



BUSINESS SCHOOL

CHAMPIONS TROPHY
Case Competition

Case Study 2: Community Housing Aotearoa

Thursday 1 February



Case prepared by Ellie Cammell under the supervision of Logan Mellow. This case has been prepared solely for the Champions Trophy Case Competition. All data in this case has been obtained from publically available sources and Community Housing Aotearoa. This case is not intended to serve as an endorsement, a source of primary data, or an illustration of effective or ineffective management.

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From: Sally Sunshine

Sent: Monday 22 January 2024

To: Community Housing Aotearoa Project Team

CC: Sophia Sycamore, Mason Maplewood, Victoria Villa

Subject: Community Housing Aotearoa Strategy Presentation

Kia ora team,

We have been approached by Community Housing Aotearoa/Ngā Wharerau o Aotearoa, a not-for-profit peak body in the community housing sector.

Community Housing Aotearoa (CHA) was formed 19 years ago when a group of individuals in the housing system realised the need for a peak body that serves to grow affordable housing supply. CHA has 100+ members, with each Full Member operating as a Community Housing Provider (CHP) in New Zealand. CHA represents its members as one voice and empowers CHPs to deliver more affordable housing, by sharing vital knowledge and advice, facilitating networking opportunities, and advocating to strengthen the community housing sector in New Zealand.

This year will bring significant changes for our country, our housing system, CHA members and CHA. CHA is preparing to renew its focus on CHPs, and as such, CHA aims to wean its reliance on government funding.

As part of its knowledge-sharing and advocacy roles, CHA is also seeking solutions for the biggest problems faced by CHA's members.

Like many charitable organisations, the biggest challenge for CHPs is finding a sustainable source of financing that will enable them to deliver housing to those in need. Financing is costly due to the risky nature of construction, and some providers cannot fully recover development costs. In addition to financing developments, the government's budget for funding the operational revenue of CHPs is too low to meet the current demand for affordable housing.

Staff attraction, development and retention are other major issues for CHPs. Government agencies offer higher pay, and New Zealand has no community housing-specific training qualifications. Consequently, CHPs have been left without available staff who can navigate the nuanced issues associated with providing community housing and associated support services.

You will have ten minutes to present your recommendations, which will be followed by a ten-minute question-and-answer session to clarify any issues. Our research team has compiled some relevant information, which I have attached to this email.

Regards,

Sally Sunshine

Community Housing Aotearoa Project Lead

“The average tenure of people who work in Community Housing Provider organisations is over ten years. Our members and their dedicated teams hold the institutional memory of the housing system. They know what works and why. I believe we now have an opportunity to draw on that collective intelligence, to build our collaborative capacity and to unlock our potential. When I meet with our providers in their respective communities, I tell them that now is the time to be bold, time to believe in yourselves; it is the time to lead.”

Paul Gilberd, CEO.

The charity strengthening the community housing sector

CHA is an incorporated society and a registered charity with a vision of all New Zealanders being well-housed in a warm, safe, dry and affordable home. As a non-governmental, community-based organisation, CHA is an alternative to Kāinga Ora (a government agency that provides state housing, formerly known as Housing New Zealand).

CHA advocates for a well-functioning housing system through knowledge sharing, advice, advocacy, and events. By supporting the growth and development of CHPs, CHA increases the quality of organisations that provide community housing services. CHA also works to strengthen New Zealand policy and improve the performance of affordable housing supply.

CHA's overall aims include being the voice of the community housing sector, building capacity, fostering collaboration, promoting best practices in housing policy, and championing quality and excellence.

Background on housing in New Zealand

Housing is a vital part of New Zealand's community infrastructure. Living in adequate housing underpins good health, economic, environmental and social outcomes. However, New Zealand faces a significant housing shortage, characterised by a lack of affordable homes, rising property prices and rent, and an increasing demand for subsidised housing. Severe weather events and cost inflation have heaped further pressure on an already stressed housing system.

The housing crisis has been particularly significant for Māori (members of the indigenous people of Aotearoa/New Zealand). Māori have disproportionately low homeownership rates. Only 28% of Māori own a home, compared to 57% of the general population. Out of all tenants in public housing, 36% are Māori (who make up only 15% of the general population).

For housing to be “affordable”, rent or mortgage payments must cost tenants less than 1/3 of the total gross combined household income. The market has failed to deliver affordable housing in New Zealand for several reasons.

There is a cumulative deficit of over 30 years of inadequate investment in affordable housing in New Zealand. Another major issue is the government's reactive funding approach, with the focus being on Transitional and Emergency housing rather than permanent housing. Families that are eligible for Emergency housing are offered temporary housing on a 3-month basis, and they must reapply each period. As such, families often move from location to location frequently, which is highly disruptive. Furthermore, it costs New Zealand taxpayers \$2,000-4,000 per week to keep a family in a motel when they require Emergency housing. On the other hand, permanent housing, where families are placed in permanent homes like those built by CHPs, costs taxpayers only \$600 per week. Accordingly, there are social and economic justifications for a non-reactive approach that avoids

“The clear message we are getting from neighbourhoods and communities all over our country is that they want more. More affordable housing supply, more home ownership options, more choice, more equity, more hope.”

Nic Greene and Cate Kearney, Co-Chairs.

temporary housing solutions. See a full breakdown of the different housing types in Appendix 2.

The most sustainable solution is to focus on investing in permanent housing, which has been named a ‘Housing First’ approach. The Housing First strategy has been seen with great success overseas. Countries have granted homeless people keys to permanent homes, which has ended homelessness for between 80% to 88% of people. As is evident, delivering permanent community housing is crucial in tackling New Zealand's housing crisis.

Unfortunately, there is currently an insufficient supply of permanent housing to avoid families being placed Transitional and Emergency housing. This is why CHA is driven by the purpose of building a stronger community housing sector in New Zealand.

New Zealand's community housing sector

Community housing is a form of affordable housing provided by non-governmental organisations. It sits alongside social (or state) housing provided by the government agency, Kāinga Ora. Both types of housing are distinct from private housing in the open market. Community housing is critical in fighting homelessness, but no group can do it alone – collaboration is key to achieving CHA's vision of "all New Zealanders well-housed".

New Zealand's community housing sector is small compared to other countries. Despite efforts to turn the tide on the decline of new affordable housing supply, there are still over 25,000 households on the waitlist for social or community housing.

Community housing organisations are typically independent, not-for-profit groups meeting the needs of tenants through affordable rental and home ownership options. Many of the organisations in the sector have a long history of housing provision. Some began operations by providing a range of health, physical disability support and mental health support services, and then came to housing later as part of a holistic service offering. Others are dedicated housing organisations with a determined focus on local delivery. These organisations have a common commitment to fulfilling the right to a decent home.

There are a range of community housing services available throughout New Zealand. Some CHPs may be iwi (social units in New Zealand Māori society), Pacific groups (organisations serving the Pacific Island community in New Zealand), or local community housing trusts. They provide warm, safe, dry, and affordable housing options, including emergency housing and affordable rental or home ownership assistance. CHPs may provide direct services to those in need or may serve by linking residents with service providers. CHA is a central voice for all of these organisations.

CHPs may either manage residents in community housing, develop and own the buildings themselves, or both. CHP staff have targeted expertise in managing the complexities of the needs of individuals living in the homes, with most possessing a background serving the community. Therefore, the ideal picture is when CHPs own both the assets and manage the residents.

A typical CHP is part of their local communities – working closely with residents to provide solutions that meet their distinct needs. This "place-based" approach ensures that housing solutions are appropriate and sustainable for the long term.

Each CHP will have established eligibility criteria for getting tenants into their homes and a system for assessing and ranking applications based on need, the types of homes available, and any other objectives. Most households accessing the housing solutions delivered by CHPs and Kāinga Ora are then put onto the Housing Register (the waitlist) by the Ministry for Social Development. Strict criteria apply.

Community Housing Aotearoa (CHA)

CHA is a national umbrella organisation for the not-for-profit community housing sector in New Zealand. As a peak body, its membership consists of smaller organisations with aligned interests. CHA's core aim is to satisfy its members' needs to achieve its overall vision of more community housing in New Zealand.

CHA has 100+ members. These members collectively own and manage over 19,300 homes for over 35,000 New Zealanders.

There is a Māori voice for housing led by the organisation called Te Matapihi. CHA works in partnership with Te Matapihi on particular government contracts or pieces of work and on general tasks like analysing the root causes of homelessness. CHA has numerous other Māori CHP members within its network.

CHA has government contracts that enable them to deliver Peak Body Services - their community housing and homelessness services. CHA's core Peak Body Services include:

- Public policy advice to the government (through select committees and other direct negotiations with ministries and Ministers);
- Advocacy;
- Newsletters, including advice on relevant legal or policy changes;
- Network support, including four regional networks to enable collaborative practice and coordinated local responses;
- Strategic Procurement function to reduce costs in CHA members' business models;
- Problem triage and advice for CHPs navigating the system and assisting tenants;
- Linking members to contacts and resources;
- Up-to-date Best Practice Standards guidance for tenancy and property management;
- Advice on implementing Best Practice;
- Tenancy Placement Committee;
- Training and events; and
- Workforce development and training programmes.

Example 1: Tenancy Placement Committee

In the Tenancy Placement Committee, CHA representatives, CHPs and the government agency, Kāinga Ora, meet to discuss which tenants should occupy each new build. The aim is to ensure that residents are best placed in houses that meet their particular needs. For example, CHA and the other bodies on the Tenancy Placement Committee will use tools to assess where a bus stop is and its regularity to ensure that a physically impaired tenant is granted an accessible, well-suited home. Currently, Kāinga Ora house around 4/5 of households/families, with the remaining 1/5 housed by CHPs including CHA members.

Example 2: CHA National Conference

In May 2023 the CHA National Conference was hosted in the Christchurch Town Hall. The programme comprised shared knowledge and wisdom, stories of success and aspiration, and evidence and research.

The sessions explored every part of the current housing system and its composite parts - including the diverse communities of young people, pacific people, women, those with disabilities, and those with lived experience.

Attendees reported consistent levels of satisfaction with the balance of research, practice and relationship building. There were strong and clear messages about what is needed to enable community housing organisations to make greater contributions – including long-term funding certainty, and greater flexibility and connection between the different funding streams, programmes and agencies.

Community Housing Services (CHS)

Community Housing Services (CHS) is a registered charity and a wholly-owned subsidiary of CHA. CHS serves as the operational branch for CHA. Its primary purpose is to offer specialised consulting services to individual members, CHPs, and other organisations needing expert guidance on affordable housing matters.

CHS performs Fee For Service functions, including:

- Housing needs assessments;
- Strategic planning advice;
- Asset management advice and portfolio planning;
- Community Housing Regulatory Authority registration application preparation (to help organisations become CHPs);
- Research and evaluation;
- Development of scheme-specific financial models for CHPs (involving oversight on the inputs and outputs of each development to ensure it is financially viable);
- Decision support tools.

In determining whether a task falls within the scope of member or sector support under CHA, or whether it should be handled by CHS instead, the following decision tree is adopted:

Example: Decision Support Tools

As part of CHS' decision support function, CHS facilitates the recording and dissemination of a new-build pipeline, where members can view the details of new community housing supply. CHS also works with the University of Canterbury in Christchurch, where a team has developed an Urban Intelligence tool that maps amenities and risks of geographic areas in real-time. This geospatial risk arrangement tool allows members to understand the implications of new builds in certain areas to ensure that each new supply of community housing is truly a quality and sustainable solution. Ultimately, this function helps assess the quality of current stock, and ensure the sustainable performance of future stock.



Membership

“CHA provides the collective voice for community housing organisations so we can get on with providing homes. It provides the key messages we need heard about growing the community housing sector and how that can happen. CHA also keeps us informed in a time when there’s a lot happening that we need to know about” - Dwell Housing (CHA member since its founding 19 years ago).

CHA does not provide housing; its members do. CHA currently has 128 members, and membership is available to all individuals or organisations that operate, own, invest, partner with, reside in or develop affordable community housing. It is imperative that each member’s objectives align with CHA’s values and goals.

Membership fees generate only 7% of CHA’s income. CHA members often assume they are CHA’s main client, but 75% of CHA’s income comes from the government. CHA’s financial reliance on the government limits its ability to speak critically of issues, especially those relating to policy. CHA wants to explore how it can shift its reliance on public funding from the government, to better reflect its primary purpose of serving and growing CHA members.

CHA members receive vital support and guidance. One of the greatest sources of value for members is their ability to take part in discussions that will shape the future of community housing in New Zealand.

Benefits to CHA members can be grouped as follows:

- Advocation on behalf of community housing organisations through submissions, policy positions, and government relations;
- Conferences and training at a reduced member rate;
- Fortnightly e-bulletins;
- Access to the CHA quality assurance programmes, trainings, and advice;
- Participation in member surveys and forums;
- Advance notices about new developments and initiatives; and
- A monthly network for communications practitioners where members can share knowledge, learn from each other, and hear what’s happening across the sector.

The current membership renewal rate is high - 92%, and member satisfaction is at 84%. In 2023 Participants in training events and meetings reached 1,073 organisations and more than 1910 individuals.

CHA members fall into two groups - Full Members and Partner Members.

Full Members

Full Members include community-based or voluntary housing organisations and groups, which are:

- a. Providers of community-based housing; or
- b. Groups intending or seeking to become providers of community-based housing; or
- c. Groups of residents or tenants of community-based housing; or
- d. Groups which advocate for community-based housing or residents of community-based housing as part of their work.

Full Members must be certified as registered CHPs, through the Community Housing Regulatory Authority (which is part of the Ministry of Health and Urban Development). CHPs gain access to the Income-Related Rent Subsidy from the government, which subsidises the cost of the new build, as well as the rental cost for tenants. See the “Issues facing CHA members” section for further details on the Income-Related Rent Subsidy.

The annual fee for Full Members is based on the organisation’s gross income:

- a. Up to \$1m, the fee is \$500 +GST per annum.
- b. From \$1m to \$5m, the fee is \$1,000 +GST per annum.
- c. For \$5m and over, the fee is \$1,500 +GST per annum.

Partner Members

Partner Members share an interest in community-based housing by investing, operating, owning or developing affordable, community or social housing but are not certified as registered CHPs. These groups could be individuals, private developers, private housing businesses, and other private and public entities. The annual fee for Partner Members is fixed at \$250 + GST per annum.

Placed-Based Approach

As previously mentioned, one of CHA’s key functions is its role on the Tenancy Placement Committee, where a committee decides which provider among them is best placed to house a certain family. The importance of a “place-based” approach, which ensures individuals are well-placed according to their distinct needs, is central to establishing the Tenancy Placement Committee.

Families often jump between social housing provider organisations. The best outcome is where families do not have to move around – where the first solution delivered to them is sustainable and adequately meets their needs.

An individualised, place-based approach is at the core of all CHA does. However, the Tenancy Placement Committee is a new concept. CHA is seeking solutions to help scale their place-based approach as the supply of new builds grows as well as the number of families in need of affordable housing.

Issues facing CHA members

CHA members, particularly CHPs, face significant financing, funding and staffing obstacles. Financing relates to the development of the homes, while funding relates to operating income (which builds lender confidence and enables CHPs to get loan financing).

Financing

There is no specific mechanism for financing social housing, distinct from the private market. Developing new community housing and construction finance are costly, as developments are typically a risky investment. Accordingly, CHPs face a significant issue of financing the development of affordable housing supply.

CHPs must utilise traditional mechanisms alongside some innovative new loan mechanisms. For example, Community Finance is an innovative mechanism that enables fund managers, foundations and philanthropists to invest in ethical developments like those of CHPs through financial products such as Social Bonds.

CHPs that are financing through traditional means must pay retail prices for loans, despite the government subsidies ensuring a far lower risk than other private developments as the tenants and rent payments are guaranteed. Australia has combatted this issue by effectively creating a separate asset class for social and community housing developments through a government-issued bond mechanism. Accordingly, CHPs in Australia pay a lower interest rate on mortgage repayments.

CHPs do not typically have much spare cash, so long-term mortgage financing is also difficult, given their unfavourable loan-to-value ratios and interest cover ratios. Both aspects of accessing low-cost debt are a problem for CHPs – the security (equity) and the servicing (operating income). Frequently, they do not have sufficient spare cash to provide the required deposit.

Funding

CHPs currently rely on government subsidies and grants to fund their operations. CHPs access this funding through several mechanisms. One of the most fundamental realities that exists in the provision of affordable housing is that it requires a subsidy or multiple subsidies. If there are no subsidies in place, then it is impossible to deliver affordable housing.

Funding is predominantly obtained through the Income Rent-Related Subsidy. The Income-Related Rent Subsidy covers the balance between what a public housing tenant pays in rent and the market rent for the property. When a waitlisted family is offered a house developed by a CHP or Kāinga Ora, they will pay 25% of their income towards rent. The Government will then 'top up' (or subsidise) the remaining unpaid rent through the Income-Related Rent Subsidy. This subsidy is paid by the Ministry of Housing and Urban Development to public housing landlords (including those in the community housing sector) for contracted periods of up to 25 years.

The Income-Related Rent Subsidy also provides the CHP with additional funding (called an Operating Supplement, or OS), which is a further top-up payment to ensure the development of new homes is financially viable. The OS payments may provide up to a further 100% of the cost of market rent for the property. These payments enable CHPs to pay the costs associated with financing

the development. The funding also enables CHPs to take out loans from banks or other lenders by giving the lender confidence that the CHPs will be able to service and repay the debt.

Other funding streams are at play for Emergency and Transitional housing, as the Government recognises that these tenants have high and complex needs and require more extensive services to ensure the safety of the tenants and those around them. For example, the Ministry of Social Development provides Special Needs Grants for those in Emergency housing. There are also bespoke funds set up by the Ministry of Housing and Urban Development, with each fund subsidising 20% of market rent for families in certain situations. An example is the Kāhui Tū Kaha Limited fund, which is sponsored by a social housing provider and caters to those displaced due to COVID-19.

There is also a progressive home ownership fund (which has been oversubscribed and is now completely exhausted), that helped families exit the rental market and enter home ownership by providing 0% interest loans and other services.

CHPs find these funding streams to be inadequate. Firstly, the government does not provide enough subsidies. The current budgeted subsidies will cover the costs of around 3,000 new builds. Therefore, funding will not cover the provision of affordable housing for the remaining 22,000 families on the public waitlist, which continues to grow faster than new supply. Secondly, subsidies sometimes fail to meet some members' full development costs. For example, Auckland City Mission, an incorporated charity and CHP member of CHA, must rely on philanthropic fundraising to partially cover the costs of development and service delivery.

CHA is looking for solutions to lower the barriers to CHPs accessing financing and funding and generally stimulate demand for large-scale affordable housing developments.

Staffing

Government agencies pay higher salaries for the same or similar roles available in CHA member organisations. As such, experienced staff are often lost to public agencies, and CHA members struggle to attract and retain talent.

There is also no qualification for those working in the community housing sector in New Zealand. Community housing organisations predominantly acquire staff from the health sector – where the issues significantly differ from those in community housing. As such, CHA has been seeking solutions to grow distinctly qualified personnel that can fill available spots in member organisations.

CHA recently began their Workforce Capability Project, solidifying a career pathway in the community housing sector and developing potential future community housing staff. CHA's Workforce Capability Development involves mapping micro-skills and credentials to form a certification. Participants will soon be able to acquire a qualification under NZQA (a high school educational qualification in New Zealand), which will be credited towards larger qualifications at a later date. CHA will be 'testing' the programme among community housing organisations in 2024.

CHA is seeking further solutions that will develop a sustainable pipeline of experienced staff in the community housing sector so that those in need are served by personnel who can navigate complex housing issues to ensure the sector's long-term viability.

Community Housing Aotearoa Financial Statement

Community Housing Aotearoa Incorporated and Community Housing Solutions Limited

For the year ended 30 June 2023

Consolidated Statement of Financial Performance

	2023	2022
Revenue		
Donations, fundraising and other similar revenue	1,179,360	1,300,000
Fees, subscriptions and other revenue from members	88,000	77,006
Revenue from providing goods or services	130,482	108,508
Interest, dividends and other investment revenue	18,313	2,426
Other revenue	66,614	4,955
Total revenue	1,482,769	1,492,894
Expenses		
Volunteer and employee related costs	1,037,705	989,498
Costs related to providing goods or service	4,01,078	263,998
Donations made	35	0
Other expenses	18,209	20,673
Total expenses	1,457,027	1,243,169
Surplus/(deficit) for the year	25,742	249,725

The full reviewed report can be found on our website www.communityhousing.org.nz

Community Housing Aotearoa Incorporated and Community Housing Solutions Limited

As at 30 June 2023

Consolidated Statement of Financial Position

	2023	2022
Assets		
Current assets		
Bank accounts and cash	610,512	657,573
Debtors and prepayments	52,261	321,242
Other current assets	405,543	0
Total current assets	1,068,315	978,815
Non-current assets		
Property, plant and equipment	18,141	26,810
Other non-current assets	9,778	1,970
Total non-current assets	27,919	28,780
Total assets	1,096,234	1,007,595
Liabilities		
Current liabilities	196,944	134,047
Total liabilities	196,944	134,047
Total assets less total liabilities (net assets)	899,290	873,548
Accumulated funds		
Accumulated surpluses or (deficits)	899,290	873,548
Total accumulated funds	899,290	873,548

The full reviewed report can be found on our website www.communityhousing.org.nz

**Community Housing Aotearoa Incorporated and
Community Housing Solutions Limited**
For the year ended 30 June 2023

Consolidated Statement of Cash Flows

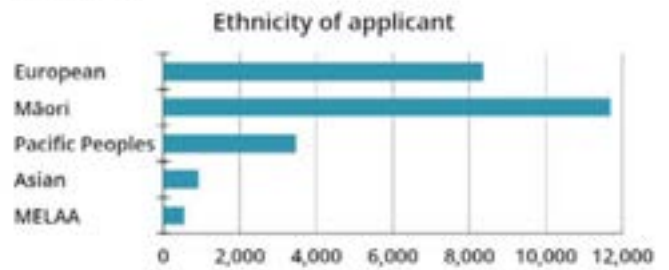
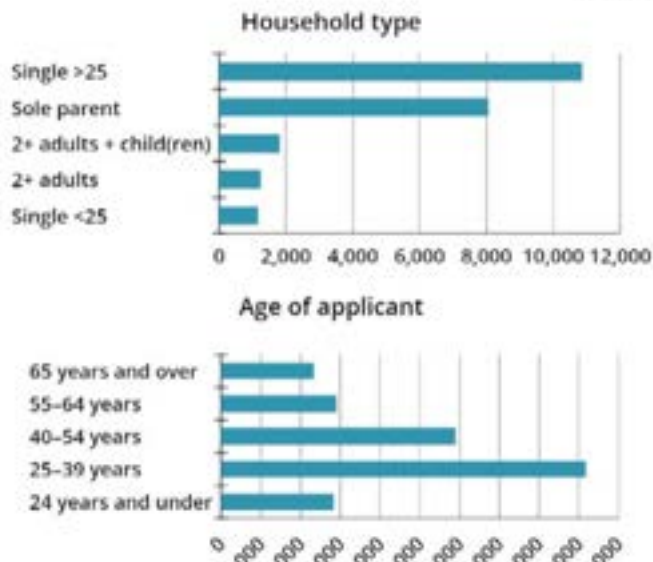
	2023	2022
Cash flows from operating activities		
Cash was received from		
Donations, fundraising and other similar receipts	1,179,360	1,300,000
Fees, subscriptions and other receipts from members	88,000	69,599
Receipts from providing goods or services	464,368	55,297
Other revenue	11,505	4,955
Interest	0	2,426
Net GST		
Received from operating activities	1,743,233	1,432,277
Cash was applied to		
Volunteer and employee related costs	1,044,925	952,003
Payments to suppliers and employees	310,985	253,978
Other costs	0	3,967
Net GST	18,110	18,771
Cash applied	1,374,020	1,228,719
Total cash flows from operating activities	369,213	203,558
Cash flows from investing and financing activities		
Cash was received from		
Proceeds from loan borrowed from other parties	0	0
Payments to purchase investments	4,05,543	0
Cash was applied to		
Payments to acquire property, plant and equipment	9,540	9,519
Payments on loans from other parties	1,191	2,832
Net cash flows from investing and financing activities	10,731	12,342
Net increase/ (decrease) in cash	(47,061)	191,216
Bank balances		
Opening balance	657,573	466,357
Closing balance	610,512	657,573
Net movement	(47,061)	191,216

The full reviewed report can be found on our website www.communityhousing.org.nz

Appendices

1. New Zealand Housing Market Statistics

Housing Register as at 2022 – Citizens in Need of Social and Community Housing



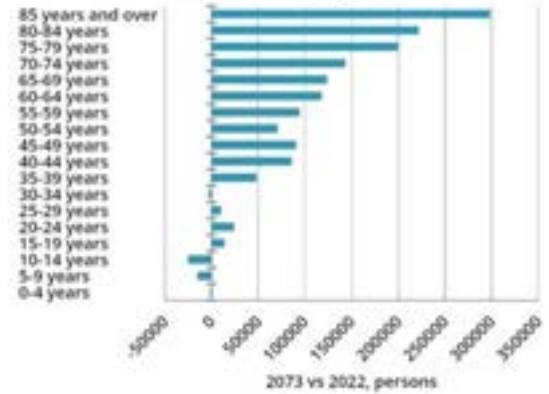
Source: MSD Statistics NZ, Sense Partners
 * Underreported as the Administrator in population rather than household (ie such thing as a household ethnicity)

Ageing & changing needs



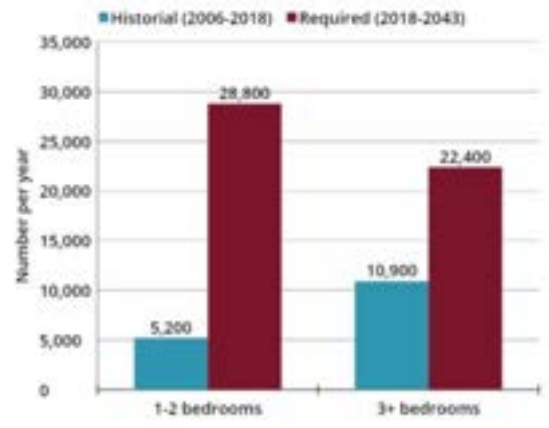
Source: IRD, MBIE, Statistics NZ, Sense Partners

NZ Population Projections: Growth next 50 years



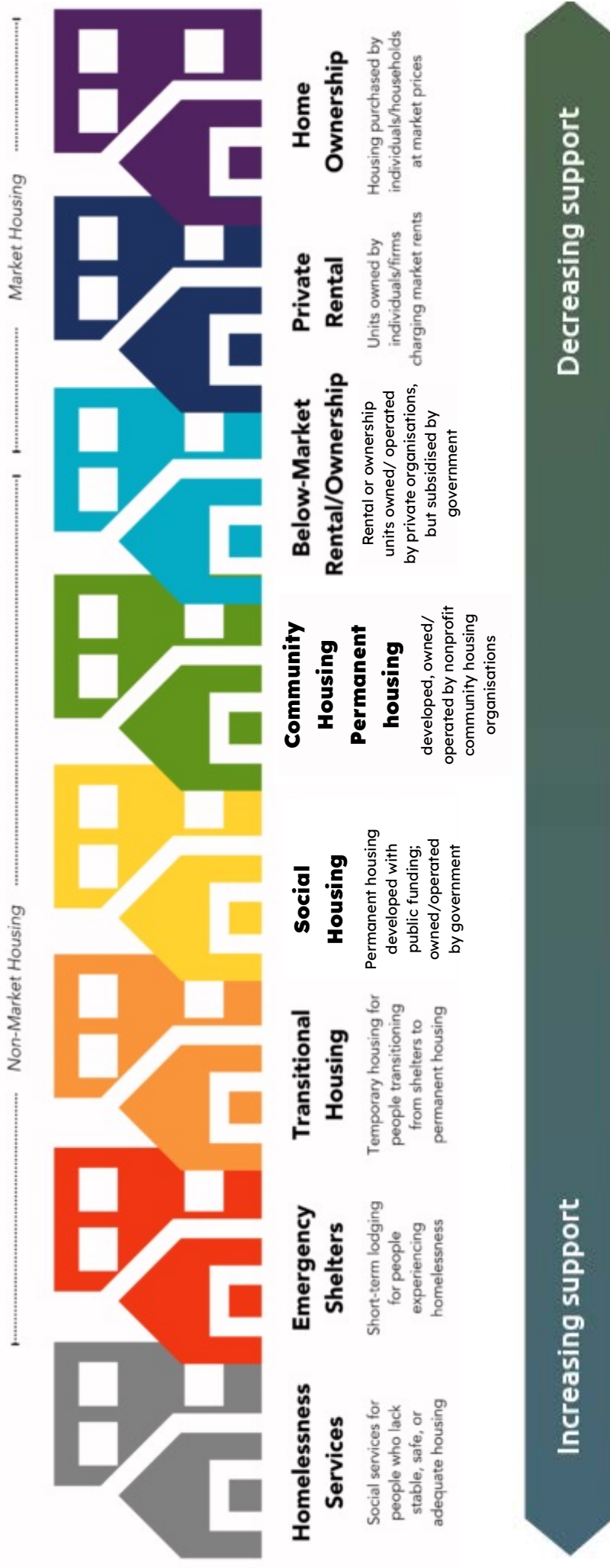
Source: Statistics NZ, Sense Partners

Housing requirement, by bedrooms




Source: Statistics NZ, Sense Partners

2. Types of Social Housing



3. Defining 'quality affordable housing'



VISION:
'All New Zealanders well-housed'

To be 'well-housed' means meeting 7 measures:

Security of tenure

Affordable

Habitable

Accessible

Culturally adequate

Location

Access to services, facilities and infrastructure

4. CHA's 2023 Strategic Plan

2023 goals How we're meeting them



A RESPONSIVE HOUSING SYSTEM

Meeting housing needs across the continuum and retaining investment to benefit communities across generations.

Retained affordability – uplift, capture, retention and recycling – is widely understood and used consistently

- Testified to the Select Committee for the Environment on Inclusionary Housing being included into the Resource Management Act reforms
- Submission to Queenstown Lakes District Council in support of their Draft District Plan provisions to require Inclusionary contributions

Adoption of a human rights-based New Zealand housing strategy

- In July, the Human Rights Commission (HRC) launched the Housing Inquiry to the right to a decent home. CHA worked with the HRC on a resource / tool guide for Community Housing Organisations which aims to provide guidance on what the right to a decent home means in their work as providers
- The right to a decent home continues to guide CHA's response to homelessness. It is reflected in the Government Policy Statement on Housing and Urban Development and has been adopted by the wider housing sector, including CHA members

'Our Place' provides a sector strategy and development plan contributing to the New Zealand Housing Strategy

- The 'Unlocking Local' CHA National Conference May 2023 reaffirmed the importance of the fundamental principles that were undertaken in Our Place including Iwi Māori, Pacific and voices of lived experience



INCREASED SUPPLY OF ADEQUATE HOMES

Increased rental and ownership choices where housing costs are around 30% of household income and where community housing plays an important role in 'All New Zealanders well-housed'.

2023 goals

How we're meeting them

Housing programmes are available to households across the housing continuum

- The Progressive Home Ownership (Provider Pathway) Programme delivered 145 households. 39 of these were Māori households, 36 were Pacific

Capital and operating funding is available from multiple sources to meet housing needs in all regions

- Affordable Housing Fund: \$50m offered for phase 1 expressions of interest, \$100m offered for phase two applications received
- Whai Kāinga Whai Oranga: \$200m top up
- 877 new public houses provided by CHPs; 259 new builds, 575 redirects, 43 leased properties from Kāinga Ora
- Meetings and ongoing engagement with NHFC (now Housing Australia). Face to face meetings in Sydney and at Powerhousing Conference – longer term options on driving down the cost of finance for new affordable housing supply
- Engagements with Reserve Bank and MHUD on Social Housing as an asset class (lower risk)
- 3,000 additional Public Housing places budgeted May 2023
- Supporting the implementation of the Homelessness Local Innovation and Partnership Fund
- Supporting development and design of homelessness policies and initiatives e.g. Outreach services and Rangatahi youth from budget 2023
- Continued support and advocacy for new investment into affordable housing through impact investors, philanthropic investment, innovative partnerships with financial intermediaries providing low cost debt and equity solutions, faith based partnerships, local government partnerships including inclusionary zoning and housing advocacy

A range of planning tools are available to increase supply

- Continued advocacy with both local authorities and central Government for additional tools that support/enable new supply e.g. Tauranga Council development contribution waivers, Thames Coromandel incentives for accessible housing



QUALITY PROVIDERS DELIVERING BETTER RESIDENT AND COMMUNITY OUTCOMES

CHA provides a sector voice, advocating for the role of the community housing sector in the achievement of 'All New Zealanders well-housed'.

2023 goals

How we're meeting them

CHA members participate in benchmarking and publicly report on performance

- Continued work to document current and future supply with data from members used to support network advocacy
- Stronger regional networks have been formed which supports strong and efficient delivery of locally based solutions
- Workforce capability development – completed the tenancy manager benchmarking and job scoping pay and job descriptions. Developing capability framework for tenancy management and related training content and qualifications content pathways
- Delivery of MSD training series in partnership with MSD and Housing First Auckland to a wide range of frontline practitioners
- Delivery of webinars spotlighting Aotearoa specific research in the housing space including youth homelessness, sustaining tenancies and housing first interventions
- Designed and delivered Talanoa Series to inform Pacific organisations interested in becoming more involved in housing
- Strategic pay remuneration review in collaboration with Kāinga Ora regarding a range of key housing related roles progressing from early career (tenancy and property managers to more advanced)
- Informed development of Transitional Housing Code of Practice led by Te Tūāpapa Kura Kāinga, Ministry of Housing and Urban Development and supported the implementation with the sector



CHA IS EFFECTIVE, REPRESENTATIVE AND SUSTAINABLE

CHA provides a sector voice, advocating for the role of the community housing sector in the achievement of 'All New Zealanders well-housed'.

2023 goals

How we're meeting them

We are resourced sufficiently to achieve our mission and outcomes

- Our governance is representative of the sector. Work is underway reviewing our constitutional structure, so it best serves our purpose
- Reviewing and increasing membership fees to achieve a greater balance and diversity of income streams aligned with the core function of representing the communities of stakeholders we serve

5. CHA members

Full and partner members

As at 30 June 2023

Full members (76 total)

155 Whare Awhina	Mercy Villas Upper Hutt
Abbeyfield New Zealand Incorporated	Modus Community Housing (Modus Group)
Accessible Properties Ltd	Monte Cecilia Housing Trust
Assisting Different Abilities Peoples Trust (ADAPT)	Nelson Tasman Housing Trust
Auckland City Mission Incorporated	Ngā Hau e Whā National Marae - Te Rūnanga o Ngā Maata Waka Inc
Auckland Community Housing Trust	Ngati Tamaoho Trust
Bays Community Housing Trust	Ōtautahi Community Housing Trust
Christchurch Methodist Mission	Paekākāriki Housing Trust
Cobham Street Trust	Pathway Affordable Housing
Comcare Charitable Trust	Queenstown Lakes Community Housing Trust
Compassion Housing Ltd	Roderique Hope Trust
CORT Community Housing	Stepping Stone Trust
De Paul House	Stevenson Village Ltd
Diocese of Wellington	Tāmaki Housing Association
Downtown Community Ministry (DCM)	Tauhara North Kāinga Ltd
Dwell Housing Trust	Taulanga U Youth and Family Social Service Trust
Ember Korowai Takitini	Tauranga Community Housing Trust
Emerge Aotearoa	Te Āhuru Mōwai
Habitat for Humanity Central Region New Zealand	Te Hau Ora Ō Ngāpuhi
Habitat for Humanity Dunedin	Te Rūnanga o Kirikiriroa
Habitat for Humanity Invercargill	Te Rūnanga O Whaingaroa
Habitat for Humanity Nelson	Te Runanganui O Ngati Porou
Habitat for Humanity New Zealand Limited	Te Taiwhenua O Heretaunga
Habitat for Humanity Taranaki Limited	Te Toi Mahana
Habitat Northern Region	The Bishop's Action Foundation
Haumarū Housing	The Porirua Whānau Centre Trust
Home in Place NZ	The Salvation Army
Homes of Choice Limited	Trust House Limited
(New Zealand) Housing Foundation	Tuatahi Centre
Just Housing Otepoti	Tupoho Housing
Lifewise Trust	Upper Hutt Housing Trust
LinkPeople	Vision West Community Trust
Mahitahi Kāinga Trust	Wellington City Mission
Mana Services	Wellington Homeless Women's Trust
Manawa Community Housing Trust	Wesley Community Action
Manawatū Community Housing Trust	Whakaatu Whanaunga Trust
Manawatū Community Trust	Whatever It Takes Trust
Mangatawa Papamoa Blocks Inc.	Young Women's Christian Association – The Y
Marlborough Sustainable Housing Trust	

Partner members (52 total)

Alcohol & Drug Community Support Trust
Age Concern New Zealand
Airedale Property Trust
Beacon Pathway Incorporated
Boffa Miskell Ltd
Chintaro
Chow Hill Architects Ltd
Christchurch City Council - Facilities, Property & Planning
CNSST Foundation
Community Finance
Context Architects Limited
CRESA
Door of Hope Rangitikei Charitable Trust (DoHR)
Dunedin City Council
Dynex Extrusions Limited
Easybuild Ltd
Gateway Housing Trust
Gemelli Consulting
Hamilton City Council
Home Construction Limited
Home Foundation
Homes for People Trust
Hornsby & Co
Island Child Charitable Trust New Zealand
Jennian Homes Tauranga
K3 Development Limited Partnership
Kāinga Maha Charitable Trust
Kāinga Ora - Homes And Communities
Kauri Advisors Ltd
Know Your Rights New Zealand
Lake Maintenance
Mike Greer Commercial
Mohua Affordable Housing Trust
New Zealand Coalition to End Homelessness
Point Chevalier Social Enterprise Trust (PCSET)
Rangzen Pro Limited
Rauawaawa Kaumatua Charitable Trust
Small Time Developments Limited
Spencer Henshaw Ltd
Stimpson & Co
Sustain and Enable
Synergine
Tauranga City Council
Te Huruhi Trust
Te Pā
Te Tumu Kāinga (Te Tumu Paeroa)
Te Whare Aio | Māori Women's Refuge
The City Boarding House Ltd
The Property Group Limited
Urban Plus Limited
Wera Aotearoa Charitable Trust (WACT)
Whangārei Accessible Housing Trust



Mahora Te Aroha supports people to live well

This year Dwell Housing Trust welcomed new tenants to Mahora Te Aroha, the Trust's new housing community in Kilibirnie. The 19 new homes offering a mix of one-to-three-bedroom apartments, provide stable rental accommodation in vibrant, warm, dry, healthy housing.

The history of the South Wellington site has a good fit with Dwell's kaupapa of providing a place for people to live, be supported to live well in their homes and communities, and to make a home for themselves.

“As well as building and providing homes, we focus on the stability of a household's place in the community. Allowing people to

truly make a home for themselves and settle into the neighbourhood and the community is investing in their future, and that of the place around them,” said Dwell Chief Executive Alison Cadman ONZM, 2023 winner of Wellingtonian of The Year in the Public Service category.

“Part of the brief for Mahora Te Aroha was for Dwell's office to occupy the bottom floor of the development, meaning Dwell now has its own permanent home.”

dwell.org.nz

KiwiSaver fund supercharges community development

A multi-million dollar investment will support 35 whānau into new homes. Ōtautahi Community Housing Trust received \$14 million from KiwiSaver scheme Generate Wealth to cover the building costs of their Willard Street development. The loan has been used to replace 26 studio units with a new community built to the New Zealand Green Building Council's Homestar 6 standard.

The site has long been home to social housing with state homes first erected in 1940. The new community will offer 18 one-bedroom homes, seven two-bedroom homes, nine three-bedroom homes and one five-bedroom home. The homes are all north facing to maximise the sun and are a short walk from Addington School, bus routes and shops, making it the ideal place for a mix of household types and sizes.

Nearly half the new homes have two or more bedrooms, recognising the pressing and ongoing need for affordable multi-bedroom public rentals in Ōtautahi Christchurch.

“We need a good and growing mix of affordable community rental homes in our city, so we've been adding family homes to our portfolio since we opened our first ŌCHT chief executive Cate Kearney.

“Families will join couples and individuals in a community of homes carefully crafted for a variety of households, comfort and sustainability”.



ocht.org.nz



Multi-source funding enabling more homes to built

Secure funding is helping Carrie Mozena and her team at Nelson Tasman Housing Trust build more affordable homes for families across the region.

Five new homes were opened earlier this year in Tahunanui for families and people on low incomes. The four 2-bedroom homes and one 4-bedroom home are designed to be warm, dry and energy efficient.

The Trust received significant support from the Nelson City Council, which provided a \$850,000 grant, and a private philanthropic donor provided a matching donation. Additional donations were received from Nelson Pine Industries and other members of the community.

“The cost of buying land and the cost of developing homes just keeps going up,” Mozena said. “That means that we need to keep pulling in more financial support from a variety of areas to get more homes built.”

Top: Nelson City Councillor James Hodgson, Nelson Mayor Nick Smith, NTHH board of trustees chair Andrew Wilson and NTHH Director Carrie Mozena

nelsonhousing.org.nz

7. Newshub media article:

“To solve our housing crisis, let’s learn from what’s already working”

Over the past five years, \$1 billion has been spent on emergency housing grants. While the families accessing these grants have been kept off the streets, the lack of affordable housing remains a serious issue.

“Ka mua, ka muri” is a whakatauki (a Māori proverb) that means “walking backwards into the future”, and it conveys that idea of looking to the past to inform the future.

Following news that over \$1 billion has been spent on Emergency Housing Special Needs Grants in the past five years, it is clear the future is looking bleak for many families if we don’t find better solutions to New Zealand’s ongoing housing crisis.

Not only is it an increasingly expensive challenge, but there is also the social cost: 4500 children are among the 8000 families currently living in insecure emergency accommodation - many of these places in converted motels.

So as the whakatauki says, if we’re going to leave a better housing sector for the next generation, the answers might actually be found in the past.

Where have we come from?

At Community Housing Aotearoa, we don’t have to look too far for these answers. Many of our community housing provider members have been working on addressing housing need for decades, with Dwell Housing Trust in Wellington celebrating 40 years just last year.

Dwell provides social housing for people on the Housing Register, affordable below-market rentals, and has a shared home ownership programme. The Trust houses over 200 people, is currently building 19 new homes and has the capacity to develop a further 124 over the next three years if the right mix of funding and finance can be locked in with certainty.

Born at the start of our housing crisis in the early 1980s - in direct response to the needs of local communities seeing significant gentrification and out of a knowledge that a ‘third sector’ was required to provide the range of options that households needed - community housing providers have shown they are tenacious in their commitment to the people they serve.

They have also demonstrated over 40 years that they are skilled at creating intentional communities, weathering the bust and bubble nature of the housing market, and navigating political and planning cycles while providing thousands of secure, quality, and affordable homes.

Where are we going?

As we pass the \$1 billion mark for emergency housing grants, we should really see this as a wake-up call to put as much emphasis as we can on the policies and practices that will see organisations like Dwell play an ever-bigger role.

We could make this happen in a range of ways, including providing government securities to guarantee lower-cost finance for community-based housing providers. Overall, what we need are the policy settings to be long-term and the capital investment to be at the scale needed to really stimulate the growth of the sector.

In addition to the policy levers is the importance of building and maintaining strong, enduring relationships. In a crisis as significant as ours, solutions are more likely to stick and be good for communities through genuine collaboration between all parties.

Given the ability of the community housing sector to deliver tailored, targeted housing solutions in really cost-effective ways, which can undoubtedly alleviate the pressure on a social housing system groaning under an avalanche of need, we know it is a critical part of the equation.

This collaboration is not nice to have; it is key to ensuring the well-being of our society.

It is about the generation of young people growing up in temporary accommodation, without that ability to put down roots in a community, which we all know is so vital to a child’s development.

We need to work together - because our kids deserve it.



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Case Competition



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