

Section One pg 3

The background describes the problem that we focused on during the sprint, the statement of intent and the methods that we used.

Section Two pg 10

This section includes the overall insights from interviews with members of the target group (whānau members)* and staff. The insights are in a magnifying glass. Each insight is supported by quotes from whānau members and/or staff. The relevant needs of whānau and/or staff are beneath each insight.

Section Three pg 22

The project team and other key stakeholders developed five design challenges. The design challenge helped us to articulate the problems we were trying to solve, and helped us to define a scope that is neither too narrow nor too broad.

Section Four pg 25

This section includes all the ideas that were developed for one design challenge: “How might we access a broader range of housing options so that individual whānau needs are met?”

Section Five pg 27

This section focuses on the prototypes that were developed, tested and iterated.

Appendices pg 30

*In the Lifewise Housing First programme, participants asked to be called “whānau”. “Whānau members” is used in this report to refer to Housing First Participants who are members of the target group.

Section One: Background

background

The Sprint Focused on This Problem:



A small number of Housing First participants have not sustained or are struggling to sustain their tenancies in the Housing First programme.

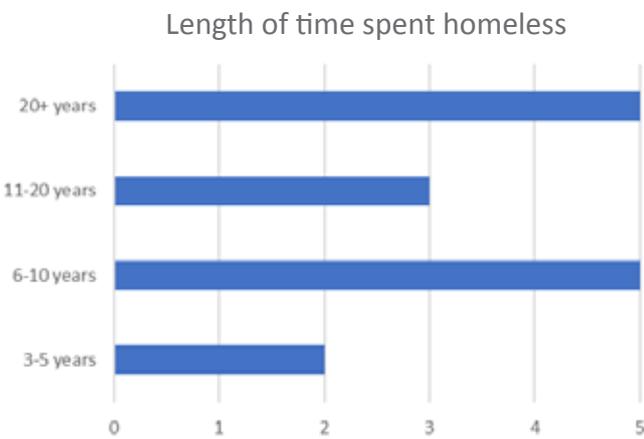


The reasons for this include:

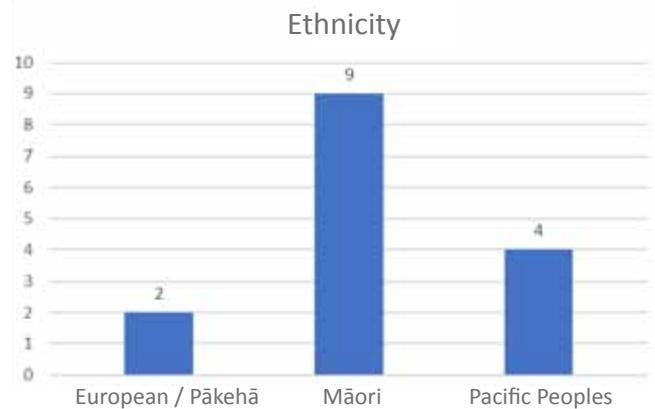
- The Housing First programme won't rehouse some people because of behaviour towards neighbours, building managers, immediate community and/or staff.
- Whānau members are unable to keep their home in a reasonable state eg: damage, hygiene and hoarding issues
- Illegal behaviour such as blatant illicit drug use and dealing from their home makes it very difficult to comply with the Residential Tenancies Act.
- Current support to whānau members may not be meeting their needs.
- Some whānau need housing options that are not available to them.

Demographic Characteristics and Common Factors for 15 People Struggling to Sustain Tenancies

The group who are struggling to sustain tenancies have a similar demographic profile to other participants in the Housing First programme.



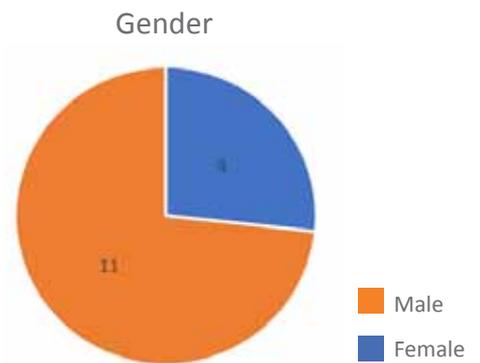
All have experienced homelessness for a long time.



Two-thirds are Māori which is the same for the Lifewise Housing First programme.

40

Their average age is 40 years which is slightly younger than the average age of all Housing First whānau at 43 years.



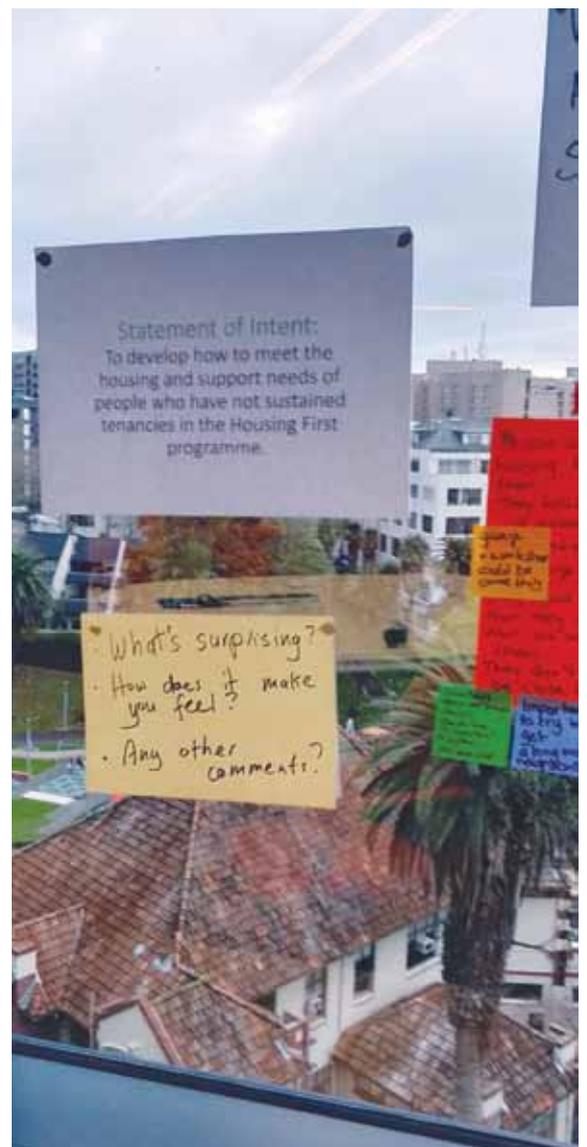
Three quarters are male which is slightly more than the total Housing First programme where 70% are male.

This group have spent a long time on the street, have multiple health issues and involvement with the justice system

- All have spent 3 or more years in homelessness; 8 have spent 11 or more years in homelessness
- Most have had multiple tenancies as part of Housing First
- All have issues with substance use and 14 out of 15 experience both mental health issues and substance use issues
- Almost all (14 out of 15) have either spent time in prison or have been arrested multiple times

Our Statement of Intent Was:

“ To develop how to meet the housing and support needs of people who have not sustained or who are struggling to sustain their tenancies in the Lifewise Housing First programme.”



We Chose a Design Sprint Because:

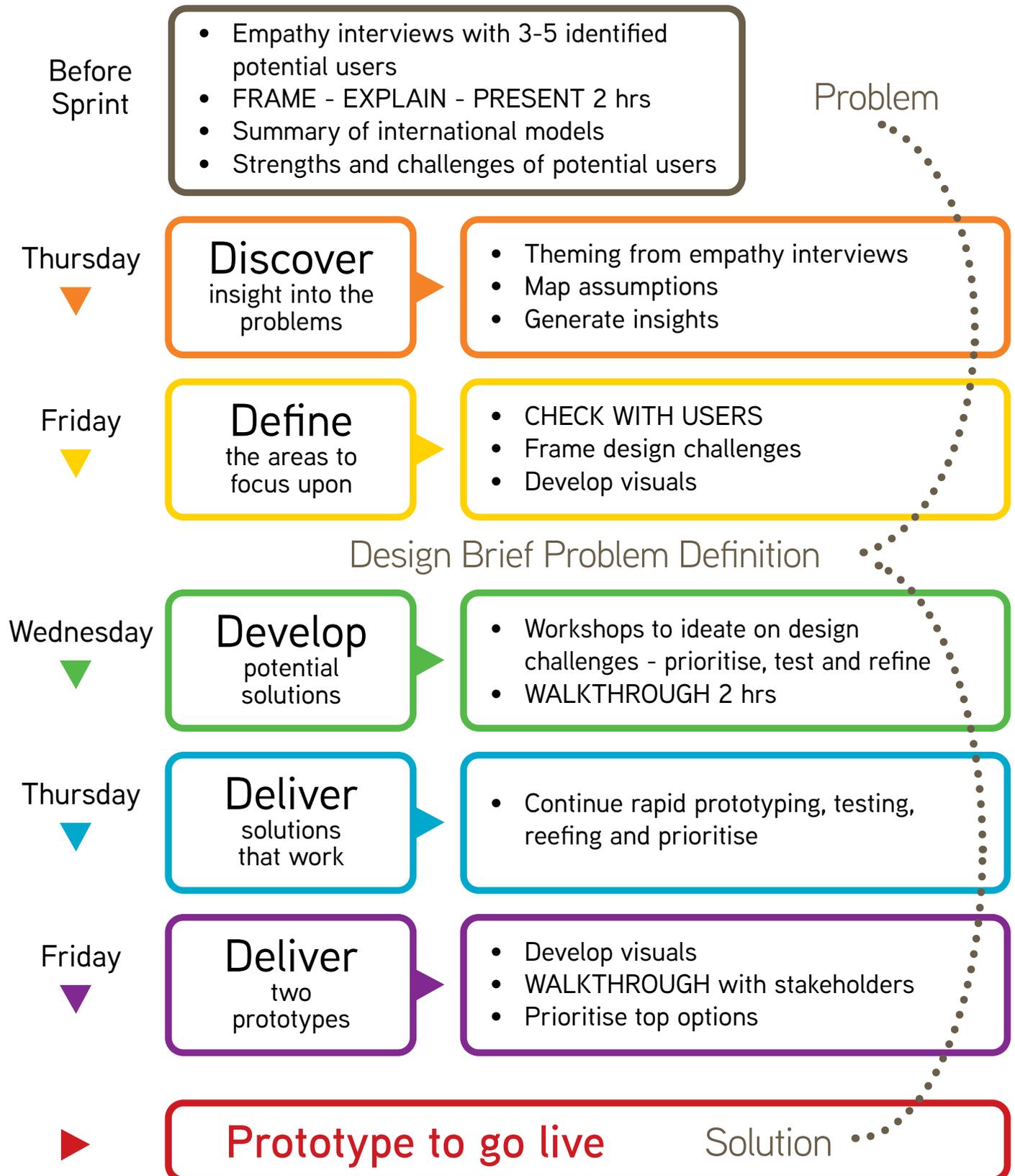
- It is a design thinking method used to solve complex problems through co-creation, rapid prototyping, and qualitative testing with targeted users.
- It is a fast process.
- Design thinking methods reflect a fundamental change to traditional service or programme design. Rather than service providers designing services or programmes in isolation, the co-design approach enables a wider range of people to make creative contributions in the formulation and solution of a problem based on user's needs.



The Design Sprint Was Held Over Five Days

The diagram below provides an overview of what the team did during the sprint.

Statement of Intent:
 “To develop how to meet the housing and support needs of people who have not sustained or who are struggling to sustain their tenancies in the Lifewise Housing First programme.”



The Design Team Included:

Sarah Greenaway (Design Lead)

Zoe Truell (Design Coach)

Lisa Roberts and Haehaetu Barrett (Subject Matter Experts)

Natalie Dillon and Grant Taylor (Trainee Designers)



Sarah Greenaway
Senior Advisor -
Policy and Evaluation



Natalie Dillon
Whānau Resilience
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Zoe Truell
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Housing Contracts
Lead



Grant Taylor
Senior Operational
Manager - Housing

Haehaetu Barrett
Regional Manager -
Rotorua Bay of Plenty
and Manager -
Māori Strategy

What We Did:

Statement of Intent

- Developed a Statement of Intent and refined our understanding of “the problem”

Reviewed overseas models

- Reviewed overseas models for people who have had multiple Housing First tenancies

Empathy interviews

- Empathy interviews with four Housing First participants who have struggled to maintain tenancies
- Empathy interviews with three Housing First support staff and two Housing Specialists

Identified themes and insights

- Identified themes and insights from the interview data
- Checked our insights with Housing First whānau and staff

Developed prototypes

- Identified needs, ideated and developed five prototypes
- Tested five prototypes with Housing First whānau members in the target group

Tested and iterated

- Held two walkthroughs for internal and external stakeholders to gather feedback and share insights.
- Tested and iterated two prototypes (the “Housing First Plus Model” and a “Respite Centre”) with the target group plus Housing First and property staff

section two: Section Two: Overall Insights *overall insights*

In this section the overall insights from the interviews with members of the target group and staff are presented.

The insights are in the magnifying glass.
Each insight is supported by quotes from whānau members and/or staff.
The relevant needs of whānau and/or staff are beneath each insight.

Housing Options

“I’m surrounded by predators at my perimeter.”
- HF participant

“People have been jumping the fence and coming through my house.”
- HF participant

“Better than living on concrete.”
- HF participant

“There’s nothing I like about the place.”
- HF participant

This group haven’t got the housing that they want or need.

Needs:

- Some members of this group need to live in stand-alone housing because they don’t want to deal with issues from close neighbours.
- This group need a choice of housing that works for them because if they live in inappropriate housing they are less likely to sustain their tenancy.
- Whānau need to feel like their rental is their home because if they don’t feel safe or comfortable they don’t have the motivation to sustain their tenancy.



Follow Through

“If you’ve got a job -
do it once, do it right.”
- HF participant

“Basically you guys are
lying to me when you say
you will do something
and you don’t do it.”
- HF participant

“Make sure you do
what you say.”
- Staff

“I deliver, I do what I say
I’m going to do.”
- Staff

Both staff and this group agree it is really important that staff follow through on what they say they are going to do but this doesn’t always happen.



Needs:

- This group need to feel confident and to trust that staff are going to do what they say they are going to do - to the best of their ability.
- This group need staff to communicate with them if they are unable to fulfil a commitment, because otherwise they feel disrespected and frustrated. This negatively impacts on their relationship with their worker.



Support

“One hour a week is all the time we have to spend [with whānau].”
- Staff

“I wish I could spend more time with high needs whanau without neglecting other whānau.”
- Staff

“We work 9-5 but it is 24/7.”
- Staff

Both whānau and key workers said that there is not enough time to provide the support that is needed.

Needs:

- Staff need time to meet the needs of this group because if they are too rushed they focus on reactive work rather than whānau goals.



Being Understood

“If I was to train someone I'd tell them to sit down and listen carefully.”

- HF participant

“Don't jump to conclusions when someone is telling you their story.”

- HF participant

“Why is it difficult for people to understand the way we are?”

- HF participant

This group feel that they are not always heard or understood by their worker. So they are not getting the responses they need or want.

Needs:

- Whanau need to feel heard and understood because they lose trust in their staff when they don't get responses they need or want.



Drug Use and Addiction

“I was bringing some people over who were smoking P in the house.”
- HF participant

“When I went to rehab my ex was looking after my house, it cost \$14,000 to clean it up - that was pretty sad.”
- HF participant

“They haven't come to terms with their addiction problem.”
- Staff

“They want to change but the addiction takes over.”
- Staff

Staff identified that drug use and addiction issues are a bigger issue for this group than other Housing First whānau

Needs:

- Whānau need access to alcohol and drug treatment that works for them, when they need it, because it will enable their positive wellbeing and help them sustain their tenancies.

Trauma

“The drugs, addiction have come from trauma, that’s how they have survived.”
- Staff

“They feel maemae but don’t have an answer.”
- Staff

Staff believe that substance use is this groups way of dealing with unresolved trauma and pain.

Needs:

- Whānau who are using substances to self-medicate need support to address their past trauma and pain.



Choice

“They talk to each other and keep me out of it.”
- HF participant

“Let me be more involved in the decision-making.”
- HF participant

“Why did my name get crossed off the list?”
- HF participant

It works well when staff are clear with whānau about choices and consequences.

Needs:

- Staff need to understand the choices, options and pathways that are available to whānau.
- Staff need to communicate this information in ways that whānau understand because that is giving whānau real and informed choice.

Property and Building Managers

“I don't call that home. I don't like my property manager.”
- HF participant

“The property manager has been sending emails to my landlord about things that aren't true.”
- HF participant

“Neighbours and building managers are huge challenges.”
- Staff

Property managers, building managers and body corporates were seen as major challenges to sustaining tenancies.

Needs:

- Property managers, landlords and owners need relationships with neighbours to be okay, their rent to be paid on time and for their properties to be looked after because this is their core business.
- APT need the Housing First support team to work with whānau to address issues and to communicate an outline of the work that is being done plus timeframes because APT need to demonstrate to property and building managers that action is being taken.
- Building and property managers need to trust that when issues arise APT will sort them out.

Neighbours

“Every time I saw him,
he was giving me the evils.”
- HF participant

“Everyone was friendly,
there were Chinese, Indian,
some Pākeha people.”
- HF participant

Relationships
with neighbours
can present major
challenges to
sustaining tenancies.

Needs:

- Whānau need positive relationships with their neighbours because this helps them to feel safe and connected.
- Whānau who are experiencing conflict or other difficulties with their neighbours need intentional advocacy, mediation or support with relationships because when whānau are left to deal with these on their own major problems can arise.



Discrimination

“I’ve been getting blamed for stuff that is happening in the building.”
- HF participant

“To be honest, it was like I was a victim of racism.”
- HF participant

“Just want to be normal people, you know?”
- HF participant

“[They have] way more rules imposed than other people.”
- Staff

Both staff and whānau said that whānau are subject to discrimination in their homes.

Needs:

- Whānau need to live in homes where they do not feel stigmatised or discriminated against because that is their right and they need to live in peace.



Boredom

“Most of the time I’m stuck, I’m stuck here.”
- HF participant

“I question myself, where do I want to be in 5 years time?”
- HF participant

“I just like doing something.”
- HF participant

Boredom
is an issue
for this group, which
can lead to increased
substance use
for some.

Needs:

- Whānau who are in active addiction need connection, support, work and/or meaningful activity because they are using substances as a coping strategy.



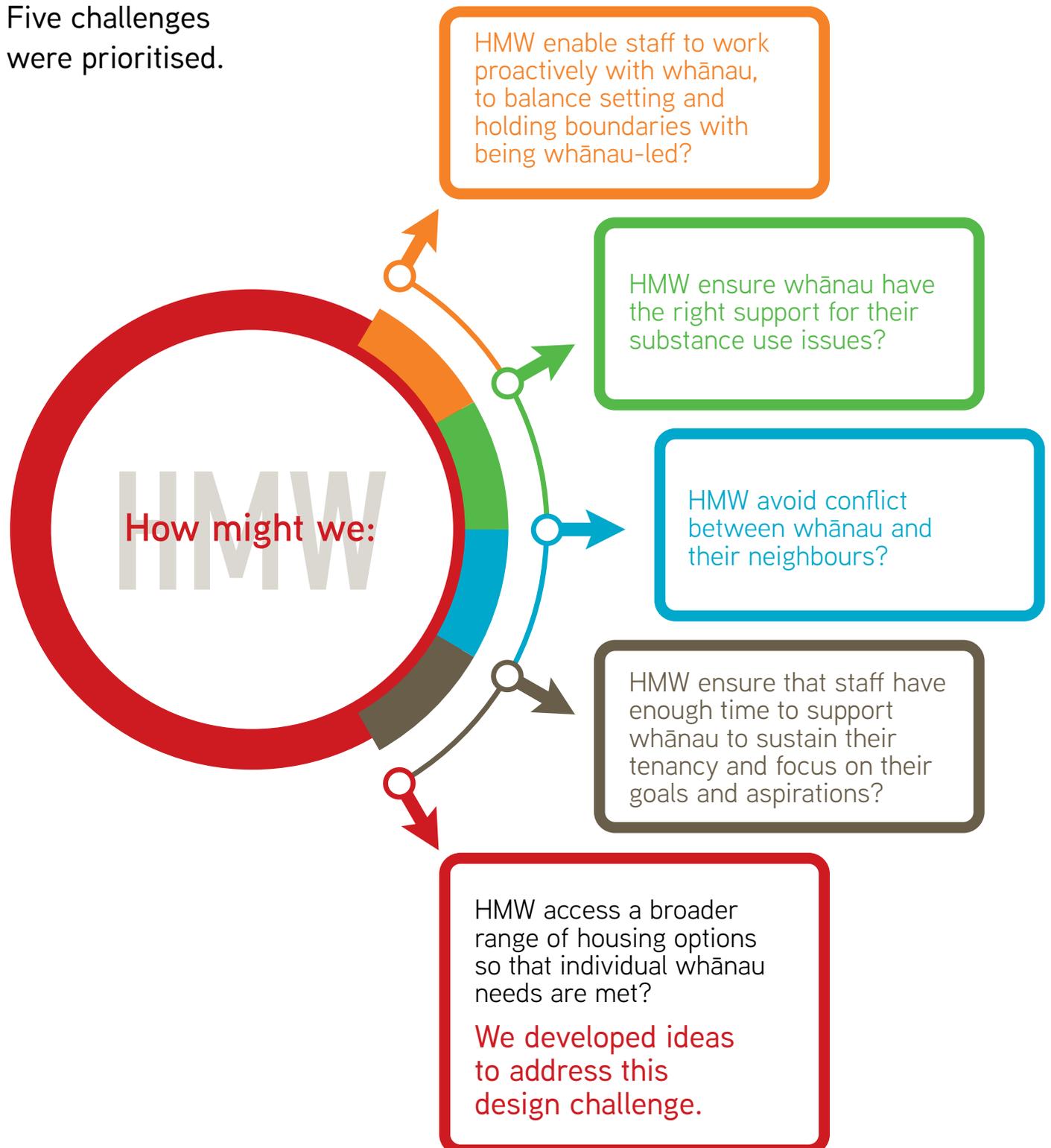
section three: Section Three: Design Challenges *design challenges*

Five design challenges were developed by the project team and other key stakeholders.

The design challenges helped us to articulate the problems we were trying to solve, and helped us to define a scope that is neither too narrow nor too broad.

From the Insights We Developed Design Challenges

Five challenges
were prioritised.



These Ideas were Generated:

The ideas in red were incorporated into one of the prototypes.

Different models

- On site, live in support worker
- Have respite houses/units for people to go to for time away
- Create a cluster of house/units for people with high needs plus on site support and community building
- Buy/lease a motel in outer Auckland in nature for healing and community
- Offer living situations which are drug and alcohol free
- Gated community
- Set up marae style accommodation led by kaumatua and kuia
- Have housing with activities there e.g. workshop and garden
- Develop therapeutic tailor-made living for short to medium term healing
- Transitional supported accommodation 12 weeks
- Create some tailor made options to meet whānau needs and offer these as choices
- Ensure we have flexible options that allow for extended family groups
- See what has worked in other community housing and try something similar in Auckland
- Create a combined in-house crisis team (support and property) within HF team

Strategies

- Identify community leaders from HF whānau and support them to set up their own clusters
- Find housing where friends already live
Build community and safety
- Get increased funding for more staff for the top 10% high needs whānau
- No IRSS—fully funded until employed

Increase whānau choice

- Show whānau different housing and let them live in it for a week to see if they like it or not

Control over whole sites

- Plan to create properties that can be mixed tenure where non HF tenants choose to come
- Get tiny houses and build a village with onsite community builders
- Get a whole floor in an apartment building so we can control it

Other sources for houses

- Get houses from other CHPs
- Use temporary buildings on church land
- Target property managers on suburbs for stand alone houses
- Use a small motel or bed and breakfast
- Get Kāinga Ora housing for high needs whānau
- Increase marketing by property team - share success stories

Buy

- Buy our own block of land to run our own tenancies
- Use Methodist Mission assets to buy properties for this small group
- Source a lifestyle property to start a community
- Get private donors to buy/gift properties for this small group
- Get government to buy us properties for this small group

Lease

- Lease unused properties in the suburbs
- Lease properties that are being land-banked by developers
- Use mobile dwellings
- Convert commercial properties into residential spaces
- Get some boats and set up an off-shore community

Build - long term

- Iwi builds - houses built and given due to whakapapa
- Build our own housing
- Support people to build their own homes
- HF and LW - Housing Stock investment - Apprenticeships
- Build housing for specific needs; wet house, dry house, young parent housing, youth, elderly etc
- Build communities and housing that is self-sufficient and uses traditional methods, materials and skills, which can be taught
- Home ownership - partner with Ngati Whatua
- Purpose build scattered site housing
- Use pre-fabricated housing on church or other land

section four: Section Four: Best idea development *best ideas*

This section includes all the ideas that were developed for one design challenge:

“HMW access a broader range of housing options so that individual whānau needs are met?”

We Prioritised the Best Ideas and Developed Five Prototypes



We used a rapid prototyping process to obtain feedback on the prototypes from members of the target group, Housing First staff, Housing Specialists and a small number of key stakeholders.

Two prototypes were tested and iterated in more depth.

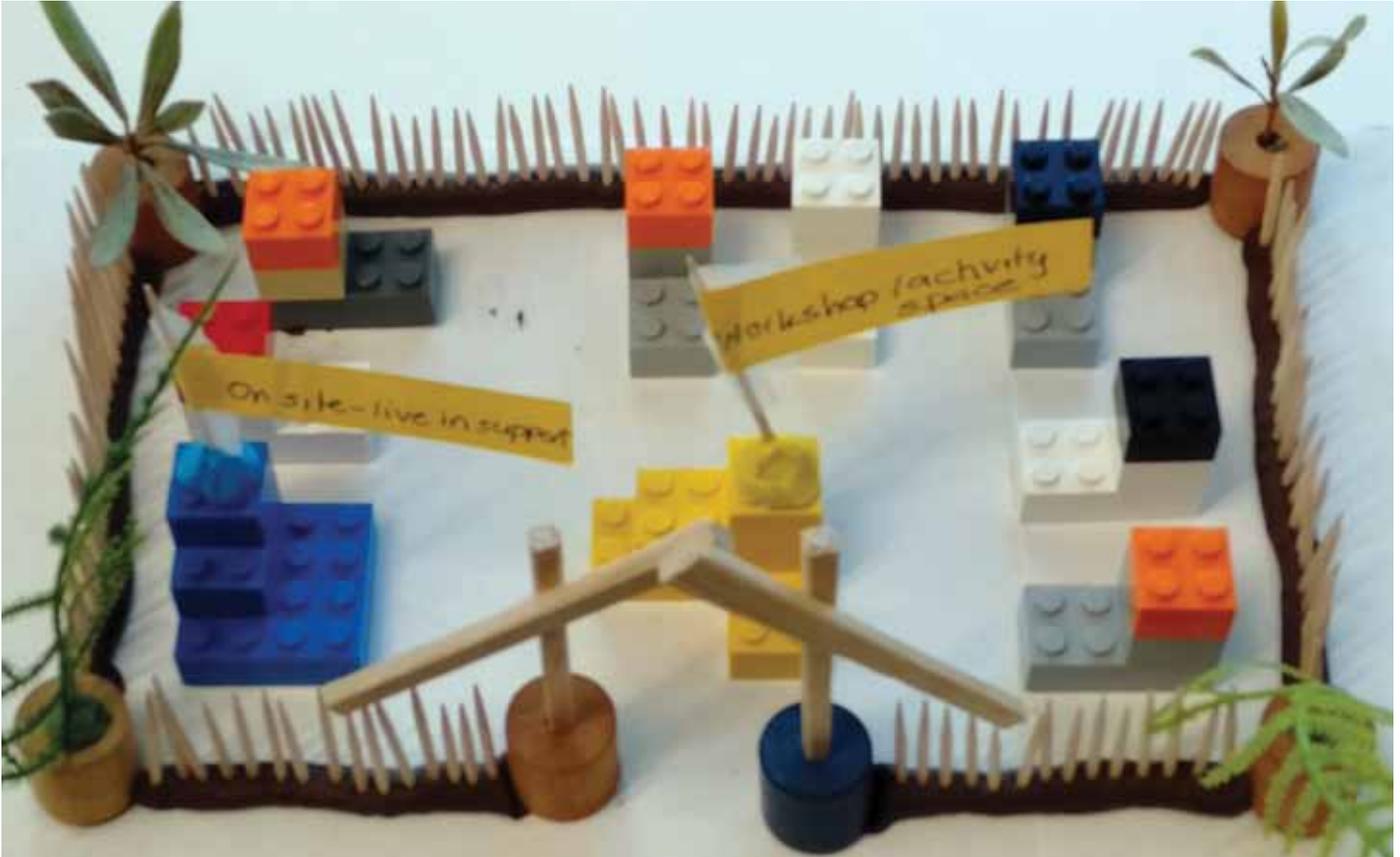
The Housing First Plus Model pg 28

The Respite Centre pg 29

section five: Section Five: The Prototypes *the prototypes*

This section focuses on the prototypes that were developed, tested and iterated.

The Housing First Plus Model:



The Housing First Plus Model is developed for people who have struggled to sustain tenancies in the current Housing First programme. The Housing First Plus Model will provide a new housing and support option that does not currently exist in the Auckland homeless serving system. This model will include 24/7 on site support/management, a community development and cultural focus and communal meeting and activity spaces.

The key features of the Housing First Plus Model include:

- A tailored permanent supportive housing option for Housing First participants that are unable to maintain tenancies in scatter site housing.
- Housing First staff based onsite during day and a live-in manager available for management and safety after hours
- Support from kaumatua/kuia or other cultural support
- Every person has their own self-contained unit/apartment - ideally stand alone
- Tenants are actively involved in setting the kawa and building the community approach
- Community space for on site activities which may include art, crafts, educational health and exercise activities

The Respite Centre:



The respite centre provides a positive option for Housing First whānau to take time out when they are struggling with their tenancies and/or are feeling overwhelmed or are in conflict with others. Respite is an alternative to current strategies used by Housing First participants such as taking time out on the street or going into remand/prison.

The key features of the Respite Centre include:

- Short-term stays
- 24/7 support available
- A place of calm, healing and hope
- A range of activities and supports available depending on the needs of whānau
- A holistic approach - potentially a kaupapa Māori practice model if appropriate governance and staffing is in place.
- Shared living (for example, in a large house) in a bush or beach location in the Auckland region.

appendices:
Appendices: challenges & insights
challenges & insights

Design Challenges pg 31

**Whānau, Staff and
2016 Housing First Design
insights** pg 34

A Number of Design Challenges Were Identified:

challenges

Communication challenges

- HMW ensure whānau have understood what we have communicated?
- HMW communicate in a timely fashion?
- HMW communicate about consequences without being punitive?
- HMW communicate to all parties so that everybody knows what is happening - when, how and progress?
- HMW develop a range of communication methods and tools?
- HMW we use different ways to let whānau know they are heard and understood?

Time challenges

- HMW support staff to be aware of time management?
- HMW we organise the support team to be able to spend more time with those who need it?
- HMW allow more time for staff to spend with whānau?

Lifewise & APT organisational challenges

- HMW create a shared understanding of the keyworker role and responsibilities?
- HMW shift the focus from sustaining tenancies to whānau well-being?
- HMW turn the negative reactive focus to proactive planned support?

Co-ordination or service access challenges

- HMW build a network and relationships with community AOD teams?
- HMW provide in-house AOD options for whānau or tailored for whānau?
- HMW deliver culturally appropriate AOD treatment options?
- HMW coordinate support services better for whānau?
- HMW get priority access to treatment for our whānau?
- HMW support whānau to access support for their addiction?
- HMW provide options for whānau to address trauma that work for them?
- HMW work with whānau to access specialist support?

Environmental challenges

- HMW reduce discrimination towards people in the Housing First programme?
- HMW create understanding and empathy between property managers, building managers and Housing First tenants?
- HMW access a broader range of housing options?
- HMW create housing options where whānau can live as a community?
- HMW work with the existing community when a HF tenant moves in to build good neighbour relationships?
- HMW we provide housing where tenants do not have to manage neighbour relationships?
- HMW locate stand alone housing for people who find neighbours too close or difficult?
- HMW develop processes with building and property managers that are agreed prior to issues occurring?
- HMW provide other ways to access outdoor spaces and activities if we can't source stand alone housing?
- HMW enable tenants to keep their homes while they are in treatment?

Support challenges

- HMW support people to connect with activity that is meaningful to them?
- HMW support whānau to understand the impacts of substance use?
- HMW ensure that whānau understand their obligations as tenants and as good neighbours?
- HMW support whānau to draw on their own communities for support?
- HMW make people feel safe and secure in their housing?
- HMW support whānau to trust others to help?
- HMW support whānau to have connection to, pride in and care for their home?
- HMW support whānau with convictions to access employment?
- HMW ensure that staff have the skills and support to create boundaries for whānau?
- HMW help whānau to manage visitor behaviour?
- HMW support whānau to avoid getting into situations of conflict with neighbours?
- HMW be more intentional about creating a good fit from a holistic perspective - not just a housing match?
- HMW encourage visitors to be part of the whānau's community and be inclusive of neighbours?
- HMW use intentional harm reduction support for whānau who are self-medicating?
- HMW build trust when trust is lost or restore it in the staff/ whānau relationship?
- HMW listen and give confidence to whānau to be tika?
- HMW highlight the link between addiction and sustaining tenancies to whānau?
- HMW draw on other HF tenants to manage / support the neighbourhood (tuakana / teina)
- HMW make it super easy for staff to understand what choices are available?
- HMW ensure that advocacy is mana-enhancing for whānau and neighbours?
- HMW build trust between staff and whānau in other ways than 1 to 1 sessions?

Experiences of Housing First Workers:

insights

Whānau Insights 2020



When workers go above and beyond people feel that they are really understood and that helps them.

People need to feel respected and heard by their worker. They feel this when workers do what they say they will do, when they say they will do it. "Do it once, do it right."

When workers are late to appointments or don't do what they say they are going to do, people feel disrespected.

People feel that they are not always heard or understood by their worker. So they are not getting the responses they need or want.

Staff Insights 2020



Effective practice includes:

- Accepting people for who they are - unconditional positive regard
- Clear, concise communication
- Always following through on commitments
- Strong rapport and relationships
- Daily support
- Being led by whānau
- Setting boundaries and providing options
- Trust

Support staff believe that they don't have enough time to support this group. They don't have enough time to be creative and to identify issues.

Insights from the Housing First Design in 2016



The quality of the relationship with the support worker makes the difference.

When support people and providers take the time to talk, it really helps.

People feel let down a lot.

Partners and Children:

Whānau Insights
2020

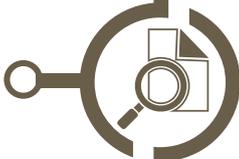


People desperately want to parent their children. They don't feel that their key workers are enabling them to fully participate in the decision-making about their children's care or access.

People need their partners and/or whānau members to be supported as well, to achieve their own success.

People want and need a support circle.

Insights from the
Housing First
Design in
2016



Many people are hurting because they are not positively connected with children.

Partners are important to include and work with too.

Street friends are really important for support and connection.

Neighbours:

Whānau Insights
2020



When there are positive relationships with neighbours, people feel safe, supported and included.

Neighbours are a big problem: noisy; predatory; violent; complaining; too close, and a lot of coming and going. People don't feel safe. They feel they don't have privacy. So people don't want to live in their homes because it doesn't feel like their home.

Staff Insights
2020



This group experiences discrimination from building managers and neighbours because they look different. People are sometimes scared of them.

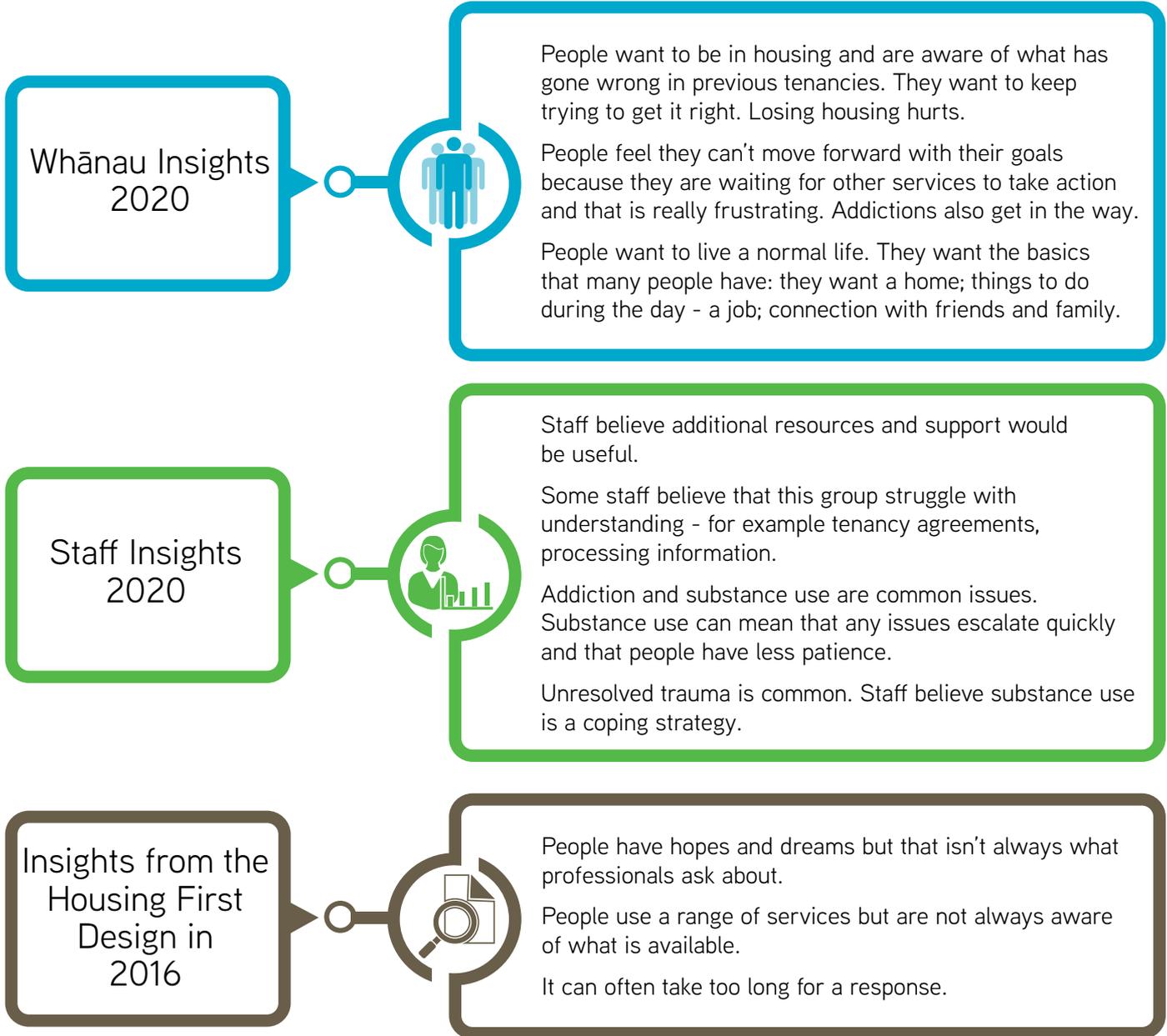
Insights from the
Housing First
Design in
2016



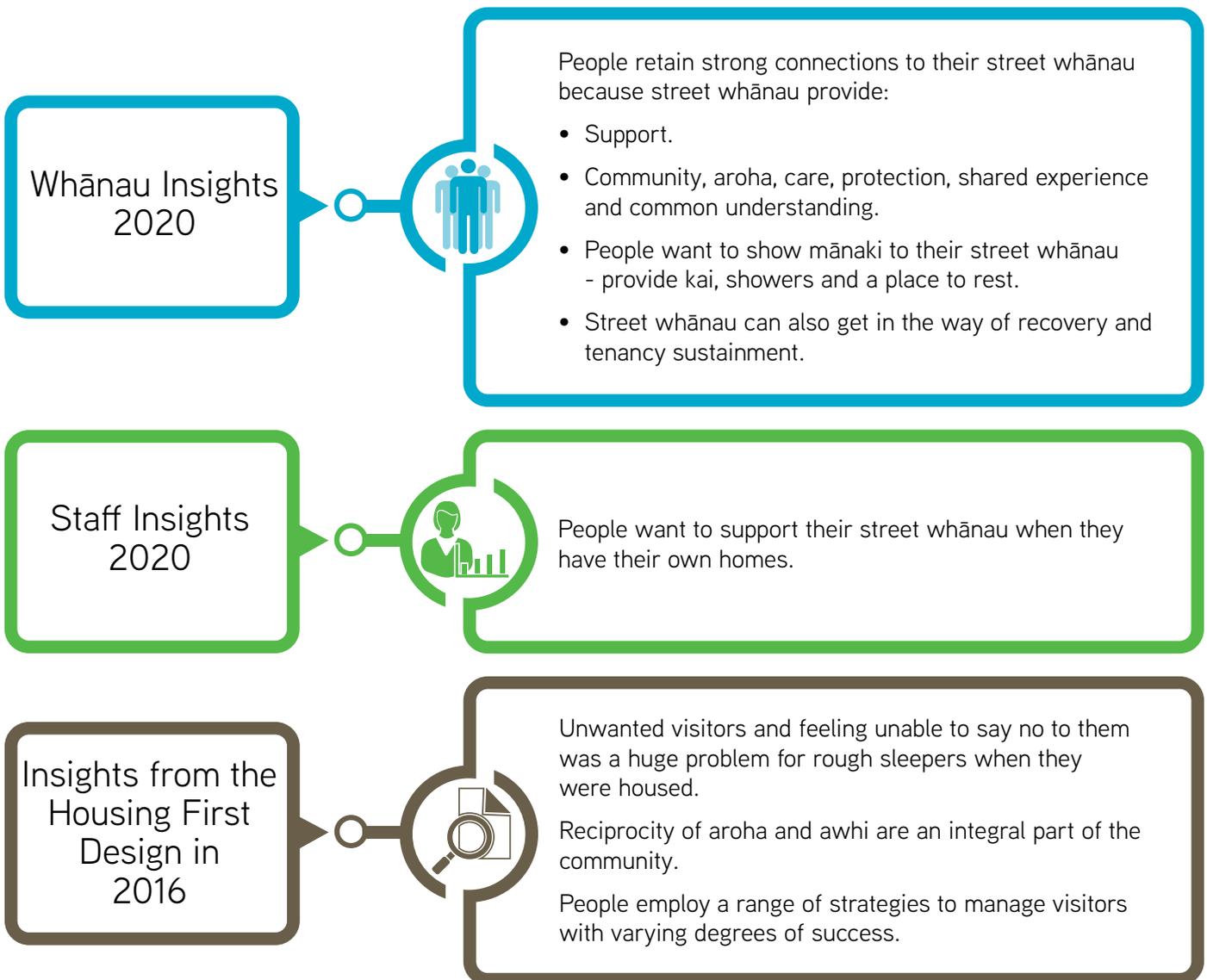
Problems with neighbours came up a lot for people who have been housed.

People sleeping rough make connections with people in their neighbourhood.

Goals & Aspirations:



Street Connections:



Types of Housing:

Whānau Insights 2020



People are not in the housing that works for them. They would like: a garden to grow things or a workshop for activities or a garage for storage. They need spaces so that they can do things that are important to them. They don't want to be close to neighbours.

People want housing in areas that they are connected to, for example in the central city or close to papakāinga.

Staff Insights 2020



More suitable housing options are required where:

- There is a high level of tolerance
- Location and type of housing truly suits the person
- Property is controlled by APT / Lifewise
- There are less neighbours

Insights from the Housing First Design in 2016



People were very clear about what type of housing and where they want it.

design sprint:
Design Sprint for Housing First Plus
housing first plus

LIFEWISE

turning lives around

A member of the  Methodist Alliance