **Complaint Submission:** Whānau members can submit complaints through multiple channels, such as in-person meetings, online forms, emails, or phone calls. This ensures accessibility for everyone involved.
- 15.3 **Acknowledgment:** Once a complaint is received, it is promptly acknowledged. The whānau member is informed about the next steps and estimated timelines for resolution. This builds trust and reassures the complainant that their concern is being taken seriously.
- 15.4 **Investigation:** A thorough investigation is conducted to understand the details and context of the complaint. This may involve speaking with involved parties, reviewing relevant records, and gathering additional information as needed.
- 15.5 **Resolution:** After the investigation, a resolution is proposed. This resolution aims to address the root cause of the complaint and prevent future occurrences. Importantly, whānau members are actively involved in discussions to ensure the solution is satisfactory and meaningful to them.
- 15.6 **Feedback Loop:** After implementing the solution, feedback is sought from the complainant and other affected whānau members. This feedback is used to assess the effectiveness of the resolution and make further improvements if necessary.
- 15.7 **Documentation and Reporting:** All complaints and their resolutions are documented. Regular reports are generated to analyse trends, identify areas for improvement, and highlight successful strategies.
- 15.8 **Continuous Improvement:** Insights gained from the complaints process inform policy and operational changes. This ensures ongoing development and helps create an environment that proactively supports positive whānau outcomes.

16 Incident Reporting

- 16.1 When managing incidents, VOHH endeavours to write incident reports promptly and efficiently immediately after the incident. This ensures that all details are fresh and accurately documented, serving as a vital tool for immediate response and future prevention strategies.
- 16.2 The importance of timely and precise incident reporting lies in its ability to provide a clear record of events, which is essential for several reasons. First, it facilitates effective communication and collaboration between security personnel and social services, enabling them to coordinate their response and manage the incident more efficiently. Together, these teams can evaluate the situation, understand its impact, and deploy appropriate resources to address the immediate needs of all involved.
- 16.3 Moreover, detailed incident reports play a significant role in ensuring the well-being of the community and whānau. By documenting incidents accurately, the VOHH team can guarantee that all affected individuals receive the necessary support and follow-

up services. These reports can also highlight underlying issues that may need addressing, allowing social services to intervene appropriately and prevent future occurrences.

- 16.4 From a broader perspective, consistent and thorough incident reporting aids in maintaining site and community safety. VOHH implements proactive measures to enhance security protocols and prevent reoccurrence by analysing trends and identifying potential risk factors. This diligent approach reassures the community of their safety and fosters trust in the services provided to whānau.
- 16.5 Whānau are involved in addressing incidents where they are involved. This encourages a solution-focused approach with a preventative lens to form long-term change. VOHH aims to support clients in identifying the behaviours and actions that lead to incidents and addressing the root cause.

17 Future Contracted Emergency Housing Availability

- 17.1 If CEH was unavailable, the negative impacts on whānau would be severe. It is distressing to consider the outcomes that could arise without this critical support. Whānau would be forced to stay in environments that are both physically and emotionally unsafe, exposing them to heightened risks of abuse, neglect, and exploitation.
- 17.2 Many whānau would face the grim reality of living on the streets or in vehicles, contributing to a significant rise in homelessness. This situation would compromise their safety and diminish their dignity and sense of belonging. The lack of stable accommodation would lead to increased mental and physical health issues. Prolonged instability can result in elevated stress, anxiety, and depression, creating a cycle that may lead to more frequent hospital admissions, including visits to emergency rooms and psychiatric units, further straining an already burdened healthcare system.
- 17.3 Children living in unstable environments would bear the brunt of the stress inflicted by their circumstances. The combined pressures of food insecurity and housing instability can lead to developmental challenges and hinder their education, ultimately affecting their long-term prospects. Meanwhile, elderly whānau members may find themselves in conditions that fail to meet their mobility, healthcare, and safety needs, which can lead to feelings of loneliness, isolation, and increased health risks.
- 17.4 It is essential that CEH remains available for those in need until adequate and affordable housing options are in place. While there may be more housing options, it's important that these homes are suitable for the specific needs of whānau. If CEH is removed too soon, vulnerable individuals and families could find themselves in difficult situations.
- 17.5 The transition from emergency housing to sustainable housing requires support and care. Many whānau face challenges beyond just finding shelter. CEH ensures that important transition plans are effectively executed, preventing families from falling through the gaps. Reducing the risk of whānau returning to homelessness, contributing to more stable communities and a healthier society.



Ka Puta Ka Ora
Emerge Aotearoa

RESOURCE CONSENT EVIDENCE STATEMENT

TABLE OF CONTENTS

Executive Summary	03
Introduction	04
Description of Services	05
Improved Outcomes	10
Conclusion	12

EXECUTIVE SUMMARY

Since 2022, Emerge Aotearoa have implemented several improvements to ensure the effective and smooth operation and service delivery of the Contracted Emergency Housing (CEH) motels in Rotorua. We have maintained our commitment to excellent service delivery, strengthened our relationships with local community organisations, and reviewed our clinical oversight process. These improvements have been critical to ensure better outcomes for Manahaa and their whānau and strengthen their pathways to independence. This application details these changes, how we have engaged with the local community, and how we expanded CEH to include the Community Living Support programme. We will also provide a human face to the proposal, sharing the real-life stories of how CEH has positively impacted the lives of the Manahaa we serve.



INTRODUCTION

OUR ORGANISATION

Emerge Aotearoa is a leading provider of housing and social services across Aotearoa, with a proven track record of delivering positive outcomes for individuals, whānau, and communities. We are a Registered Community Housing Provider and has Certification under Ngā Paerewa and accreditation under Te Kāhui Kāhu.

Through Our Vision **Tautokohia te Mana Tangata - Kia Puta Kia Ora**, we are committed to offering holistic, wrap-around support services that span across housing, mental health, addiction recovery, and whānau wellbeing. Our service delivery is underpinned by our three strategic pou:



Thriving Pacific Peoples: Our Pasifika framework represents our commitment to improving cultural understanding so we might better serve our Pacific communities, including kaimahi.

Lived Experience and Diversity are Privileged: Lived experience and diversity is central to all we do – people from marginalised communities are represented at all levels of our organisation and influence the services we provide.

Māori Succeeding as Māori: Better outcomes for Māori tāngata whaiora, whānau and communities are achieved when Māori can exercise their tino rangatiratanga (self determination) and actively participate in their wellbeing journeys.

DESCRIPTION OF SERVICES

CURRENT SITES



At present, we operate two emergency housing sites: Midway Motel and Geneva Motel. Together, these sites have a capacity to house and provide and holistic support services to approximately 27 whānau.

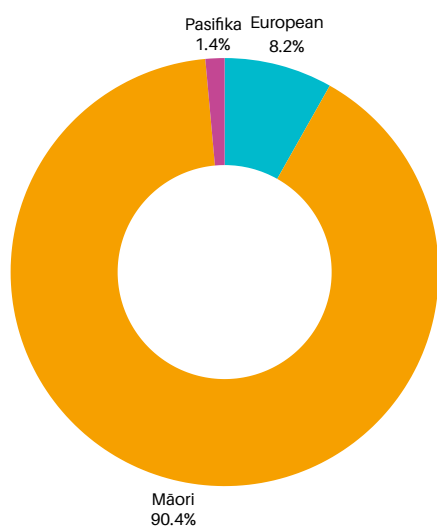
Our approach is client-centered as we work collaboratively with Manahaa to identify goals, address immediate housing needs, and connect them with long-term solutions, such as transitional or social/permanent housing. Our service delivery team is focused on ensuring that each Manahaa receives tailored, culturally appropriate care to address their unique needs.

Navigators work closely with Manahaa and their whānau to holistically assess their needs, set realistic, culturally informed goals to work towards independence, and provide guidance on accessing available community and statutory resources, like employment programmes, financial literacy workshops, and a range of community-building activities. Additionally, the team continuously shares their learning and resources across Te Hau Ki Te Kāinga and works on strengthening iwi and community relationships.

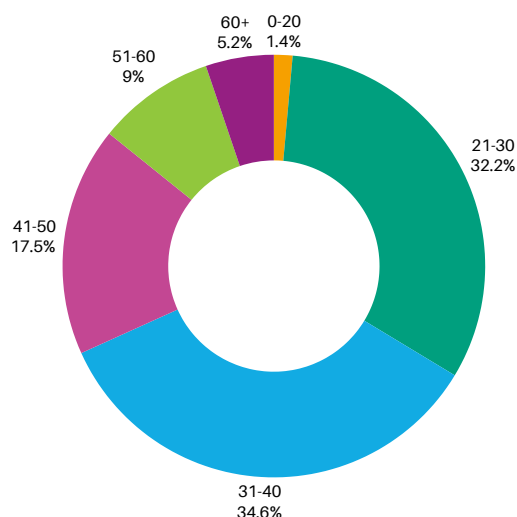
DESCRIPTION OF SERVICES

WHĀNAU SUPPORTED

Between July 2022 and September 2024, we have supported a total of 141 Manahaa. On average, each person stayed with us for approximately 165 days. Below is the demographic breakdown of the Manahaa we have supported during this period. The data pertains the main referral.



The vast majority of Manahaa we supported are Māori



Almost 70% of Manahaa we supported are under 40



75% of Manahaa are female

DESCRIPTION OF SERVICES

KEY CHANGES

Since 2022, we have made the following key enhancements to our services and operations in response to the evolving needs of the Manahaa we support. These changes are a direct result of our commitment to continuous improvement, transparency, and collaboration with key partners in the community. By refining our processes, deepening partnerships, and expanding the scope of support, we have been able to offer more comprehensive and responsive care.

Clinical Oversight



We have introduced more robust clinical oversight to ensure Manahaa and their whānau receive comprehensive and holistic care. We created a National Clinical Housing Practice Forum, which includes members of our national practice team. The forum provides on-call support, offering clinical advice and guidance, particularly in areas such as child and youth services. This ensures that our team can access expert advice when needed and receive direction on next steps for more complex cases. In addition to this, Navigators closely monitor the progress of each whānau through regular reviews, ensuring that any emerging health concerns are identified and addressed promptly.

Improved Community Engagement



Our relationship with Kāinga Ora has deepened, with regular discussions helping to ensure a smooth transition process for whānau moving into permanent housing. Equally important has been the strengthening of our partnership with Ngāti Whakaue, who play a pivotal role in supporting the cultural and social wellbeing of whānau and support us to reconnect Manahaa to their whakapapa, strengthen cultural identity, and provide access to iwi-led support initiatives. For example, through our partnership, we have connected whānau to specific iwi programmes focused on financial literacy, housing readiness, and social integration.

DESCRIPTION OF SERVICES

KEY CHANGES



Resource Sharing Forum

We have introduced a monthly Resource Sharing Forum, where Navigators and Team Leaders collaborate with other service providers in the region to share resources, ideas, and solutions. This has included initiatives like the boxing programme from Visions of a Helping Hand, a WERA Aotearoa Charitable Trust forklift driving course, and Te Pokapū's financial literacy and "Ready to Rent" workshops. This collaboration has helped improve the range of services available to our whānau, ensuring that they receive a holistic, wrap-around support system.

Complaints Process



We enhanced our complaints process to ensure that Manahaa's concerns are addressed promptly and in a supportive way. A key part of this improvement has been the involvement of our Lived Experience (LEX) Partners and Kaiārahi (Cultural Partners) throughout the complaints process. These roles play an essential role in supporting Manahaa, advocating on their behalf, and ensuring that their voices are heard and respected at every stage. By involving LEX Partners, who have personal experience navigating similar services, we are better able to uphold the mana of our Manahaa throughout the complaints process. Additionally, LEX Partners and Kaiārahi provide a bridge between Manahaa and other kaimahi, ensuring that concerns are communicated clearly and that the solutions offered respect people's mana and are culturally appropriate. This approach fosters trust and collaboration, transforming complaints into opportunities for learning and growth within our services. Additionally, it helps prevent escalation by addressing issues early and in a way that honours the dignity and autonomy of Manahaa and their whānau.

DESCRIPTION OF SERVICES

KEY CHANGES



Community Living Support

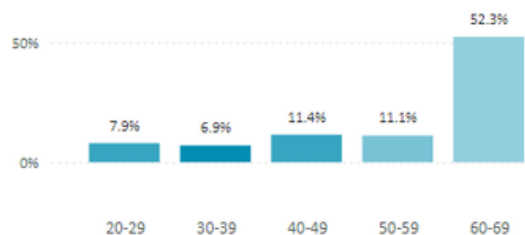
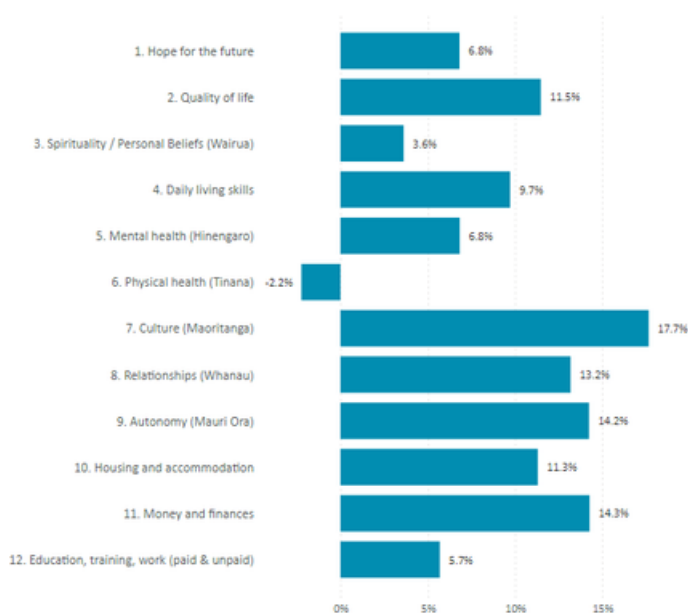
A key enhancement to our service is the delivery of a new component, Community Living Support. This 12-week wrap-around support programme adds a comprehensive support plan designed to address the practical, social, and emotional needs of Manahaa and their whānau, supporting them on their journey toward long-term stability and independence. The plan covers: tenancy support, household and utility setup, community integration support, providing assistance with enrolling children in schools and supporting their educational and social needs, ensuring Manahaa are linked with local healthcare providers, and connecting them with financial literacy programmes and other relevant resources.



IMPROVED OUTCOMES

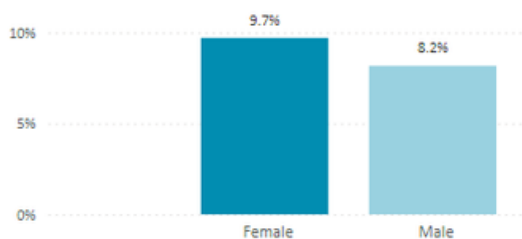
OUTCOME DATA

The data collected over the past year demonstrates the positive impact of our services on Manahaa. We we have seen significant improvements in housing stability, wellbeing, and community integration for those in our care. The following outcome data highlights the tangible benefits of our work and illustrates the change we see in the lives of Manahaa and their whānau.

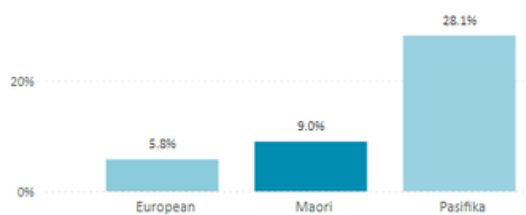


All age groups report significant overall positive change, but change is remarkably high for the 60+ age group

Over a two-year period, Manahaa consistently reported improvements in nearly all key domains of wellbeing



Reported overall positive change over a two-year period is slightly higher for females



Pasifika peoples reported the highest overall positive change over the two-year period

IMPROVED OUTCOMES

IMPACT STORIES

Beyond the data, the real impact of our work is best illustrated through the personal journeys of the Manahaa we have supported. The impact story below reflects the strength, resilience, and transformation of individuals and families as they work toward stability and self-sufficiency. Each story offers a deeper understanding of the human impact of our services and demonstrates the positive outcomes that go beyond numbers.

Marie's Journey

Whakatōnga

Through Emerge Aotearoa, Marie was provided with a safe place to stay—a bed, food, and access to facilities that restored her dignity. Our team connected her with a GP and respiratory and MSOP specialists to begin addressing her health concerns. Slowly, she began to take steps toward recovery.



Whakahaere

As her whānau was initially unsupportive, our team advocated for her tirelessly. Marie's navigator stood by her, understanding her needs and her whānau's perspective. They worked pakihiwi ki pakihiwi with her and through persistent efforts, they managed to connect her with a whānau member who became her Enduring Power of Attorney, creating a crucial support link that would protect her future.



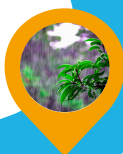
Whakawhitinga

With ongoing support, Marie's life began to change. Emerge Aotearoa secured 11 hours of dedicated support each week, providing help with medication, personal care. Now, her health has significantly improved, she participates in the Elderly Community rōpū, attending activities like board games, card-making, and beauty salons, which have given her a sense of community, creativity, and joy.



Timatanga

For years, Marie lived in a local park, disconnected from her whānau and with no access to shelter or support. Isolated and unwell, both physically and mentally, her situation worsened over time. Her whānau was unaware of her whereabouts for over two years. It was a life of survival, but not of living.



Huarahi Hou

Marie's Navigator continues to advocate for her care, exploring residential care options that will further secure her wellbeing. With Emerge Aotearoa by her side, she now has the stability, dignity, and community connection to continue moving forward on her journey toward a brighter, more supported future.

CONCLUSION

BUILDING A STABLE FUTURE



In summary, the changes we have implemented since 2022 have greatly improved the delivery and effectiveness of our emergency housing services. Through better community engagement, deeper partnerships with local iwi and social service providers, improved clinical oversight and support, an enhanced complaints process, and the development and implementation of the CLS programme, we are ensuring that Manahaa receive the comprehensive support they need to thrive. These changes have not only resulted in improved outcomes, but have strengthened our ability to meet the evolving needs of Manahaa and their whānau, enabling them to achieve stability and independence.

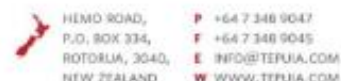
The stories we have witnessed are a testament to the positive impact of our work, and approving this consent application will enable us to further build on this progress, delivering sustained, meaningful change for Manahaa and whānau in need. It is our view that by withholding approval, whānau risk losing the vital support they currently receive. This could lead to many returning to unsupported Emergency Housing motels, falling back into substandard living conditions, or even facing the possibility of rough sleeping again. The absence of coordinated care and stable housing would undo much of the progress made, putting vulnerable whānau at significant risk of further hardship.



Ka Puta Ka Ora
Emerge Aotearoa



APPENDIX C: COMMUNITY SUPPORT LETTERS



2 February 2024

To whom it may concern,

I am delighted to extend my endorsement for Pohutu Lodge Motel, our neighbour. Their conduct as a neighbouring entity has been commendable, and we wish to express our satisfaction with their role in our community.

We wish to convey that we harbour no objections should Pohutu Lodge Motel opt to extend their Contracted Emergency Housing services. We are confident that such an extension would not compromise our cultural and ethical values in any adverse manner.

We do, however, want to see motels and other such commercial visitor accommodation facilities returned to the visitor market as they have historically been. As a business that relies on visitor flows, suitable commercial accommodation is vital to the success of the tourism sector.

Should we have any issues surface, please note we will raise these with those concerned. However, we trust the management of Visions and those at Pohutu Lodge to keep things well under control as you have done to this point.

Te Puia is in a period of planning site development on its wider site. Some of these plans involve what might happen in the vicinity of Pohutu Lodge. We would expect the managers of Pohutu lodge to be supportive and open to our plans should they advance further.

This understanding covers up to one calendar year from the above date.

Ngā mihi

Tim Cossar
CEO

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Te Runanga
O Ngati
Pikiao
Trust

Te Runanga O Ngati Pikiao Trust

1208 Amohia Street, PO Box 2341 ROTORUA
Ph 07 348 5384, Fax 07 349 4993, Email pae@pikiarunanga.org.nz
Mobile: 0275539571

October 2nd 2024

To whom it may concern,

This letter is to advise that Te Runanga o Ngāti Pikiao Trust supports the continuation of contracted emergency housing motels in Rotorua.

Background:

Te Runanga o Ngāti Pikiao is an Iwi mandated organization that has been serving whanau, hapu Iwi and the wider community for the past 37 years.

Current Core Services:

We provide a range of Health and Iwi Social services that includes;

- General Practitioner health services from two Practices (Ngati Pikiao Runanga & Owata Medical centre)
- Community outreach nursing services
- Community outreach immunization services
- Suicide prevention at public health level – primarily wananga based programmes
- Counselling services
- Rangatahi social services
- Rangatahi education services
- Ngati Pikiao critical histories
- Incredible Years Parenting programme
- ACC Navigation services –
- Koeke Injury prevention services – A Paearahi led service
- Fracture liaison services – A Paearahi led service

Iwi Mahi – Legal/Umbrella Entity:

As well as the core-services above, the Runanga acts as 'Legal Entity' for Pikiao roopu who require legal entity status in order to receive government funding to undertake their specialized areas of work. This includes:

- Te Mana o Te Wai – Lake Rotoiti
- Te Kotahitanga a Pikiao – environmental land mahi
- Pikiao Marae assessments – water quality at the marae

Iwi Mahi – Facilitation/coordination role

The Runanga also serves its Iwi by providing facilitation and coordination services to Iwi events that include Pikiao Poukai and Pikiao Ahurei.

The Runanga Board

The Runanga Board is comprised of marae-elected members who represent the 13 marae o Ngati Pikiāo. The Board meets monthly to consider the financial and general manager reports, and provides guidance/instruction as and where required.

Snapshot of Ngati Pikiāo – the Iwi and its relationship to the Housing Issue

Ngāti Pikiāo is comprised of over \$10,000 shareholders. It is common knowledge that the people and whanau that occupy some of the motels are of Ngāti Pikiāo descent. The board members agree that emergency housing has been a temporary solution, and whilst papakainga developments are in motion for Ngāti Pikiāo and other Iwi, the discontinuation of the resource consent for motels post December 2024 would lead to further homelessness, poverty and other associated behaviors if there is not a safe transition plan for current occupants.

In conclusion, this letter is a tono to Rotorua District Council from the Board of Te Runanga o Ngati Pikiāo Trust to reconsider an extension of resource consent post December 2024 for contracted emergency housing. The Runanga Board reaffirms our support for continuing with the housing option that for many, is their only option now, and within the coming years.

Should you have any queries, please feel free to contact me.

Nga mihi nui and on behalf of Te Runanga o Ngati Pikiāo Trust Board



Pare Merito
General Manager

From: GILLBANKS, Phillip (Phil) <Phillip.Gillbanks@police.govt.nz>
Sent on: Monday, September 9, 2024 10:53:32 PM
To: Lyall Wilson <Lyall.Wilson@hud.govt.nz>
Subject: Contracted Emergency Housing

Kia ora

In my role as Rotorua Police Area Prevention Manager I have been working alongside HUD and the Rotorua community-led housing hub Te Pokapu since December 2022.

During this time I have seen a concerted joint effort by all contracted and involved to provide wrap around supports to those in need whilst looking to successfully transition individuals and whanau into more permanent accommodation options. Since the implementation of Te Pokapu there has been a significant reduction in Police demand to the contracted emergency housing sites and wider locations comparative to similar type non contracted housing or accommodation locations. Joint information sharing and communication has often led to being able to front foot issues preventing any escalation.

At a recent meeting I thanked the combined organisations for their mahi and did use the comment that they are doing 'gods work' for our most in need and that the supports provided has benefited the wider community in the shift from Covid settings. It is accepted that we are in a phase now where there is a significant challenge in transitioning the mentally affected and/or drug and alcohol affected singles into more stable residential environment.

Regards

Phil Gillbanks

Inspector PGF679
Rotorua Area Prevention Manager
BOP Search and Rescue Operations Manager : National Disaster Victim Identification Commander
BOP Police District Headquarters
P +64 7 349 9493 | M 021 1908488 E phillip.gillbanks@police.govt.nz
Rotorua Police Station, www.police.govt.nz



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