



MANGATAKITAHI  
Housing First Rotorua



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# He whare kōrero o Mangatakitahi Housing First Rotorua<sup>1</sup>



Te Tūāpapa Kura Kāinga  
Ministry of Housing and Urban Development



Tīaho Limited is a kaupapa Māori research, evaluation and policy development group with experience in qualitative and quantitative approaches and in community engagement, workshop delivery, pūrākau and report writing, strategic planning services and project management. We are Dr Jessica Hutchings, Ms Shirley Simmonds and Dr Helen Potter. Our beautiful logo was designed and drawn by tōhunga ta moko and artist, Christine Harvey, and symbolises our aim to contribute to building knowledge and the kaupapa of rangatiratanga, mana motuhake, kaitiakitanga, pūkengatanga and reo that guide our work.



ISBN 978-0-473-53640-4

Ministry of Housing and Urban Development  
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DECEMBER 2020

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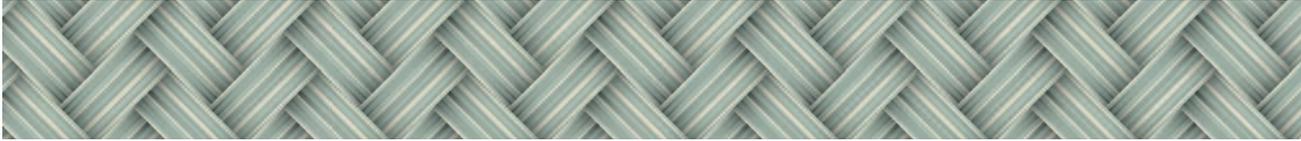
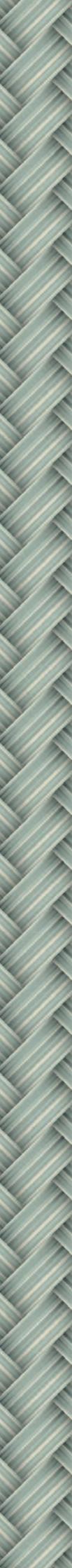
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New Zealand Government

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HE WHARE KŌRERO O MANGATAKITAHI HOUSING FIRST ROTORUA

Dr Helen Potter, Tiāho Limited | January 2020



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## PREFACE

**“Mā te rongō, ka mōhio, Mā te mōhio, ka mārama,  
Mā te mārama, ka mātau, Mā te mātau, ka ora.”**

“From listening comes knowledge, from knowledge comes understanding, From understanding comes wisdom, from wisdom comes well-being.”<sup>1</sup>

In 2019, Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development (the Ministry) engaged Tiaho Limited, a respected kaupapa Māori research, evaluation, and policy development group, to develop two powerful and insightful narratives into homelessness derived from lived experience. The process of acquiring this kōrero and the way it has been shaped and shared was firmly grounded in the Ministry’s core principles of wānangatia, kōkiritia and arohatia. We wanted to enable the voices and stories of people to be heard.

Pūrākau are a traditional and intergenerational method of dissemination of mātauranga. They are stories that traditionally have a deeper message and are used to share knowledge of te ao Māori and to provide guidance. They also include storytelling in contemporary times. Sharing stories in this way feels intimate, personal, and intentional and at times they can be challenging to read.

The two pūrākau, He oranga ngākau, He pikinga wairua and He Whare Kōrero o Mangatakitahi, recount the journey to date of two Housing First programmes in Aotearoa and the whānau (known as kaewa and manaha respectively) they support.

To protect the integrity of the pūrākau and the voices of those who were interviewed, no changes have been made to the kōrero of the participants. These pūrākau tell their story as told to the researcher; they reflect the perceptions and personal truth of the participants. The pūrākau describe a point in time, vividly told by those who participated in their construction. We encourage all readers to really whakarongo (to listen, to feel) so that you learn from the kōrero shared, and to recognise the emotions that may be powerfully triggered by the personal stories told here.

To support learning and the co-construction of knowledge, the Ministry held a sense making hui when the first drafts of these pūrākau were completed. Ministry staff, the researcher, and representatives from each of the Housing First programmes attended. What we learned during the hui is available in a separate document, ngā hua o tēnei kaupapa.

The Ministry has commissioned a comprehensive evaluation of Housing First in Aotearoa with a focus on what works and what does not in our unique context. These pūrākau are the first building blocks in developing that understanding.



Stephanie Rowe

DCE System and Organisational Performance



Anne Shaw

DCE Housing Supply Response and Partnerships

<sup>1</sup> This whakatauki (proverb) highlights the growth of understanding from initial cognisance of a matter to deep understanding. It also highlights that through knowledge and understanding comes flourishing and prosperity which what HUD hopes to enable within communities and homes.



# Introduction

**Mangatakitahi** is located in a large building in the Rotorua city centre and operates as a manaaki-based hub for mānaha (the homeless community) to access the Housing First programme and a range of supports and referrals to other services. Its open-plan main space is fitted out with comfortable furniture, computers, resources, books, games, puzzles, movies and tea and coffee with friendly, helpful, knowledgeable kaimahi on hand. Mānaha help kaimahi prepare a daily lunch in the kitchen. Unsurprisingly, many mānaha engage with the hub on a regular basis, drawing on and contributing to the manaakitanga and whanaungatanga it offers.

This pūrākau from Tīaho Limited tells the story of Mangatakitahi which opened its doors on 1 May 2019 to deliver the Housing First programme in Rotorua. It recounts the experiences and reflections of the programme to date from the perspectives of the collaborating entities involved, the managers and kaimahi on the ground and of mānaha themselves.<sup>2</sup> These experiences and reflections were gathered via semi-structured interviews in November 2019. The interviews centred around four key questions: What is working well? What's been challenging and needs further work? What's needed for the future? And, what does success look like?

*Ka nui rā ngā mihi ki a koutou mō tō koutou kaha ki te whakakī i ā mātou kete ki te huhua o ngā kōrero.*

## An iwi-led collaboration

Mangatakitahi is a collaboration between Te Taumata o Ngāti Whakaue Iho-Ake Trust (Te Taumata), who holds the contract with the Ministry of Housing and Urban Development (MHUD) to deliver Housing First in Rotorua, and two other agencies – Lifewise Trust and LinkPeople.

The role of Te Taumata is to provide the 'backbone' of the programme and three staff members employed by Te Taumata form the administrative and management arm of Mangatakitahi. They are the first face for mānaha coming through the door and work to ensure the values of Te Taumata are layered into every aspect of the programme – and particularly the kaupapa of manaakitanga, whanaungatanga, kaitiakitanga and rangatiratanga. The Taumata team undertake the initial assessment interviews (triage) with mānaha, checking the level of homelessness they are experiencing, and refer them on to the appropriate partner agency. They also run the Mangatakitahi hub, engaging with and supporting mānaha on a daily basis.

<sup>1</sup> The title 'He whare kōrero o Mangatakitahi' (the house of learning of Mangatakitahi) was given to this pūrākau by Bryce Murray, Te Taumata o Ngāti Whakaue Iho-Ake Trust. A whare kōrero was a house or place of learning where traditional narratives and knowledge were taught and learned. In this context, it refers to the body or knowledge and learning gained from Mangatakitahi.

<sup>2</sup> A total of 13 people were interviewed, including:

- Representatives of the collaborating organisations: Norma Rāpana-Sturley, Te Taumata o Ngāti Whakaue Iho-Ake Trust (manager paepae wānanga, kuia cultural advisor); Moira Lawler, Lifewise Trust (chief executive); and Fiona Hamilton, LinkPeople (chief executive);
- Management: Jordon Harris, Te Taumata o Ngāti Whakaue Iho-Ake Trust (team leader); and Jasmin Wairau, Te Taumata o Ngāti Whakaue Iho-Ake Trust (hūngapurakau/information coordinator);
- Kaimahi: Gillian Tangi, Lifewise Trust (key worker); Maria Howe, LinkPeople (housing case worker); and James Tunney, Airedale Property Trust (housing specialist); and
- Mānaha: five mānaha including Maria Hohaia, Keith Newton, Kohe Wharerau and Peter Fielding. The fifth mānaha opted to remain anonymous.
- An informal kōrero was also held with Toni Waaka, Te Taumata o Ngāti Whakaue Iho-Ake Trust (hūngawhakahaere/kiripaepae – reception administration), and Tepora Merito-Apirana, Lifewise Trust (service manager).

A whakataua for the evaluator was held at the hub on 24 October. The interview with Jordon and Jasmin was held via phone conference on 7 November. The rest of the interviews were held at the hub, on 11–13 November. All of these interviews were kānohi-kī-te-kānohi, except for the interview with Moira and Fiona who were interviewed via skype.

Drawing on their long experience of working with street homelessness and as a provider in the Housing First Auckland collective, Lifewise Trust is subcontracted to provide programme services such as key worker and peer support staff. There are currently four key workers and three part-time peer support workers employed by Lifewise based at the Mangatakitahi hub. Also based at Mangatakitahi is a housing specialist, who manages the relationship with mānaha tenants of private homes, and a property locator – both from Airedale Property Trust which is part of the Methodist Mission, a sister company of Lifewise Trust.

A unique feature of the Housing First Rotorua contract is the ability to work with whānau who are experiencing chronic homelessness and this work is undertaken by LinkPeople. LinkPeople also draws on its experience as a provider in the Housing First Auckland collective to contribute to the programme, and its experience as a community housing provider in Rotorua supporting whānau into homes. A housing case worker or a service navigator (similar to the key worker role of Lifewise) from LinkPeople is based at Mangatahitaki up to three days a week to help house and support whānau enrolled in the Housing First programme.

The leadership of the three organisations make a point to meet at least once a week to discuss the programme and how things are going.

Numerous community groups and agencies have sought to address growing homelessness in Rotorua over the past 15 years or so – including the provision of meals, warm clothing and a long and protracted campaign for the establishment of a night shelter, which finally opened in August 2018. In February 2014, the Rotorua City Council called the first of a number of community meetings to discuss homelessness in the city. Out of this, a steering group was formed to develop a community-based action plan to end homelessness in Rotorua. The steering

group was comprised of representatives from Ngāti Whakaue, Te Arawa Whānau Ora, Lifewise Rotorua, Salvation Army Rotorua, Rotorua District Presbyterian Church, the Ministry of Social Development and Rotorua Community Probation Services. With the support of the Rotorua City Council and the Lakes District Health Board, the steering group published their action plan, Whiria te Aroha, in 2015.<sup>4</sup>

The action plan helped highlight the need for further initiatives to address street homelessness in Rotorua. When it was signalled that MHUD might fund a Housing First programme in Rotorua, Ngāti Whakaue, Lifewise and LinkPeople developed a joint proposal with Ngāti Whakaue as the backbone.

The contract between the collaborating organisations and MHUD was finalised in early 2019 and a team of kaimahi was recruited soon after. The team was welcomed into the programme at Te Ao Marama, Ōhinemutu, in March and Mangatakitahi began operating on 1 May 2019.

<sup>3</sup> See for instance: [https://www.nzherald.co.nz/rotorua-daily-post/news/article.cfm?c\\_id=1503438&objectid=12021936](https://www.nzherald.co.nz/rotorua-daily-post/news/article.cfm?c_id=1503438&objectid=12021936) and <https://www.stuff.co.nz/national/106472741/homeless-shelter-finally-allowed-to-open-in-rotorua>.

<sup>4</sup> Lifewise. (2015). Whiria te aroha: Rotorua Homeless Action Plan 2015-2016. Lifewise, Auckland. <https://www.lifewise.org.nz/wp-content/uploads/2016/03/Rotorua-Homeless-Action-Plan-2015-2016.pdf>

# A history of manaakitanga

As outlined by Norma Rāpana-Sturley, manager of paepae wānanga and kuia cultural advisor for Te Taumata:

**“Land was given by Ngāti Whakaue for the township of Rotorua; we’ve always been a really generous iwi. The town started from Ōhinemutu, the village where tourists first started coming to and they were looked after and given parts of the village to use. Some ended up staying there and buying land. Hotels started going up, forming the beginnings of Rotorua township.”<sup>5</sup>**

This generosity led to the signing of the ‘Fenton Agreement’ on the 25th of November, 1880, an agreement between Ngāti Whakaue and the Crown which saw Ngāti Whakaue lease its land for the township of Rotorua to develop and expand, with land also gifted by them for schooling and healthcare and other amenities.

<sup>5</sup> Norma Rāpana-Sturley, 11 November.

<sup>6</sup> Ibid.

<sup>7</sup> <http://taumata.org.nz/our-story.html>.

**“Our people quickly realised the importance of education with the coming of the Pākehā, and land was given by our tupuna, Haupapa, for the first school – Rotorua Primary. Land was also given for a building for the rest and wellbeing of returned servicemen from World War One and out of that came our local hospital. Manaakitanga has always been a part of our lives.”<sup>6</sup>**

Despite the Crown’s failure to honour the Fenton Agreement, Ngāti Whakaue has continued to give expression to their tradition of manaakitanga and their aspirations to promote education and uplift wellbeing. In 2005 a new entity, Te Taumata o Ngāti Whakaue Iho-Ake Trust, was established to take these kaupapa and aspirations into the future. In the following years, Te Taumata launched a number of projects to build the strength of their paepae (including karanga, whaikōrero, waiata mōteatea, hītori and whakapapa), increase participation in early childhood education and to revitalise te reo Māori. More initiatives soon followed, many with a focus on education, including: Kōkiri, an alternative education service; the kura, Te Rangihakahaka; and Te Puna Manawa o Ngāti Whakaue for three and four-year olds. More recently, Te Taumata has established Te kāhui Hauora Problem Gambling Harm Minimisation and Patient Transport services as part of their health portfolio – and have partnered with Lifewise Trust and LinkPeople to bring

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the Housing First programme to Rotorua to help house those experiencing chronic homelessness in their rohe.<sup>7</sup>

Continuing the tradition of gifting, Ngāti Whakaue gifted the name Mangatakitahi to the programme. Drawn from their mōteatea, Te Atua Matakore, it means restful homes without barriers.<sup>8</sup>



<sup>8</sup> <https://paperspast.natlib.govt.nz/periodicals/TOATAK19281201.2.20.19>

# Experiences of homelessness: the voices of mānaha

**The factors contributing to homelessness are multiple** – from the impacts of colonisation and the taking of land by the Crown and the subsequent dislocation of whānau, hapū, iwi structures to a chronic shortage of affordable housing; from shortcomings in the justice sector to inadequacies in the health and social service systems to address and deal with mental health, addictions and trauma.

Many of the mānaha who were interviewed for this pūrākau talked candidly about the factors that led to their homelessness, their struggles to find a home and their experiences along the way.

Maria Hohaia spoke of domestic violence and losing the custody of her three children, the death of a partner from synthetic cannabis and how living on the streets had meant watching her street mates die from the toll it takes on their health.

**“I’m still healing from the past; it’s been a tough journey – but I’m not giving up though. I’m willing to try different things.”<sup>9</sup>**

Keith Newton recounted his path from a well-to-do family man to homelessness that began with a car accident that left his then partner a tetraplegic. That path included addiction, the loss of custody of their children and the breakdown of their relationship, the death of his father and a stint in prison.

**“After the accident, my persona was Super Dad – but the stress of looking after the kids, looking after the kids’ mum, looking after the house, going to work, paying the bills and all of that – I’d bitten off more than I could chew. We resorted to taking all sorts of drugs and when the kids were uplifted by Oranga Tamariki, I hit rock bottom. It was a really lonely place, one I wouldn’t wish on my worst enemy... I never thought I’d be homeless. There’s a lot about my past that I never thought would happen, but it did. So people need to be prepared, to be educated in the broader sense of things.”<sup>10</sup>**

<sup>9</sup> Maria Hohaia, 11 November.

<sup>10</sup> Keith Newton, 13 November

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The Mangatakitahi hub showing the striking logo designed by an artist with lived experience of homelessness.



Kohe Wharerau talked of ending up homeless after the death of her father and being unable to remain in the whānau-owned home she'd been living in with her children. She's battling serious health issues, including bowel cancer, which are exacerbated by stress.

**"I couldn't find a place to live and ended up in emergency housing, in a motel, for a year and a half. It was hard on the kids because of the gangs and the drugs that were around."**<sup>11</sup>

Peter Fielding told of the challenges he's faced finding an affordable home for him and his son with special needs. It led to him renting a garage and often being denied access to kitchen, laundry and shower facilities in breach of the tenancy agreement he had with the owner of the house.

**"This type of thing is happening a lot because of the housing shortage here. There were over 70 applicants at some houses. Living in the garage was really traumatic for us, especially my son. We were prepared to live on the streets rather than remain there."**<sup>12</sup>

Another mānaha talked of moving around a lot through his life, disconnected from whānau, on the streets and in and out of rehab, the courts, police cells and prison.

**"I'm not the type to ask for help. I do things my own way but which often gets me in trouble. I was too stubborn, too whakamā to accept that sometimes I do need to ask for help."**<sup>13</sup>

Out of their engagement with Mangatakitahi and the Housing First programme, four of these mānaha are now in their own homes. The fifth is in motel emergency accommodation while waiting for an affordable house to become available.



<sup>11</sup> Kohe Wharerau, 12 November.

<sup>12</sup> Peter Fielding, 12 November.

<sup>13</sup> Mānaha (anonymous), 11 November.

# What is working well

Together, those interviewed raised numerous ways in which Mangatakitahi has made a successful start to delivering the Housing First programme in Rotorua.

## FOR THE COLLABORATING ENTITIES

### **An iwi-led, kaupapa-based programme**

Representing Te Taumata, Norma Rāpana-Sturley talked of the positive start the programme has made:

**“I’ve seen the smiles on the faces of the mānaha as they come through the doors. That speaks wonders to me. They have a rapport with the staff which also speaks wonders. Mānaha wouldn’t be comfortable coming in if that wasn’t the case.”<sup>14</sup>**

Key to this positive start has been the kaupapa that Te Taumata have placed front and centre of the programme and its delivery.

Representing Lifewise and LinkPeople, Moira Lawler and Fiona Hamilton talked of the importance of the programme being iwi-led, where there is strong buy-in and support from the iwi.

**“Being iwi-led gives the programme a kind of weight and a gravitas that would not be available without it. Having Te Taumata as the backbone has been really important – and also having the support of koeke, of every level of Ngāti Whakaue. This has been massive and will be massive for the long-term of the programme.”<sup>15</sup>**

**“It would be hard to make such an impact without the involvement of Te Taumata, without that leadership.”<sup>16</sup>**

<sup>14</sup> Norma Rāpana-Sturley, 11 November.

<sup>15</sup> Moira Lawler, 12 November.

<sup>16</sup> Fiona Hamilton, 12 November.

## FOR MANAGEMENT

**Alignment between the Housing First principles and kaupapa Māori**

For Jordon Harris, team leader, and Jasmin Wairau, hūngapurakau (information coordinator), a key factor in successfully introducing the Housing First programme to Rotorua and building engagement with mānaha and a team of committed kaimahi has been kaupapa, kawa and tikanga. They see a close alignment between the principles of Housing First and kaupapa Māori. Accordingly, the principles have been accommodated into a kaupapa framework that gives expression to Ngāti Whakaue values – including manaakitanga, whanaungatanga, kaitiakitanga and rangatiratanga. Translating the principles into a kaupapa framework provides a clear pathway for those principles to be put into action. As Jordon and Jasmin explain:

**“When we set up Mangatakitahi, it was important for manaakitanga to be at the forefront of everything we do. We wanted mānaha to feel like they had stepped into someone’s whare, not an office. We’ve aligned the running of our space to the marae, where everyone has a role and a place. . . . We ensure that support and aroha is always there in the mahi we do.”<sup>17</sup>**

<sup>17</sup> Jordon Harris, 7 November.

<sup>18</sup> Jasmin Wairau, 7 November.

<sup>19</sup> Jordon Harris, 7 November.

**“The first and most important part of the Housing First philosophy is trust and rapport – building whanaungatanga through manaakitanga. Coming here, to the hub, mānaha get to know our kaimahi and the programme. . . . They’re able to talk to us anytime and it is our role to ensure we create an environment where they feel comfortable to do that.”<sup>18</sup>**

**“The kaupapa here is that everyone helps out. Anyone can go to the wharekai and make themselves a kai, a cup of tea and do the dishes – everyone pitches in. We’re guiding the way, empowering and encouraging them to be included and inclusive. It’s rangatiratanga in action.”<sup>19</sup>**

As an iwi-led programme, a first key task was the setting of a kawa to help layer kaupapa into its delivery and guide the work of kaimahi with mānaha and with each other. The kawa of ‘tika, pono, aroha’ was collectively developed by kaimahi. As elaborated by Jordon:

**“Tika is about putting our best foot forward every day – to uphold the integrity and mana of the kaupapa. Pono is about being honest in our engagements both in the office and out in the community and to whakamana the team and mānaha and whānau. Aroha is the way in which we look after people and the whakatauki of ‘whiria te aroha’ sums it up perfectly; ko te whakaruruhau o te tangata, ko te tangata – it is people that take care of people.”**<sup>20</sup>

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<sup>20</sup> Ibid.

<sup>21</sup> Jasmin Wairau, 7 November.

Jasmin also explained how the programme process, from the initial referral of mānaha through to them being housed and supported by key workers, has been revamped to align with kaupapa and tikanga.

**“We collectively realigned the original document with the pōwhiri poutama model to whakamāoritia our kaupapa. It takes mānaha on a journey of rangatiratanga from the wero or referral, the karanga or greeting/triage process, the whaikōrero or in-depth assessment process, the waiata tautoko or support from the navigation services of key workers, the harirū and hongiri or connections to other support services, through to the hākari or celebration of being housed and being supported to remain housed. It aligns the process with kaupapa and tikanga in a way that kaimahi can relate to and understand. It’s an iwi-led programme from an iwi perspective.”**<sup>21</sup>

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## The manaaki-based hub

Drawing on the Ngāti Whakaue history of manaakitanga, Mangatakitahi Housing First Rotorua operates out of a manaaki-based hub. The hub is responsive to mānaha needs and has been key to drawing them to the programme and keeping them engaged.

On the main hub floor, computers are available for mānaha to access resources and (re)connect with whānau via social media at their leisure, coupled with a small library area of donated books which operates on an honesty system. There is also a games table and a lounge area for mānaha to sit and relax, read, draw, do puzzles or watch movies, providing a respite from the streets or the isolation of living alone if already housed. Mānaha have access to the kitchen with tea, coffee and kai available. They are able to shop for and prepare a daily lunch, made possible by regular koha from an external source. Mānaha also have access to other services through the collaborating entities. Importantly, Jordon's and Jasmin's desks are also on the main hub floor making them easily accessible to the many mānaha who congregate at the hub on a daily basis.

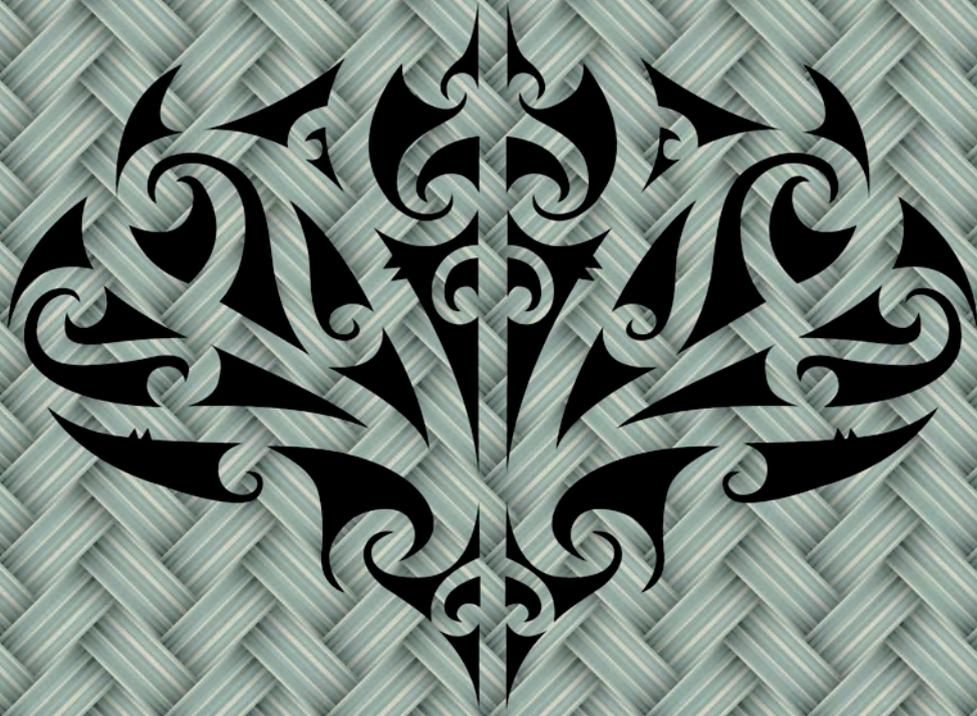
**“Instead of just coming in and sitting down, mānaha walk around and engage and feel comfortable. They come and sit by our desks and have a chat. It’s exactly what we wanted.” There’s a saying ‘He tangata tapahi manuhiri, he marae puehu’ – a person who mistreats their guests has a dusty marae, and Ngāti Whakaue does not have dusty marae! Manaakitanga is central here at the hub.”<sup>22</sup>**

Furnished out of a limited budget and donated items, the space is nevertheless beautiful and inviting as befitting the emphasis on manaakitanga.



The manaaki-based hub where mānaha congregate and Jordon and Jasmin have their desks.

<sup>22</sup> Jordon Harris, 7 November.



# TE TAUMATA O NGĀTI WHAKAUE IHO AKE



Link People

LIFEWISE

*turning lives around*

**Ko te whakaruruhau o te tangata, ko te tangata**

It is people that take care of people

**“It’s about nurturing a sense of pride, and pride of place – and mānaha keep the hub and kitchen immaculate.”<sup>23</sup>**

The hub is also used for community hui, including local and regional hui for agencies and kaimahi working in the homelessness space.

**Expertise provided by the lived experience advisory group**

Giving further expression to the kaupapa, and particularly rangatiratanga and whanaungatanga, a lived experience advisory group provides insight and guidance to the programme and the running of the hub. It has been instrumental in keeping Mangatakitahi grounded and connected to the needs of mānaha. As Jordon explains:

**“They’ve helped us build credibility with the mānaha community.”<sup>24</sup>**

The group helped design and set up the hub, including locating Jordon’s and Jasmin’s desks in the middle of the hub, and help to manage it. The group also helps direct the initiatives and projects for mānaha run from the hub, and the planning and organising of events.

<sup>23</sup> Jasmin Wairau, 7 November.

<sup>24</sup> Jordon Harris, 7 November.

For example, the group recently ran a BBQ for mānaha at the hub which included free health checks from the Ōwhata Medical Centre’s mobile nursing team. The group also surveyed those attending the BBQ to learn more about what mānaha are interested in. The survey showed they are interested in: learning te reo, waiata and hauora; reconnecting with whakapapa; playing sports and participating in outdoor activities; and continuing to engage with the hub. The housing aspect of the survey also confirmed that most of those wanting help with housing have been assessed and referred to key workers from Lifewise or LinkPeople.

Mangatakitahi is in the process of establishing a second advisory group, Te Rōpū Tohutohu, made up of those who’ve experienced both homelessness and mental health challenges and/or addictions, to add additional advice and guidance at the strategic and planning levels.

**Activities and connections to community initiatives**

The success of the hub is also related to its role as a place or connecting point for initiatives and projects to whakamana mānaha.

Some activities and connections to other community initiatives have been developed to date, including guest speakers at the hub on hauora practices such as rongoā, romiromi and mirimiri and a māra kai project led by two mānaha. Mangatakitahi also has a relationship with the local youth centre and mānaha are encouraged to go there to learn more about māra kai. Mangatakitahi has recently introduced the Para Kore programme into the hub – which is about working towards zero waste. The local Para Kore advisor is soon to begin running wānanga-based para kore training for mānaha and whānau at the hub.

Other initiatives and projects are in the pipeline, including te reo and waiata classes. Jordon and Jasmin have been working to build relationships with local tertiary education providers to help facilitate this. The goal is to work in conjunction with the lived experience advisory groups to grow both the activities offered at the hub and connections to initiatives within the community.

FOR KAIMAHI

### **Mānaha are getting housed**

To date, kaimahi have successfully housed some mānaha in permanent rental housing and most are doing well in their homes and beginning to rebuild their lives. Key worker, Gillian Tangi, gave the following example:

**“For one woman, we got her into a whare and everything else has just started clicking into place for her. Her children were in the care of Oranga Tamariki and now she has two of them back in her care full time with the third coming back in a couple of months. She’s happy and her children are happy.”** <sup>25</sup>

<sup>25</sup> Gillian Tangi, 13 November.

<sup>26</sup> James Tunney, 12 November.

James Tunney, the hub’s housing specialist, also spoke to those successes to date:

**“Most are coming along really well in their homes which is great to see and hear from the feedback of the rest of the team. We’ve also been able to have those tricky conversations with mānaha when not and it all goes okay.”** <sup>26</sup>

Kaimahi work hard to match mānaha and whānau with houses that meet their needs in terms of location and safety. Most don’t have cars so often want a house in the city centre, close to shops and services, and many want to be in a safe area away from trouble or associations where they might relapse. James noted that some mānaha are happy to take whatever house is available while others take their time and wait for a quality house in a suitable area.

### **Mānaha engagement with the hub**

Kaimahi talked of the high level of engagement mānaha have with the Mangatakitahi hub and the programme as a result, and particularly by those waiting to be housed. Kaupapa is seen as crucial to this, creating a positive wairua that helps mānaha feel welcome and safe. Maria Howe, the housing case worker from LinkPeople, had this to say:

**“It’s the manaakitanga and whanaungatanga and so on that’s layered in here – it’s done very well and makes a big difference. The wairua here is amazing... That’s why mānaha are coming here. They feel safe, happy and welcome.”<sup>27</sup>**

This was also echoed by Gillian:

**“Mānaha get treated with respect. You often hear people say they can feel the wairua when they walk through the door – and that’s what we want.”<sup>28</sup>**

Gillian also talked about the kawa of the hub where mānaha are not allowed to bring drugs or alcohol onto the premises or visit if intoxicated.

**“We’ve only had a few incidences of that happening. They’ve apologised later which shows the respect they have for the programme and staff and the other mānaha, and the relationships that have been formed. It’s important for them to know they haven’t messed up and can come back.”<sup>29</sup>**

As explained by Toni Waaka, the hūngawhakahaere/kiripaepae of Mangatakitahi, the kawa of no drugs and alcohol is policed by mānaha themselves as they place a high value on the hub and don’t want it to be taken from them.

While most kaimahi have their work stations on the mezzanine floor above the main space, the hub also helps facilitate their engagement with mānaha and kaimahi which, for James, helps contribute to its success.

**“I’ve never worked in a place where clients can just come and have a chat with staff. It’s a great set up. Instead of a counter keeping that distance and difference between you, interaction is encouraged.”<sup>30</sup>**

<sup>27</sup> Maria Howe, 12 November.

<sup>28</sup> Gillian Tangi, 13 November.

<sup>29</sup> Ibid.

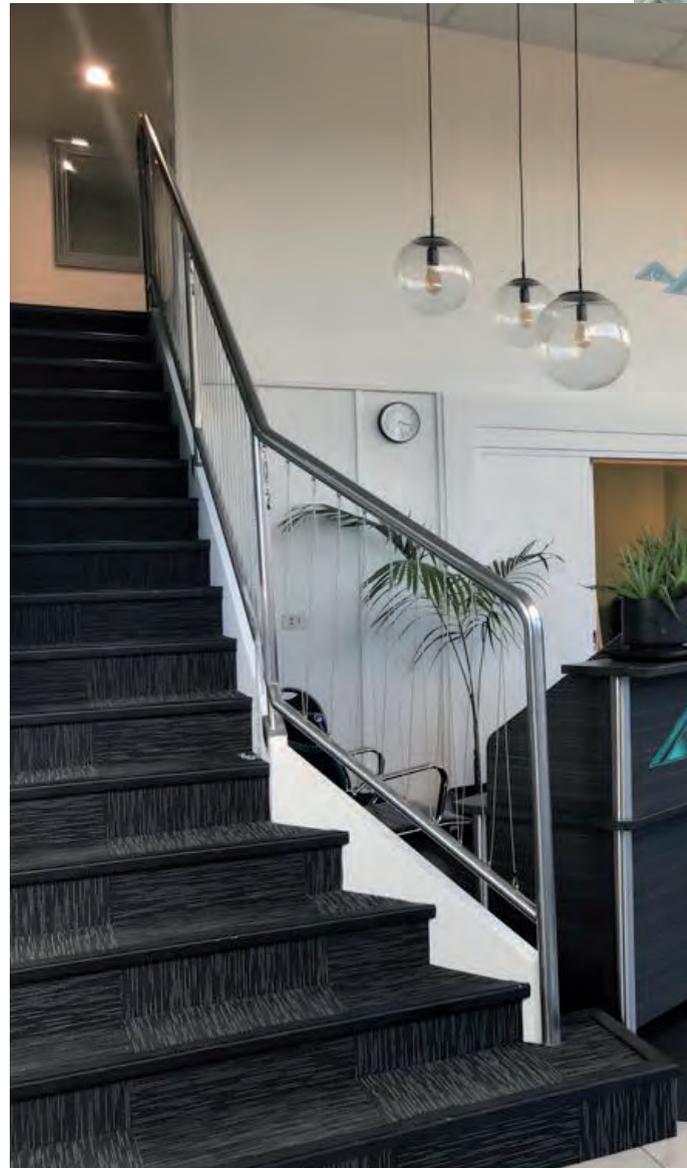
<sup>30</sup> James Tunney, 12 November.

### The kaupapa and design of the Housing First model

Kaimahi said the Housing First model is working well because it is mānaha- and whānau-centred where they are in a determining role. This kaupapa of rangatiratanga is seen as central to the success of the programme. Arising out of this, the design of the programme enables open-ended or more frequent visits between mānaha and kaimahi if needed and the case-load for key workers and service navigators is set at a manageable level to accommodate the time needed. Kaimahi also have freedom and flexibility in their roles to find creative solutions to help mānaha and whānau achieve their goals. Gillian, Maria and James each talked to this kaupapa:

**“The preference is to visit mānaha in their homes, if housed, to make sure they’re okay and the property is okay – but we’re able to meet them wherever they’re most comfortable. We work at their pace and visits take as long as they take. We’re able to be very responsive to mānaha...It’s about letting them do for themselves and not jumping in to rescue them.”**<sup>31</sup>

<sup>31</sup> Gillian Tangi, 13 November.



The welcoming reception area of the hub with the kitchen to the rear and kaimahi offices upstairs on the mezzanine floor overlooking the main hub floor.



**“It’s about working with whānau for however long they need and want it; it’s about providing that wraparound support until they’re back on their feet. Our philosophy is ‘whatever it takes’ for whānau to be housed and maintain their tenancies. It includes linking them to the support and services they need, and if they need to know how to scrub the toilet and clean the stove, I’ll do that too.”<sup>32</sup>**

**“Mānaha can chose to take a house or not and how much they engage. They’re not forced to do what they don’t want to do. It’s put back on them how they want to run things – if they want to see a key worker every day or just once a week. It creates a sense of personal pride and empowerment.”<sup>33</sup>**

For them, helping mānaha achieve their goals and seeing them rebuild their lives and have hope for the future makes their work especially rewarding and fulfilling.

<sup>32</sup> Maria Howe, 12 November.

<sup>33</sup> James Tunney, 12 November.

### A collaborative team environment

There is a strongly collaborative team environment at the Mangatakitahi hub where kaimahi work together to evolve their practice and better support the mānaha they work with. An important aspect of this is the hub's responsive and caring leadership and administration. Work days begin with a karakia, waiata and team meeting to run through the plans for the day. James, Maria and Gillian each pointed to the strength of the team environment which helps draw the different collaborating entities together.

**“The iwi staff are great hosts and are responsive to staff needs. They always ask what we need and work hard to set up that sense of community and team work which is really important for the work we’re doing . . . It’s good to have all the staff in the one building. We’re able to talk together and bounce ideas off each other, both in our staff meetings and more informally.”**<sup>34</sup>

**“What’s working really well is the relationships we have with each other – we’re able to sit down and talk about things and share what we know with each other. The team’s very approachable here, they’re awesome. We’re all one; we work together under the same Housing First umbrella for the same goals – the only difference is in our roles.”**<sup>35</sup>

**“What works is the team relationship – being able to debrief with the other key workers and staff to make sure we’re all safe in our practice and are on the same pathway. If anyone is struggling with anything, we bring it to the table and talk about it together and how we can help each other. That happens every day. . . . Even though we belong to different organisations, we’re still one team because we’re all working to serve, support and protect whānau... The ‘tika, pono, aroha’ comes from us all collectively.”**<sup>36</sup>

Collectively, the team has extensive networks in the small, tight-knit community in which they work, which helps them get things done that might not ordinarily be possible.

Key workers are also supported by quality, responsive supervision and safety policies. If any feel unsafe to attend a visit, they attend with another key worker or staff member.

The training for all kaimahi starts with learning the history of Ngāti Whakaue.

<sup>34</sup> Ibid.

<sup>35</sup> Maria Howe, 12 November.

<sup>36</sup> Gillian Tangi, 13 November.

### Building relationships with mānaha

Kaimahi have built positive and mutually respectful and trusting relationships with the mānaha they work with. As explained by Gillian, the strength of these relationships has meant that mānaha feel safe to reach out for help when needed and are able to stay engaged in the programme when things go off-track.

**“The constant engagement with our whānau works really well. When they’re down and out, they’ll ring up... And if they’re wasted or drunk when I visit, they’ll quite often turn up here at the hub the next day or soon after to apologise for being in that state.”**<sup>37</sup>

Kaimahi talked of taking time to build their relationships with mānaha and the importance of being non-judgemental, respectful and real, and of going at the pace set by mānaha and helping them achieve the goals they set for themselves. Kaimahi talked of how helping mānaha achieve their goals, big and small, helped build trust in their relationships with each other and in the programme.

### Building relationships with property management companies

James spoke of the positive relationships that Mangatakitahi has developed to date with a small number of local property management companies and some of their property managers and how critically important those relationships have been to accessing private rentals for mānaha.

**“Some have said what a great job we’re doing and that they’re happy to be involved, which is nice to hear.”**<sup>38</sup>

But challenges remain in getting many of the local companies on board with the programme.

**“It’s tough. Some of them don’t want a bar of it to be honest... What we’re hoping is that once we’ve been able to build up our reputation with these set few property managers, we’ll have a bit more of a story to share with the other companies.”**<sup>39</sup>

Maria also has relationships with a small number of property managers that she works with to source houses for whānau. She also helps prepare whānau to meet with property managers and landlords. She used to attend with them but felt her presence counted against them.

<sup>37</sup> Ibid.

<sup>38</sup> James Tunney, 12 November.

<sup>39</sup> Ibid.

FOR MĀNAHA

### Being housed

Of the five mānaha interviewed, four have been housed through their engagement with Mangatakitahi and the Housing First programme.

Keith and another mānaha work with Lifewise key workers and shared this of their journey to date:

**“I couldn’t believe how fast it all happened; it took about six weeks. ... My kids now know where I am and Christmas and the new year is looking very good. They’ll be able to come and stay. The future’s looking complete and true.”**<sup>40</sup>

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**“They hooked me up with a house pretty quickly – within a matter of weeks – because I wasn’t fussy. Having a place to call my own was what was most important. It’s my first home of my own. I spent more time out than in at the start; it felt strange. I’d sleep outside instead of inside. It’s different, a good different. ... I’ve been able to stay away from the cops and have finished all my PD hours. The cops used to run my life; it was what I was used to. It’s a whole new thing for me.”**<sup>41</sup>

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Two of the interviewees were whānau who work with Maria from LinkPeople. Kohe and Peter shared this of their journey:

**“She got me a house within a couple of days and I’ve been there for four months now. It’s not going well though. There’s been some issues with my son who lives up the street. He’s got mental health issues and goes awol sometimes. He comes for visits, for a kai, but not to stay – and because of that, they want me out... I’m on edge with the whole situation but Maria is my back up, I know she’ll help me. I don’t want to go back to emergency housing.”**<sup>42</sup>

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**“After looking for a place for so long, she found us a house in two days which transformed our lives... It’s the simple things – of knowing I can go home and have a shower without asking for permission. I’ve got an oven. It’s awesome. My son’s health is improving and I’m slowly coming right too.”**<sup>43</sup>

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## Engaging with the hub

Mānaha talked of feeling empowered, uplifted and restored through their engagement with the Mangatakitahi hub and the wairua they encounter there. It's a place to go to and feel at home and be able to access the resources and facilities they need. Maria, Keith and another mānaha talked of how they heard about the hub and what it means to them.

**"I heard about it at the night shelter. The staff visited there so I got to meet them. They explained about the programme so I came down for a look. ... I love coming here, it makes me feel good about myself. They've got lots of resources and facilities and I can catch up with my advocate and get help if I need it. I never used to have anywhere to go before the shops opened."**<sup>44</sup>

**"I heard about the programme from other homeless people on the street. I'd come for the day because I had nowhere else to go and it meant I didn't have to just wander around. When I first came in here, the wairua just hit me – boom! The warmth, the love; I just felt it... Being accepted no matter who you are or where you've come from. They make you feel welcome, the food and the coffee. It's awesome."**<sup>45</sup>

**"I found out about the programme from the newspaper. I was one of the first to come here but it took a while because I'm not very sociable. I already knew Toni and trusted her – she was the front person for 'Te Arawa Journey', a schools initiative for kids with behavioural issues. That helped me feel comfortable here. I was the guinea pig, the test case for the programme so we helped each other – it was a hand in hand thing... I'm grateful as to have a place like this. I see others being empowered here too. I see them be able to make themselves a feed and not have to hunt around in town - to see people not having to struggle while they're here; knowing I'm not the only one."**<sup>46</sup>

<sup>40</sup> Keith Newton, 13 November.

<sup>41</sup> Mānaha (anonymous), 11 November.

<sup>42</sup> Kohe Wharerau, 12 November.

<sup>43</sup> Peter Fielding, 12 November.

<sup>44</sup> Maria Hohaia, 11 November.

<sup>45</sup> Keith Newton, 13 November.

<sup>46</sup> Mānaha (anonymous), 11 November.

Some of the mānaha also talked about the kawa of the hub and the importance of keeping the place safe for everyone so it can remain open. As Maria explained:

**“There are rules here: no drugs, no alcohol and no fighting – and they’re followed. I don’t want to lose this good place.”**<sup>47</sup>

### **Working with committed, trustworthy kaimahi**

What is also hugely appreciated by mānaha and whānau on the programme is the opportunity to work with kaimahi who they can trust and who are welcoming, helpful, open and easy to talk to, who back up with they say with action and work at the pace mānaha set for themselves.

Kohe, Maria and another mānaha had these things to say about the kaimahi they work with:

**“It’s important to have trust in the system and of the people who are meant to help you. I know who they are and she’s one of them.”**<sup>48</sup>

**“They’ve been very helpful – no one would have anything to do with me before them. They’re friendly and open and welcoming. I can talk to them; they know me and I know them.”**<sup>49</sup>

Many of the mānaha also said that making themselves available to be interviewed for this pūrākau was a way of showing their appreciation to the kaimahi they work with and reciprocating the help they receive from them.

### **Greater access to help and support**

As explained by mānaha, enrolling in the Housing First programme is more than simply being housed. For some, the process has involved getting help and support to get their paperwork in order – including birth certificates, photo identification, driver’s licences (or renewal) and their own bank accounts. Some have also had support to navigate difficult agencies such as WINZ. For those who have been housed, the programme has helped them source things like furniture and appliances.

<sup>47</sup> Maria Hohaia, 11 November.

<sup>48</sup> Kohe Wharerau, 12 November.

<sup>49</sup> Maria Hohaia, 11 November.



## Appendix B

“Their smiles, their welcome – I wasn’t really used to that. They know how to get me to open up; they don’t force things... Actions speak louder than words to me. I had trust issues with opening up and having trust for people but they did what they said they would. They’re not just for show; they back up what they say... I didn’t want a house before because I didn’t want to ask for help. When I was able to believe they were for real, then I could actually go for it.”<sup>50</sup>



The wairua-restoring, manaaki-based hub.

<sup>50</sup> Mānaha (anonymous), 11 November.

# What has been challenging and needs further work

There have also been a number of challenges identified in the establishment period, both internal and external to the programme, some of which are being worked through and some of which will require wider system changes.

## FOR THE COLLABORATING ENTITIES

### Implementation of kaupapa

While much has been done to implement kaupapa into the operation of the Mangatakitahi hub and the Housing First programme, Norma feels more is needed from Te Taumata to continue to evolve it as a kaupapa-based programme and ensure that kaupapa, kawa and tikanga stay at the forefront of delivery.

**“The kaupapa of manaakitanga, whanaungatanga, kotahitanga, rangatiratanga, mana motuhake – all those have to come into play. We need to break them down more and get to the nitty gritty and make them meaningful and real in the work that’s done to support mānaha. We also need to do more to support Jordon and Jasmin to keep the kaupapa in front.”<sup>51</sup>**

For Norma, questions of how to best implement kaupapa are conversations to keep having; it will involve the regular revisiting and revising of their thinking and practice as the programme evolves.

<sup>51</sup> Norma Rāpana-Sturley, 11 November.

<sup>52</sup> Ibid.

### Being iwi-led: relationships between the collaborating entities

It is Norma’s view that more is also needed from Te Taumata to better define what being iwi-led means in relation to delivering the Housing First programme in partnership with Lifewise and LinkPeople.

**“My strong view is we haven’t thought enough about it being iwi-led. We need to sit down and define and articulate that more – and we will. We know lots about manaakitanga, and a lot has been done to layer that in, but have we done as much to layer in whanaungatanga and kotahitanga? We need relationship building and working collectively to be part of the work programme in their own right so that relationships, roles and responsibilities can be clearly defined. As iwi, we need to be more strong-minded and hold our space and not water things down so as not to offend others. These things are critically about relationships and working together and they take time to be worked out.”<sup>52</sup>**

Reflecting on the experience of LinkPeople as a collaborating provider of Housing First in Auckland, Fiona also talked of the challenges of forming a collective around a programme of work.

**“We can’t underestimate the time it takes to build a shared understanding and trust around a piece of collective work. We often do underestimate that and think that things will just get up and running and people will somehow align with how we want to do things. You absolutely need the time and space to work that stuff through.”**<sup>53</sup>

### Housing supply

Another area for further work identified by Norma was the lack of available rental homes in Rotorua and the role Ngāti Whakaue might play in addressing the issue.

**“As Ngāti Whakaue we have a lot of land and we need to be thinking about how to free it up and turn to building houses for our people. We need to be asking how it can be freed up so our people can be housed. Council has an important part to play in this too. The cost of freeing up Māori freehold land and building consents make it hard to build on our lands.”**<sup>54</sup>

Moira and Fiona also raised the issue of housing supply in Rotorua and the significant challenges Housing First kaimahi are facing in accessing properties for mānaha. These challenges have impacted on what the programme has been able to achieve to date. They pointed to the importance of understanding the wider context to homelessness – that it exists because there is a housing crisis – in order to manage expectations of what Housing First can achieve. Moira expanded on this, explaining that:

**“Funding Housing First does not solve the housing crisis or the quality of housing in Rotorua which is shocking. ... It’s a fantastic programme but it can’t solve the core issues of colonisation and a Eurocentric framing of mental health and addictions and barriers to service and all those longstanding things that also come together in homelessness.”**<sup>55</sup>

<sup>53</sup> Fiona Hamilton, 12 November.

<sup>54</sup> Norma Rāpana-Sturley, 11 November.

<sup>55</sup> Moira Lawler, 12 November.

### FOR MANAGEMENT

#### Implementation of kaupapa

Jordon and Jasmin talked of the challenges of implementing kaupapa in the running of the Mangatakitahi hub and the Housing First programme due to the different approaches of the collaborating entities, and particularly the differences between a manaaki-centred approach and a risk-management approach. For Jasmin:

**“We need to get this right as Māori make up the majority of the mānaha we work with. I believe that if we get it right for Māori, we get it right for everyone.”**<sup>56</sup>

Some of these challenges have been resolved through working with the Te Taumata Board as the lead entity of the programme, with more work to be done over time.

#### Being iwi-led: relationships between the collaborating entities

For Jordon and Jasmin, working through the challenges of implementing kaupapa is in large part dependent on working through the partnership arrangements and relationships between the collaborating entities at the leadership level, and building a greater sense of kotahitanga. At present, the three entities manage their own service delivery teams. For Jordon, iwi leadership of the programme and its kaupapa-based approach would be strengthened if the teams were managed collectively.

<sup>56</sup> Jasmin Wairau, 7 November.

<sup>57</sup> Jordon Harris, 7 November..

<sup>58</sup> Ibid.

**“There are three team leaders, each in charge of their own areas. It was always intended that the iwi would lead this and it would be a lot easier to implement our kaupapa approach from an iwi perspective. It’s only really layered into parts at present.”**<sup>57</sup>

As Jordon explains further:

**“The whole whakaaro of Ngāti Whakaue is to stand with mana and that’s what we want to do here: to stand for the iwi, stand for our mānaha, stand with our partners – however that may look going forward – but we need to work better together to achieve this. It’s not about getting it right in the first year but it is about working to set it up right.”**<sup>58</sup>

## Budget to support tikanga and activities

As the administrative arm of Mangatakitahi, Jordon and Jasmin have access to an administration budget but not a service delivery budget. It has meant they've faced challenges to support tikanga practices to put kaupapa into action, such as organising for kaumatua to bless houses, the running of activities at the hub to whakamana mānaha and initiatives to build mānaha community and cultural connectedness.

**“We’ve had to do it on our own accord with community support, iwi support and aroha... It’s an ongoing battle for many iwi providers – asking the kaumatua to help and then struggling to pay them a koha. If we’re going to integrate our people back into whānau, hapū, iwi, these are the ways we can do it – but we need to have the funding for it.”**<sup>59</sup>

FOR KAIMAHI

### Housing supply

Kaimahi have faced challenges in finding homes for mānaha due to the chronic shortage of suitable, affordable housing. Most mānaha want to be housed in or near the city centre, close to shops, as they don't have cars and public transport is limited. Most are also singles or couples which means sourcing 1-2-bedroom properties.

<sup>59</sup> Ibid.

<sup>60</sup> James Tunney, 12 November.

<sup>61</sup> Gillian Tangi, 13 November.

However, as James pointed out:

**“There’s a big lack in the supply of 1-2-bedroom properties in the city centre that are half decent – and which the property management companies or private owners will give to us for mānaha.”**<sup>60</sup>

Kaimahi have significant numbers of mānaha waiting to be housed as a result.

### Working with Work and Income

The other biggest challenge for kaimahi is working with Work and Income and helping mānaha and whānau to deal with often difficult front-line case managers and navigate around their frustrating, overly bureaucratic processes.

Gillian talked of the necessity of attending appointments with mānaha and advocating for them.

**“Things work better when we’re there with them. They don’t get the support they’re entitled to if we’re not... Sometimes it’s hard to even get to the counter – and then they’re rude and dismissive. Their persona changes when they know you’re from an agency.”**<sup>61</sup>

In contrast, Maria often found that advocating for whānau at WINZ worked against them where case managers would take an extra hard-line approach.

**“They’re our biggest hurdle here in Rotorua. They dictate how things go with accommodation here – who can get a flat and who can’t. There are some good staff there who can think with their heart, who’ve been there a while and do whatever they can to help; but there’s a lot who aren’t.”**<sup>62</sup>

### **Mental health and addiction services**

There are challenges for kaimahi in supporting mānaha who have mental health issues and addictions due to a lack of capacity in the mental health system and a shortage of drug and alcohol rehab beds in Rotorua.

### **Motel emergency accommodation**

Kaimahi often support mānaha into motel emergency accommodation while they wait for a suitable, affordable house to become available. There can be challenges moving them into permanent housing, however, as some become reluctant and often fearful to take on the responsibility of paying high rents and power bills relative to the amount they receive on a benefit.

<sup>62</sup> Maria Howe, 12 November.

<sup>63</sup> Maria Hohaia, 11 November.

FOR MĀNAHA

### **Housing supply**

Mānaha also raised the issue of the shortage of suitable, affordable housing. A lack of options and the seemingly insurmountable task of finding somewhere workable has kept some on the streets and others in insecure emergency housing or substandard housing for long periods of time.

**“There’s no housing for us to go to.”**<sup>63</sup>

### **Ministry of Social Development Social Housing Register**

A further challenge raised by mānaha has been their removal off the Ministry of Social Development’s social housing register when accepting a tenancy in a private rental. They want to be able to remain on the register and remain eligible for a home where the rent is subsidised and much more affordable.

### **Unsuitable housing**

Two of the mānaha interviewed have been housed in rentals that have more bedrooms than they need. While very happy to be housed and out of emergency housing, they also talked about feeling they’re depriving other whānau of the opportunity to be housed. Both hope to move into a more suitable, smaller home in the near future.

# What's needed for the future

FOR THE COLLABORATING ENTITIES

## An iwi response to housing supply issues

Giving consideration to the lack of housing in Rotorua, Norma talked of the ways in which Ngāti Whakaue might respond and how that could be incorporated into the Housing First programme. She raised a number of possibilities including, in the short-term, opening up marae for mānaha and whānau, and over the longer-term, freeing up Ngāti Whakaue lands for the building of homes and papakāinga. Talking to these points, Norma said:

**“When I think about Māori being homeless, we’re actually not because all Māori can whakapapa to a marae somewhere. But many marae have transitioned from being homes and need to be transitioned back. ... There will be all sorts of issues but we have to think how we can do it because these are our people.”**<sup>64</sup>

Norma herself was raised in a papakāinga at her marae, Waikuta, and grew up with stories about the Depression and how ‘hobos’ were always taken in and housed and fed at the marae. Waikuta marae has been and continues to be a home for those who need it.

**“We’ve had that all our lives. People care and the marae is there if people need a home – whether they have a close whakapapa relationship or not.”**<sup>65</sup>

**“And we have land which creates options for all sorts of housing developments, both long and short term – houses, papakāinga and even tent cities – anything other than having our children living on the streets. Back in the day, we lived in villages; we looked after each other, that’s what the village was – families belonged to families. We need to get back to that.”**<sup>66</sup>

As noted by Norma, however, the realisation of freeing up Ngāti Whakaue land and developing building projects also necessarily involves working through cost impediments at the council level.

<sup>64</sup> Norma Rāpana-Sturley, 11 November.

<sup>65</sup> Ibid.

<sup>66</sup> Ibid.

### Making space for innovation

Moira talked of the opportunities to innovate the Housing First programme in Rotorua as a result of being iwi-led – including opportunities for innovation that go beyond the current contract in exciting new ways. She saw opportunities for innovation in: kaupapa and tikanga service provision; growing the involvement and participation of particularly Māori with lived experience of homelessness as peer support staff to drive and design initiatives to support mānaha and their whānau; fostering community and cultural connectedness; and in housing supply such as the building of homes on Ngāti Whakaue lands.

**“There’s an opportunity to go deeper with this, beyond the contract that we don’t understand yet. The Methodist Mission and Lifewise might be involved in that – or we might not and we’d be entirely comfortable about that too. We’d like to see much more problem-solving and whānau and person-driven solutions on the ground and who better to do that than hapū and iwi.”**<sup>67</sup>

<sup>67</sup> Cate Kearney, 22 November.

<sup>68</sup> Hope Simonsen, 22 November.

<sup>69</sup> Moira Lawler, 12 November.

Fiona noted that some of this is already happening. She’d recently attended a hui in Rotorua where:

**“Ideas were shared around multi-generational living and what communities could look like in the future, inclusive of kaumatua and youth. There was talk about Ngāti Whakaue land that could be unlocked for housing development for their people – so there’s huge potential for innovation on the housing supply side.”**<sup>68</sup>

However, space was needed for innovation opportunities to be realised. On this point, Moira had this to say:

**“An important message to HUD would be don’t develop a national framework or strategy to a level where you dampen the ability of local communities to come up with their own solutions.”**<sup>69</sup>

They also saw the relationship between Ngāti Whakaue and the Rotorua City Council and Lakes District Health Board as another opportunity to innovate – by and through leveraging those relationships to move Housing First forward in Rotorua.

## FOR MANAGEMENT

For Jordon and Jasmin, the future includes continuing to evolve the understanding and practice of Mangatakitahi as an iwi-led, kaupapa-based provider of the Housing First programme and continuing to build the relationship between the collaborating entities. The future also includes further developing hub-based activities and linkages to community-based initiatives to uplift mānaha and build their community and cultural connectedness.

In addition, Jordon and Jasmin raised further ways to take the Housing First programme and the kaupapa of ending homelessness forward into the future.

### Building a community collective

Jasmin talked of ways in which those agencies and services working to address and end homelessness in Rotorua could work more collectively.

**“We are a small community and have the scope to do it – to pull everyone together for a more collective response, but we need systems to support that.”<sup>70</sup>**

To facilitate this, and in addition to the monthly regional forums that Housing First is part of, she’d like to see the development of a whole-of-community data system to show how each agency or service is contributing to the bigger picture, with the data shared out to all to better enable them to plan and work together more collectively.

### Mangatakitahi as an iwi-run programme

Both hold a long-term vision of Mangatakitahi as a fully iwi-run Housing First programme, incorporating administration, service provision and housing supply – including on Ngāti Whakaue lands.

### A Ngāti Whakaue housing strategy

They both also saw Mangatakitahi as being a key strand of a larger Ngāti Whakaue housing strategy that would include collective housing models such as papakāinga and marae-based living as well as home ownership.

**“Housing First is part of the solution but not the whole solution.”<sup>71</sup>**

### FOR KAIMAHI More housing

Kaimahi stressed the need for more houses to be made available for mānaha in Rotorua, and put forward a number of ideas of how this could be achieved. James talked of the possibility of Kāinga Ora transferring some of their housing stock to Housing First via the Airedale Property Trust, who could then manage the properties. He noted that Kāinga Ora have done something similar in Auckland where Airedale Property Trust took on a dozen or so properties to manage.

He also talked of increasing the number of houses by hosting promotional events for property management companies and private landlords at the hub, and sharing success stories of the Housing First programme with them to generate buy-in.

Other suggestions included a building programme for one and two-bedroom houses for single people and couples, and building programmes on iwi lands.

<sup>70</sup> Jasmin Wairau, 7 November.

<sup>71</sup> Ibid.

### Building the relationship with Work and Income

Kaimahi emphasised the need for a much more positive and productive relationship between Housing First and Work and Income to better help mānaha into housing. The relationships to be worked on are not so much with managers, where there are good working relationships, but with case workers at the shop-floor level.

### Mental health and addiction services

Kaimahi also emphasised the need for more capacity in mental health and addiction services to better enable mānaha who are experiencing these issues to access support to uplift their hauora and wellbeing.

FOR MĀNAHA

### More housing

Mānaha too stressed the need for more housing to be made available to them and also pointed to the transfer of Kāinga Ora stock as a solution.

**“Housing First needs to be allocated their own housing stock instead of having to go through real estate agents. Most of them are so picky; they haven’t got a heart and don’t understand people’s situations.”<sup>72</sup>**

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<sup>72</sup> Peter Fielding, 12 November.

<sup>73</sup> Keith Newton, 13 November.

### Activity-based programmes

Mānaha also talked about the need for more programmes that are activity-based. Maria suggested hands-on activities such as māra kai, weaving and participating in marae working-bees. Keith suggested activities such as fishing, diving and cooking and outings to beaches or other places nearby.

**“An outing with a BBQ or a picnic lunch. It gives a sense of belonging, that someone cares. All I did when I was homeless was walk and sit and walk and sit. An outing would have been great.”<sup>73</sup>**

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# What success looks like

## For collaborating entities

Norma, Moira and Fiona each spoke to their view of success which centred around the importance of connectedness, inclusion and integration.

**“For Ngāti Whakaue, our goals have always been having our children educated, having their health and wellbeing in a good place – that they work and are housed, that they engage with the world out there but come back and have their families and raise their children here. Success is for them to know we’re always here to support them; to give that sense of home, a place of belonging, a place to return to. Success is about connection and being together.”**<sup>74</sup>

**“Success is about connecting the innovation in housing supply to homelessness so people understand they’re connected – having an integrated approach.”**<sup>75</sup>

**“Success is people who are integrated and connected in their communities and who are able to access the support they need; it’s what we’re all working for – people who are at home and included in their communities.”**<sup>76</sup>

## FOR MANAGEMENT

Success for Jordon and Jasmin is about both the long-term vision of iwi-run or iwi-led Housing First programmes and rangatiratanga for whānau.

**“Success is when all of our iwi entities are sitting in this space. Even if it’s still in collective partnerships, success is when iwi are sitting at the table.”**<sup>77</sup>

**“Success is happy, healthy whānau who are able to start living and not just trying to survive; encouraging and empowering them to live their best lives on their terms.”**<sup>78</sup>

## FOR KAIMAHI

Success for kaimahi centred on mānaha wellbeing: mānaha being housed, healthy and safe and supported to maintain their tenancies; mānaha rebuilding their lives and achieving their goals; mānaha reconnecting with whānau; and mānaha standing with a restored sense of mana and identity.

For Gillian and Maria, success was also in the achievement of the steps along the way.

<sup>74</sup> Norma Rāpana-Sturley, 11 November.

<sup>75</sup> Moira Lawler, 12 November.

<sup>76</sup> Fiona Hamilton, 12 November.

<sup>77</sup> Jordon Harris, 7 November.

<sup>78</sup> Jasmin Wairau, 7 November.

**“To see our whānau start their journey, seeing them start to make steps towards their goals, seeing that smile on their dial; that’s a success. They don’t have to reach it yet but you can see it’s happening – that they’re tracking.”<sup>79</sup>**

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**“Success is not just them getting into a house but watching them go out and get their quotes for their furniture themselves. It’s seeing them excited to finally have a place to call home.”<sup>80</sup>**

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In his role as housing specialist, James also talked of success as:

**“Ensuring the tenancies are managed correctly and we’re getting a good reputation around the city so we can bring on more properties and help more mānaha get housed.”<sup>81</sup>**

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<sup>79</sup> Gillian Tangi, 13 November.

<sup>80</sup> Maria Howe, 12 November.

<sup>81</sup> James Tunney, 12 November.

<sup>82</sup> Peter Fielding, 12 November.

### FOR MĀNAHA

Success for mānaha is being housed and being able to move ahead with their lives. They talked of their plans for the future which they now see as more hopeful as a result of engaging in the Housing First programme.

For Peter, having a home has meant a return to health and wellbeing.

**“My son and I, we’re focussing on getting ourselves right health wise and on the inside too, mentally. We’re still traumatised by what we’ve been through but we’re working on it. . . . We’re in our own place now and I’m looking forward to the new year and what it will bring us.”<sup>82</sup>**

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For Keith and another mānaha, having a home has turned their minds to employment and reconnecting with whānau.

**“There’s a passion for work again. I’ve put some CVs out and I’ve got some relieving driving work coming up to get some cash together for Christmas. The plan for the future is a job and reconnecting with my kids and mokos – and keeping in touch with my key worker who’s been so helpful. I could possibly be interested in being a peer support or key worker in the future too.”<sup>83</sup>**

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**“They’ve helped me in all sorts of little ways as well as with getting the house – to be more open and social. I’m more open now because I know it’s alright to be. I can see a different side of life. ... From here, the plan is to get a part-time job and then move into a full-time job – a job that lasts – and to hold down my driver’s licence long term as well... I’m also on a mission to find my roots.”<sup>84</sup>**

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For Kohe, although the house she is in hasn’t worked out as planned, she feels she has the support to find the house she needs. Being well housed is her plan for the future.

**“I want a stable home with my daughter and moko where we feel safe, one which is fenced off – a quiet life that is affordable.”<sup>85</sup>**

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Maria is currently in motel emergency accommodation and is waiting to be housed. She too said she feels she is moving forward as a result of being enrolled in the Housing First programme.

**“I’ve now got my birth certificate and a driver’s licence. I’ve got photo ID which I never had before. I’m starting to move forward and get somewhere... My main goal is to get into a cheap home.”<sup>86</sup>**

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<sup>83</sup> Keith Newton, 13 November.

<sup>84</sup> Mānaha (anonymous), 11 November.

<sup>85</sup> Kohe Wharerau, 12 November.

<sup>86</sup> Maria Hohaia, 11 November.

# Summary

Those interviewed identified a number of key factors in the success of Mangatakitahi to date. These include the programme as iwi-led and kaupapa-based, where there is close alignment between the Housing First principles and kaupapa Maori to house and support mānaha. Also key is the manaaki-based hub, the expertise fed into it by the lived experience advisory group and the hub as a base for activities to whakamana mānaha and to connect them with community initiatives. Further key success factors are the committed team of kaimahi and the relationships between mānaha and kaimahi and with property management companies that make the Housing First model work.

A number of challenges were also identified. Further work is needed to continue to evolve the understanding and practice of Mangatakitahi as an iwi-led, kaupapa-based provider of the Housing First programme and to continue to build the relationship between the collaborating entities. A key challenge is the limited housing supply for mānaha. Further challenges include the relationship with Work and Income, MSD processes around the social housing register and the limited access to mental health and addiction services.

For the future, those interviewed talked of the capacity to evolve and innovate the Housing First programme in Rotorua in exciting new ways as a result of it being iwi-led and kaupapa-based. These include iwi solutions to housing supply issues by opening up Ngāti Whakaue marae and freeing up their lands for housing and papakāinga developments, building greater kotahitanga between local and regional agencies and organisations working to address and

end homelessness and in building the community and cultural connectedness of mānaha, such as through activity-based programmes run from the hub. There is also a goal for Mangatakitahi to become a fully iwi-run programme and a key component of a wider Ngāti Whakaue housing strategy. Kaimahi want to see the development of a better relationship with Work and Income and greater access for mānaha to mental health and addiction services. Kaimahi and mānaha also posed a further solution to address housing supply issues: the transfer of Kāinga Ora housing stock to the programme via Airedale Property Trust.

There were a range of views of what success looks like. For the representatives of the collaborating organisations, success is for mānaha to be housed, culturally connected and included in the community. For management, success is about a long-term vision of the programme as iwi-run and rangatiratanga for whānau where they are able to live their best lives on their own terms. For kaimahi, success is centred on mānaha wellbeing – being housed, happy, safe and supported – and acknowledging their achievements along the way, and on building the reputation of the programme with property management companies to enable more mānaha to be housed. For the mānaha themselves, success is being housed, being happy and hopeful for the future – of being able to move ahead with their lives and realise the plans they have for themselves and their whānau.

## Appendix B

## Appendix B