

Report to Council

Agenda item 7.3

Post travel report – Councillor Hakim, public art, creative and social programs, New Zealand

13 December 2022

Presenter: Councillor Jamal Hakim

Purpose and background

1. To report to Council on the travel undertaken by Councillor Jamal Hakim to Auckland and Christchurch, New Zealand to explore initiatives and strategies supporting public art, creative, cultural and social programs.
2. Councillor Hakim's visit to New Zealand was undertaken between 22 and 27 August 2022.

Key issues

3. Councillor Hakim's program of commitments included meetings, roundtable discussions, briefings and site visits with elected officials, council officers, social and community organisations, creative sector providers and government agencies.
4. Included as Attachment 2 is an overview of the key activities, observations and opportunities identified during Councillor Hakim's visit.
5. The key learning opportunities for Melbourne can be derived from the following and will inform work on delivery of Major Initiatives (MI) and other commitments made by Council.
 - 5.1. Māori culture and identity – applying an engagement and outcomes focus to achieve progress.
 - 5.2. Cross sectoral approach to homelessness.
 - 5.3. Public art – the impact of larger installations in the public realm.
 - 5.4. Community volunteer programs as part of strategies to combat graffiti vandalism.
 - 5.5. Modern libraries – design, functionality and cultural integration of a community asset.
6. In addition to the above, ongoing dialogue and exchange between council officers will also occur following Councillor Hakim's presentation, at the City of Christchurch's request, on Melbourne's approach to the following:
 - 6.1. Climate change mitigation and resilience.
 - 6.2. Smart cities and innovation.
 - 6.3. Central Business District recovery post-COVID.
7. While in Christchurch, Councillor Hakim also visited a number of community sites where many lives were lost and to pay respects on behalf of the City of Melbourne, namely the mosque subjected to an attack on 15 March 2019 and the earthquake in 2011.
8. The City of Melbourne's Director Aboriginal Melbourne, Jason Eades, participated in some of the commitments in Auckland.

Recommendation

9. That Council notes:
 - 9.1. The report by Councillor Jamal Hakim on key observations, commitments and opportunities associated with his travel to New Zealand between 22 and 27 August 2022 at a cost to Council of \$5961.
 - 9.2. That ongoing dialogue and exchange between officers at City of Melbourne and Cities of Auckland and Christchurch will occur on policies, issues and programs of mutual interest and benefit.

Attachments:

1. Supporting Attachment (Page 2 of 40)
2. Overview of key observations and outcomes (Page 3 of 40)

Supporting Attachment

Finance

1. The cost to Council associated with Councillor Hakim's travel totalled \$5961 and comprised airfare (\$3405), accommodation (\$1704) and incidentals (\$852).

Conflict of interest

2. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a material or general conflict of interest in relation to the matter of the report.

Relation to Council policy

3. The Executive Officer Councillor Liaison has confirmed that the travel costs accord with the requirements of the travel guidelines outlined in the Council Expenses Policy.
4. The strategies, projects and programs explored during the visit align and will inform deliberations and work in a number of areas including the following MIs in the Council Plan
 - 4.1. MI 15 – Deliver public art program
 - 4.2. MIs 23 to 27 supporting Aboriginal Melbourne and particularly MI 25 - Govern with sovereign First Nations
 - 4.3. MI 44 - Homes Melbourne
 - 4.4. MI 38 - Libraries
 - 4.5. MI 51 – Rapid Response Clean Team

Environmental sustainability

5. The carbon emissions resulting from air travel to New Zealand were offset with the purchase of credits.

Auckland and Christchurch, New Zealand

22 to 27 August 2022

Overview of key activities, observations and opportunities

1. Key observations and opportunities

1.1 Māori community – engagement and outcomes for First Nations

The Māori culture, history and language is strongly embedded and celebrated within the community and features prominently in everyday life in New Zealand.

The City of Auckland's approach to Māori engagement and outcomes offers valuable insight into how a structured and strategic commitment can demonstrate progress.

The Auckland Plan 2050 recognises the Treaty of Waitangi (an 1840 treaty between the British Crown and Māori chiefs) as the foundation on which local government in Auckland works to deliver Māori aspirations.

Auckland Council Group's activities collectively contribute to the wellbeing of Māori in Auckland. The 10-year Budget 2018-2028 allocated \$150 million over 10 years specifically for Māori outcomes, with the most recent 10-year Budget 2021-2031 continuing this allocation.

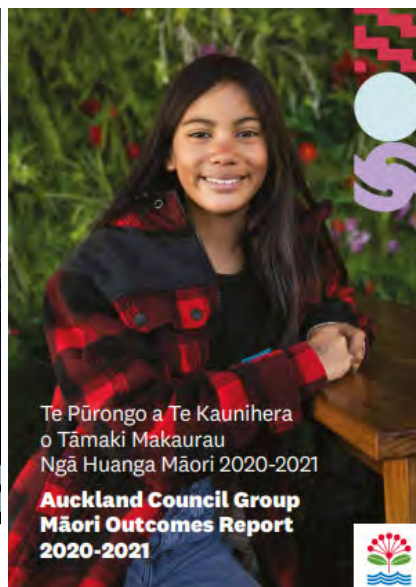
In 2021/2022, the budget allocation for activities specific to Māori identity and wellbeing was \$18.7 million.

The \$150 million Māori Outcomes Fund is only part of the picture in delivering Māori outcomes. A wide portfolio of everyday activities funded through department budgets also contribute to advancing Māori identity and wellbeing.

The performance measurement framework for Māori outcomes outlines a focus on 10 key wellbeing priorities. A link to the two most recent outcome reports can be found below:



[2021/2022 Report](#)



[2020/2021 Report](#)

1.2 Homelessness

The 2018 census showed that over 18,000 Aucklanders were homeless, a problem exacerbated by a housing crisis. Homelessness affects a broad range of Aucklanders with some groups disproportionately affected including Māori and Pacifica communities.

A cross sectoral approach

In 2017 Auckland Council agreed its position that homelessness should be 'rare, brief and non-recurring'. To give effect to the agreed position and role on homelessness, Council has two key roles:

- leading and coordinating the development, implementation and monitoring of a regional, cross-sectoral plan
- strengthening council levers (council-only actions)

Auckland Council has developed its plan with stakeholders and it sets out a common purpose and focus areas for collaboration. It includes a Strategic Framework and Monitoring and Evaluation Framework.

Priority actions for collective implementation and an Auckland Council Implementation Plan will be progressively delivered and updated to adapt to a rapidly evolving sector. In February 2020, the government released the Aotearoa New Zealand Homelessness Action Plan (2020-2023) with \$337 million funding. The national and regional plan closely align.

A 2020 Auckland Council report on implementation of a cross sectoral approach to homeless is included as appendix 1.

HomeGround, Auckland City Mission

HomeGround is an Auckland City Mission building and a place of transformation and healing for people in desperate need.

It is a purpose-built central city community hub which offers a wide range of services and facilities for people in desperate need, while welcoming all of Auckland to enjoy the building.

HomeGround has 11 floors and features 80 apartments which offer permanent homes for people sleeping rough or on the social housing register. The building has a shared rooftop garden and lounge, a community dining room, community spaces, a multi-disciplinary health centre, a pharmacy, addiction withdrawal services and retail spaces.

The concept behind HomeGround is based on proven international models of care to strengthen individuals, families and community – especially people experiencing homelessness and other social issues.

The Auckland experience through the HomeGround building and service will provide valuable insight for City of Melbourne and key partners as Council advances delivery of the Make Room project.



Images: HomeGround, City Mission, Auckland. Range of services and facilities provided to those in need.



Images: Cr Hakim, Melbourne's Director Aboriginal Melbourne, Jason Eades, with staff at HomeGround

Te Pua Memorial Marae

The Te Pua Memorial Marae (TPMM) was the first urban marae in Auckland and established in 1965. Primarily established to provide a cultural haven for Māori in Auckland, TPMM has a long history of providing care and support to a diverse range of people. In 2016, the TPMM has been providing transitional and emergency support for people experiencing homelessness in Auckland. This is delivered with support from government and others achieved through community leadership and action.



Images: Cr Hakim, Melbourne's Director Aboriginal Melbourne, Jason Eades, with Cr Alf Filipaina with leaders and staff at Te Pua Memorial Marae

1.3 Creative strategies - Public art and the public realm

Auckland's [Public Art Policy](#) was updated in 2021 and aims to progress new public art that celebrates the region's creativity, highlight Māori identity, reflect the city's diversity, respond to the natural landscape, build pride and belonging and transform public places.

Auckland's experience features a strong expectation of integration of public art in public realm projects. It also shows a move towards larger but fewer art installations that offer greater impact and benefit. A good example of larger installations and integration into the public realm can be seen along Auckland's waterfront. The area includes nine works installed as part of the area's transformation and reflects maritime, cultural and recreational components.

Auckland's approach to commissioning, developing and celebrating art in the public realm is of particular relevance as Council progresses the development of public art in the Southbank area.



Image: The Lighthouse/Tu Whenua-a-aKura, Auckland waterfront



Image: Otara Creek Pedestrian Bridge Auckland



Image: Beacon, Milford Reserve, Auckland

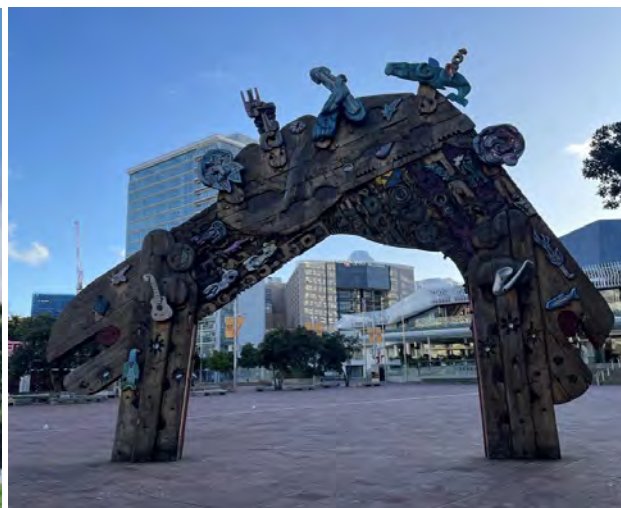


Image: Waharoa, carved wooden gateway, Auckland's Aotea Square

Christchurch's [Strategy for the Arts and Creativity](#) is the city's arts strategy, created in partnership with arts and philanthropic organisations, the local Māori community and the arts sector.

The strategy sets out five pillars, including identity, wellbeing, creativity and leadership. Within each of these, creativity, celebration of excellence, risk taking and bold advocacy are among the desired outcomes.

The approach supports huge investment and community support for street art across the city in the years following the 2010 and 2011 earthquakes.

Community driven projects emerged post-quake on a significant scale led by artists and their supporters. Street art, along with transitional activation from groups like GapFiller, garnered national and international attention for the way they responded to issues faced by the city.

Watch This Space provides a comprehensive guide to Christchurch street art. It emerged in recent years documenting, mapping and promoting the city's urban art work through their website and tours. They also support artists and groups wanting to secure walls for murals/street art.

Chorus Cabinet is an initiative in NZ aimed at reducing vandalism to telecommunications cabinets. Chorus, a telecommunications provider, has over 11,000 telecommunications cabinets across the country, provides artists the opportunity (and materials) to showcase their skills by creating artwork on cabinet infrastructure.

The program has proven to be an invaluable way to help promote a sense of community belonging, identity and pride while also helping to discourage anti-social behaviour.



Images: Examples of artwork on telecommunications cabinets in Christchurch



Images: Examples of street art in Christchurch

1.4 Graffiti management – volunteer programs and social enterprises

A key policy feature in approaches taken by Auckland and Christchurch Councils is inclusion of a volunteer program to tackle graffiti vandalism.

Auckland's [Adopt-a-Spot](#) program and Christchurch's [Graffiti Programme Volunteer](#) seek to engage the community in graffiti removal. Through these programs, an individual member of the community or a group can volunteer to look after an area in their neighbourhood and keep it graffiti free. Councils enable volunteers to remove the graffiti, from their own or other people's properties, by giving permission for the removal and by supplying free graffiti removal kits which includes paint, brushes, rollers and other equipment.

Both cities reported significant community participation and benefits of the volunteer program as part of a suite of measures aimed at tackling graffiti vandalism.

Although not visited as part of commitments in New Zealand, the City of Wellington advised of a similar initiative known as [Blank It Out Volunteer Programme](#).

As the City of Melbourne advances programs and initiatives aimed at preventing and responding to graffiti, consideration should be given to volunteer programs which to seek to engage the community more directly in tackling the issue. In addition to removal of graffiti, these programs have the benefit of building community connections and pride in local neighbourhoods.



Image: Volunteer Pack and Cr Hakim with the volunteer programme team members

Auckland's suite of programs also includes a social enterprise known as the [Beautification Trust](#). The Trust aims to connect and empower communities to learn, love and look after their environment. The graffiti removal and prevention arm of the Trust's operations seeks to remove, free of charge, most graffiti within 24 hours. Since 2001, the Beautification Trust's graffiti removal team have worked throughout South and East Auckland removing graffiti from the main arterial routes, southern rail corridor, fences and public spaces.

The Trust also includes a commercial graffiti removal service. Any proceeds from the commercial services are invested back into the community. The Trust seeks to build local pride, safety and wellbeing and a feeling of community connection and empowerment.



Image: Overview of Beautification Trust operations and graffiti removal team members in action.

1.5 Library networks

Auckland and Christchurch each operate an extensive library network servicing their communities. Auckland's network is guided by a strategic framework, [Auckland Libraries Future Directions 2013-2023](#), and currently features 55 libraries. [Christchurch city libraries](#) features a network of 20 libraries.

The visit to each city provided an opportunity to experience central city libraries offering modern and state of the art services to the community. This included the following:

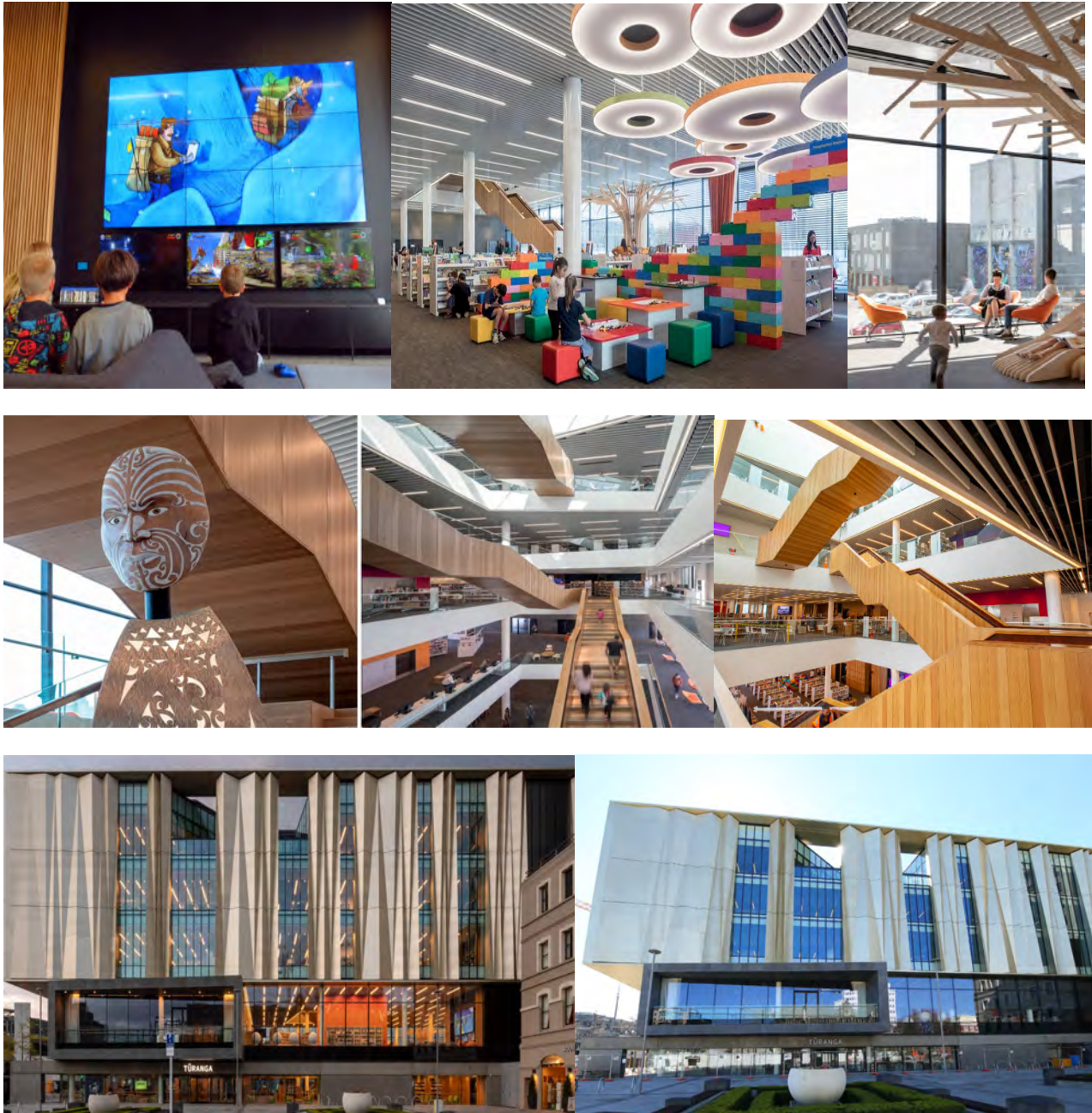
Tūranga Library, Christchurch

The Tūranga Library opened in 2018 and is an example of a modern central city library featuring excellence in design, innovation and cultural, creative and community connections.

The highly recognised and awarded facility is the largest library in the South Island and cost an estimated \$93 million to deliver. The four level building structured in themes which include connection, community, identity, discovery and creativity. The ground floor provides a pathway that acts as a link to the neighbouring Performing Arts Precinct and Convention Centre, with a cafe and an area displaying new technology. The first floor has a 200-seat community arena, exhibition space, and areas for families, children and youth. The top three floors house the bulk of the library's digital, specialist and print collections along with meeting, recreation and activity areas.

Crucial to the Library's design is the cultural recognition and expression. The Matapopore Trust was a key partner in the development of the new central library since the beginning of the project. [Cultural values, aspirations and narratives](#) have been woven throughout Tūranga's entire experience. Terraces and openings on upper floors face culturally significant points in the immediate landscape and beyond.

Key cultural values, aspirations and narratives were woven holistically into the conceptual development of the architecture and spatial experience of Tūranga. The inclusion of integrated design and artworks that translate traditional knowledge into contemporary form adds a rich and dynamic layer to the experience of place.



Images: Interior and exterior of Tūranga Library in Christchurch

Auckland Central Library



Images: Cr Hakim, Melbourne's Director Aboriginal Melbourne, Jason Eades, with Cr Alf Filipaina and staff at the Auckland Library

1.6 Climate Change Mitigation

Councillor Hakim delivered a presentation to Christchurch officers on the climate change mitigation strategies and actions put in place by the City of Melbourne. The opportunity to share and exchange information arose following a request by Mayor Dalziel to Lord Mayor Sally Capp at a meeting which took place at the World Cities Summit in Singapore in July/August 2022. This is in recognition of Melbourne's leadership and actions taken in this area.

Councillor Hakim’s presentation included an overview of the following:

- Melbourne Renewable Energy Project
- Power Melbourne
- Zero Carbon & Healthy Buildings Retrofits
- Greenline
- Reducing risk and building resilience to flood and drought
- City Champions for Heat
- Cooling the City and Urban Forest Strategy
- Community Disaster Preparedness
- Food and Organic Waste Recycling

The briefing provided by Councillor Hakim is the first step in ongoing dialogue and exchange between Melbourne and Auckland officers.

1.7 Smart Cities and innovation

Councillor Hakim participated in an exchange with Christchurch officers on smart cities strategies and innovation programs. As part of the exchange, Christchurch provided an overview of Smart Christchurch.

Christchurch City Council set up the Smart Christchurch programme in 2016 with the goal of promoting Christchurch as an open and connected city. Christchurch recognises that being a smart city brings many benefits, such as better planning and decision-making, attracting international talent to the city, and creating new business opportunities.

They work closely with other councils to share research and data, as well as partner companies (locally, nationally and internationally) and agencies to deliver trials and projects.

The Smart Christchurch Strategy was adopted by Christchurch City Council in September 2022.

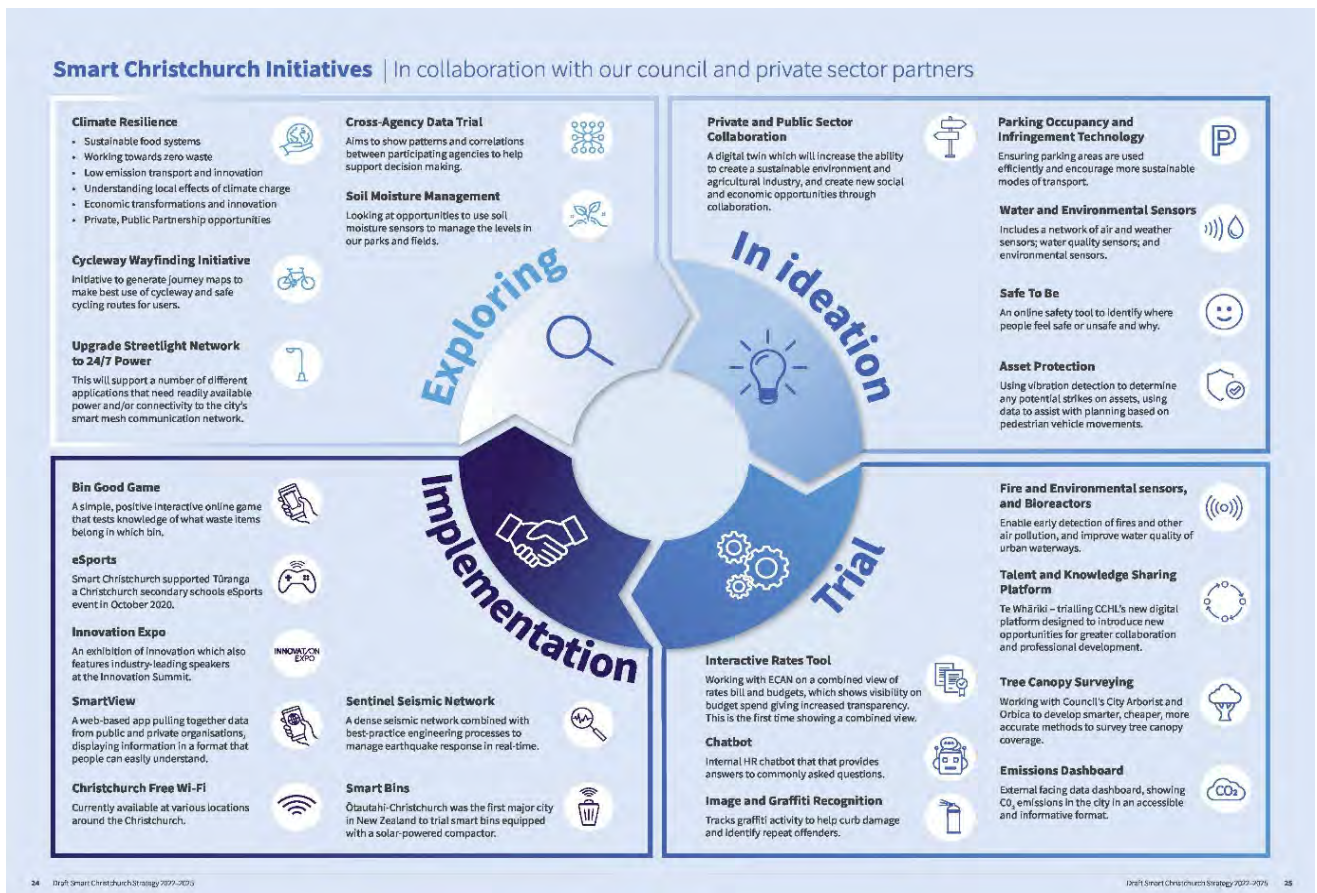


Image: A snapshot of Smart Christchurch Initiatives

Councillor Hakim shared with Christchurch officers some of the initiatives being pursued by Melbourne including those relating to the following:

- Fishermans Bend Gateway Redevelopment – a partnership with the State Government at the Fishermans Bend Graham and Turner Street site. This involves inclusion of digital as one of the core pillars in redevelopment.
- Existing Pilots - Through a piloting program Melbourne has been able to explore emerging technology and how it could impact and change the way we design, plan, operate and gather feedback on the city.

Councillor Hakim's meeting will build on city connections and exchanges on innovations.

1.8 Economic recovery and Central Business Districts

At the request of Christchurch officials, Councillor Hakim provided an overview of Melbourne's recovery efforts post-Covid. His presentation addressed Melbourne City Recovery Fund, Melbourne City Revitalisation Fund, the City's Economic Development Strategy 2031 and the following revitalisation initiatives:

- Events program
- Melbourne Money
- Midweek Melbourne Money
- Business Concierge Program
- Inside Out – extended outdoor dining
- City Shopfronts Activations
- Flash Forward laneway art
- Marketing campaigns
- Programs to improve city appearance

2. Key commitments in Auckland and Christchurch

The observations and opportunities outlined above were derived through meetings, briefings, roundtable discussions and site visits outlined below:

City of Auckland

- **Meetings with Mayor Phil Golf and Councillor Alf Filipaina**
Participants
Councillor Filipaina as Chair Parks, Arts, Community & Events Committee
Nadine Walker, Director Political Strategy & Government Relations, Mayor's office



Image: Cr Hakim with Mayor Phil Golf

City of Christchurch

- **Graffiti management – briefing and tour**
Introduce volunteer programme 'Adopt a Spot'. Site visit to see Chorus Cabinet Programme
Participants Kerryn Findlater, Team Leader, Graffiti Team.
- **Meeting and site visit: Community Arts**
Including a visit to Watch This Space:
Participants Kiri Jarden, Principal Advisor Community Arts
- **Meeting: Climate Change Mitigation**
Climate change mitigation initiatives. See following pages for more information.
Participants Tony Moore, Climate Resilience Lead
- **Meeting: Mayor Lianne Dalziel**
Discussion on economic recovery and post-Covid CBD activity.
Participants:
 - Cr Pauline Cotter
 - Tracey Wilson, GM Destination and Attraction ChristchurchNZ
Lynn McClelland, Assistant Chief Executive
 - Bruce Rendall, Head of City Growth, Property
 - Tony Moore, Climate Resilience Lead



Image: Councillor Alf Filipaina accompanied Cr Hakim on most commitments in Auckland



Image: Cr Hakim with Mayor Lianne Dalziel and Cr Pauline Cotter

- Site visit: Te Puea Marae and homelessness briefing**
 Formal Māori welcome, followed by briefing on homelessness programme
Participants: Cr Filipaina, Herewini Te Koha, Director Ngā Mātārae, Kelly Parekowhai, Māori Outcome lead Regulatory Services,
- Roundtable discussions - Parks, Arts, Community & Events Committee,**
 Māori engagement outcomes, graffiti management programs.
Participants: Helen Te Hira, Director Māori Outcomes, Grant Muir, Manager Business Delivery, Community Facilities
- Site visit: Auckland City Mission**
 Tour of Home Ground
Participants: John Limna, General Manager, Auckland City Mission Housing Herewini Te Koha, Ben Brooks, Senior Policy Manager Bonnie Apps, Senior Policy Advisor, Social Wellbeing Policy
- Site visit: Auckland Central Library**
Participants Auckland Central Library team
- Meeting: New Zealand's Wellbeing Budget**
Participants Gary Blick, Chief Economist
- Meeting: Diversity and inclusion**
Participants Manoj Ragupathy Programme Manager, Inclusive Auckland Framework Dr Claudia Wyss, Director Customer and Community Services

- Meeting: Smart Cities**
 Smart Christchurch operations and strategies
Participants Mike Healey, Smart Cities Programme Manager
- Site visit: Tūranga Library**
 Tour and overview of Library
Participants: Carolyn Robertson, Head, Libraries
- Christchurch memorials**



Image: Memorial at Christchurch mosque where lives were lost

- **Meeting: Public art policy & creative sector**

Participants Bryce Pomfrett, Head of Service Strategy & Partnerships Hayley Wolters, Manager Public Art, Service Strategy and Partnerships Jade Baker, Creative Partnerships Lead

- **Site visit: The Beautification Trust**

Graffiti management in the community

Participants Daniel Barthow, CEO The Beautification Trust
Teremoana Rapley, Creative Sector, Senior Advisor Steven Si, Creative Sector, Advisor Jono Bishop, Creative Industries Programme Advisor

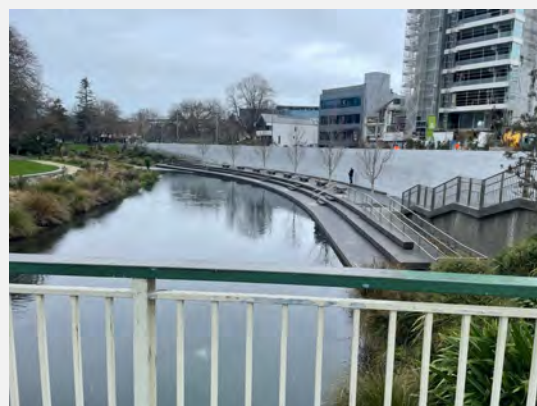


Image: Canterbury Earthquake National Memorial, Christchurch

- **Meeting: Auckland's creative industries and strategy with Auckland Unlimited**

Participants Teremoana Rapley, Creative Sector, Senior Advisor Steven Si, Creative Sector, Advisor Jono Bishop, Creative Industries Programme Advisor

Implementing a cross-sectoral approach to homelessness

File No.: CP2020/02279

Item 14

Te take mō te pūrongo

Purpose of the report

1. To seek endorsement of the Kia Whai Kāinga Tātou Katoa (Auckland's regional cross-sectoral homelessness plan) Strategic Framework, and approval of the Auckland Council Implementation Plan.

Whakarāpopototanga matua

Executive summary

2. Homeless is an important issue in Auckland. Over 18,000 Aucklanders were considered homeless in 2018. This represents a decline of nearly 1900 since 2013.
3. Homelessness affects a broad range of Aucklanders – the 2013 census found that nationally, 52 per cent of homeless people were employed, in education or both. Some groups are disproportionately affected including Māori and Pacifica communities.
4. In 2017 the council agreed its position that homelessness should be 'rare, brief and non-recurring'.
5. To give effect to the agreed position and role on homelessness, Council has two key roles:
 - leading and coordinating the development, implementation and monitoring of Kia Whai Kāinga Tātou Katoa (the regional, cross-sectoral plan)
 - strengthening council levers (council-only actions).
6. Auckland Council has developed Kia Whai Kāinga Tātou Katoa with stakeholders. The plan sets out a common purpose, and focus areas for collaboration. The Strategic Framework and Monitoring and Evaluation Framework are presented for approval.
7. Priority actions for collective implementation and an Auckland Council Implementation Plan will be progressively delivered and updated to adapt to a rapidly evolving sector.
8. In February 2020 the government released the Aotearoa New Zealand Homelessness Action Plan (2020-2023) with \$337million funding. The national and regional plan closely align.
9. COVID-19 responses have accelerated the housing of most rough sleepers in Auckland. Government has committed \$107million support the COVID-19 response through to 2021.
10. The national plan, the COVID-19 response, new funding, and financial and capacity pressures on the council and NGOs have created both uncertainty and opportunity.
11. The key risk for the Kia Whai Kāinga Tātou Katoa approach is the level of uncertainty about future resources in the sector and in council. To mitigate this risk, we will take an adaptive management approach to ensure flexibility and responsiveness.
12. The short-term priority is to coordinate and support collaborative proposals for the Ministry of Housing and Urban Development's Local Innovation/Partnership, and He Taupua funds.

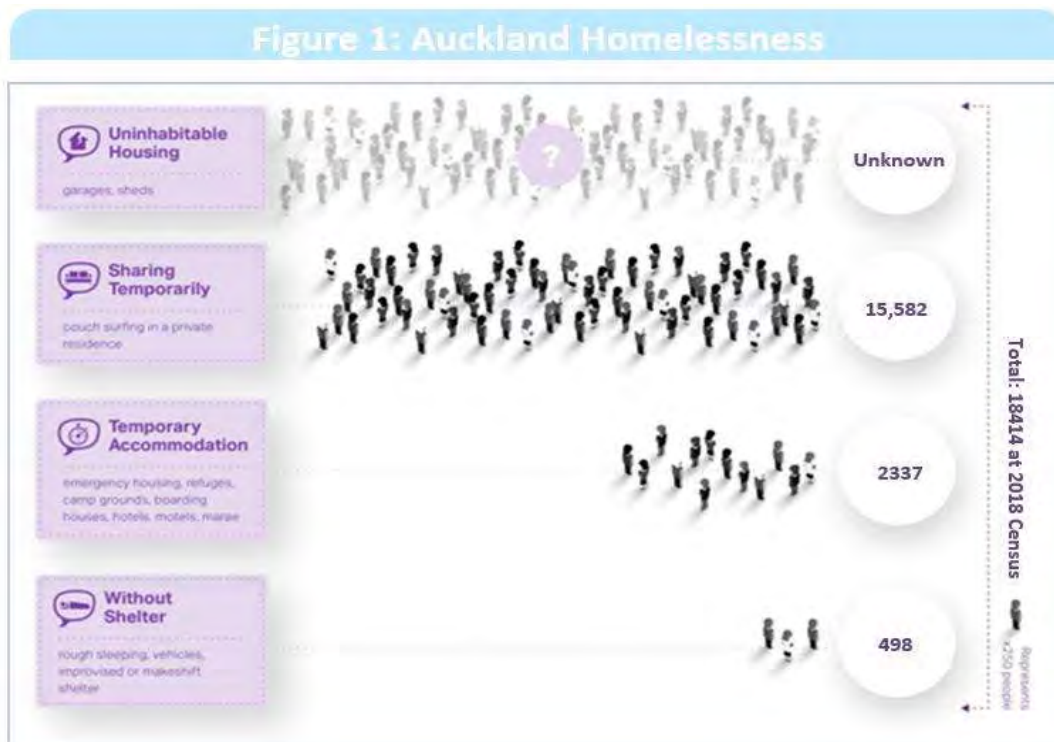
Ngā tūtohunga Recommendation/s

That the Parks, Arts, Community and Events Committee:

- a) endorse the Kia Whai Kāinga Tātou Katoa Strategic Framework, and Monitoring and Reporting Framework in Attachments B and C of the agenda report.
- b) approve the Auckland Council Implementation Plan in Attachment D of the agenda report.
- c) note that council will take an adaptive management approach to manage the uncertainty in the current period while maintaining a focus on the goal that homelessness is rare, brief and non-recurring.

Horopaki Context

13. Homelessness is defined by StatsNZ as living situations where people are:
 - without shelter
 - in temporary accommodation, temporarily sharing overcrowded accommodation
 - living in uninhabitable housing and have no other options to acquire safe and secure housing.
14. Problems with Census 2018 mean that it has not produced reliable homelessness data.
15. Researchers at Otago University have combined the census data with data from other sources to develop an estimate of the level of homelessness in 2018. The nature and scale of homelessness in Auckland in 2018 is illustrated in Figure 1.
16. Current data shows an overall decline of nearly 1900 people in Auckland since Census 2013.



17. Homelessness disproportionately affects Auckland's Māori and Pacific people. Working families, women and children, young people and rainbow youth are increasingly affected.
18. Nationally 52 per cent (2013 census) of those homeless are employed, in education or both.
19. The most recent homelessness statistics indicate homelessness continues to disproportionately impact Māori:
 - nearly 13,000 people identified as homeless in New Zealand were Māori (Census 2018)
 - Māori are twice as likely to be homeless in New Zealand than the general population (Census 2018)
 - over 4,000 Māori in Auckland were estimated to be homeless - a greater proportion than any other region (Census 2013)
 - over 40 per cent of people experiencing homelessness in Auckland identified as Māori (Ira Mata, Ira Tangata the 2018 point in time count)
 - 50 per cent of those who were homeless before COVID-19, now housed in motels identify as Māori (Provider survey 2020).
20. Because problems with Census 2018 particularly affected the Māori and Pacific response rates, data for these groups in Auckland has not been produced.
21. Māori experience additional complexities and risk factors relating to homelessness and are more likely to be affected by structural disadvantage (such as unemployment) and other risk factors.
22. The nature and scale of homelessness varies across the Auckland region. It is concentrated and visible in the central city, the west and the south of the region.
23. Homelessness is caused by a range of interacting personal and structural factors. In recent years, people with fewer personal risk factors have faced homelessness. The economic impacts of COVID-19 will increase the risk.

All elements of the 2017 decision on council's role are being addressed

24. In August 2017 the council agreed its position on improving, ending and preventing homelessness in Auckland is that it is 'rare, brief and non-recurring' (ENV 2017/118).
25. The Committee also agreed that council's role should be to provide strategic leadership for a regional, cross-sectoral approach, and to strengthen established levers.
26. The summary in Table 1 below shows that all parts of the decision are being implemented, except for the elements relating to a sustainable funding base and costings.

Table 1: Summary of progress against previous decisions

Decision elements	Progress	Completed Ongoing Not started
Strategic leadership, including a cross-sectoral homelessness plan, with a shared purpose statement	Continuing to lead and coordinate with cross-sectoral partners to develop and implement Kia Whai Kāinga Tātou Katoa. This plan includes a shared purpose statement.	✓
Intersectoral coordination in terms of a shared vision and goals	Vision and goals are set out in Kia Whai Kāinga Tātou Katoa: Strategic Framework.	✓
Develop an implementation plan, including integration of homelessness into relevant policies and regulation	The report includes the Implementation Plan for Kia Whai Kāinga Tātou Katoa and strengthening council levers. The actions are evolving because of the uncertainty and funding opportunities in the sector.	✓
- establishing mechanisms to engage with cross-sectoral agencies	The Kia Whai Kāinga Tātou Katoa Leaders' Group has been the key mechanism for cross-sectoral engagement, alongside other mechanisms across the region. Note that the Implementation Plan includes an initiative to "streamline" engagement mechanisms.	✓
- analysis of relevant housing demand and supply	Included in the affordable housing work programme, and in the <u>Inner City</u> Auckland Homelessness Initiative needs assessment.	✓
- a more detailed <u>stocktake</u>	Work commenced to map the homelessness system and responses across the region. Kia Whai Kāinga Tātou Katoa will involve an ongoing <u>stocktake</u> of homelessness initiatives, including COVID-19 responses.	✓
Develop a sustainable funding base (and costings)	Central government funding for homelessness includes \$337 million to support the national plan, and an additional \$107.6 million in Budget 2020. Council will coordinate collaborative, cross-sectoral proposals for this funding (administered by the Ministry of Housing and Urban Development) in 2020. Allocation of the 2020 confirmed emergency operational budget for homelessness (\$500,000 to support outreach, <u>kaupapa</u> Māori approaches and interventions for vulnerable groups such as young people) will be allocated to complement the Ministry of Housing and Urban Development's funding. Additional funding for initiatives will be sought through the LTP process.	✗
Monitoring and evaluation	A Monitoring and Evaluation Framework has been developed and will be reported on every 18 months.	✓
Advocacy for central government social and affordable housing strategies that directly address homelessness	Collaboration with central government agencies continues in relation to the national and regional homelessness plans, the council's affordable housing work programme, and other housing strategies.	✓
Working with agencies and formalising partnerships for the delivery of integrated health and social services	Kia Whai Kāinga Tātou Katoa includes integration of health and social support services. There are other partnership initiatives with central government agencies such as the <u>Inner City</u> Auckland Homelessness Initiative. Liaison with the private sector continues as required, e.g. working with Spark to provide mobile phones to people in motels.	✓

Councils two key roles: leading Kia Whai Kāinga Tātou Katoa, and strengthening our levers

27. To give effect to the agreed position and role on homelessness, the council has two roles:
 - leading and coordinating the development, implementation and monitoring of Kia Whai Kāinga Tātou Katoa
 - strengthening council levers (council-only actions).
28. Kia Whai Kāinga Tātou Katoa is Auckland's regional, cross-sectoral homelessness plan.
29. It has been developed with key stakeholders and sets out focus areas for collaboration to address homelessness across the region. Auckland Council plays a 'backbone' support role as part of a collective impact approach.
30. The development of Kia Whai Kāinga Tātou Katoa has involved:
 - working with key government agencies, NGOs, iwi and philanthropy
 - building strong relationships, consensus and commitment to collective impact
 - a research report that informed the policy advice on council's position and role
 - engagement meetings with agencies and participation in a range of forums
 - system mapping and analysis
 - convening the cross-sectoral Leaders' Group (comprised of senior staff from stakeholder organisations)
 - journey mapping research with single mothers and frontline service providers
 - regional stakeholder workshops
 - engagement with local boards and advisory panels.

Aotearoa New Zealand Homelessness Action Plan aligns with Kia Whai Kāinga Tātou Katoa

31. In February 2020, government released the Aotearoa New Zealand Homelessness Action Plan 2020-2023.
32. Council staff and stakeholders involved in Kia Whai Kāinga Tātou Katoa contributed to development of the national plan.
33. The national plan closely aligns with council's position and Kia Whai Kāinga Tātou Katoa.
34. The plans share the vision: 'homelessness is prevented where possible, or is rare, brief and non-recurring'.
35. The national plan identifies 18 actions to be implemented in 2020 and 18 longer term actions. A progress report about implementing the actions is due in August 2020.
36. This plan is backed by \$337million of new funding. This includes:
 - \$16.6million for a Local Innovation and Partnership fund
 - \$20million for He Taupua to build capability and address homelessness for Māori (\$3million in 2020/21).
37. Details of the funds are due to be announced by the Ministry for Housing and Urban Development before the end of the year.
38. Council will undertake further work to develop a sustainable funding base and costings once decisions about allocation of this funding in Auckland are known.

The COVID-19 response to homelessness has been transformational

39. COVID-19 followed soon after the national plan was announced.
40. People sleeping rough were at high risk of COVID-19 due to their living conditions, health risk profile, high level of mobility, and minimal ability to socially isolate.

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41. The sharp reduction in tourism caused by COVID-19 created significant spare motel capacity. The government, council and NGOs used this opportunity to house people sleeping rough.
42. This is not an appropriate long-term solution, but it is a short-term improvement.
43. On 1 May 2020, 1208 motel units had been secured nationwide, over a third in Auckland.
44. On 22 July 2020, there were 514 people in emergency accommodation in motels in Auckland. This number has been higher at some points.
45. Figure 2 describes some characteristics of the people experiencing homelessness who were housed in motels during COVID-19. Note that these figures are nationwide.
46. People who had previously resided leaving the street have been housed. Service providers describe profound improvements in the wellbeing of those now housed in motels.

Figure 2: Characteristics of people facing homelessness



47. An additional \$107million was provided in Budget 2020 to enable continued use of motels for accommodation through to 2021.
48. Those who are homeless are also receiving wrap around support, regular meals, improved access to primary health care, and other social support.
49. Agencies are also working to provide a pathway to affordable, stable, healthy and fit for purpose housing.
50. The COVID-19 response has strengthened cross-sectoral collaboration in Auckland towards a shared purpose and continues to have a very positive impact on homelessness outcomes.
51. Some of the processes and systems set up in Auckland are now being considered as models for operations in other parts of the country.

Tātaritanga me ngā tohutohu Analysis and advice

52. This report seeks endorsement of Kia Whai Kāinga Tātou Katoa – a cross sectoral homelessness plan for Auckland and approval of council's Implementation Plan.
53. This will demonstrate council's ongoing commitment to Kia Whai Kāinga Tātou Katoa and will provide a mandate for council's continued role as the 'backbone' agency.

Kia Whai Kāinga Tātou Katoa - activating collaboration to address homelessness

54. The purpose of Kia Whai Kāinga Tātou Katoa is to develop and progress the cross sectoral homelessness plan for Auckland. This will help to guide, enable and activate collaboration (rather than individual agency actions) across Auckland.
55. It sets out a common vision that "All Aucklanders have a place to call home", and that homelessness should be "rare, brief and non-recurring".
56. Kia Whai Kāinga Tātou Katoa interacts with the national plan for homelessness and has three key components:
 - Strategic Framework
 - Monitoring and Evaluation Framework
 - Indicative priorities for action.

Kia Whai Kāinga Tātou Katoa: Strategic Framework

57. The Strategic Framework (Attachment 2) highlights the vision, domains and purpose. It includes a matrix of 23 focus areas structured around:
 - *three domains*: housing, integrated health and social services, and connections within homes and communities such as employment opportunities
 - *an intervention continuum*: prevention, early intervention, support for people experiencing homelessness, and establishing the foundations of an effective system, such as leadership, workforce and data.
58. The Kia Whai Kāinga Tātou Katoa Strategic Framework includes an adaptive management approach. This recognises that decisions cannot wait until uncertainties are reduced, and progress can continue while adapting and making changes as required.
59. The individual Kia Whai Kāinga Tātou Katoa Leaders' Group agencies who have helped to develop the plan are managing decisions about formal approval from their organisation.
60. Government agencies who are partners to the Aotearoa New Zealand National Homelessness Action Plan have signalled their support for regional approaches consistent with this plan. They have not endorsed Kia Whai Kāinga Tātou Katoa.

Kia Whai Kāinga Tātou Katoa: Monitoring and Evaluation Framework

61. Kia Whai Kāinga Tātou Katoa includes a Monitoring and Evaluation Framework (Attachment 3) to measure progress and inform reporting to the Committee and stakeholders every 18 months.
62. The Framework includes measures of outcomes (linked to indicators of rare, brief and non-recurring homelessness), system improvements, and implementation of the priority actions.
63. The council will coordinate development of the monitoring report. This will include identifying data sources, and initiating data projects to address gaps and to improve data quality.
64. The first report will establish baseline measures against which trends and progress can be monitored in the future. The reports will inform future priority actions.

National: Aotearoa Homelessness Action Plan (2020-2023)



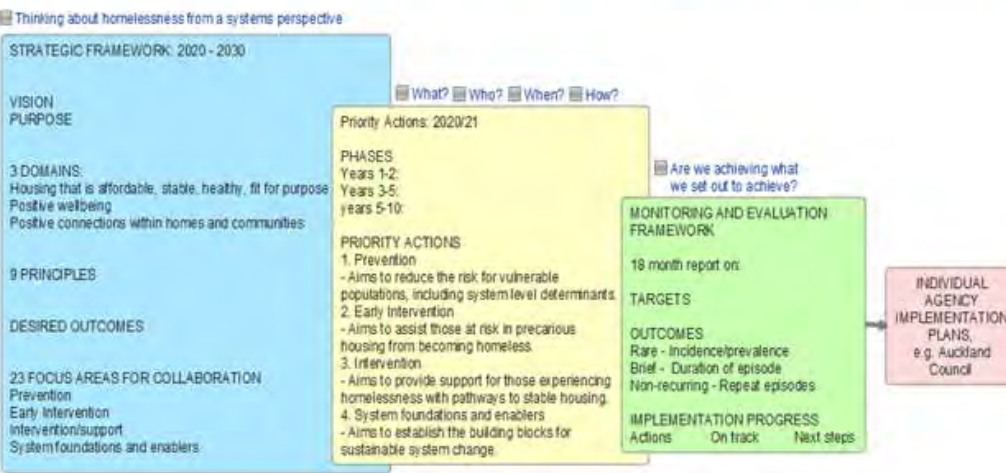
Vision: that homelessness in New Zealand is prevented where possible or is rare, brief and non-recurring.

PREVENTION SUPPORT
SUPPLY SYSTEM ENABLERS

Regional: Kia Whai Kāinga Tātou Katoa- cross sectoral homelessness plan for Auckland



Kia Whai Kāinga Tātou Katoa: Three key components



Kia Whai Kāinga Tātou Katoa: Priority Actions

65. The indicative priorities for action 2020/21 are:

- Kia Whai Kāinga Tātou Katoa (regional collaborative actions)
 - Lead and coordinate collaborative funding proposals
 - Support and strengthen implementation of the Aotearoa New Zealand Homelessness Action Plan in Auckland
 - Implement other agreed Kia Whai Kāinga Tātou Katoa priority actions
 - Monitoring, research and evaluation.
- Auckland Council Implementation Plan (council-only actions):
 - Identifies the key levers and actions including business as usual, 2020/21 priorities and additional actions to be scoped or developed into proposals.

66. Priority actions include those already under way and can be progressed in the short term. Other actions are contingent on national action plan implementation and securing funding.
67. The indicative priority actions in 2020/21 are summarised in Table 2 (further detail Attachment 4).

	Q1-2 2020/21	Q3-4 2020/21	Q1-4 2021/22
Kia Whai Kāinga Tātou Katoa: regional, cross-sectoral homelessness plan			
Lead, coordinate and support collaborative funding proposals for the Ministry of Housing and Urban Development funds: <ul style="list-style-type: none"> Innovation and Partnership He Taupua: building capability and capacity of Māori providers 	Initiatives may include: <ul style="list-style-type: none"> Prevention/early intervention for priority vulnerable groups, e.g. single mothers, young people, Māori, Pacifica. Regional network of kaupapa Māori, marae-based information and outreach hubs Workforce capability and capacity development Regional expansion of the Registry (By Name List) 	Coordinate implementation of new funded initiatives.	
Support and strengthen implementation of the Aotearoa New Zealand Homelessness Action Plan	Initiatives may include: <ul style="list-style-type: none"> Support national partnership leading sector development Connected transitions for people leaving residential state care Expanded financial and housing literacy programmes Coordinated housing supply 	Coordinate implementation of agreed initiatives.	
Lead and coordinate implementation of agreed priority actions with stakeholders	Initiatives may include: <ul style="list-style-type: none"> Streamlined regional collaboration and coordination system System response to homelessness in the inner city (ICAH) Agree ongoing approach to engagement with Māori Convene cross-sectoral COVID-19 review and learning forum 	Coordinate implementation of agreed initiatives, including expansion of system response to other parts of Auckland	
Monitoring, research and evaluation (based on the Monitoring and Evaluation Framework), including 18-month reports	Work with stakeholders to identify: <ul style="list-style-type: none"> Measures and data sources, including data gaps and quality issues Evaluation and research projects, including potential funding 	Coordinate: <ul style="list-style-type: none"> Data projects to address gaps and improve quality Evaluation and research projects 	Report in Q4
Strengthening Council's Homelessness Plan			
Strengthening council levers			
The initiatives noted here are in addition to business as usual	Initiatives include: <ul style="list-style-type: none"> Affordable Housing work programme to Planning Committee Agree operational funding allocations Improve responses to people experiencing homelessness through planning, and access to facilities and services. 	Initiatives include: <ul style="list-style-type: none"> Workforce capability proposal Guidance for integration of homelessness into policy, regulation and compliance Guidance on engagement with people experiencing homelessness 	Continue to implement agreed initiatives.

Strengths and Weaknesses of Kia Whai Kāinga Tātou Katoa

68. The key strengths and weaknesses of Kia Whai Kāinga Tātou Katoa are outlined below.

Strengths:

- established a common vision, objectives and priorities
- taking a systems approach, rather than ad hoc action
- enabled members to gain knowledge and skills on sustaining collaboration and a collective impact approach
- provides an effective forum for information and knowledge sharing.

Weaknesses:

- requires significant resources to manage and maintain progress
- some key groups such as Pacific and rainbow are not well represented
- tensions exist between service delivery outcomes and the work needed for collective systems approach (i.e. resourcing regional priorities can be difficult).

Sector uncertainty and new opportunities require an adaptive approach

69. The indicative priority actions were initially developed in 2019 with external stakeholders (particularly the Leaders' Group) and internal stakeholders. The national plan, the COVID-19 response, financial and capacity pressures on the council and NGOs, and new funding have created significant uncertainty and opportunities.

70. While there is broad agreement, the actions have been reconsidered (using an adaptive management approach) to take account of the uncertainties and opportunities such as new funding.

71. The priority actions and Implementation Plan will be progressively updated using an adaptive management approach to respond to evolving challenges and opportunities in the sector.

Tauākī whakaaweawe āhuarangi Climate impact statement

72. Those who are homeless are likely to be more exposed to the effects of climate change, such as increases in the number of hot days and the frequency of extreme rainfall.

73. Addressing homelessness will increase resilience for people who are homeless.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera Council group impacts and views

74. The Implementation Plan includes the council's actions related to Kia Whai Kāinga Tātou Katoa and strengthening council levers.

75. The actions to strengthen council levers have received endorsement in principle from the relevant parts of council. Resourcing challenges are expected over the short term.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe Local impacts and local board views

76. Local Boards were engaged in the early phase of developing Kia Whai Kāinga Tātou Katoa.

77. Local Boards were in general agreement that homelessness was either a prominent or emerging issue in their area. They acknowledged a lack of awareness and understanding of the scale of 'hidden' homeless and required more data on this form of homelessness.

78. The council will continue to provide advice and support local boards on their initiatives and local responses.

Tauākī whakaaweawe Māori Māori impact statement

79. The most recent homelessness statistics indicate homelessness continues to disproportionately impact Māori.
80. The Kia Whai Kāinga Tātou Katoa embeds responsiveness to Māori through:
- principles: Kāinga, Te Tiriti, Enquiry, and evidence-based (which highlights the over-representation of Māori in homelessness data)
 - desired outcomes: Māori have housing that meets their needs; and Māori kāinga aspirations are achieved
 - prioritising Māori as one of Auckland's most vulnerable populations.
81. The priority actions aim to improve outcomes for Māori. In particular, the following specific actions are included:
- supporting national initiatives such as expanded financial literacy (a programme for Māori is being jointly developed by Te Puni Kokiri and the Ministry of Housing and Urban Development)
 - developing funding proposals for the Ministry of Housing and Urban Development's Local Innovation and Partnership, and He Taupua funds, such as a regional network of kaupapa Māori, marae-based information and outreach hubs, possibly starting in the south and west
 - streamlining the regional collaboration and coordination system, including engagement with Māori, and people with lived experience
 - the Monitoring and Evaluation Framework includes Māori outcome, system and implementation indicators
 - engagement with people at risk or with lived experience of homelessness in the development, implementation and monitoring of initiatives.
82. Council will continue to engage with Māori through our relationships with central government, Iwi, NGOs and other bodies (such as Te Matapihi) to ensure responsiveness to Māori needs and aspirations. A short-term priority is to convene a hui with these agencies to agree the ongoing approach to engagement and partnership.

Ngā ritenga ā-pūtea Financial implications

83. Under Kia Whai Kāinga Tātou Katoa, council will coordinate proposals for the Ministry of Housing and Urban Development's homelessness funding to support the priority actions. The outcome will shape how Auckland Council allocates its operational budget.
84. The Auckland Council Implementation Plan will be progressed through existing baselines. Where this cannot be achieved business cases will be produced to seek funding through Annual Plan and Long-term Plan processes.

Ngā raru tūpono me ngā whakamaurutanga Risks and mitigations

85. The following table shows the major risks for Kia Whai Kāinga Tātou Katoa and the mitigations for these risks.

Risk (If...)	Consequence (Then...)	Mitigation
The sector, particularly NGOs, struggle to engage because of competing priorities	It may be difficult to agree and make progress on collaborative activities under Kia Whai Kāinga Tātou Katoa	Will engage proactively with NGOs to understand pressures and availability. Council will be able to take a lead role in the short-term to progress some initiatives
The response to the COVID-19 pandemic reduces available resources	Progress may be slower than planned	This risk will be mitigated by the collaborative approach that underpins Kia Whai Kāinga Tātou Katoa and by being flexible and adaptive to changing circumstances
There are reduced staff or financial resources within council	It may be difficult to make progress on the Auckland Council Homelessness Implementation Plan	Reconfirming activities given recent changes. Activities for 2020/21 will focus on those that can be implemented with limited resources

86. Risks are being managed using council’s normal project management mechanisms and by adopting an adaptive management approach. Each of the council Implementation Plan actions will have a project plan that will identify risks and mitigations.

Ngā koringa ā-muri Next steps

- 87. Council’s next priority is to lead and coordinate collaborative funding proposals for the Ministry of Housing and Urban Development Funds. This will shape the work programme and future priorities for action, including allocation of council’s operational funding for homelessness.
- 88. Council will also commence the “streamlining project”, including focused engagement with Māori, and convening a cross-sectoral COVID-19 review and learning forum.
- 89. Progress will be reported every 18 months against the Monitoring and Evaluation Framework to the Committee, and the findings will inform updates to the priority actions.

Ngā tāpirihanga Attachments

No.	Title	Page
A	National Homelessness Action Plan Summary	205
B	Kia Whai Kainga Tatou Katoa	207
C	Monitoring and Evaluation Framework	211
D	Auckland Council Implementation Plan	213

Ngā kaihaina Signatories

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Aotearoa New Zealand Homelessness Action Plan Phase One 2020-2023

Homelessness in New Zealand is prevented where possible, or is rare, brief and non-recurring.

This is the first time a comprehensive central government-led and cross-agency plan has been developed to prevent and reduce homelessness. The action plan uses a systems approach that works across traditional government agency and system boundaries, supported by regional and national leadership.

This plan has been developed through cross-agency collaboration and engagement with iwi and Māori organisations, people with lived experience of homelessness, non-governmental organisations (NGOs), and local authorities. Engagement also included targeted conversations with sector experts and nine workshops and hui with stakeholders around the country.

The action plan sets out a balanced and comprehensive package of actions to address homelessness with an increased focus on prevention, alongside supply, support and system enablers. Actions will build on and support work already underway around New Zealand and put in place essential changes to address gaps in responses to homelessness.

The action plan has **18 immediate actions** to be put in place in 2020, and a number of **longer-term actions** to be developed for implementation over 2020-2023. By taking the immediate actions, over **10,000** people at risk of or experiencing homelessness will be supported over three years.

The guiding principles

Te Tiriti o Waitangi

The government's role, as Treaty partner, is to partner with and support Māori to deliver solutions for Māori, and to empower local communities to achieve Māori housing and wellbeing outcomes.

Whānau-centred and strengths-based

Within the context of homelessness, a whānau-centred approach means addressing individual needs within the context of that individual's whānau, relationships, support networks, community and connection to place.

Focus on stable homes and wellbeing

Preventing and reducing homelessness involves looking past the short-term approach of providing an immediate crisis response, to providing long-term sustainable housing solutions.

Kaupapa Māori approaches

Kaupapa Māori approaches are embedded within this plan and throughout the delivery of actions. This means delivering actions in ways that demonstrate kaupapa Māori principles.

Supporting and enabling local approaches

The action plan will support local communities to address the homelessness issues they face, in ways that respond to their different needs and build on responses already in place.

A joined-up approach across agencies and communities

Addressing homelessness requires true partnerships and systems of support and housing to be functioning well in inclusive and equitable ways.

Aotearoa New Zealand Homelessness Action Plan – Phase One, 2020 – 2023

New Zealand Government

PREVENTION



Individuals, families and whānau receive the support they need so that homelessness stops happening in the first place

- Partner with Māori, Iwi, hapū and marae to prevent homelessness.
- Redesign and expand Sustaining Tenancies.
- Expand housing support for young people leaving Oranga Tamariki care.
- Improve transitions from acute mental health and addiction inpatient units.
- Support women who are leaving prison.
- Support returned overseas offenders who are homeless.

SUPPLY



New Zealanders have a place to call home and the use of motels for emergency accommodation is reduced

- Urgently increase supply to reduce the use of emergency accommodation.
- Support Māori Community Housing Providers and other Māori and Iwi providers.

SUPPORT



Individuals, families and whānau experiencing homelessness move quickly into stable accommodation and access wider social support to address needs

- Pilot a rapid rehousing approach.
- Expand support to all people in emergency housing.
- Introduce housing broker roles.
- Better prepare people for private rental.
- Assistance for families and whānau with children in emergency housing.

SYSTEM ENABLERS



The system supports and enables our vision and together we can address homelessness

- Create a local innovation and partnership fund.
- Build capacity and capability of Māori providers.
- Enable and support kaupapa Māori approaches.
- Ongoing involvement of people with lived experience of homelessness.
- Improve evidence and data on homelessness.

Aotearoa New Zealand Homelessness Action Plan – Phase One, 2020 – 2023

New Zealand Government

Attachment 2: Kia Whai Kāinga Tātou Katoa

KIA WHAI KĀINGA TĀTOU KATOA:
Regional, cross-sectoral homelessness plan for Auckland
Strategic Framework 2020-2030

VISION

All Aucklanders have a place to call home

This will be achieved when all Aucklanders have....



DOMAINS



PURPOSE

To set out a common purpose, and to guide, enable and activate cross-sectoral collaboration so that home ownership is a realistic and achievable goal for all Aucklanders, and to ensure that housing is a rare, brief and non-recurring opportunity for all Aucklanders. This will be achieved when....

DESIRED OUTCOMES

SUPPLY: There is adequate supply of quality housing along the continuum: transitional, social, assisted rental/ownership, and private ownership

Māori have housing that meets their needs

Pacific people have housing that meets their needs

DEMAND: Aucklanders have sufficient employment and income to meet housing costs at less than 30 percent of their income

Aucklanders can obtain financial and other assistance they need to access affordable housing

Aucklanders are financially literate and understand how to access housing

Aucklanders expect affordable, stable,

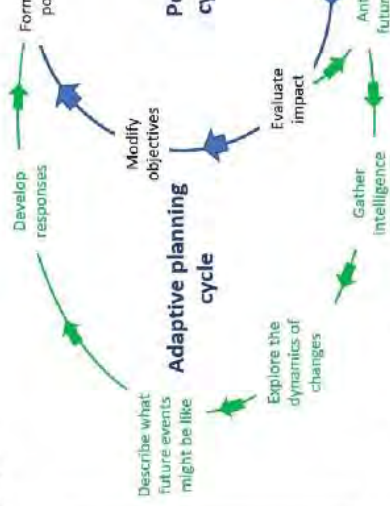
Physical and mental health are not barriers to stable housing for Aucklanders

Individual, whānau and aiga wellbeing is strong enough to recover from life challenges and housing setbacks

Aucklanders with health and social needs access the housing and integrated support they need, as early as possible

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KIA WHAI KĀINGA TĀTOU KATOA:
Regional, cross-sectoral homelessness plan for Auckland
"That we might all have a home, somewhere to live."



ADAPTIVE MANAGEMENT MODEL
Adaptive planning is an iterative process of information gathering, analysis, and intervention. It means testing a range of responses to homelessness against possible future scenarios. Pathways are mapped that will best manage, reduce or avoid risk, as well as respond to opportunities. A plan is developed, with short-term actions and long-term options, and includes pre-defined points (triggers) where decisions can be revisited.

<p>Prevent everyone (particularly more vulnerable populations) from entering pathways to precarious housing</p>	<p>Intervene early to support people who are most vulnerable to homelessness back to pathways to stable housing</p>	<p>Provide support for people experiencing homelessness to minimise harm and rapidly assist them onto pathways to stable housing</p>
<p>1. Increased quality and supply of social and affordable housing</p>	<p>3. Demand-side initiatives to increase access to affordable housing, including: - education, income and employment - financial mechanisms and assistance - financial and housing literacy</p>	<p>4. Transitional housing supply and a pathway towards stable housing</p>
<p>5. Promote physical and mental health, including whānau and community wellbeing</p>	<p>7. People who are at-risk or experiencing homelessness participate in developing, delivering and evaluating services</p>	<p>6. Information about support, services and entitlements</p>
<p>8. Pathways to stable housing and integrated services by: a. Identifying people at risk early b. Assessing needs and connecting c. Addressing barriers and enabling access</p>	<p>9. Increased supply of: - person-driven - recovery orientated - coordinated health, social and financial support services</p>	<p>10. Connected transition for people leaving residential state (including prisons, health services, the care of Oranga Tamariki) into housing</p>
<p>11. Shared information between agencies by-name basis to improve coordination and follow-up</p>	<p>10. Shared information between agencies by-name basis to improve coordination and follow-up</p>	<p>11. Shared information between agencies by-name basis to improve coordination and follow-up</p>

23 FOCUS AREAS FOR COLLABORATION

Transitional housing and Housing First approach, sustainable housing and integrated support services for people who are homeless

KIA WHAI KĀINGA TĀTOU KATOĀ:
Regional, cross-sectoral homelessness plan for Auckland

Auckland's homelessness crisis can only be addressed by all Aucklanders and key partners working together.

A conservative forecast for 2021 pointed to over 26,500 homeless Aucklanders in the region. This includes people sleeping rough or in their cars, as well as those who are less visible – people living temporarily in emergency, overcrowded or uninhabitable housing.

Many Aucklanders live in highly precarious housing situations – often only one event away from becoming homeless. It is rarely a matter of personal choice.

Homelessness results from a complex mix of growth pressures and inadequate supply of affordable housing, structural factors such as poverty and inequality, and personal vulnerability factors such as complex, unmet social and health service needs. In a highly constrained housing market, expectations of affordable, stable, healthy and fit for purpose housing are often low.

The most vulnerable people in our communities are affected, particularly children and young people, Māori and Pacific communities, single parent families, and those on low incomes. The profile of people in these circumstances is changing with increasing numbers working and/or studying (52 per cent nationally according to the 2013 census). Home ownership rates for Māori and Pacific people have declined markedly.

The negative health, social and educational impacts are far-reaching, particularly for children and young people.

With a regional shortfall of 30-40,000 houses, finding a house is very difficult. People resort to either poor quality

or overcrowded housing, living in emergency/transitional accommodation, or they end up without shelter.

There are many barriers to accessing support, and services can't keep up with demand. It is very hard to break out of the cycle. The system is geared to provide a crisis response for rough sleepers, with less emphasis on prevention or early intervention to stop people becoming homeless.

There are significant gaps in our knowledge, understanding and responses, including coordination.

It is a complex problem, requiring collaboration by multiple agencies working together at all levels within a cohesive system, with common purpose and shared outcomes.

Kia Whai Kāinga Tātou Katoa aims to guide, enable and activate cross-sectoral collaborative actions to make homelessness rare, brief and non-recurring in Auckland.

It sets out a common purpose and guides collaborative responses to improve, end and prevent homelessness in the Auckland region. Informed by a collective impact approach, it brings together key agencies from a range of sectors with significant roles to play in achieving "rare, brief and non-recurring" homelessness in Auckland. The plan is focused on collaboration and is not prescriptive for individual agencies. Over time, it is expected that alignment of individual agency work programmes will increase.

The plan has three components:

- 1. Strategic Framework**
- 2. Priority Actions**
- 3. Monitoring and Reporting Framework**

The **Strategic Framework** is high-level and long-term. It provides a comprehensive way of thinking about addressing homelessness from a systems perspective. The Framework is based on knowledge and insights from:

1. A comprehensive research report
2. Key informant interviews
3. Research with single mothers with lived experience of homelessness and frontline service providers
4. System mapping using the Viable Systems Model
5. Engagement with key stakeholders through the lead agency group and regional workshops, with local boards and advisory panels.

The Framework sets out a vision, purpose and a set of underpinning principles.

The **desired outcomes** are grouped into three broad, intersecting domains which impact on housing related outcomes: housing, wellbeing, and connections with whānau and community.

The **housing domain** includes **supply and demand** outcomes. Housing supply is a necessary, but not sufficient part of the solution. There are many supply initiatives underway and planned which will contribute to reducing homelessness. The intention of the plan is to support and align with these initiatives, rather than to take responsibility for delivering increased supply.


The housing demand-side outcomes focus on the socio-economic determinants of homelessness such as income and employment, and factors focused on Aucklanders such as access to finance, financial literacy, and expectations of housing.

The **housing and wellbeing domain** focuses on physical and mental wellbeing, including resilience and access to services. It recognises that poor wellbeing and homelessness are

Attachment 4: Monitoring and Evaluation Framework

KIA WHAI KĀINGA TĀTOU KATOA
Regional, cross-sectoral homelessness plan for Auckland

Monitoring and Evaluation Framework

INDICATORS	
	Potential data sources: <ul style="list-style-type: none"> - Census - Routinely collected agency/service data - Research with vulnerable Aucklanders and stakeholders - Evaluation of interventions
OUTCOMES FOR VULNERABLE AUCKLANDERS	
Rare	<ul style="list-style-type: none"> • Total number and proportion of the Auckland population (per 100,000) who identify as homeless, by: <ul style="list-style-type: none"> - Total - Gender & sexuality - Age - Ethnicity - Family & household status - Homeless continuum
Brief	<ul style="list-style-type: none"> • Length of time between identifying as homeless (presenting for housing assistance) and moving to stable housing.
Non-recurring	<ul style="list-style-type: none"> • Number of times someone has been homeless in: <ul style="list-style-type: none"> - Previous three years - Their lifetime
SYSTEM OUTPUTS (Kia Whai Kāinga Tātou Katoa Domains)	
Housing Supply	<ul style="list-style-type: none"> • Number of emergency/ transitional/social houses in Auckland (compared to demand). • Number of Aucklanders (including Maori and Pacific) on housing waiting lists. • Number of Aucklanders living in overcrowded housing.
Housing demand	<ul style="list-style-type: none"> • Number/proportion of Aucklanders with sufficient income to meet their housing costs with less than 30% of their income. • Number/proportion of vulnerable Aucklanders who report having access to information, financial and other assistance to access housing. • Expectations of affordable, stable, health and fit for purpose housing among vulnerable Aucklanders.
Positive wellbeing	<ul style="list-style-type: none"> • Number/proportion of people experiencing homelessness able to access the health and social services they need.
Connections within homes and communities	<ul style="list-style-type: none"> • Experience of violence, abuse and neglect among vulnerable Aucklanders. • Employment and recreational opportunities for vulnerable Aucklanders.
ACTION PLAN IMPLEMENTATION	
Kia Whai Kāinga Tātou Katoa Action Plan 2020/21 Auckland Council Homelessness Action Plan	Progress on agreed annual actions, including: <ul style="list-style-type: none"> • timeliness • to quality standards • within budget • impact on outcomes • contribution to KWTK focus areas/strengthening council levers

Item 14

Attachment C

Attachment 4: Auckland Council Implementation Plan

Strengthening Council Levers

The table below sets out the levers, gives examples of actions to strengthen the levers and indicates if the actions will be progressed in the 2020/21.

Strengthening council levers

Lever	Actions	Status
Influence, leadership and advocacy	Support the mayor and councillors (including the chair and deputy chair of the PACE Committee, and the councillor with responsibility for the homelessness portfolio) to provide political leadership and advocacy.	Business as usual (with additional work to ensure more linked up advice)
Strategy, policy and regulation	Lead and coordinate development, implementation and monitoring of Kia Whai Kainga Tatou Katou (as set out above).	2020/21 Priority
	Develop and implement the Auckland Council Implementation Plan.	2020/21 Priority
	Continue to provide advice and support for Local Boards on work programmes and local responses.	Business as usual
Relationships, engagement and communication	Develop guidance to integrate appropriate responses to homelessness into relevant policies and regulation.	2020/21 Priority
	Pilot a methodology to inform guidance on engagement with people at risk or experiencing homelessness in the development of strategy, policy and regulation.	2020/21 Priority
	Develop communication objectives, messages and channels for target audiences.	2020/21 Priority
	Continue to convene key sector collaboration groups (such as the Rough Sleepers Steering Group) in line with the Kia Whai Kainga Tatou Katou streamlining project.	Business as usual
Workforce	Develop and implement a programme to strengthen council's community-facing workforce capability to ensure responses to people at risk or experiencing homelessness are consistently respectful, helpful and safe. (Implementation will be subject to resourcing.)	Develop a proposal in 2020/21.
	Continue to implement the councils Living Wage Policy.	Business as usual
	Continue to provide support for council staff at risk or experiencing homelessness.	Business as usual
Housing Supply	Develop, implement and monitor the Affordable Housing work programme to improve access to housing for the intermediate housing market. (Implementation will be subject to approval of the work programme by the Planning and Regulatory Committee. Next report is due in September 2020.)	2020/21 Priority
	Continue to consider support for proposals which aim to increase the supply of housing for people at risk or experiencing homelessness.	Business as usual
Facilities and Services	Identify opportunities to leverage our community facilities and services to provide support for people experiencing homelessness.	Scope in 2020/21.
Planning	Identify opportunities through planning and placemaking projects to strengthen access to existing public amenities which meet the needs of people	2020/21 Priority

	experiencing homelessness. (Initial focus will be implementing agreed actions in the city centre.)	
Funding	Continue to provide funding for innovation and seeding initiatives through ACE work programme and budget. (Note that the allocation of funding for 2020/21 will take account of the Ministry of Housing and Urban Development funding allocations to Auckland. The proposed and will be the focus of a future report.)	2020/21 Priority
	Continue to provide advice to council bodies on opportunities to fund homelessness initiatives, e.g. ACCAB	Business as usual
Research and Monitoring	Continue to undertake research to inform homelessness policy and interventions.	Business as usual
	Coordinate input from council in the annual report against the Kia Whai Kāinga Tātou Katoa Monitoring and Evaluation Framework.	2020/21 Priority
	Review the methodology and framework used for the inner-city community needs assessment to develop guidance for future needs assessments that support local responses to homelessness.	2020/21 Priority

Kia Whai Kāinga Tātou Katoa: Indicative priorities for collaborative action 2020/21

The indicative priorities for collaborative action in 2020/1, agreed by the Kia Whai Kāinga Tātou Katoa Leaders' Group are set out below.

- a. **Support and strengthen Aotearoa New Zealand Homelessness Action Plan initiatives** in Auckland through information sharing, creating linkages, and developing tailored Auckland responses.

Until the Ministry of Housing and Urban Development report on progress with the national plan (due in August 2020), we will not know the full range of initiatives.

Potential actions could include:

- **Wrap-around support and pathways to stable housing** for people temporarily housed in motels
- Expanded **financial and housing literacy programmes** and resources to help vulnerable groups
- **Connected transitions** for (a) people leaving residential state care; and (b) returned overseas offenders

- b. **Lead and coordinate funding proposals** for the Ministry of Housing and Urban Development Local Innovation and Partnership, and Maori Partnership Funds.

The Innovation and Partnership Fund (\$16.6 million) will support the development and implementation of local initiatives by working together and addressing system gaps.

The He Taupua Fund (\$20 million) will be invested across supply and prevention initiatives focused on working with Māori Iwi, hapū and marae to prevent homelessness and expand supply.

With an agreed regional plan, and established relationships and engagement mechanisms, Auckland is well placed to meet the collaborative, local and system related criteria.

Proposals could include:

- A project focused on meeting the needs of specific **vulnerable groups** such as single mothers, young people, Māori or Pacifica
- Developing a **regional network of kuapapa Māori, marae-based information and outreach hubs**, possibly starting in the south and west
- Develop and implement a **workforce capability and capacity** development plan
- Further development and expansion of a **regional Registry** to support coordinated access.

c. Implement Kia Whai Kāinga Tātou Katoa priority actions

Potential actions include:

- **Inner City Auckland Homelessness Initiative (ICAH)** to deliver a system response to homelessness for a defined population/locality, including a model (informed by evaluation) that can be scaled up or replicated in other parts of the region. ICAHI aims to build on and integrate projects such as the Registry (By Name List) which supports coordinated access to housing and support. The governance group is due to reconsider the future of this initiative in light of progress during COVID-19.
- **Streamlined regional collaboration and coordination system** developed with established groups and key stakeholders to support implementation and monitoring of Kia Whai Kāinga Tātou Katoa, and other integrated homelessness responses.
- Convene cross-sectoral **COVID-19 debrief** and learning session.
- **Annual monitoring reports** based on the Monitoring and Reporting Framework, possibly with projects to address data gaps and improve quality.