

**Issue:** Blueprint

**Examples:**

Tax/Charitable status

Executive time disproportionately devoted to tax issue instead of core business

Barrier to board recruitment

**Options:**

Amend Tax, Charities,  
& Housing Acts  
To Confirm Status

Adopt Narrow &  
Rigid Regulations

Do Nothing

**Notes from Seminar:**

Option 4 – Pretend we are doing something

**Issue:** Blueprint

**Examples:**

Uncertain funding/policy environment is a barrier to long term planning

Feast/Famine is a barrier to long term investing

Lack of confidence in govt follow through to close a deal –time / \$ lost

**Options:**

Adopt & Resource Long Term  
10-20 Year Plan

Adopt & Resource Short Term  
3 Year Plan

No Plan Ad Hoc  
Resourcing

**Notes from Seminar:**

MSD looking at their purchasing role and expect a longer term approach

**Issue:** Blueprint

**Examples:**

Address community needs

Link between local housing need and service needs

Repeal “greatest need only for the duration of need” requirement

**Options**

Establish Pathways  
Through the Continuum

Target Programs to  
Specific Segments

Status Quo

**Notes from Seminar:**

Need some targeted programs (e.g. seniors, Maori)

De-link service need from provision of housing

Service continuum

Further clarify “greatest need” policy

Private market security of tenure issue and quality of homes

Regional variation of “A” demand and location of HNZN stock

Stable community as outcome

Move the service/subsidy not the family

Won't meet housing need by moving people around; build more housing

Clarify role of HNZN

**Issue:** Choice

**Examples:**

Roles required to achieve community outcomes

Link between local housing need and service needs

Hesitance to participate in competitive processes; concern about race to the bottom

Increasing early stage collaboration talks

**Options:**

Collaborative  
Community Outcomes  
Approach

Mixed  
REOI / RFP  
Approach

Competitive Financial  
Return Approach

**Notes from Seminar:**

Options are related to scale

Visible pipeline

Grow local capacity – businesses, youth skills/training programs

Opportunity to work with Post Settlement tribes

RFR issues to be addressed

How are social costs addressed?

Also tenant choice – empowering tenants and providing choices

**Issue:** Choice

**Examples:**

Whether to specialise geographically

Whether to specialise functionally (e.g. Tenancy mgt., asset mgt., developer, etc.)

Forced to become developer/owner and/or Class 1 Social Landlord – want choice

**Options:**

Adopt a partnership/  
Consortia approach

Assume Risk on  
behalf of contracted  
Service partners

Self Perform all  
functions

**Notes from Seminar:**

Roles: Supplier to/across consortia

Keep option for simple and single party option (e.g. one-off, small transaction)

Quality – Lead

Tenancy management/eviction procedures

House quality

Lifemark

Homestart

Beacon

WOF

**Issue:** Resource

**Examples:**

Increasing community need, but limited resources to address needs

Resources required to respond to RFPs

Roles required to achieve community outcomes

Increase the supply of social and affordable housing

**Options:**

Contract for  
Community Outcomes

Mixed Contract Approach  
REOI & RFP

Contract for  
Maximum Financial  
Return for gov't.

**Notes from Seminar:**

None

**Issue:** Resource

**Examples:**

Resources required to respond to RFPs

Time/expertise to evaluate new deals

Feast/Famine – cannot plan nor invest long term

**Options:**

National Technical  
Intermediary

Fund CHOs to  
Perform In House

Allow Market to  
Determine  
Outcome

**Notes from Seminar:**

(need an) approved development program

Consortia program funding

Regional variation of national approach

Whanau ora example

Is long term approach “pie in the sky”?

“Dancing on a moving carpet”

CHA needs to push long term vision

There is a cost to government of short term policy

**Issue:** Resource

**Examples:**

Reputational damage/credibility as a partner impacted by stop/start approach

Link between local housing need and service needs

**Options:**

Develop and Sanction  
3-4 Development Models

Select Limited Number  
of Chosen Partners

Allow the Market to  
Determine  
Outcome

**Notes from Seminar:**

Allow funding for Homestar (within model)

Tension between quality/affordability (up front versus life cycle costs)

Participants in a model (Victoria Kingi example)  
Housing Provider – general and/or Maori  
Treaty Settlement Land  
Whanau Ora



**Issue:** Resource

**Examples:**

Access to land at affordable price

Increasing the supply of social and affordable housing

**Options:**

Develop Broad Mix of  
Tools – Financial and  
Policy

Select Limited Number  
Debt/Equity Tools

Rely Solely on  
Income Support  
(IRRS/AS)

**Notes from Seminar:**

None

**Other Items Presented:**

Reduce the Cost of Borrowing by Reducing Risk

- Mortgage insurance

- Guarantees/Housing Bond

- Re-investing HIF Loans for new homes

Bring Equity to the Table

- Capital Grants

- Long term investment partners

- Crown land/buildings at affordable rates

Making Cash Flow Work

- Long term operating subsidy (re-imagine IRRS)

- Role of the AS in social housing market

- Deferred settlement on state housing when intensification can fund it

**Notes from Seminar:**

True cost

Life cycle cost

## **Other Comments:**

Regional approach required

One part is stock transfers

Bolder – 100% by CHOs

How to operate at a local level / regional approach under a national programme

5+ year timeline

Concern about Australia stock transfer approach

Tenant well-being is increased by a smaller, local management

Data collection needs to be strengthened (e.g. DHBs, MSD)

Core strengths need to be recognised

Subsidy required to achieve affordability

Quality of the services families are receiving

Ensure we are leading on quality by example

What are the measures?

Beacon has completed work on housing quality issues (bricks & mortar)

WOF important for private market concerns, but not major need for CHA to focus on now

Make sure we address the small scale, one-off projects

IRRS/MSD

Problems with shared portal

Set to roll out regionally

Education not there in WINZ office

Look at quality of information in referral

Existing tenants should be eligible

Do a session on IRRS

Operational

Where the policy goes

**What should the sector do?**

**Keep talking**

**No update on Local Authority involvement available now**

**Briefings – Independent – some access to official info**

**Opinion shaping nil**