



22 AUG 2017

Dear

On 30 March 2017 you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

- *A copy of the guidance that was mentioned in this statement and details of how it was provided to staff:*  
*"The guidance focussed on ensuring that assistance was only granted to people with a genuine emergency need and that clear expectations for clients were set about what they must do as a condition of receiving the assistance."*
- *A copy of any advice or briefings provided to senior management in relation to the guidance or the need for it to be issued.*
- *A copy of any correspondence or details of any conversations with the Minister's Office in relation to the above guidance.*

You will have received a notification of the Ministry's decision regarding your request for information.

On 1 July 2016, the Government introduced a non-recoverable Emergency Housing Special Needs Grant (SNG) to help people who need emergency housing. This Emergency Housing SNG is payable for up to seven days to help individuals and families with emergency housing needs, while the Ministry works with the individual to investigate alternative housing options. In most cases this grant does not need to be repaid.

Further information regarding Emergency Housing SNGs is available on the Ministry's website: [www.workandincome.govt.nz/map/income-support/extra-help/special-needs-grant/emergency-housing.html](http://www.workandincome.govt.nz/map/income-support/extra-help/special-needs-grant/emergency-housing.html).

After a review of the implementation of the Emergency Housing SNG, the former Minister for Social Housing, Hon Paula Bennett, agreed to strengthen the implementation of the SNG. Changes in the administration of Emergency Housing SNGs were implemented on 21 November 2016.

To ensure frontline staff understood the changes, and were confident delivering Emergency Housing SNG services to clients, training was rolled out to staff starting in November. The slide presentation and the facilitators guide for these training sessions are attached to this response.

Page 1 of 3

Please find attached the following documents:

Date	Title
29 September 2016	<i>'Strengthening the rules around Emergency Housing Special Needs Grants'</i>
9 November 2016	HSG paper – <i>'Emergency Housing Improvement Project – Communications Overview'</i>
9 November 2016	A3 Communications Approach – <i>'Emergency Housing Improvement Project'</i>
17 November 2016	Strengthening Emergency Housing Special Needs Grant Communications Plan
Undated	PPT slides for external stakeholders
18 November 2016	Message to Service Delivery from Associate DCE
18 November 2016	Emergency Housing Special Needs Grant talking points – attachment to ADCE message
18 November 2016	Email template for stakeholder engagement – attachment to ADCE message and Appendix 5 of communications plan
Undated	MSD – Social Housing: Strengthening rules for Emergency Housing assistance Facilitator Guide
Undated	Strengthening rules for Emergency Housing assistance

The names of some individuals have been withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

Some information in the document *'Strengthening the rules around Emergency Housing Special Needs Grants'*, dated 29 September 2016, is withheld under section 9(2)(f)(iv) of the Official Information Act as it is under active consideration. The release of this information is likely to prejudice the ability of government to consider advice and the wider public interest of effective government would not be served.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

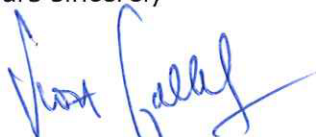
- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public shortly. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response regarding the strengthening of the implementation of the Emergency Housing SNG with us, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with this response, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or 0800 802 602.

Yours sincerely



Scott Gallacher

**Deputy Chief Executive, Housing**



# Report

**Date:** 29 September 2016

**Security Level:** IN CONFIDENCE

**To:** Hon Paula Bennett, Minister for Social Housing

## Strengthening rules for the Emergency Housing Special Needs Grant

### Purpose of the report

- 1 This report highlights the initial learning from the first three months of the Emergency Housing Special Needs Grant and makes recommendations for changes to operational policy and practice.

### Executive summary

- 2 As part of the Emergency Housing Funding model agreed to by Cabinet in November 2015, the Ministry of Social Development (MSD) implemented an Emergency Housing Special Need Grant (the SNG). The SNG is intended as assistance to be used as a last resort, when all other options have been explored, to cover the costs of emergency housing for people with a genuine emergency housing need. The SNG is intended to be accessed for no more than 7 days in a 52 week period, but extensions or further grants can be made where MSD considers the client is in exceptional circumstances.
- 3 Using a launch and learn approach, MSD implemented this assistance in July. Through analysis of the first few months of payments and feedback from frontline staff, MSD has identified a small, but concerning, number of clients who may not have genuine need or who are not taking steps to address their emergency housing need while receiving the SNG.
- 4 To address this problem, MSD is taking steps immediately to provide key messages for frontline staff and clarifying key terms. MSD also proposes to take a firm but fair approach to this assistance which would mean that:
  - At the initial grant within a 52 week period, recoverable assistance will be provided if MSD considers the applicant has unreasonably contributed to their emergency housing need and the rate of recovery will be set at 25% of the client's income.
  - If a client with an initial recoverable grant requires a further grant, this grant can be made non-recoverable if the client has made the reasonable steps outlined by the case manager. This provides an incentive to comply with these steps and recognises client's attempts to rectify their situation. A firmer approach would be to maintain the grants as recoverable.
  - For clients seeking a further grant who have not taken the reasonable steps outlined by their case manager and/or have demonstrated antisocial behaviour, MSD will decline the further grant, if MSD considers there is no safety risk to the client or dependents. If MSD considers there is a safety risk, a recoverable grant will be made.



## Recommended actions

It is recommended that you:

- 1 **note** the work currently underway to improve practice when granting access to the Emergency Housing Special Needs Grant
- 2 **note** that MSD has identified three areas within the existing legislative framework where operational policy and practice can be strengthened to provide a firm but fair approach to this assistance
- 3 **agree** if MSD considers that the applicant has unreasonably contributed to their emergency housing need MSD should make an initial grant recoverable, and will generally look to set the recovery rate at 25% of the applicant's income

**Agree / Disagree**

- 4 **agree** that if MSD considers the client has unreasonably contributed to their emergency housing need at the initial grant, and they have completed the reasonable steps set by the case manager and MSD considers they are in exceptional circumstances, for any subsequent grant MSD can either:

- 4.1 make the next grant non-recoverable, acknowledging that they have taken all reasonable steps during the initial grant period to look for alternative accommodation (recommended)

**Agree / Disagree**

OR

- 4.2 make the next grant recoverable, in line with the initial grant (firmer approach)

**Agree / Disagree**

- 5 **agree** that for clients receiving an Emergency Housing Special Needs Grant that have not taken reasonable steps and/or have contributed to their emergency housing need:

- 5.1 If there is no safety risk to the applicant or their dependents, MSD will decline subsequent grants

AND


- 5.2 If there is a safety risk to the applicant or their dependents, MSD will make an subsequent grant recoverable with a recovery rate of 25% of the applicant's income

**Agree / Disagree**

- 6 **note** following your agreement to the above recommendations MSD will update the operational policy and practice and begin to provide additional guidance to staff over the next month

7 agree to forward a copy of this report to Minister Tolley

Agree / Disagree

  
\_\_\_\_\_  
pp Sandra Preston  
General Manager  
Housing Policy

29/9/16  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Hon Paula Bennett  
Minister for Social Housing

10/10/16  
\_\_\_\_\_  
Date

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## **Background**

- 5 In November 2015 Cabinet agreed to a new model for emergency housing [Cab Min (15) 02/16 refers] and the Ministry of Social Development (MSD) became the ministry responsible for emergency housing. As part of the model, the Emergency Housing Special Needs Grant (SNG) was created to complement work to contract emergency housing places in areas of high demand. The SNG has provided an opportunity to track and monitor demand for emergency housing assistance.
- 6 The SNG was implemented early to ensure assistance was available over winter, with a 'launch and learn' approach ahead of the full model. In part, an early implementation contributed to a higher than anticipated uptake of this assistance.
- 7 The intent of the SNG is to provide "last resort" assistance to people with a genuine immediate emergency housing need, who cannot find adequate alternative accommodation and where there are no contracted emergency housing places or other emergency housing providers available.
- 8 The SNG covers the actual and reasonable costs of emergency housing accommodation for the client and his or her immediate family for up to seven days. During this time the client is expected to make a reasonable effort to access other sources of assistance, including other housing. Grants may be extended for periods of up to a further 7 days if the client is in exceptional circumstances.
- 9 While the majority of applicants for the SNG have a genuine and immediate emergency housing need, some have contributed to their situation by not taking reasonable steps to address their emergency housing need or contributed to their emergency housing need both before applying for the initial grant and while they are receiving the Emergency Housing SNG.
- 10 This paper provides options on steps that MSD can take to provide a firm but fair approach for those accessing the SNG so that the grant continues to serve its intended purpose.

### *Problem definition*

- 11 In some regions frontline staff are working with repeat clients who are accessing the SNG without taking reasonable steps to address their emergency housing need, or who are further contributing to their emergency housing need while they receive the SNG.
- 12 Combined with anecdotal evidence from frontline staff, this indicates that there are a small but concerning number of clients who may not have genuine need or who are not taking steps to address their emergency housing need while receiving the SNG.
- 13 MSD is taking steps to strengthen guidance to case managers and has developed a proposed method of delivering this assistance that is firm but fair within the current legislative framework.

## **Service Delivery will improve practice at the frontline immediately**

- 14 Service Delivery has a plan to improve practice at the frontline straight away. This includes providing key messages to frontline staff, including:
  - additional guidance on how to determine that the client has an immediate emergency housing need and what adequate accommodation means
  - setting client expectations from the first discussion about when they can get the grant, what the grant is for and what they will be expected to do if they receive the grant.
  - setting reasonable steps with the client to help them find alternative accommodation
  - advising the client of consequences of not following reasonable steps
  - ensuring subsequent grants are made recoverable where clients have not taken reasonable steps without a good and sufficient reason.

15 Service Delivery will implement practice that incorporates these key messages and will clarify the following terms:

- **Adequate accommodation:** The SNG is available if people do not have access to adequate accommodation. For short periods, staying with family or friends, in a hostel or in a camping ground will be temporally adequate while they look for more permanent accommodation. When deciding if a client does not have an adequate place to stay consideration will be given to whether there would be an adverse effect on the well-being or safety of the client
- **Reasonable steps:** MSD requires clients to take reasonable steps towards finding accommodation. These include:
  - Applying for social housing within a reasonable timeframe (ie 7 days) and providing all documents required to verify the application, with discretion to not take this step if there is a good reason not to (ie they have a new place lined up).
  - Asking friends and family if they can stay with them in the short term.
  - Looking for housing in the private market.
  - Attending appointments at Work and Income.
  - Attending courses/seminars e.g. budget advice, tenancy courses.
  - Working with a social agency or NGO e.g. Whānau Ora
- **Anti-social behaviour:** Behaviour that causes theft, damage or loss to the emergency housing place provided to the client, and includes violence exhibited at the emergency housing place will not be tolerated. Where this has occurred, MSD will take this into account and make the next extension recoverable. MSD will also continue to offer recoverable security deposits to emergency housing providers to safe guard them in the event of anti-social behaviour eg losses or damage caused by the client.
- **Increasing case management and reasonable steps:** For clients that have repeated grants and have completed reasonable steps agreed to, MSD will make sure that the applicant receives intensive assistance to find alternative accommodation. This will also include ensuring the reasonable steps they have to take as a condition of the grant reflect the seriousness of their situation.

### Options to be firm but fair within the current legislative settings

16 The majority of SNGs are being paid as non-recoverable. However, MSD has identified three areas in the SNG process where operational policy and practice can be further strengthened within the existing legislative framework to provide a firm but fair approach to this assistance.

17 The approach is set out in a diagram in the appendix. With this proposed approach there are options for MSD to address the particular behaviours of applicants by either:

- making the assistance recoverable, with a rate of recovery of 25% of the applicant's income, or
- in certain situations declining the Emergency Housing SNG, but providing other support as required.

#### *Area 1: Applicants contributing to their emergency housing need*

18 For applicants who have unreasonably contributed to their situation when they need emergency housing, at the initial grant:

- a) MSD can make grants recoverable and recover this at a rate where the client will repay the assistance weekly set at 25% of the client's weekly income<sup>1</sup>

OR

- b) MSD can keep the status quo and provide non-recoverable SNG grants.
- 19 MSD recommends that for applicants who have unreasonably contributed to their situation where they need emergency housing; initial grants are recoverable and that the rate of recovery is set at 25% of their income (option a in paragraph 18). This sets a clear message that applicants need to take responsibility for their circumstances and to explore all avenues of housing assistance before they apply for emergency housing.
- 20 The recovery rate of 25% aligns with the contribution clients would be expected to make if placed with an emergency housing contracted place. This may act as an incentive for them to find alternative accommodation if available. Currently the rate of recovery defaults to repaying the amount over 24 months.

### Scenario

John and Mary are both Jobseeker Support recipients who have had their tenancy terminated due to rent arrears and were issued a notice to vacate. They had an appointment with their Work Focused Case Manager two weeks ago but did not mention the notice to vacate. Mary and John turn up to Work and Income the day their tenancy ended seeking emergency housing assistance. After the case manager explores all other options and determines they can't stay with friends or family, and as there are no contracted places available, the case manager determines that they can receive an emergency housing SNG. However, as they did not tell MSD about their situation in a timely manner, or make an effort to access other forms of assistance, the SNG will be recoverable and the recovery rate set at 25% of their income. The case manager and the clients agree to 'reasonable steps' including looking at Trade Me for alternative housing, talking to John's mother to see if they can travel and stay there temporarily and applying for social housing.

#### *Area 2: Providing a further grant after the initial grant was made recoverable*

- 21 For applicants who have been provided recoverable assistance and have undertaken the reasonable steps agreed to with their case manager, MSD can provide a new grant for up to a further seven days if they still have an emergency housing need and are in exceptional circumstances. New grants can either be made:
- a) non-recoverable
- OR
- b) recoverable, recover this at a rate where the client will repay the assistance weekly set at 25% of the client's weekly income
- 22 MSD recommends making further grants non-recoverable, if the client still requires assistance and has taken the reasonable steps set out by the case manager (option a in paragraph 21). This provides an incentive to clients to do everything they can to find alternative accommodation and recognises that while they have may have unreasonably contributed to their initial need, they are now doing everything they can to look for something else. Option b is a firmer approach that holds people accountable for initially contributing to their emergency housing need.

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<sup>1</sup> MSD has discretion to set the rate of recovery for recoverable assistance but must consider the factors set out in Clause 4 of the Ministerial Direction on Debt Recovery. Once the applicant has found more permanent housing, MSD can decrease the rate of recovery to take into account their new accommodation costs.

## Scenario

Mary and John undertook all the steps they agreed to with their case manager but still require emergency housing assistance after a week. The case manager confirms they have taken their reasonable steps and that there are no other options to meet their emergency housing need such as a contracted place. There are no other options, so the case manager recognises that they've done all they can, and make a new grant non-recoverable grant for a further seven days. The case manager and clients agree to further reasonable steps that the clients need to take, which include looking at job opportunities in other areas and applying for five private rentals

*Area 3: New grants where the client has not taken reasonable steps or has exhibited antisocial behaviour*

23 If the client has not taken the agreed reasonable steps to look for alternative accommodation, without a good and sufficient reason, and/or has displayed antisocial behaviour including intentionally damaging the motel<sup>2</sup> MSD can:

- a) decline a new grant

OR

- b) grant a new grant but make it recoverable and recover it weekly at a rate of 25% of the client's weekly income

OR

- c) if there is no safety risk to the client or their dependents, decline the new grant and if there is a safety concern for themselves or their dependents make the new grant recoverable and recover it at a rate of 25% of the client's income.

24 MSD recommends option c in paragraph 25 as this allows a firm but fair administration of the programme. It does not give assistance to people who are not willing to work with MSD to find other accommodation and/or who are wilfully damaging emergency accommodation, but it allows MSD to continue paying assistance where there are serious concerns for the applicant or their dependents.

## Scenario

Peter and his two children (8 and 5) have been granted a non-recoverable SNG. After seven days Peter still requires emergency housing. Peter hasn't applied for any private rental properties and does not have a good and sufficient reason for not attending his appointment for social housing. As previously they were living in their car, if they were not receiving assistance they would return to living in their car. The case manager provides a new grant for seven days as there are no other emergency housing options available, but makes the payment recoverable on the basis that MSD considers Peter is in exceptional circumstances. The case manager recovers the payment weekly at 25% of his Sole Parent Support weekly income and Peter agrees to clear steps they can take while they next receive the grant.

**9(2)(f)(iv) - Active Consideration**

<sup>2</sup> Where the client has damaged the motel or displayed antisocial behaviour, and there are children present, MSD will make a notification to CYF.



26 9(2)(f)(iv) - Active Consideration

### Next steps

- 27 MSD has started clarifying practice for staff and following your agreement to the proposed approach will begin to update business processes for staff over the coming month.

### Appendix

- 28 Process for administering the Emergency Housing Special Needs Grants

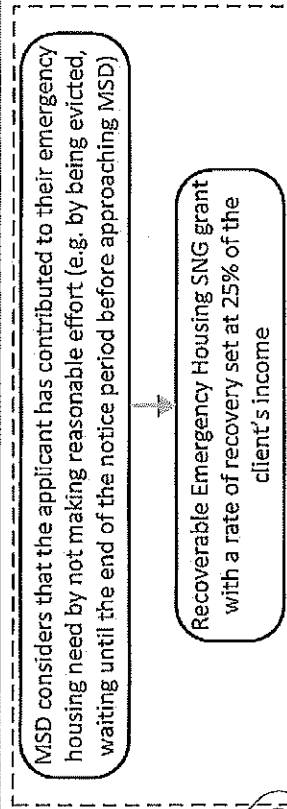
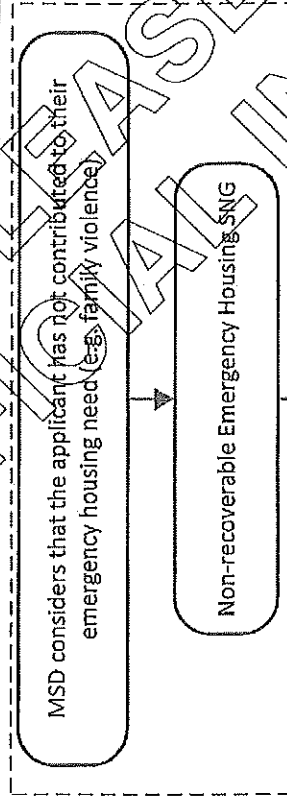
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# A client presents to Work and Income with an emergency housing need

**Principle: Once an emergency housing need is identified MSD will provide assistance**

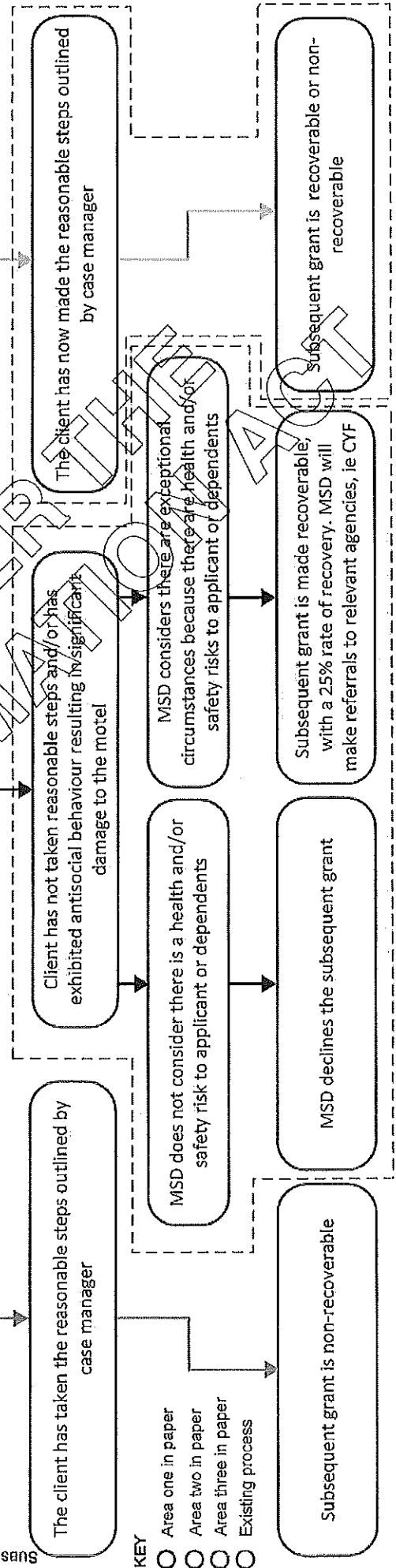
The Work and Income case manager explores with the client their alternative options:

- If they are satisfied that the client does not have, or access to, any alternative adequate accommodation (including staying with family and friends; backpackers; holiday parks that they can afford; etc). If it is identified that the client has adequate accommodation in another location, MSD can provide assistance to relocate the client.
- AND
- There are no contracted emergency housing places or other emergency housing providers available in the region.



MSD will clearly outline the reasonable steps the client must take as a condition of grant e.g. social housing application, applying for private rentals, attending appointments with Work and Income, or budgeting.

The client applies for a subsequent emergency housing grant as they have not found alternative accommodation



FIRST GRANT

SUBSEQUENT GRANTS



MINISTRY OF SOCIAL  
DEVELOPMENT  
TE MANATU WHAKAHIATO ORA

# Memo

To: Housing Steering Group  
9(2)(a) - Privacy of another  
From: [redacted] Manager- Corporate Affairs  
Date: 9 November 2016  
Security level: IN CONFIDENCE

## Emergency Housing Improvement Project - Communications Overview

At the last Housing Steering Group (HSG) meeting national Communications tabled the communications approach for the Emergency Housing Improvement project. HSG asked National Communications to revise some of the key messages and put more detail around how the information and messaging would be disseminated to internal and external audiences.

This document gives an overview of the communications approach and stakeholder activity planned to support the changes to the Emergency Housing Special Needs Grant which will take effect from 21 November 2016.

### Recommendations

It is recommended that you:

**Approve** the revised key messages and the proposed engagement plan

**Note** a full communications plan is being prepared and will be circulated for sign off within the next week.

\_\_\_\_\_  
Scott Gallacher  
Deputy Chief Executive  
Social Housing

\_\_\_\_\_  
Date

### Background

After a review of the implementation of the Emergency Housing Special Needs Grant (SNG) from 1 July 2016, the Minister for Social Housing, Paula Bennett, has recently agreed to a number of recommendations to strengthen the implementation of the SNG.

We help New Zealanders to help themselves to be safe, strong and independent  
Ko ta mātou he whakamana tangata kia tū haumarū, kia tū kaha, kia tū motuhake

The changes include:

- Improving emergency housing practice at the frontline.
- Strengthening operational policy so that the SNG can be made recoverable at the rate of 25% of a client's income or, in certain circumstances, declined if the client does not comply with the SNG requirements.
- Continuing dialogue with emergency housing providers. (This includes working with other agencies and providers to find solutions to support vulnerable individuals and families in short-term emergency or longer term social housing and other support services, if needed.)

The review also identified that we needed to further clarify the emergency housing process due to the time pressures of the 1 July implementation. Frontline training to support practice and the operational policy changes is being rolled out in parallel to communications, for a go-live of 21 November 2016.

#### **Objectives:**

- For the provider and stakeholder engagement to be regionally led but supported by national communications and training
- Staff understand MSD's housing role and feel confident delivering emergency housing services to clients, after training.
- Staff know what the policy change is, the rationale and what is expected of them and how to respond in conflict situations.
- Key stakeholders understand what changes are being made, and why, and if they have a role in providing accommodation or support for a client.

#### **How will we achieve these objectives?**

- Develop plain English key messages and information that explain the changes and are tailored to each audience. These can be used consistently through training, staff and client/provider/stakeholder conversations, meetings, emails, websites, MSD/other newsletters etc.
- Training for frontline staff so they understand and are confident in explaining and following the new processes to clients and the providers they work with. Use feedback from the training to inform and further improve the implementation.
- Leverage off other regional and national MSD provider/stakeholder networks to raise awareness of the changes in the SNG, actively engage and involve them in reaching stakeholders as part of their Business as Usual work, eg
  - Each region has a communications plan for contacting providers and stakeholders that need to know before 21 Nov.
  - National and Regional staff communicate information using existing provider and stakeholder networks, eg conversations, email, meetings and face to face opportunities with current and new providers and stakeholders.

### Engagement Plan Overview:

Activity	Audience	Purpose	Timeframe	Lead
Comms plan and supporting material, eg key messages, web content, email, notices, stakeholder template	All Audiences	To develop comms to support staff and stakeholders with what they need to know about the SNG changes	11 Nov	Nat Comms
Regional plan to communicate SNG changes	RCs	To develop a plan of direct contact with key local stakeholders they need to know about the SNG changes  To identify what BAU meetings are going on they that can convey the info	11 Nov distributed	
Staff Training (3 phases)	<p>Training for Trainers</p> <p>Training to frontline staff will be delivered in two waves:</p> <ul style="list-style-type: none"> <li>• Priority audience (staff administering the Emergency Housing payment and site champions)</li> <li>• Secondary audience (all remaining case managers, SST and RCU)</li> </ul>	<p>Staff understand MSD's housing role and feel confident delivering emergency housing SNG services to clients and talking to providers, after training</p> <p>Staff know what the policy change is, the rationale and what is expected of them and how to respond in conflict situations, according to MSD policies.</p>	<p>8 Nov Auck 10 Nov Wgtn</p> <p>14-18 Nov</p> <p>21 Nov -23 Dec 2016</p>	
External Communications	<ul style="list-style-type: none"> <li>• External Focus Group and Housing</li> </ul>	Heads up in advance of other external	Around 20 November	National Office

Activity	Audience	Purpose	Timeframe	Lead
	Assistance Reform Focus Group <ul style="list-style-type: none"> <li>Client advocates NBACG</li> </ul>	communication to ensure awareness of the SNG grants changes and what it means for clients and for providers etc.  Discussion at next NBACG and EFG meetings		Housing team and National Comms
Communications via internal channels: <ul style="list-style-type: none"> <li>Training</li> <li>Service Delivery Weekly Brief (Doogle)</li> <li>Manager's weekly note</li> <li>CI weekly update</li> <li>Leaders Engine Room</li> <li>Contact Centre scripts</li> </ul>	MSD Staff	To reinforce info received at training for frontline and contact centre staff  Create awareness of the SNG grants changes with wider MSD staff	Before 21 Nov	Nat Comms with the project team and partners
Communications via external channels: <ul style="list-style-type: none"> <li>Frontline staff client contact</li> <li>Regional staff networks</li> <li>CI stakeholder channels</li> <li>Social Housing website</li> <li>Social Housing partner channels</li> <li>External Focus Group networks</li> </ul>	<ul style="list-style-type: none"> <li>Clients</li> <li>Youth Service Providers</li> <li>Emergency Housing Sector</li> <li>EH Providers (contracted)</li> <li>Other Housing providers</li> <li>Motel</li> <li>Client Advocates</li> <li>Community Agencies</li> <li>Public / Media</li> </ul>	Create awareness of the SNG grants changes and what it means for clients and for providers etc.	Before 21 Nov	Nat Comms with the project team and partners



# Communications approach - Emergency Housing Improvement Project

Final Version  
9 Nov 2016

## (Strengthening SNG implementation and related operational policy changes for November 2016)

### Background

At some point in their lives, New Zealanders may have contact with the Ministry of Social Development (MSD). We work closely with partner agencies and service providers to help people get the support they need, when they need it. MSD is the Government's lead agency for assisting clients with housing needs. This includes working with providers to find solutions to the current housing need and to placing vulnerable individuals and families in short-term or long-term housing. Emergency housing is just one service on the continuum of support that MSD provides for New Zealanders. Emergency housing addresses a person's immediate need and can include a referral to contracted emergency housing providers or provide financial assistance for temporary accommodation like a hostel or motel. On 7 November, the Minister announced further funding for additional emergency housing places and frontline staff to help with increased demand of clients requiring emergency housing assistance.

On 1 July 2016, the Government introduced an Emergency Housing Special Needs Grant (SNG) which did not need to be paid back. This grant is assistance of the last resort. MSD exhausts all alternative housing options with the client then will look for vacancies with contracted emergency housing providers or other emergency housing providers, before considering a SNG for a client. We have helped over 3,000 clients and their families with emergency housing assistance since 1 July. A review of SNG implementation to date suggests that there are a small number of clients who may not have genuine need or did not take the necessary steps to address their emergency housing need while receiving the SNG.

To address this, some changes are being introduced to the way we implement the SNG and these come into effect on 21 November. For clients who have unreasonably contributed to their emergency housing need, or who have not taken the reasonable steps agreed with the case manager, and/or who have demonstrated anti-social behaviour impacting their available housing options, MSD will decline further SNG assistance. However, there may be some cases where there is a health and safety risk to the client if an SNG was to be declined. In these cases we will grant the SNG as recoverable with a recovery rate of 25% of their income. We expect that most clients will continue to comply with their responsibilities under the SNG and therefore won't have to pay the SNG back.

The review also identified that we needed to further clarify the emergency housing process due to the time pressures of the 1 July implementation. We are training all frontline staff and site champions will be appointed in the areas with high demand.

Communications will support training, and assist staff to both navigate the process and to articulate the correct message with clients and stakeholders (such as client advocates or agents).

### Communications approach

MSD will continue to work with other agencies, through partnerships and local networks, to explore further opportunities for emergency and social housing and to provide support services for homeless people. Regionally led engagement, supported by National Office will be key to building stakeholders' confidence in MSD's approach. The roll-out of this policy changes and practice improvements involves a strong focus on training which will be supported by internal communications to managers and their frontline staff.

Communications will be clear about the context for the changes and what is meant by a 'firm but fair' approach with clients. Clients will know that they have certain responsibilities they need to complete while receiving a SNG, and any housing solution that MSD or a provider offers.

### Key audiences and channels

- Internal audiences:**
- Regional Commissioners and Community Liaison Advisors
  - Regional Directors, Manager Regional Services and Regional Training Co-ordinators
  - Frontline staff

- Internal channels:**
- Training
  - Manager-led points weekly briefings
  - Doogie and MAP
  - Conference calls
  - Contracted copy scripting
  - Feedback Quick reference guides
  - Scenarios and FAQs

- Key stakeholders:**
- Clients
  - External (Frog) Group and Housing Assessment Region Focus Group
  - Client advocates
  - Local service providers
  - Corrections and Health
  - Housing providers
  - Members of the Public
  - Media

- Stakeholders channels:**
- Through case managers or external provider (clients)
  - Through staff regional/national networks, meetings & engagement
  - Emails
  - Stakeholder PPT
  - Websites
  - MAP/Q&As
  - Memorandum of Understanding to identify agency roles & responsibilities with clients (Corrections and Health)
  - Reactive Q&As (media)

### Objectives

- Staff understand MSD's housing role and feel confident delivering emergency housing services to clients, after training.
- Staff know what the policy change is and the rationale and what is expected of them.
- Key stakeholders understand what changes are being made and why, and what their role is in supporting clients.

### Key messages

- MSD is the Government's lead agency for assisting clients with housing needs. This includes working with providers to find solutions to the current housing need and to placing vulnerable individuals and families in short-term or long-term housing.
- On 1 July 2016, the Government introduced an Emergency Housing Special Needs Grant (SNG) which did not need to be paid back.
- This grant is assistance of the last resort. MSD exhausts all alternative housing options with the client, then will look for vacancies with contracted emergency housing providers or other emergency housing providers, before considering a SNG for a client.
- We have helped over 3,000 clients and their families with emergency housing assistance since 1 July. A review of SNG implementation to date suggests that there are a small number of clients who may not have genuine need or did not take the necessary steps to address their emergency housing need while receiving the SNG.
- To address this, some changes are being introduced to the way we implement the SNG and these come into effect on 21 November.
- For clients who have unreasonably contributed to their emergency housing need, or who have not taken the reasonable steps agreed with the case manager, and/or who have demonstrated anti-social behaviour impacting their available housing options, MSD will decline further SNG assistance.
- There may be some cases where there is a health and safety risk to the client if an SNG is declined. In these cases the SNG is recoverable with a recovery rate of 25% of the client's income.
- We expect that most clients will continue to comply with their responsibilities under the SNG and therefore won't have to pay the SNG.

### Risks

Staff fail to implement the changes, follow process and apply best practice.

Key stakeholders are concerned by the operational policy changes and what that means for clients they consider vulnerable.

### Mitigation

Frontline training critical to reinforce new knowledge & MSD policies/practices. Scenarios in training to illustrate best practice. Manager-led messaging, regional management understands performance issues. Clear communication.

Regional engagement activity supported with clear messages online. Staff convey clear expectations for clients eligible for a SNG.



**MINISTRY OF SOCIAL  
DEVELOPMENT**  
TE MANATŪ WHAKAHIATO ORA

# Strengthening Emergency Housing Special Needs Grant Communications Plan

Go live: 21 November 2016

**FINAL VERSION**

**Owner:**

**9(2)(a) - Privacy of another**  
**Manager Corporate**  
**Affairs**

## Sign Off

This form records the approval and acceptance of the following document:

Document Name	Final Version	EDRMS File Reference
Strengthening Emergency Housing SNG implementation Communications Plan		

The following signatures indicate approval and acceptance of the document, subject to any caveats below:

Name	Version signed off	Signature/Date
Kay Read Associate Deputy Chief Executive Social Housing		
Caveats: .....		
Karla Fisher Acting General Manager Housing Service Delivery		
Caveats: .....		
George Van Ooyen General Manager Contact Centre Services		
Caveats: .....		
Penny Rounthwaite National Commissioner		
Caveats: .....		

<b>9(2)(a)</b> Acting National Manager Housing Demand Projects		_____ ____/____/____
Caveats: .....		
<b>9(2)(a)</b> Manager Corporate Affairs		_____ ____/____/____
Caveats: .....		

**Review of documents**

Version	Date	Reviewers	Comments
1-6	To 17 Nov	<b>9(2)(a)</b>	

# **Emergency Housing Special Needs Grant implementation**

## **Communications plan**

### **Purpose**

This communications plan supports the implementation of operational policy changes to the Emergency Housing Special Needs Grant, which will be introduced on 21 November 2016.

### **Background**

On 13 October 2016 the Minister for Social Housing, Paula Bennett, agreed to a number of recommendations to strengthen implementation of the Emergency Housing Special Needs Grant (EHSNG).

The changes include:

- Improving emergency housing practice at the frontline
- Strengthening operational policy so that the EHSNG can be declined, or in certain circumstances made recoverable at the rate of 25% of a client's income.

Training to support practice and the operational policy changes is being rolled out in parallel to communications, for a go-live of 21 November 2016. The training approach is a staged roll out with a priority audience being trained before 21 November and all remaining staff by 23 December 2016.

A communications approach was agreed by the Housing Steering Group on 10 November 2016.

This plan provides further detailed key messaging and collateral for sign off for distribution to agreed audiences.

### **Communication and engagement approach:**

The Ministry of Social Development (MSD) is working with other agencies to explore opportunities for emergency and social housing and to provide support services for homeless people.

Regionally led engagement, supported by National Office, will be key to building stakeholders' confidence in MSD's approach.

The roll-out of operational policy changes and practice improvements involve a strong focus on training which will be supported by internal communications to managers and their frontline staff to assist staff to both navigate the process and to articulate the correct messages with clients and stakeholders (such as client advocates or agents).

Communications will be clear about the context for the changes and what is meant by a 'firm but fair' approach with clients.

Clients will know that they have certain responsibilities they need to meet while receiving an Emergency Housing Special Needs Grant and any housing solution that MSD or a provider offers.

### **Objectives**

- Staff understand MSD's housing role and feel confident delivering emergency housing services to clients.
- Staff know what the policy change is and the rationale and what is expected of them
- Key stakeholders understand what changes are being made and why, and what their role is in supporting clients.

### **How will we achieve these objectives?**

- Develop simple plain English key messages that can be used consistently, e.g. through training, staff and client/provider, stakeholder conversations/meetings, emails, websites, MSD/other newsletters etc.
- Training for staff so they understand and are confident in explaining and following the updates to operational policy and processes to clients and providers.
- Leverage off other MSD and provider networks to raise awareness of the changes in the EHSNG, actively engage and involve them in reaching stakeholders as part of their business as usual work e.g.:
  - Directly email local stakeholders with an interest in emergency housing with an agreed EHSNG message
  - Mentioning the changes at existing meetings, face to face opportunities and phone calls with current stakeholders, which are occurring as business as usual.



## Project timings

Date	Activity
<b>13 October 2016</b>	Minister agreed to operational policy changes
<b>10 Nov 2016</b>	Housing Steering Group signed off Communications Approach
<b>8 and 10 Nov 2016</b>	Training for Trainers (T4T)
<b>14 – 18 Nov 2016</b>	Training of priority staff (staff administering the Emergency Housing payment, Managers and site champions)
<b>16-21 Nov 2016</b>	Communication to staff and stakeholders
<b>21 Nov 2016</b>	Operational policy changes – Go live
<b>21 Nov – 23 Dec 2016</b> (the end date may change due to current environmental factors)	Training of secondary audience (all remaining case managers, Service Support Team and Remote Client Unit)

## Audiences

Internal	
Audiences	Channels
Regional Commissioners and Community Liaison Advisers	• Training
Regional Directors, MRs, RTC	• Regular Meetings
Frontline staff (SCMs, SCTs, emergency housing staff/site champions)	• Key messages/Talking points
SST and RCU	• Manager-led comms
CUH and contact centres	• Weekly brief/HIYA
YSSU	• Doogle and MAP
	• Conference calls
	• Quick reference guides (training pack)
	• Contact Centre info for scripting
External	
Audiences	Channels
Clients	• Through case managers or external provider (clients)
External Focus Group	• Through staff regional/national networks, meetings & engagement (advocates and providers)
Housing Assessment Reform Focus Group	• Stakeholder emails
Client advocates	• Stakeholder PPT slides
Youth service providers	• Websites
Corrections and Health	• MAP
Emergency Housing providers	• Memorandum of Understanding (Corrections and Health)
Public	• Reactive statement and Q&As (media)
Media	• Media release (Minister)

### **Key messages – Emergency Housing Special Needs Grant (Note these were signed off with HSG on 10 November)**

1. MSD is the Government's lead agency for assisting clients with housing needs. This includes working with providers to find solutions to the current housing need and to placing vulnerable individuals and families in short or long-term housing.
2. On 1 July 2016, the Government introduced an Emergency Housing Special Needs Grant which did not need to be paid back.
3. This grant is assistance of the last resort. MSD exhausts all alternative housing options with the client, then will look for vacancies with contracted emergency housing providers or other emergency housing providers, before considering an Emergency Housing SNG for a client to pay for temporary accommodation.
4. We have helped over 3,000 clients and their families with emergency housing assistance since 1 July. A review of Emergency Housing SNG implementation to date suggests that there are a small number of clients who may not have genuine need or did not take the necessary steps to address their emergency housing need while receiving the SNG.
5. To address this, some changes are being introduced to the way we administer the SNG and these come into effect on 21 November.
6. For clients who have unreasonably contributed to their emergency housing need, or who have not taken the reasonable steps agreed with the case manager, and/or who have demonstrated anti-social behaviour impacting their available housing options, MSD will decline further Emergency Housing SNG assistance.
7. There may be some cases where there is a health and safety risk to the client if an SNG is declined; in these cases the Emergency Housing SNG is recoverable with a recovery rate of 25% of the client's income.
8. We expect that most clients will continue to comply with their responsibilities under the Emergency Housing HSG and therefore payments will continue to be non-recoverable.

### **Key messages about Emergency Housing**

- Emergency housing addresses a client's immediate emergency housing need until a longer-term option is available. Emergency housing can include community-based emergency housing providers or temporary accommodation like a hostel or motel. Emergency housing provides somewhere stable for the client and their family to live while their issues are identified and more long-term housing is found.
- This isn't just about providing accommodation – it's about supporting people who find themselves in unexpected, difficult circumstances and giving them time to recover and assistance to move on.
- Social Housing addresses a longer-term need (Emergency housing clients may end up in social housing.)

- MSD's emergency housing model first considers other adequate accommodation where the client and their family can stay using their own resources. This can include staying with family or friends in the short term, retaining current accommodation or other emergency housing options provided by the community.
- Where MSD finds that the client and their family have nowhere to stay (or are unable to stay in their usual place of residence), they will look for vacancies with MSD contracted emergency housing providers. If nothing is available as a last resort, MSD will then consider an emergency housing Special Needs Grant to stay in temporary accommodation like a hostel or motel.

## Risks and Mitigations

Risks	Mitigations
Staff fail to implement the changes, follow process and apply best practice. This would result in the operational policy being applied inconsistently across the country, meaning some clients may receive assistance where others may not.	<ul style="list-style-type: none"> <li>• Frontline training critical to reinforce new knowledge &amp; MSD policies/practices.</li> <li>• Scenarios in training to illustrate best practice.</li> <li>• Manager-led messaging</li> <li>• Regional management understands performance issues</li> <li>• Monitoring through quality checks</li> </ul>
Client not being confident or needing help to apply for and comply with EHSNG	Community agencies can support vulnerable clients as they do currently to access MSD help and work with Work and Income case managers
Key stakeholders are concerned by the operational policy changes and what that means for clients they consider vulnerable.	<ul style="list-style-type: none"> <li>• Clear communication.</li> <li>• Regional engagement activity supported with clear messages online.</li> <li>• Staff convey clear expectations for clients eligible for a EHSNG.</li> </ul>
Increased security risk when case managers have to decline clients, especially those with potential for violence or violent backgrounds	MSD has existing security processes to follow which front line staff are trained in. These will be reinforced through the EHSNG training.
Minister not putting out a media release	<ul style="list-style-type: none"> <li>• The project team and MSD staff need to work hard to ensure the key information is available on the website</li> <li>• Regional engagement with key stakeholders</li> </ul>
Advocates not knowing they could have a role supporting clients with EHSNG	Ensure regional staff inform their national advocate/support agencies are contacted with this information
MSD not clear of Corrections / Health role in relation to Emergency Housing (ie around integration on release from prison and Mental Health support).	Identify and agree to the roles each agency has, regarding these vulnerable clients who have difficulty finding accommodation.
Certain clients slip through the gaps between agencies and have relapse in criminal behaviour or mental health breakdowns	Formalise the arrangement through a Memorandum of Understanding so each party knows what they are responsible for

## Communications deliverables and runsheet

Note – where appendices are provided they are included for sign off as part of this plan.

Action / deliverable / channel	Purpose	Timing	Audience	Responsible for delivery	Comment / status
<b>INTERNAL</b>					
Updates to internal stakeholders: • Scheduled meetings • Weekly conference calls	Prepare for implementation and support in post implementation	Regular; on-going	<ul style="list-style-type: none"> <li>Reference Group</li> <li>RCs and RDs</li> <li>Portfolio leads</li> </ul>	Project team Business change GM Housing Service Delivery	<b>Largely completed but on-going</b>
HIYA weekly brief <b>Developed with SD Operational Support</b>	Inform staff	Thu 10 Nov	<ul style="list-style-type: none"> <li>Contact Centre Services/ CSRs and their managers particularly</li> <li>Centralised Unit Housing communications team</li> </ul>	Project team Service Delivery's Operational Support	<b>Completed</b>
Managers' Weekly Note <b>Signed off separately with SD Comms and National Manager Demand Projects</b>	Prepare for implementation Encourage managers to complete training	Tue 15 Nov	<ul style="list-style-type: none"> <li>Service Delivery Managers generally</li> <li>Service Centre Managers particularly</li> </ul>	Project team and Service Delivery Communications	<b>Completed</b>
Service Delivery Weekly Brief <b>Signed off separately with National Manager Demand Projects</b>	To inform staff that aren't being trained before go live of the changes	Wed 16 Nov	<ul style="list-style-type: none"> <li>Staff implementing changes and their managers, including Remote Client Services and Service Support Teams</li> <li>Service Delivery staff</li> </ul>	Project team and Service Delivery Communications team	<b>Completed</b>

Action / deliverable / channel	Purpose	Timing	Audience	Responsible for delivery	Comment / status
Covering email to key internal stakeholders, including key messages <b>Separate sign off with ADCE</b>	Disseminate key messages Support for managers Inform stakeholder engagement	Fri 18 Nov (before go live to enable planning ahead of go live)	<ul style="list-style-type: none"> <li>RCs/RDs/National Commissioner (and office)</li> <li>GM Contact Centre Services (and office)</li> <li>GM Centralised Services (and office)</li> <li>Managers of CUH, Helpline and Service Optimisation</li> </ul>	DCE Social Housing	Business Change will forward this email to: <ul style="list-style-type: none"> <li>Portfolio leads</li> <li>Reference Group</li> <li>MRS</li> <li>Helpline</li> <li>Operational Support</li> <li>Contact Centre</li> <li>Managers</li> </ul>
Doogee updated <b>Signed off separately</b>	Access to information Clarity of messaging	Mon 21 Nov	<ul style="list-style-type: none"> <li>All staff</li> <li>Staff implementing changes particularly</li> </ul>	Acting National Manager Housing Demands Projects	Note – these are operational procedure pages not comms pages
MAP published <b>Signed off separately</b>	Provide detailed operational policy	Mon 21 Nov	<ul style="list-style-type: none"> <li>Staff</li> </ul>	Project team	<b>Completed</b>
<b>EXTERNAL</b>					
Media announcement (TBC) <b>Separate sign off for media material (BAU process)</b>	Set expectations and build awareness of changes to policy	Mon 21 Nov On-going	<ul style="list-style-type: none"> <li>Public Media</li> <li>Clients/advocates</li> <li>EH providers</li> </ul>	National Communications SHRP Comms / DCE office Minister's office	National Comms in discussion with Minister's office
Message in ART for youth providers <b>Appendix 1</b>	Inform and support providers to implement changes	Fri 17 Nov	<ul style="list-style-type: none"> <li>Youth service providers</li> <li>YSSU</li> </ul>	Project team	Note – training of youth service providers is being organised
Housing website updated	Inform clients	Mon 21 Nov	<ul style="list-style-type: none"> <li>Clients and advocates</li> </ul>	National Communications	

Action / deliverable / channel	Purpose	Timing	Audience	Responsible for delivery	Comment / status
<b>Appendix 2</b>					
Work and Income website updated	Inform clients	Mon 21 Nov	<ul style="list-style-type: none"> <li>Stakeholders</li> <li>Clients and advocates</li> </ul>	Project team with Service Delivery web team	Being managed separately by project team
Contact Centre scripting <b>Information provided to Contact Centre Services for scripting</b>	Inform clients and advocates Consistent messaging	Mon 21 Nov	<ul style="list-style-type: none"> <li>Clients and advocates</li> </ul>	Project team and Business change	Completed
MAP published <b>As above</b>	Provides detailed operational policy	Mon 21 Nov	<ul style="list-style-type: none"> <li>Clients and advocates</li> </ul>	Project team	Provides transparency of operational policy
Email to key stakeholders – National office <b>Appendix 3</b>	Awareness Relationship management	Mon 21 Nov	<ol style="list-style-type: none"> <li>EFG and NBACG</li> <li>HARFG</li> <li>Contracted emergency housing providers and CRPS</li> </ol>	<ol style="list-style-type: none"> <li>GM Housing Service Delivery</li> <li>GM Housing Policy</li> <li>GM Housing Contracts</li> </ol>	
Email to key stakeholders – regional <b>Appendix 4</b>	Awareness Relationship management	Mon 21 Nov	<ul style="list-style-type: none"> <li>Key regional stakeholders</li> </ul>	Regional Commissioners supported by Community Liaison Advisors (CLAs)	Provided by Business Change to CLAs
PPT slides for external engagement <b>Appendix 5</b>	Consistent messaging Awareness	On-going	<ul style="list-style-type: none"> <li>EH sector eg Auckland EH Network and those engaged with as part of EHRT work</li> <li>Housing providers generally</li> <li>Government agencies</li> <li>Advocates and NGOs</li> </ul>	Emergency Housing Response Team (EHRT) Regional Commissioners/Community Liaison Advisors	Note regions have regular engagement channels and opportunities with wide range of stakeholders



Action / deliverable / channel	Purpose	Timing	Audience	Responsible for delivery	Comment / status
Reactive media statement <b>Separate sign off for media material (BAU process)</b>		As required	<ul style="list-style-type: none"> <li>Media</li> <li>Public</li> </ul>	National Communications DCE's office	
Reactive media Q&As <b>Separate sign off for media material (BAU process)</b>		As required	<ul style="list-style-type: none"> <li>Media</li> <li>Public</li> </ul>	National Communications DCE's office	

**Attached for sign off:**

1. Appendix 1: Message in ART to Youth Service Providers
2. Appendix 2: Website content
3. Appendix 3: Email to EFG/HARFG/CHPs
4. Appendix 4: Email to regional stakeholders
5. Appendix 5: PPT slides for external engagement

## **Communications Collateral attached for sign-off**

- 1. Appendix 1: Message in ART to Youth Service Providers**
- 2. Appendix 2: Website content**
- 3. Appendix 3: Email to EFG/HARFG/CHPs**
- 4. Appendix 4: Email to regional stakeholders**
- 5. Appendix 5: PPT slides for external engagement**

### **APPENDIX 1:**

#### **Message in ART to Youth Service Providers**

**Subject: RE: 'Emergency Housing'**

#### **Supporting youth with emergency housing – Strengthening the rules around emergency housing assistance**

Hi all,

We'd like to share with you a couple of changes to the emergency housing service that you'll need to know when supporting young people with an emergency housing need.

There have been some situations where clients may not have had a genuine emergency housing need or are not proactively trying to help improve their situation themselves.

For these reasons, from Monday 21 November, Ministry of Social Development has decided to strengthen rules around emergency housing assistance.

Only a few clients are expected to be affected, as the greater majority of clients, including young people, have a genuine emergency housing need and are meeting what's expected of them when being paid the SNG.

Information about the changes are included in the attached slides. Further information is available in MAP (on the Work and Income website).

You will also be invited to a training session about these changes by your local MSD Regional Training Coordinator. Because training will be staggered over November and December, we need to let you know about this information now in case you need to use it before you get your training.

We appreciate the support you continue to give to these young people with nowhere to live. Thank you.

If you have any questions, please contact YSSU: [YouthService@msd.govt.nz](mailto:YouthService@msd.govt.nz). Please use the email subject: Emergency housing message

Regards,

Work and Income Youth Service team

[Message end]

## **Strengthening rules around Emergency Housing assistance**

### **What**

We're strengthening our rules around Emergency Housing assistance.

### **Why**

A special needs grant (SNG) for emergency housing is a last resort and we are strengthening the rules.

This will make sure those who really need the SNG, get it, and will help you make these decisions.

### **When**

We'll start doing this from 21 November.

17 November 2016

## **What's changing?**

- A young person's first SNG can be made recoverable if they didn't make a 'reasonable' effort to look for other options before seeking emergency housing assistance.
- Subsequent SNGs applied for within a year can be declined if a young person's behaviour is unreasonable and contributes to their current housing situation.

(Note: the health and safety of the young person/their family comes first. If there's a risk, make the SNG recoverable rather than decline the application).

- When a SNG is recoverable it'll be recovered at 25% of the young person's income while they're receiving the SNG.

17 November 2016

## Want to learn more?

- For more information about these policy changes please refer to the MAP links on the Work and Income website  
<https://www.workandincome.govt.nz/map/income-support/extra-help/special-needs-grant/emergency-housing.html>
- For more information to provide to young people refer to  
<http://www.housing.msd.govt.nz/housing-options/emergency-housing.html>

17 November 2016

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

## **APPENDIX 2:**

### **Housing Assessment website content**

#### **Current text:**

**<http://www.housing.msd.govt.nz/housing-options/emergency-housing.html#HelpwithemergencyhousingcostsEmergencyHousingSpecialNeedsGrant3>**

#### **Help with emergency housing costs (Emergency Housing Special Needs Grant)**

If there aren't any places available with emergency housing providers, you may be able to stay in other temporary accommodation such as a hostel or a motel, for a few days until a longer-term option is available.

If you've tried everything you can to find somewhere else to stay, you won't need to pay for this accommodation. We'll pay it direct to where you are going to stay. You won't need to pay this money back. In most cases, we'll cover the full cost of your stay for up to seven days, or longer in some circumstances (for up to seven days at a time).

The amount paid will depend on your household situation and the type of accommodation you go into.

#### **Draft new text for use on this website:**

#### **Help with emergency housing costs (Emergency Housing Special Needs Grant)**

If there aren't any places available with emergency housing providers, you may be able to stay in other temporary accommodation such as a hostel or a motel, for a few days until a longer-term option is available.

If you've tried everything you can to find somewhere else to stay, you won't need to pay for this accommodation. We'll pay it direct to where you are going to stay. In most cases, we'll cover the full cost of your stay for up to seven days, or longer in some circumstances (for up to seven days at a time) with an Emergency Housing Special Needs Grant.

The amount paid will depend on your household situation and the type of accommodation you go into.

Most clients do not need to pay this grant back. However clients who unreasonably contribute to their emergency housing need, demonstrate anti-social behaviour that impacts on their available housing options or who do not fulfil their responsibilities as discussed and agreed with their case manager, may have their initial application declined, or may have to pay back the grant at 25% of their income.

### **APPENDIX 3:**

#### **Email to EFG/HARFG/contracted housing providers**

#### **Emergency Housing Special Needs Grant changes from 21 November 2016**

Hi everyone

I want to let you know of some changes that come into effect for the Emergency Housing Special Needs Grant was introduced on 1 July this year.

After reviewing the implementation of this grant, MSD needs to be clearer about the service we offer and this involves explaining to clients their responsibilities when receiving the Emergency Housing SNG. We want to ensure that our most vulnerable clients are supported and that the small group of clients who aren't taking responsibility are helped to fully grasp what they should be doing.

This means that there may be a small group of clients who are granted the Emergency Housing SNG but are required to contribute 25% of their income as a housing cost, and some clients may be declined an SNG if they have unreasonably contributed to their situation or not taken reasonable steps to find other accommodation. MSD will of course consider any health or safety issues in their decision making process.

We expect only a small group of clients to be affected, as most Emergency Housing SNG clients are compliant with their SNG responsibilities, and are good tenants, so do not need to pay this grant back.

If you have any questions or comments about this please don't hesitate to get in touch with me.

King regards

Karla Fisher, EFG

Sandra Preston, HARFG

Kelvin Moffatt, contracted housing providers

## **APPENDIX 4:**

### **Email to Regional Stakeholders**

#### **Subject: Emergency Housing Special Needs Grant changes from 21 November 2016**

Hello

I want to let you know of some changes that came into effect on 21 November 2016, regarding the Emergency Housing Special Needs Grant we introduced on 1 July this year.

After reviewing the implementation of this grant, the Ministry of Social Development needs to be clearer about the service we offer and this involves explaining to clients their responsibilities when receiving the Emergency Housing SNG. We want to ensure that our most vulnerable clients are supported and that the small group of clients who aren't taking responsibility are helped to fully grasp what they should be doing.

This means that there may be a small group of clients who are granted the Emergency Housing SNG but are required to contribute 25% of their income as a housing cost, and some clients may be declined an SNG if they have unreasonably contributed to their situation or not taken reasonable steps to find other accommodation. MSD will of course consider any health or safety issues in their decision making process.

We expect only a small group of clients to be affected, as most Emergency Housing SNG clients are compliant with their Emergency Housing SNG responsibilities, and are good tenants, so do not need to pay this grant back.

We look forward to working with you to continue to support people with nowhere to live.

If you have any questions or comments about this please don't hesitate to get in touch with myself or your local service centre manager.

For further information about our emergency housing services, please visit the following websites:

- [Work and Income](#)
- [Housing Assessment](#)

Kind regards

[Regional Commissioner]

## APPENDIX 5:

### PPT slides for external engagement



HOUSING ASSESSMENT  
AROMATAWAI WHARE NGONG

#### Help with emergency housing

- MSD has worked with NGOs for many years to help people who need emergency housing.
- We've also been able to help people access other options like hostels and motels when no other option is available to them.
- We're now offering a service which will make it easier for us to measure demand, formalise the arrangements we already have with providers and make sure that people don't face further financial hardship when they have nowhere to stay.

5



HOUSING ASSESSMENT  
AROMATAWAI WHARE NGONG

#### Help with emergency housing

##### *New supports*

Contracted emergency housing places	New emergency housing special needs grant
MSD has contracts with emergency housing providers to house MSD clients for generally up to 12 weeks while they find somewhere more long-term.  Clients will pay no more than 25% of their income towards rent.	If there isn't a space at one of our providers we'll look at other options like a hostel or motel. We'll pay for clients to stay there for up to seven days, or longer in exceptional circumstances (but for no more than seven days at a time).  If they've tried all they can to find somewhere to stay they won't have to pay this back.

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## Help with emergency housing

- There are many ways we can help people who need somewhere to stay straight away.
- We will work with them to understand their situation and consider and look at their options. This could include:
  - finding somewhere else for them to stay perhaps with friends or family
  - help to stay in their current place ie help with overdue rent
  - understanding any health & safety concerns they have.
  - help to move somewhere new e.g. rent, bond, moving costs.
  - emergency housing.
- If on a benefit set up a redirection to prevent the client from falling behind in rent payments.

## Emergency Housing Special Needs Grant

- This grant is assistance of the last resort.
- MSD exhausts all alternative housing options with the client, then looks for vacancies with contracted or other emergency housing providers before considering an Emergency Housing SNG for a client to pay for temporary accommodation.
- For clients who have unreasonably contributed to their emergency housing need, or who have not taken the reasonable steps agreed with the case manager, and/or who have demonstrated anti-social behaviour impacting their available housing options, MSD may decline further SNG assistance or may ask the client to pay the grant back.
- Most clients are good tenants and comply with the Emergency Housing SNG requirements so do **not** need to pay this grant back.



# Help with emergency housing

- MSD has worked with NGOs for many years to help people who need emergency housing.
- We've also been able to help people access other options like hostels and motels when no other option is available to them.
- We're now offering a service which will make it easier for us to measure demand, formalise the arrangements we already have with providers and make sure that people don't face further financial hardship when they have nowhere to stay.



# Help with emergency housing

*From 1 July 2016*

## Contracted emergency housing places

MSD has contracts with emergency housing providers to house MSD clients for up to 12 weeks generally, while the client finds somewhere more long-term to live.

Clients pay no more than 25% of their income towards rent.

## Emergency Housing Special Needs Grant

If there isn't a space at one of our providers we'll look at other options like a hostel or motel. We'll pay for clients to stay there for up to seven days, or longer in exceptional circumstances (for up to seven days at a time).

If a client has tried all they can to find somewhere to stay they won't have to pay this back.



# Help with emergency housing

- There are many ways we can help people who need somewhere to stay straight away.
- We'll work with clients to understand their situation and consider and look at their options. This could include:
  - understanding any health and safety concerns they may have
  - finding somewhere to stay, e.g. with friends or family
  - help if they are behind in rent
  - help if they need rent and bond for a new property
  - help with moving and travel costs to move to another place
  - negotiating with landlords
  - accommodation options they can afford
  - emergency housing.
- If on a benefit, we'll set up a redirection for a client to help them stay on top of their rent payments.



# Emergency Housing Special Needs Grant

- This grant is assistance of the last resort.
- MSD exhausts all alternative housing options with the client, then looks for vacancies with contracted or other emergency housing providers before considering an Emergency Housing Special Needs Grant for a client to pay temporary accommodation.
- For clients who have unreasonably contributed to their emergency housing need, or who have not taken the reasonable steps agreed with the case manager, and/or who have demonstrated anti-social behaviour impacting their available housing options, MSD may decline further SNG assistance or may ask the client to pay it back.
- Most clients are good tenants and comply with the Emergency housing SNG requirements so do not need to pay this grant back.

**Message to Service Delivery from Associate DCE**

**9(2)(a) - Privacy of another**

**From:** [redacted] **On Behalf Of** Kay Read

**Sent:** Friday, 18 November 2016 1:44 p.m.

**To:** Regional Commissioners (MSD); Regional Directors (MSD); George Van Ooyen; Lindsay Meehan; **9(2)(a)**; Louise Beaumont

**Cc:** Karla Fisher; [redacted]

**Subject:** Changes to Emergency Housing Special Needs Grant

Hi everyone

I hope this email finds you all safe and well.

I appreciate that this has been an extremely busy week for many of you – as things are put in place to support both staff and clients affected by the earthquakes and the flooding.

On Monday we will start to implement the operational policy changes to the Emergency Housing Special Needs Grant (SNG) recently agreed with Minister Bennett. These changes include declining the SNG or increasing the rate of recovery to 25% in certain cases.

For regions where staff are affected by this week's events, we have deferred implementation for the time being.

Please find attached a set of talking points that I invite you to share with your managers for go live in your region. These messages will assist them to field questions from staff and from interested stakeholders.

Engagement with advocates and other interested stakeholders will be a key part of the roll-out of these changes. It is important that they understand the Government's position and rationale for strengthening how we implement the Emergency Housing SNG.

That's where we need your help please. Attached is an email to send to your emergency housing and client advocacy stakeholders to let them know what operational policy changes have been made. Where we have agreed to defer implementation of these changes, we understand this will be dealt with at an appropriate time.

We will send updated emergency housing slides to Community Liaison Advisors to use in stakeholder presentations.

Thank you and stay safe.

Kind regards

Kay Read

Associate DCE Social Housing



# Emergency Housing Special Needs Grant

## Changes from 21 November 2016

1. Since introducing the Emergency Housing Special Needs Grant on 1 July 2016 we have helped over 3,000 clients and their families with emergency housing assistance.
2. A review of implementation of the Emergency Housing SNG to date suggests there are a small number of clients who may not have genuine need or did not take the necessary steps to address their emergency housing need while receiving the SNG.
3. To address this, some changes are being introduced to the way we administer the Emergency Housing SNG and these come into effect on 21 November.
4. For clients who have unreasonably contributed to their emergency housing need, or who have not taken the reasonable steps agreed with the case manager, and/or who have demonstrated anti-social behaviour impacting their available housing options, MSD will decline further Emergency Housing SNG assistance.
5. There may be some cases where there is a health and safety risk to the client if an SNG is declined; in these cases the Emergency Housing SNG is recoverable with a recovery rate of 25% of the client's income.
6. We expect these changes to affect a small proportion of clients seeking emergency housing assistance. Most clients will continue to comply with their responsibilities under the Emergency Housing SNG and therefore payments will continue to be non-recoverable.
7. Emergency housing addresses a client's immediate emergency housing need until a longer-term option is available. Emergency housing provides somewhere stable for the client and their family to live while their issues are identified and more long-term housing is found.
8. MSD's emergency housing model first considers other adequate accommodation where the client and their family can stay using their own resources. This can include staying with family or friends in the short term, retaining current accommodation or other emergency housing options provided by the community.
9. Where MSD finds that the client and their family have nowhere to stay (or are unable to stay in their usual place of residence), they will look for vacancies with MSD contracted emergency housing providers. If nothing is available as a last resort, MSD will then consider an Emergency Housing Special Needs Grant to stay in temporary accommodation like a hostel or motel.
10. Emergency housing isn't just about providing accommodation – it's about supporting people who find themselves in unexpected, difficult circumstances and giving them time to recover and assistance to move on.

## Email template for stakeholder engagement

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**Subject: Emergency Housing Special Needs Grant changes from 21 November 2016**

Hello

I want to let you know of some changes effective from 21 November to the Emergency Housing Special Needs Grant introduced on 1 July this year.

After reviewing the implementation of this grant, the Ministry of Social Development (MSD) needs to be clearer about the service we offer and this involves explaining to clients their responsibilities when receiving the Emergency Housing SNG. We want to ensure that our most vulnerable clients are supported and that the small group of clients who aren't taking responsibility are helped to fully grasp what they should be doing.

This means that there may be a small group of clients who are granted the Emergency Housing SNG but are required to contribute 25% of their income as a housing cost, and some clients may be declined an SNG if they have unreasonably contributed to their situation or not taken reasonable steps to find other accommodation. MSD will of course consider any health or safety issues in their decision making process.

We expect only a small group of clients to be affected, as most Emergency Housing SNG clients are compliant with their SNG responsibilities, and are good tenants, so do not need to pay this grant back.

We look forward to working with you to continue to support people with nowhere to live.

If you have any questions or comments about this please don't hesitate to get in touch with myself or your local site manager.

For further information about our emergency housing services, please visit the following websites:

- [Work and Income](#)
- [Housing Assessment](#)

Kind regards

[Regional Commissioner]





MINISTRY OF SOCIAL  
DEVELOPMENT  
TE MANATŪ WHAKAHIAIO GRA

# **MSD – Social Housing Strengthening rules for Emergency Housing assistance**

*Facilitator Guide*

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## Using this Guide

This guide gives you the information you need to deliver the three hour training session on 'Strengthening rules for the Emergency Housing assistance'.

### Audience

This programme is for staff who engage with clients about emergency housing including:

- Case Managers.
- Service Centre Managers.
- Assistant Service Centre Managers.
- Service Support Team staff.
- Remote Client Unit staff.

Depending on the delegated responsibilities in each region the following key staff may be helpful to support and contribute to the workshop:

- Practice Leader.
- Housing Portfolio Manager.
- Community Liaison Advisor.
- Case Manager/s Housing.

### Delivery Priority

The 'Strengthening rules for Emergency Housing assistance' programme adopts a split audience approach to ensure that key staff are trained as a priority with all other staff being trained in an extended window.

#### *Priority audience:*

- Staff administering the Emergency Housing Assistance programme and/or Site Champions as nominated by SCM in 'hot spot' regions, and nominated SST and RCU staff must be trained between 14 – 18 November 2016.
- Service Centre Managers and Assistant Service Centre Managers involved in the sign-off of Emergency Housing SNG payments.

#### *Secondary audience*

- All remaining Case Managers to be trained by 23 December 2016



## Resources

You will require the following resources:

- 'Strengthening rules for Emergency Housing assistance' PowerPoint presentation.
- Laptop/PC and data projector.
- Poster or flipchart paper and pens / whiteboard and whiteboard markers.
- Parking space poster.
- Post-it note pads and pens.
- Pre-prepared activities (specific resources are noted in each topic).

## Session outline

Timing	Topic
10 minutes	Welcome, introductions and programme overview.
15 minutes	The 4 step Emergency Housing service approach.
45 minutes	Step one – establishing an emergency housing need.
30 minutes	Step two – exploring alternative options to meet an emergency housing need.
15 minutes	Step three – making a referral to a 'Contracted Place'
45 minutes	Step four – exploring other emergency accommodation options. <ul style="list-style-type: none"><li>• Identifying local providers.</li><li>• Conditions of grant, 'reasonable steps' and expectations.</li><li>• Making the decision to grant as non-recoverable/recoverable or decline.</li></ul>
10 minutes	Booking the emergency housing follow-up appointment
15 minutes	Wrap-up <ul style="list-style-type: none"><li>• Training evaluation.</li></ul>
Total facilitation: 3 hours	

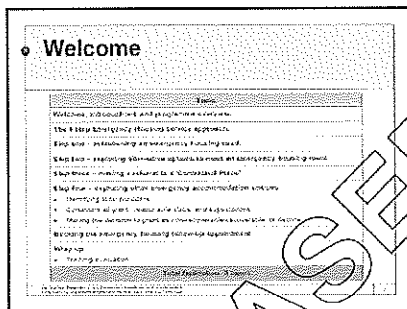


# Welcome, introductions and programme overview



15 mins

Learning objectives	<ul style="list-style-type: none"> <li>Become comfortable and engaged in the learning environment.</li> </ul>
Key Messages	<ul style="list-style-type: none"> <li>We have new 'strengthened' rules, and a new 'firm but fair' approach to the Emergency Housing SNG to adopt and apply.</li> <li>We need to strengthen our practice relating to how we administer Emergency Housing assistance, and specifically the Emergency Housing SNG.</li> </ul>
Resources	
<ul style="list-style-type: none"> <li>Parking space for questions flipchart.</li> <li>'Strengthening rules for Emergency Housing assistance' PowerPoint – slide 2</li> </ul>	



## Welcome

- Slide 2
- Welcome learners to training session and work through timing, breaks, toilets, smoking, evacuation, mobile phones and if any queries to see a member of the facilitation team.
- Introduce the Parking Space poster to any questions throughout the session. Any questions that can't be answered in this session will be forwarded to the project team for responses.
- Review the topics to be covered during the session.

## Learning outcomes

- The purpose of this session is to support you to become familiar with the new 'strengthened' rules and the 'firm but fair' approach that we are applying to Emergency Housing assistance.



## Introductions

- An introduction activity may be appropriate where delivering the session to mixed training groups.

## Context of change

### Share

- Emergency housing is a complex issue, and one that we continue to learn about as an organisation.
- Before we dive into the detailed process and practice of providing Emergency Housing assistance let's take a look at the environment, or context that we (at MSD) and our clients find ourselves in.

### MSD context

- In July 2016 the emergency housing SNG was implemented with the IT solution deployed in September.
- The intention is that the SNG to be used as a last resort, and only when all other options had been explored and exhausted, to meet the costs of emergency housing for people with a genuine immediate emergency housing need.
- The SNG is intended to be accessed for no more than seven days in a 52 week period, but subsequent grants can be made where MSD considered the client to be in exceptional circumstances.
- Analysis and feedback from staff in the four months since implementation have identified a small, but concerning, number of clients who may not have a genuine need or who are not taking steps to address their emergency housing or are contributing to their emergency housing need while receiving the SNG.
- This has led to the introduction of revised concepts including adequate options, reasonable steps, expectations while receiving the grant and introducing consequences where an emergency housing SNG can be declined or made recoverable, with recovery at 25% of the client's income.
- We need to strengthen our rules and practice relating to how we provide Emergency Housing assistance, and specifically the Emergency Housing SNG using a firm but fair approach.



## Client context – consider this: the cycle of insecure housing

- Clients may be struggling to find and keep longer term accommodation for many reasons.
- There can be situations where clients find themselves in a cycle of need, because they are disadvantaged in the housing market (e.g. financially insecure, bad tenancy history, specific housing needs, prior convictions) or struggling to maintain a home (e.g. physical and/or mental health conditions, gang affiliations or addictions). This may be heightened in areas of limited housing supply.
- In these circumstances, a client may present repeatedly with an emergency housing need; either separate instances of an emergency housing need (their need was resolved, but the client comes back a few months later with nowhere to live) or with the same on-going need (client has been assisted for seven days with an Emergency housing SNG but has not found a suitable option within that time and needs further help).
- Identifying these factors, and working with the client to identify options to address these is an important part of addressing their housing need, especially where the client is receiving the Emergency Housing SNG.

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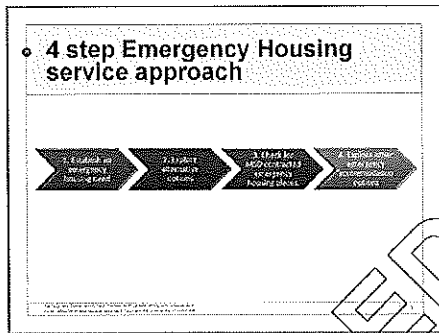




# The 4 step Emergency Housing service approach

15 mins



Learning objectives	<ul style="list-style-type: none"> <li>Refresh understanding of existing Emergency Housing service approach.</li> </ul>
Key Messages	<ul style="list-style-type: none"> <li>The new 'strengthened rules' and 'firm but fair' approach applies to step 4 of the Emergency Housing service approach, but we need to ensure we are doing the right thing in steps 1 – 3 as well.</li> </ul>
Resources	
<ul style="list-style-type: none"> <li>'Strengthening rules for Emergency Housing assistance' PowerPoint – slide 3</li> </ul>	
	

## Share

- The purpose of the emergency housing service is to ensure that only those clients with genuine needs access Emergency Housing assistance.
- Let's spend a few moments to clarify and refresh our memory of the emergency housing approach.

## Refreshing our understanding of the Emergency Housing service approach

### Step 1 – establishing an immediate emergency housing need

- The first step to take when meeting with a client who has presented seeking assistance with emergency housing is to determine whether there is in fact an immediate emergency housing need.
- A key concept in this step is what 'adequate' means in the context of the accommodation that they currently have or have just left– we'll explore this in greater depth shortly.



## Step 2 – exploring alternative options

- After establishing that there is an immediate emergency housing need we need to see whether the client can meet the need out of their own existing resources, or through other non-emergency housing specific assistance that we may be able to provide.
- We will look at what is considered adequate in the short term when looking at alternative accommodation options.
- These options include using existing products and services, such as other SNGs and Advances and the Housing Support Products to meet the need.

## Step 3 – checking for MSD contracted emergency housing places

- MSD has contracts with certain emergency housing providers for places that we can refer clients and their families to stay for up to 12 weeks (and in some cases longer) while they find suitable longer-term accommodation.
- We are continuing to develop relationships and negotiate contracts for contracted providers to deliver contracted places.
- This step needs to be incorporated and explained to clients even in areas where there are no current providers – this is an important part of managing the expectations of a client in terms of the kind of support they will receive.

## Step 4 – exploring other emergency accommodation options

- We need to consider other emergency accommodation options when there are:
  - No appropriate options to meet a client's emergency housing need from their own resources.
  - No contracted places available.
  - The client is not suitable for a contracted place or the client needs somewhere to stay while an assessment is completed to get into a contracted provider place.
- Other emergency accommodation options include:
  - non-contracted places with community based emergency housing providers (such as Women's Refuge)
  - temporary commercial accommodation (for example a hostel)

## Conclude

So, hopefully this all sounds familiar.

Let's start looking at each of these steps in more detail.



# Step one – establishing an emergency housing need

45 mins



Learning objectives	<ul style="list-style-type: none"> <li>Apply adequacy criteria to establish a genuine immediate housing need.</li> </ul>
Key Messages	<ul style="list-style-type: none"> <li>MSD's emergency housing process is about helping clients that need somewhere to stay tonight or in the next seven days.</li> <li>It starts with understanding someone's situation and whether they have an emergency housing need.</li> </ul>
Resources	
<ul style="list-style-type: none"> <li>'Strengthening rules for Emergency Housing assistance' PowerPoint – slides 4 - 6</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <p><b>What is an emergency housing need?</b></p> <p>The client:</p> <ul style="list-style-type: none"> <li>can't remain in their usual place of residence and</li> <li>will not have access to other accommodation that is adequate for the needs of the client and their immediate family within the next seven days..</li> </ul> </div> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <p><b>Gathering information on the client's situation.</b></p> <ul style="list-style-type: none"> <li>Brainstorm one- what steps can we take to gather information about a client's situation before the interview?</li> <li>Brainstorm two- what questions can you ask the client to get an understanding of their circumstances?</li> </ul> </div> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <p><b>Establishing an emergency housing need scenario</b></p> <p>Anaru is a single, 22 year old who is currently in receipt of Jobseeker Support.</p> <p>For the past 2 years he has been living with his mum and her partner paying board to her each week. Two weeks ago the relationship between Anaru and his mother became very strained, as he had a party which resulted in damage to the property. They ended up having a massive argument and his mum threw him out of the house. Since then he has been staying on a friend's couch, but that has become uncomfortable as he doesn't really like his friend's flatmates.</p> </div> </div> <ul style="list-style-type: none"> <li>Gathering information brainstorm activity <ul style="list-style-type: none"> <li>Pre-prepared flipchart headed 'preparing for the interview' and 'quality questioning' (one per group).</li> <li>Flipchart paper, post-it notes and markers.</li> </ul> </li> </ul>	

## Share

- At every engagement with a client it is important to identify if the client has an immediate emergency housing need and what options are available to help resolve this.
- We need to fully understand their situation, what has led them to us and how we can help.
- It is important to remember that while you need to work with the client to resolve their immediate, short term housing need, conversations should also focus on meeting the client's longer term housing needs.
- In this module we'll look at what Legislation and Policy define as an 'immediate emergency housing need', discuss what 'adequate accommodation' means in this context and apply the criteria to establish whether an emergency housing need exists for a group of applicants.



## What is an emergency housing need?

Slide 4.

- A client is assessed as having an immediate emergency housing need if they can't remain in their usual place of residence and will not or they don't have access to other accommodation that is adequate for the needs of the client and their immediate family tonight or within the next seven days.
- Before we can accurately assess whether or not an emergency need exists we need to engage with the client to get an understanding on their situation so that we can determine the adequacy of their current accommodation.

## Gathering information on the client's situation

Slide 5.

- Gathering as much information as possible from the client about their situation will help you identify if there is an immediate emergency housing need, and what options are appropriate for the client and their family.

## Gathering information brainstorm activity

15 mins



Slide 6

### Instructions

1. Divide the group into smaller groups, of 4 smaller if you have more than 12 participants.
2. Give each group a pre-prepared flip chart. Head one (or two) with 'preparing for the interview' and the other 'quality questioning'.
3. Ask each group to brainstorm ideas of what information could be gathered from and about the client to support us to have a good understanding of the client's situation.

### Debrief

4. After 5 minutes invite groups to present their ideas – where you have multiple groups completing the same poster invite the groups to take turns to contribute an idea so that one group doesn't monopolise the answers.
  - When groups have given all their ideas open the floor to the wider group to see if there are any further ideas to share.
5. Look for:

'Preparing for the interview'	'Quality questioning'
<ul style="list-style-type: none"><li>• Have they contacted MSD about an emergency housing need before?<ul style="list-style-type: none"><li>– If so, what do the previous hardship and Client Event notes say?</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Where are you and your family staying currently.</li><li>• Who are you staying with?</li><li>• Do you have anyone who can help you find other accommodation?</li></ul>



'Preparing for the interview'	'Quality questioning'
<ul style="list-style-type: none"><li>– Are they currently receiving an Emergency Housing SNG?</li><li>– What reasonable steps were set out at the previous emergency housing appointments?</li><li>• Previous hardship applications/grants – bond and rent in advance?</li><li>• Previous addresses (how many in the last 12 months for example)</li><li>• Are they on the social housing register, or in the process of applying for social housing?</li><li>• What household members are attached to the client record?</li><li>• Are they receiving on-going assistance and/or working?</li><li>• Are they receiving their full and correct entitlement to main benefit.</li><li>• Are they on a stand-down, non-entitlement period or sanction?</li><li>• Is there any health and/or disability information on file?</li><li>• Are there any notifications or special cautions on file?</li><li>• Are there must view notes?</li><li>• Does the client have high Work and Income debt, or redirections in place that could be lowered (Child Support with IR, Court Fines etc)?</li></ul>	<ul style="list-style-type: none"><li>• Can you tell me what happened before you contacted us to ask for Emergency Housing assistance?</li><li>• Can you tell me about yourself/family?</li><li>• Do you have any concerns that you feel may impact on you finding accommodation?</li><li>• Can you tell me what you have done to find other accommodation?</li><li>• Where were you staying most recently?</li><li>• What was the reason that you left your most recent accommodation?</li><li>• Are there any other things that we need to consider – such as health, court-imposed or other special conditions, safety concerns, and access to amenities such as work and/or school – affecting where you can stay?</li></ul>



## Establishing whether an emergency housing need exists

- From our use of existing information held about the client, and use of great questioning technique, we should now have a good understanding of the client's current circumstances.
- We need to use this information to establish whether they have an emergency housing need.

### 'Adequacy' for the purposes of Emergency Housing assistance

- Some people come to us who have, or have left adequate accommodation. To help us understand 'adequacy' we need to explore what that means in the context of Emergency Housing assistance.
- Whether we consider whether the client has 'adequate' housing we need to think about where they are currently staying is adequate for the short term.
  - We aren't defining short term – it is until the accommodation is no longer adequate. For example affecting the health and wellbeing of client, or they have been asked to leave.
- We need to take into consideration the health and wellbeing of the client and their family when determining what adequate accommodation is – what may be suitable for a single person, may not be suitable for a family of four.
- The following, depending on the client's individual situation, may be adequate in the short term, even it is not suitable for longer term accommodation:
  - Couch surfing.
  - Temporary boarding arrangement.
  - Overcrowded housing.
  - Camping grounds.
  - Night shelters.
  - Staying with family or friends on a temporary basis.

*Note:* If a client has access to an adequate place to stay but they are declining to stay there without a good reason, it signals there is not a genuine emergency housing situation.



## Establishing an emergency housing need scenario

10 mins



### Instructions

1. Display Anaru's scenario (slide 6).

Anaru is a single, 22 year old who is currently in receipt of Jobseeker Support.

For the past 2 years he has been living with his mum and her partner paying board to her each week. Two weeks ago the relationship between Anaru and his mother became very strained, as he had a party which resulted in damage to the property. They ended up having a massive argument and his mum threw him out of the house.

Since then he has been staying on a friend's couch, but that has become uncomfortable as he doesn't really like his friends flatmates.

2. Ask the group whether based on the criteria of adequacy of current housing does the client have an emergency housing need?
3. Prompt the group by asking:
  - Is Anaru's accommodation ideal, adequate or inadequate?
  - Does Anaru have an emergency housing need?
  - *Anaru does not have an immediate emergency housing need as his existing accommodation is adequate in the short term.*
  - *Anaru should be provided with options and advice, or supported to use the kiosk to source some other options including flatting or boarding with others or attempting to repair the relationship with his mother.*
  - *If neither of these options are viable we could revisit his application but we would need to discuss with Anaru what adequate emergency housing is, and that it could be hostel type accommodation.*

### When a client does not have an emergency housing need

- It is important to remember that if a client is deemed to not meet the definition of an immediate emergency housing need, we would still look to assist that client in whatever way we can to resolve the housing issue they have.
- It is just as important to prevent a client from being put in a position where they have nowhere to stay.



## Managing client expectations

- This is an important part of this step as clients may have expectations of being housed immediately in a motel. We need to let the client know how MSD will help with emergency housing needs and also what the expectations are of the client.
- We need to explain at every emergency housing appointment that:
  - We will help them to identify accommodation options that they have access to, and that are adequate for their needs in the short term.
  - Depending on their circumstances this may include: staying on the couch at friends or family; affordable short term accommodation such as hostel, or community based emergency housing such as a night shelter.

## Concerns about the safety of a client and/or their children.

- There may be situations in which you are interviewing a client and you become aware of safety and security concerns for the client and/or children in their care.
- In these cases it is important to identify the issue and respond appropriately as is our usual process.

## Responding to safety and security discussion

Ask the group what they would do if they had this situation occur during an interview - look for the following responses:

Situation	Response
<b>Family violence</b>	<ul style="list-style-type: none"><li>• Escalation to Family Violence Response Co-coordinator for support.</li><li>• Allocation of the 'special caution'.</li><li>• For clients who are in the process of applying for Social Housing, or are on the Social Housing register a manager supported 'Housing Override' of the client's priority rating may be appropriate and/or an escalation to the site manager of the Centralised Housing Unit.</li></ul>
<b>Child safety</b> Concerns for the safety (physical or emotional) of a child/ren raised or abusive behaviour towards the child/children observed.	<ul style="list-style-type: none"><li>• Discuss the situation with your manager or FVCR and seek advice from the CYF National Call Centre (D2D 43000).</li><li>• If appropriate, prepare a notification report which must be signed by your manager.</li><li>• This report is faxed to the CYF National Call Centre.</li><li>• Policy and process can be found at: <a href="http://doogee.ssi.govt.nz/resources/helping-clients/procedures-manuals/work-and-income/core-procedures/client-info-sharing/child-abuse-reporting.html">http://doogee.ssi.govt.nz/resources/helping-clients/procedures-manuals/work-and-income/core-procedures/client-info-sharing/child-abuse-reporting.html</a></li></ul>





## Conclude

So, we've identified what an immediate emergency housing need is, what 'adequate' means for the purposes of Emergency Housing assistance and we've applied the criteria to the situations of a number of applicants.

We've established how to determine immediate emergency housing need on the grounds that they do not have, or have access to any accommodation that is adequate based on their circumstances and needs.

We've engaged with our clients and have exited those who don't currently have an emergency housing need by offering other options, and managed clients' expectations around how MSD can help, and what is expected of the client.

Now let's move on to our next step – exploring options to meet the emergency housing need.

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## Step two – exploring alternative options to meet an emergency housing need.

30 mins



Learning objectives	<ul style="list-style-type: none"> <li>Identify alternative options to meet an emergency housing need.</li> </ul>
Key Messages	<ul style="list-style-type: none"> <li>Exhaust all other appropriate options to find adequate accommodation to ensure that we are using the emergency housing SNG only as a last resort.</li> <li>This includes offering existing products and services to meet the emergency housing need.</li> </ul>
Resources	
<ul style="list-style-type: none"> <li>Strengthening rules for Emergency Housing assistance PowerPoint – slides 7-9</li> </ul>	
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <p><b>Identifying barriers</b></p> <ul style="list-style-type: none"> <li>Consider the reasons that clients are struggling to find adequate accommodation to meet their needs.</li> <li>Consider short term and long term.</li> </ul> </div> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <p><b>Identifying alternative options</b></p> <ul style="list-style-type: none"> <li>What existing products and services could be used to support the client to find short and longer term housing?</li> <li>Group one - Meeting the immediate emergency housing need</li> <li>Group two - Sustaining an existing tenancy</li> <li>Group three - Securing a new tenancy</li> <li>Group four - Relocating to another area</li> </ul> </div> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <p><b>Exploring other options scenario</b></p> <p>Jason is a single person who was receiving Jobseeker Support, but cancelled his benefit two weeks ago when he found full time employment as a farmhand. He was living with his brother in Nelson but relocated to Balclutha for the job which had accommodation included. A week into the job, Jason aggravated an pre-existing back condition and has been unable to work since. As he has only just commenced work, he has no sick leave available and is awaiting a compensation claim with ACC. He has negotiated an employment termination, as his boss really needs the extra worker on the farm. He has to move out by the week.</p> </div> </div> <ul style="list-style-type: none"> <li>Barriers brainstorm activity <ul style="list-style-type: none"> <li>Flipchart paper, post-it notes and markers.</li> </ul> </li> <li>Identifying alternative options with the client activity resources <ul style="list-style-type: none"> <li>4 flipcharts with each of the four categories meeting the immediate emergency housing need, sustaining an existing tenancy, securing a new tenancy, or relocating to another area.</li> <li>Flipchart paper, post-it notes and markers.</li> </ul> </li> </ul>	

### Share

- The first thing we do when we are looking to help a client who needs assistance with emergency housing is to see whether they can meet the need out of their own existing resources or through other non-emergency housing specific assistance we might be able to provide.
- As a Case Manager you will support and help clients who require Emergency Housing assistance to explore the different options.
- While the focus of this step is to explore options to meet the immediate need, we may be able to resolve this at a more sustainable level if we can sustain their existing accommodation or secure new longer-term accommodation.



## What alternative options are available?

- Appropriate alternative options will depend on the reason for the emergency housing need, what is reasonable to expect the client to do given their circumstances, and how many days they have until they no longer have their current accommodation.
  - A client who is homeless is in a very different situation to another client who may already be in emergency housing, or a client that is still in accommodation which is about to end.
- Establishing the reasons the client has an immediate emergency housing need will help to explore and identify appropriate adequate alternative options available to them. E.g. If they have been asked to leave their boarding situation, can we assist them to be able to stay in this boarding arrangement.
- As well as looking at what led to the client's current emergency housing situation, looking at the barriers our clients may be experiencing will also help to identify what options will be appropriate for the client, and what longer-term housing needs they have.

### Barriers brainstorm activity

10 mins



Slide 7

#### Instructions

1. Divide the group into two groups.
2. Ask the group to consider the reasons that clients are struggling to find adequate accommodation to meet their needs – consider both short and long term - think back to the cycle of insecure housing we talked about earlier.
3. Ask each group to brainstorm the barriers that may be preventing the client from being able to access and/or sustain accommodation.
4. Record these on a large flipchart or whiteboard.

#### Debrief

5. Bring the group back together.
6. Invite each group to share their responses.
7. Look for:
  - Relationship breakdowns (friends/family)
  - Housing availability in preferred area/s.
  - Housing affordability (bond, rent in advance, weekly rent, letting agent fees etc).
  - Poor tenancy record (no landlord references/referees, previously evicted, previous social housing tenant).
  - Discrimination (appearance, language, religion, sexual orientation, age, health or disability).
  - Poor credit history and/or high levels of personal debt.



8. Barriers may also indicate factors that need to be taken into account when deciding if an option would be adequate for a client in the short term. (eg issues sustain accommodation due to issues with alcohol abuse may indicate support requirements).
9. We (MSD) can't resolve all of these barriers. For example, we can't make a private landlord take one of our clients over another potential tenant.
10. But there are things we can do to help resolve the immediate need and/or a longer term need. Let's take a look at these now.

## Identifying alternative options with the client activity

15 mins

Slide 8

### Instructions

1. Divide the group into four smaller groups.
2. Give each group a pre-prepared poster headed with the four categories.
  - Meeting the immediate emergency housing need
  - Sustaining an existing tenancy.
  - Securing a new tenancy.
  - Relocating to another area.
3. Ask each group to brainstorm options (including existing products and services) that could be used to support the client to find short and longer term housing, including addressing barriers. Note: There will be overlaps where we can meet a client's immediate need with a longer term housing option.

### Debrief

4. Bring the group back together.
5. Invite each group to share their responses.

Look for:

#### Meeting the immediate emergency housing need

- Sustain their current accommodation (including repairing relationship with friends and family they have been staying with, rent/board arrears, negotiating flatting/boarding arrangements)
- Securing longer-term accommodation
- Friends or family they can stay with (including assistance we can provide if they need to travel)
- Affordable temporary commercial options (eg hostels, units in campgrounds)



### **Sustaining an existing tenancy.**

- Advance Payment of Benefit / Recoverable Assistance Payment – Rent Arrears.
- Accommodation Supplement / Temporary Additional Support
- Redirection of benefit.
- Talking to the landlord on behalf of the client.
- Identify other issues that are causing the client to not be able to sustain their tenancy and refer to appropriate community groups or agencies for support. For example budget advice, gambling helpline.

### **Securing a new tenancy**

- Advance Payment of Benefit / Recoverable Assistance Payment – Bond and rent in advance.
- Accommodation Supplement / Temporary Additional Support
- Redirection of benefit.
- HSP – Bond grant.
- HSP – Rent in advance.
- HSP – Letting fees assistance.
- HSP – Statement of satisfactory tenancy.
- HSP – Tenancy costs cover.
- Attending tenancy courses (regionally specific).
- Connecting with community groups. For example Whanau Ora, Love Soup.

### **Relocating to another area.**

- Transition to Work (if reason for moving is related to a confirmed employment opportunity).
- Relocation from Auckland assistance.
- \$3k to anywhere.
- Advance Payment of Benefit / Recoverable Assistance Payment – Travel Assistance, Bond and rent in advance
- HSP – Moving Assistance
- HSP – Bond grant.
- HSP – Rent in advance.
- HSP – Letting fees assistance.
- HSP – Statement of satisfactory tenancy.
- HSP – Tenancy costs cover.



## Establishing an emergency housing need scenario

### Instructions

1. Display Jason's scenario (slide 7).

Jason is a single person who was receiving Jobseeker Support, but cancelled his benefit two weeks ago when he found full time employment as a farmhand.

He was living with his brother in Nelson but relocated to Balcultha for the job which had accommodation included.

A week into the job, Jason aggravated an pre-existing back condition and has been unable to work since. As he has only just commenced work, he has no sick leave available and is awaiting a compensation claim with ACC.

He has negotiated an employment termination, as his boss really needs the extra worker on the farm. He has to move out by the end of the week.

2. Ask the group whether based on the criteria of adequacy of current housing does the client have an emergency housing need?
  - Is Jason's accommodation ideal, adequate or inadequate?
  - Does Jason have an emergency housing need?
  - *Jason does have an immediate emergency housing need and should progress to step two.*
3. Ask the group if there are alternative options to meet Jason's emergency housing need, and if so – what are they?
  - *Jason is able to contact his brother and explain that the job didn't eventuate and ask if he can go move back in.*
  - *If this doesn't work out he can contact his friends and extended family to stay on a short term basis while he finds longer term accommodation.*
  - *If neither of these options are viable we could revisit his application but we would need to discuss with Jason what adequate emergency housing is, and that it could be hostel type accommodation.*



## Step three – making a referral to a 'Contracted Place'

10 mins



Learning objectives	<ul style="list-style-type: none"><li>Identify clients from scenarios who would be suitable for a contract place where these are available.</li></ul>
Key Messages	<ul style="list-style-type: none"><li>In areas where there are 'contracted places' this option must be exhausted before the use of the Emergency Housing SNG.</li><li>Where there are no contracted places we still need to manage clients' expectations, including that we will refer them to an available contracted provider and what is expected of the client.</li></ul>
Resources	
	<ul style="list-style-type: none"><li>Nil</li></ul>

### Share

- Regardless of whether there are actually contracted providers/places available in your area or not, we need to reinforce the message that we will refer them to an available contracted emergency housing provider.
- This helps us to manage the expectations of our clients about what emergency housing assistance looks like.
- If there is a place available, they will be able to stay while they work with the provider to find longer-term housing.
- If they decline a place without a good reason it indicates they don't have an emergency housing need.
- Currently there are contracted emergency housing providers and places in Northland, Auckland, Bay of Plenty, Waikato, Wellington and Canterbury, with additional emergency housing providers in discussion/negotiation with MSD on contracts.
- For those areas that have access to 'Contracted Places' there are no changes to the process for establishing eligibility and referring to them so we will not spend time in this session on it.


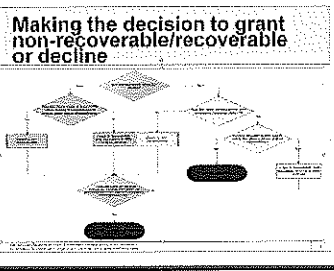
If you need further information please check out the 'Emergency Housing' Doogle page



## Step four – exploring other emergency accommodation options

45 mins



Learning objectives	<ul style="list-style-type: none"> <li>Identify local providers of emergency housing.</li> <li>Explain the conditions of grant, 'reasonable steps', and what is expected of the client when receiving the Emergency housing SNG, in a manner which is likely to be understood at point of application.</li> <li>Determine the situations in which the Emergency housing SNG will be: granted as non-recoverable assistance; granted recoverable with a recovery rate of 25% of the client's income, or declined.</li> </ul>
Key Messages	<ul style="list-style-type: none"> <li>The adequacy of the accommodation for the client and their immediate family's needs must be balanced with finding a low cost option.</li> <li>The SNG should be used as last resort assistance and available only when the client and MSD have exhausted all other options for meeting the client's immediate emergency housing need.</li> <li>Before we decline a second or subsequent SNG on the ground that a client has contributed to their need we <b>must</b> first consider if there is a health and safety risk.</li> </ul>
Resources	<ul style="list-style-type: none"> <li>Strengthening rules for Emergency Housing assistance' PowerPoint – slides 10 &amp; 11</li> </ul> <div> <div> <p>Who are the people in your neighbourhood?</p>  </div> <div> <p>Making the decision to grant non-recoverable/recoverable or decline</p>  </div> </div> <ul style="list-style-type: none"> <li>Eligibility and payment of the Emergency Housing SNG resource (on myLearn)</li> <li>Who are the people in your neighbourhood activity resources. <ul style="list-style-type: none"> <li>Audio file.</li> <li>Flip chart paper/markers.</li> <li>Pre-prepared list of community and commercial providers of emergency accommodation within your region.</li> </ul> </li> </ul>





- Explaining EH SNG 'conditions, 'reasonable steps' and expectations activity resources
  - Pre-prepared client scenarios (Appendix one).
  - Client letters (Appendix three).
  - Scenario role cards (case manager, client and observer).
- Decision making activity.
  - Emergency Housing assistance process flow resource (on myLearn)
  - Pre-prepared client scenarios (Appendix one).

## Share

- In situations where all appropriate options to meet the client's immediate emergency housing need from their own resources have been exhausted and, there are either no contracted places available or the client is not suitable for a contracted place we need to move onto other emergency accommodation options to support the client.
- This could include accessing non-contracted places with a community based emergency housing provider or other temporary commercial accommodation.
- Consideration must also be given to the adequacy of the accommodation to the circumstance or the client and their family. For example it would not be appropriate to house a family with children in a hostel situation.
- The adequacy of the accommodation for the client and their immediate family's needs must be balanced with finding a low cost option. Remember, this is accommodation for the short term.
- We need to set and manage our client's expectations of other options that may be utilised to support their immediate emergency housing need, for example community based emergency housing.
- If an Emergency Housing SNG is needed to pay for the accommodation, the accommodation provider will need to be registered supplier with MSD so that they can receive hardship payments.

## Identifying non-contracted local providers of emergency accommodation

- Providers of emergency housing will vary between regions, and even between areas within a region.
- There may be community based providers that are able to provide temporary accommodation as well as private commercial providers.
- Consider the following options:
  - Night shelters.
  - Women's Refuge.
  - Hostel accommodation, caravan park or tourist cabins (usually self-contained) and/or
  - Motel units.



## Who are the people in your neighbourhood activity

10 mins

- Display slide 10 of the PowerPoint presentation and play the audio file before introducing the activity.
- The purpose of this activity is to both test and share your knowledge of community and commercial providers who are able to provide emergency accommodation for clients who have exhausted all other options.
- It is important to remember that we cannot select the provider for the client, and we should not promote one provider over another.

### Instructions

1. Divide the group into smaller groups of 3 – 4 learners.
2. Give each group flipchart paper/markers.
3. Ask each group to brainstorm providers that they are familiar with in their area who are able to provide emergency accommodation – they may have previously granted assistance to clients staying there.

### Debrief

4. After 5 minutes bring the group together and ask each smaller group to present their identified community or commercial provider of emergency accommodation.
5. Keep going around the groups until all groups have exhausted their lists (without repeating any).
6. Display each list so that the options can be seen.



## **Making the decision to grant an Emergency Housing SNG, or grant as a recoverable payment.**

Display slide 11 of the PowerPoint presentation and distribute the Emergency Housing assistance process flow resource (on myLearn)

- Once you have determined the client:
  - Has no other option to meet their emergency housing need, including that the client can't meet the cost from their own resources.
  - Meets the eligibility criteria, and
  - A provider has been identified

You need to determine whether the grant for emergency accommodation costs is non-recoverable or recoverable, or should be declined.

### **First application (within 52 weeks)**

- In most cases the client's first application for the emergency housing SNG will be non-recoverable.
- However, if the client hasn't made reasonable effort to access other sources of assistance or accommodation this first grant can be made recoverable (at a rate of 25% of the client's income) – this is consistent with the contribution they would make if they were in a contracted place, or assessed for Income Related Rent. We'll discuss this further shortly.
- A client who insists on formally applying for an Emergency Housing SNG, but who does not meet the eligibility (does not have an emergency housing need) may be declined.

### **Second and subsequent applications for the Emergency Housing SNG within 52 weeks**

- Decisions on the second and subsequent applications for Emergency Housing SNG are dependent on what has happened since their last application.
- A Special Needs Grant for emergency housing is generally only available once within a 52 week period, unless there are exceptional circumstances.
- If a client has another immediate emergency housing need within 52 weeks, they are in exceptional circumstances and a new payment may be granted.
  - Existing emergency housing event: where they received they received an SNG to stay in a hostel for 7 days, when the accommodation is due to end the client still has an emergency housing need, there are no other options to meet their emergency housing need so they need to apply for the Emergency Housing SNG for further emergency housing.
  - A new emergency housing event: They received an Emergency Housing SNG 3 months ago. They no longer had an emergency housing need once they were able to



board with their family. They have now been asked to leave and don't have access to other accommodation (a new emergency housing event).

## Making the decision to decline an Emergency Housing SNG

- Where it is a client's second or subsequent Special Needs Grant for emergency housing (within 52 weeks), and the client has unreasonably contributed to their housing need, the grant can be declined.
- If the client is already receiving an Emergency Housing SNG for an existing emergency housing event and has not completed the reasonable steps that were agreed to, and is not able to provide good reason for not completing them, this is considered to be unreasonably contributing to their need and the next grant can be declined.
  - For example, the client intentionally damaged their accommodation (including emergency accommodation already funded by a previous SNG) or demonstrates antisocial behaviour (threats and intimidation, drug or alcohol abuse, theft etc), or
  - An agreed reasonable step was for the client to attend their social housing assessment appointment. The client did not attend and doesn't have a good reason.

**However**, before we decline the grant we must first consider if there is a risk to the client, partner or dependent children's, health or safety if they did not receive the grant.

## Assessing whether there is a risk to the client, partner, or their dependent children.

- Before declining a Special Needs Grant for emergency housing, due to the client contributing to their emergency housing need you must have considered:
  - Are there dependent children in care of the client - wherever there are children in care of the client you need to ensure the needs of the children are met and that they are not placed in a position of neglect due to their parent(s) actions.
  - If the health and safety of the client or their partner would be at risk if they did not receive the Special Needs Grant for emergency housing - this could include where the client has a health issue that would be worsened if they did not have access to emergency accommodation paid with the Special Needs Grant for emergency housing.

In these situations, instead of declining the assistance you may need to assist with paying for accommodation using the Special Needs Grant for emergency housing. This will be recoverable and recovered at a rate of 25% of the benefit rate for those on benefit.



## Making the Emergency Housing SNG recoverable

- There are no system enhancements to automate the recovery of these payments.
- Where you decide that a payment is to be granted as recoverable you will need to amend the system recommendation and add a recovery rate of 25% of the benefit rate.
  - There will be a table of standardised recovery rates in MAP/Doogle.
- When the client leaves the emergency housing they must advise us so that we can remove the 25% recovery. We will need to negotiate a new recovery rate that is sustainable and within the existing processes for debt recovery.
- If a client has received more than one recoverable Emergency Housing SNG payment for accommodation costs, the total repayment rate for the grant is 25% (we don't increase it to 50% of their income).

### Decision making activity

10 mins



#### Instructions

1. Continue to display slide 11 and demonstrate the process flow. Leave this slide up for the next activity to assist staff to make their decisions.
2. Refer learners to table resource - Eligibility and payment of the Emergency Housing SNG
3. Divide the group into three groups - allocate one of the scenarios to each group.
4. Ask each group to work through steps one to four and make a decision on the client's application. Should it be granted, granted as recoverable or declined and the group's reason for their decision.

#### Debrief

5. After 5 minutes bring the group together and ask each smaller group to present their decisions.
6. Now that we've made our decision, we're going to look at how we explain the outcome to our client.



### Nathan and Kerry

Nathan and Kerry are both Jobseeker Support recipients who had their tenancy terminated due to rent arrears and were issued a notice to vacate. There were no other options available to meet their need so they were granted a recoverable Special Needs Grant for Emergency Housing to stay in a unit at a local campground.

They arranged to stay with some family and no longer required assistance for emergency housing. A month later they have presented advising they have an emergency housing need. They have been asked to leave the place where they are staying immediately as they have not kept up with the board payments that they agreed with the family to pay.

Nathan and Kerry have not been looking for private properties and were surprised that the family has asked them to leave. They have no other family in the area.

### Trainers Notes

Step one	<i>Nathan and Kerry do have an emergency housing need as they are unable to return to the accommodation that they had with family.</i>
Step two	<i>There are no alternative options available to Nathan and Kerry, nor do they have the ability to meet the need from their own resources.</i>
Step three	<i>If there is a place available for Nathan and Kerry they would be ideal candidates as there are obviously some issues here associated with money management and possibly antisocial behaviour that would benefit from the type of wrap-around services that an emergency housing contracted service provider could provide.</i>
Step four	<i>Your team may be able to identify a provider that may be appropriate to refer Nathan and Kerry to for up to seven days. Nathan and Kerry have contributed to their situation and so an Emergency Housing SNG would be declined.</i>



Jasmine	
<p>Jasmine is a 20 year old sole parent in receipt of Sole Parent Support, with a two year old child Ava.</p> <p>She recently (3 weeks ago) experienced a relationship breakdown with her partner and had to leave the property at short notice. A non-recoverable Special Needs Grant for Emergency Housing has been paid for Jasmine and Ava to stay at a local motel. Jasmine has been actively seeking alternative housing options but to date has been unable to find anywhere suitable for a young child.</p> <p>When Jasmine attends her Emergency Housing follow up appointment she advises that she would like to stay at a different accommodation provider. When contacted the moteller advises that Jasmine left the room both in an unreasonably unclean state which means they need to get commercial cleaners in and with damages to a wall requiring repair. Due to this the moteller is not willing to offer Jasmine any further accommodation.</p> <p>Jasmine has no family or friends in the area. She and her partner had only recently moved into the area so that her previous partner could take up a promotion.</p> <p>She is unable to return to her previous emergency housing provider given the state she left the room.</p>	
Trainers notes	
Step one	<i>Jasmine does have an immediate emergency housing need as she has nowhere to stay tonight. Last night was the last funded night with the existing provider.</i>
Step two	<i>There are no immediate alternative options available to Jasmine, nor does she have the ability to meet the need from their own resources.</i>
Step three	<i>If there are places in your community advise learners that there is no current availability for Jasmine and her daughter.</i>
Step four	<i>Jasmine should be referred to a private commercial provider of accommodation.</i> <i>She needs to be advised that the moteller has advised that he will not accept her back given the state she left the room.</i> <i>Jasmine has contributed to the situation that she finds herself in, and if granted an Emergency Housing SNG it would be recoverable and recoverable at 25% of her income.</i>





Martha	
<p>Martha is a single 37 year old woman.</p> <p>Martha is attending an appointment for a second application to the Emergency Housing Assistance payment she received last week.</p> <p>At her initial application she advised that she had left her partner but had no friends or family locally as she had moved to a new town to be with her partner.</p> <p>In today's interview she discloses that the reason for leaving her partner was domestic violence and that he had found out where she was and had turned up at the motel where she was staying and won't leave.</p> <p>He parks his car outside and honks the horn late at night. Martha feels unsafe but doesn't know what to do.</p> <p>Martha has been unable to leave the motel for fear of seeing her ex in the small town centre so hasn't completed the steps that she discussed with the case manager at her initial appointment.</p> <p>Martha could source accommodation from another motel or contact friends and family in another town.</p> <p>She's not keen on staying in this town, but isn't sure what to do next.</p>	
Trainers note:	
Step one	<i>Martha has an immediate emergency housing need as her current emergency housing accommodation will run out tomorrow.</i>
Step two	<i>Martha could source accommodation from another motel or contact friends and family in another town.</i> <i>Helping her to relocate may also be an option using our existing products and services.</i>
Step three	<i>There are no contracted places available or appropriate for Martha.</i>
Step four	<i>With Martha's consent you could refer her to Women's Refuge who would be able to provide her with support as well as accommodation if they have a place available and appropriate for her.</i> <i>If she was not ready to engage with Women's Refuge we could look at another 7 days of emergency accommodation with a private commercial provider.</i> <i>This grant would be non-recoverable.</i>





## Conditions of grant, 'reasonable steps' and expectations

- There are conditions of grant that the client must agree to before we can consider granting the Emergency Housing SNG. You will need to print the Emergency Housing SNG letter and explain these to the client. The client will need to sign the letter to acknowledge they agree to these conditions.
- At every grant, clients are expected to have made reasonable efforts (within the time and resource available to them) to access other sources of housing.
  - This includes making efforts to find an adequate place to stay that will meet their needs.
- When granting the Emergency housing SNG you will need to discuss with the client what steps they can take while they are receiving the grant. This is to support the client to look at other options to meet their emergency housing need, and find longer term housing.
- Reasonable steps need to be determined and agreed to by the client during the emergency housing appointment. They need to be tailored to the client's circumstances and recorded appropriately so that we can follow up on the client's progress if the client still has an emergency housing need.
- The expectation is the client completes the reasonable steps. If they don't without a good reason, or are not able to continue staying with the provider due to damage or other antisocial behavior, we may not provide further financial assistance with their emergency housing need.

## Developing reasonable steps activity

10 mins



### Instructions

1. Using the same groups as the last activity give each group a flipchart page and ask them to head it with their clients/s name/s and 'reasonable steps'. Some groups may need to integrate into others if they decided to outright decline any of the clients.
2. Ask each group to identify reasonable steps that would be appropriate for that client based on their circumstances. Record these on the flip-chart. Get them to consider the barriers faced by that client specifically.
3. Remember - what is reasonable for the client to have undertaken to access other sources of assistance is dependent on their individual situation and every case must be considered on its own merits.



## Debrief

4. After 5 minutes bring the group together and ask each smaller group to present their client's situation, where they've been referred and what reasonable steps they would ask the client to complete.

### Trainer resource: examples of reasonable steps.

- Can the client stay with friends or family, either locally or in another town?
- Search and apply for realistic longer term accommodation options such as flatting, boarding and private rentals.
- Apply for social housing or contact to update circumstances.
- Identify and register with local property rental agencies.
- Attend all MSD appointments.
- Engage with and attend meetings/courses etc with providers (where appropriate – budgeting, addiction services).

Explaining conditions of grant, 'reasonable steps', and expectations activity.

20 mins



### Instructions

1. Divide the group into groups of 3.
2. Give each group a copy of the client grant letters (with and without security deposit) and a set of the role cards.
3. Explain that each person will take a turn as case manager; client and observer.
4. Roles:

- As a **case manager** your role is to confirm the reasonable steps that you have agreed with the client and recorded for the client to find other adequate accommodation, and/or longer term housing, the conditions of the payment, and expectation of the client associated with the grant of the emergency housing SNG.

You must also explain what may happen if the client doesn't meet these expectations and need to subsequently apply for the emergency housing SNG, this includes financial assistance being declined or recoverable at 25% of the clients income if they don't make a reasonable effort or contribute to their situation.

- As a **client** your role is to listen and try to understand the information that your case manager is giving you about what steps you need to take to find adequate accommodation for yourself and your family, and the conditions when granted emergency housing special needs grants and the expectations.

Ask questions if you need to, to make sure that you understand what is expected of you.



- As an **observer** your role is to observe the interaction between case manager and client.

Listen to the language that is being used as well as the way in which the case manager is speaking – think about tone, pitch and pace of speech.

Also look at the body language between the client and the case manager.

Make notes and debrief the case manager and the client at the end of 5 minutes. Share at least two things that the case manager did well, and if appropriate one area for the case manager to consider or develop.

5. Ask the groups to make a space where they can work together without too much noise and distractions and tell them to start.
6. At the end of 5 minutes tell the groups to stop and give 2 minutes for the observer to feed back.
7. Repeat this twice more.
8. Bring the group back and ask how they found explaining the information? Was it easy?

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# Booking the emergency housing follow-up appointment

10 mins



Learning objectives	<ul style="list-style-type: none"><li>• Identify where a EH follow-up appointment is appropriate.</li><li>• Book EH follow-up appointment in ABT.</li><li>• Identify key issues to cover during the follow up appointment.</li></ul>
Key Messages	<ul style="list-style-type: none"><li>• If a client who is being granted an Emergency Housing SNG is likely to need emergency housing after the grant expires a follow-up appointment should be booked.</li></ul>

## Share

In some cases the emergency situation may be resolved by the single grant of Emergency Housing assistance. In other cases the need, and barriers faced by the client may be greater than what can be resolved in seven days.

## When does a follow-up appointment need to be booked?

- If a client who is being granted an Emergency Housing SNG is likely to need emergency housing after the grant expires a follow-up appointment should be booked at the same time the SNG is granted.
- This should be booked through ABT using existing specific appointment types.
- This appointment should take place before the end of the period that has been funded by the Emergency Housing SNG.

## Follow-up appointment expectations

- At all follow up appointments staff need go through the whole emergency housing process from the start including:
  - Has there been a change in the client's circumstances - does the client have access to adequate housing (is there still an emergency housing need)?
  - Review the previously recorded 'reasonable steps' in the client event notes.
  - Managing client expectations of emergency housing assistance
  - Can the client meet their housing need from their own resources?
  - Are there any contracted or non-contracted emergency housing providers available?
  - If all other options are exhausted establish eligibility for Emergency Housing financial assistance.
  - Assess if the client has taken all the reasonable steps that were asked of them.
  - Establish whether the grant will be made non-recoverable, recoverable or be declined.
  - If granting, set reasonable steps with the client to complete by their next appointment, and record these in the client event note.



15 min

## The role of the Contact Centre

Learning objectives	<ul style="list-style-type: none"> <li>Explain the role of contact centre in administering Emergency Housing assistance.</li> </ul>
Key Messages	<ul style="list-style-type: none"> <li>Customer Service Representatives (CSRs) will not generally administer Emergency Housing assistance.</li> <li>Customer Service Representatives (CSRs) can grant Emergency Housing SNGs when the service centre is closed to assist the client until they can access an appointment in the service centre.</li> </ul>
Resources	<ul style="list-style-type: none"> <li>Strengthening rules for Emergency Housing assistance' PowerPoint – slide 12</li> </ul> <div data-bbox="539 846 890 1108"> <p><b>The role of the Contact Centre</b></p> <ul style="list-style-type: none"> <li>Contact centre staff will follow the same process as case managers.</li> <li>Only provide accommodation until the next day the service centre is open.</li> <li>Book an emergency housing appointment for the next business day.</li> <li>Notes made, and SCM emailed to advise of grant.</li> </ul> </div>

### Share

- If a client calls the contact centre (within service centre hours), and advises that they have an emergency housing need, or the Customer Service Representative (CSR) determines that an emergency housing need exists during the conversation, then the CSR will follow the existing process for hardship assistance and appointment booking.
  - The hardship need 'Emergency Housing' will be identified as the reason for the appointment.
  - If no emergency appointments are available the client will be referred to the service centre as a 'walk-in' (or the SST process will be followed if applicable).
- If the CSR determines the client is experiencing an immediate emergency housing need, then the CSR will complete the new client event note to acknowledge this need.
  - The note will include, where possible, information on:
    - Why the client has an emergency housing need.
    - Who will need to be housed with the client, including if these are children.
    - Any safety concerns for the clients, or members of their household.
    - Their current living situation.
  - If a client's immediate emergency housing need is resolved and they subsequently come back with another emergency housing need a new 'initial contact' client event will be created.



## After-Hours Process for the Contact Centre

- The after-hours process will apply when a client calls with an emergency housing need outside of the usual Service Centre operating hours, and will need assistance before the Service Centre opens. Based on the current hours of operation this will be 5pm-6pm Monday to Friday and 8am-1pm on Saturday.
- Customer Service Representatives (CSRs) will follow the same process as Case Managers, but this may not always be possible due to constraints associated with available information during afterhours etc.
- The client will be given the benefit of the doubt where inadequate information exists or there are doubts.

## SNG maximum length of stay

- The CCS will only provide accommodation until the next day the Service Centre is open. In most cases this will be one night, but if the client calls on Friday night or Saturday morning the client may need accommodation until Monday morning.

## Booking an emergency housing appointment

- In order to receive a further grant for Emergency Housing assistance, clients will need to attend an appointment with a Case Manager on the next business day.

## Noting an Emergency Housing SNG made by the Contact Centre.

- A client event notes regarding the clients emergency housing will be created and will include, where possible, information on:
  - Why the client has an emergency housing need.
  - That the SNG has been granted by the CCS.
  - Who will need to be housed with the client, including if there are children.
  - Any safety concerns for the clients, or members of their household.
  - Their current living situation.If this is a subsequent grant then will also need to include details why the client has missed any emergency housing follow up appointments, where applicable.
- The CSR will advise the SCM by e-mail with the details of the grant.



15 min

## Wrap up

### Summary of learning resources

- Hand out a copy of the A3 Emergency Housing Quick Reference Guide resource.
- Explain that these resources summarise the processes and practices that we have gone through in detail today, and will be good to go back to at a later date.

### Review of the parking chart

- During the session participants may have added notes and questions to the parking chart.
- If time allows during the session check the questions and organise into themes and topics.
- Answer any questions that you are able to, if you are unable to answer any of the questions add the question to the Q&A forum on the myLearn page
- These questions will be summarised and sent to the panel so that responses can be prepared.

### Evaluation

- Advise learners that they will receive an e-mail with a link to access and complete the online learner evaluation in myLearn.
- Explain that all feedback on training is appreciated and assists us in the development of future training materials.

### Thank you

- Thank participants for their time, attention and participation in the session.



## Appendices

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OFFICIAL INFORMATION ACT





## Appendix one – Client scenario cards

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### Nathan and Kerry

Nathan and Kerry are both Jobseeker Support recipients who had their tenancy terminated due to rent arrears and were issued a notice to vacate. There were no other options available to meet their need so they were granted a recoverable Special Needs Grant for Emergency Housing to stay in a unit at a local campground.

They arranged to stay with some family and no longer required assistance for emergency housing. A month later they have presented advising they have an emergency housing need. They have been asked to leave the place where they are staying immediately as they have not kept up with the board payments that they agreed with the family to pay.

Nathan and Kerry have not been looking for private properties and were surprised that the family has asked them to leave. They have no other family in the area.

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OFFICIAL INFORMATION ACT



## Jasmine

Jasmine is a 20 year old sole parent in receipt of Sole Parent Support, with a two year old child Ava.

She recently (3 weeks ago) experienced a relationship breakdown with her partner and had to leave the property at short notice. A non-recoverable Special Needs Grant for Emergency Housing has been paid for Jasmine and Ava to stay at a local motel. Jasmine has been actively seeking alternative housing options but to date has been unable to find anywhere suitable for a young child.

When Jasmine attends her Emergency Housing follow up appointment she advises that she would like to stay at a different accommodation provider. When contacted the moteller advises that Jasmine left the room both in an unreasonably unclean state which means they need to get commercial cleaners in and with damages to a wall requiring repair. Due to this the moteller is not willing to offer Jasmine any further accommodation.

Jasmine has no family or friends in the area. She and her partner had only recently moved into the area so that her previous partner could take up a promotion.

She is unable to return to her previous emergency housing provider given the state she left the room.



## Martha

Martha is a single 37 year old woman.

Martha is attending an appointment for a second application to the Emergency Housing Assistance payment she received last week.

At her initial application she advised that she had left her partner but had no friends or family locally as she had moved to a new town to be with her partner.

In today's interview she discloses that the reason for leaving her partner was domestic violence and that he had found out where she was and had turned up at the motel where she was staying and won't leave.

He parks his car outside and honks the horn late at night. Martha feels unsafe but doesn't know what to do.

Martha has been unable to leave the motel for fear of seeing her ex in the small town centre so hasn't completed the steps that she discussed with the case manager at her initial appointment.

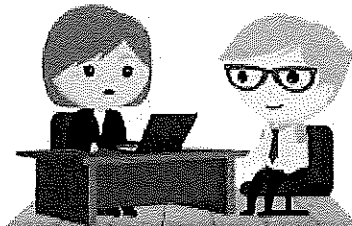
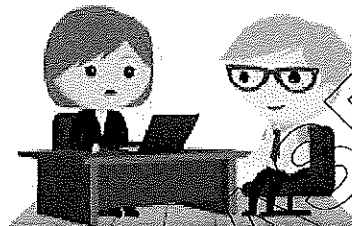
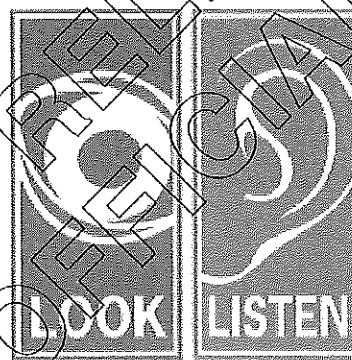
Martha could source accommodation from another motel or contact friends and family in another town.

She's not keen on staying in this town, but isn't sure what to do next.



## Appendix two - Explaining EH SNG 'conditions', 'reasonable steps' and expectations resources

### Scenario role cards

 <p><b>Case Manager</b></p>	<p>Your role is to explain the reasonable steps that you have recorded for the client to find other accommodation, and the expectations and conditions associated with the grant of the emergency housing SNG.</p> <p>This includes explaining what may happen if the client doesn't meet these expectations and need to subsequently apply for further assistance with emergency housing, and the client's responsibilities for any loss or damage and the payment of the security deposit via the client's payment card.</p>
 <p><b>Client</b></p>	<p>Your role is to listen and try to understand the information that your case manager is giving you about what steps you need to take to find adequate accommodation for yourself and your family, and your responsibilities and the expectations when granted emergency housing special needs grants.</p> <p>Ask questions if you need to, to make sure that you understand what is expected of you.</p>
 <p><b>Observer</b></p>	<p>Your role is to observe the interaction between case manager and client.</p> <p>Listen to the language that is being used as well as the way in which the case manager is speaking – think about tone, pitch and pace of speech.</p> <p>Also look at the body language between client and case manager.</p> <p>Make notes and debrief the case manager and the client at the end of 5 minutes. Share at least two things that the case manager did well, and if appropriate one area for the case manager to consider or develop.</p>



## Appendix three – Letters for clients.

### Emergency Housing SNG example letter (security deposit)



**Work and Income**  
Te Hiranga Tangata

*A service of the Ministry of Social Development*

09 August 2016

500-000-020

Dear Test One Test,

We have approved your emergency housing Special Needs Grant (SNG) to pay for your emergency housing. This letter explains what you need to know and asks you to confirm that you understand your responsibilities.

When you arrive at ABC Motel you will use your payment card to pay for your stay. You need to know that:

- The agreement you have with ABC Motel (including rules of stay and what happens if you break these rules) is between you and the accommodation provider only and does not involve us.
- You will be responsible for any costs for damages or losses caused by you or anyone staying with you.
- The money only covers the cost of your accommodation. You will be responsible for any other charges including meals, phone, internet, mini-bar, car-parking and storage.
- If any payment needs to be refunded, ABC Motel will pay this to us. If ABC Motel pays the refund to you, you will need to pay this back to us.

#### **Security deposit payment**

As part of the SNG we have also approved a security deposit. ABC Motel requires this as security against loss (such as any breakages or damage to the room whether intentional or accidental) before they will allow guests to stay. The security deposit is put on your payment card and if you need to use this money, you will have to pay it back to us.

The security deposit cannot be used to cover costs that are not for accommodation. For example, it will not cover any of the following:

- telephone, internet or pay-television charges
- mini-bar
- meal charges
- storage of excessive goods
- car-parking



#### Checking out at the end of your stay

You will need to checkout at the end of your stay at ABC Motel. It is very important that you do this so that ABC Motel can confirm if you have any costs to pay from the security deposit.

ABC Motel will check for any loss or damages, and discuss these costs with you (if there are any). If they need to use some of the security deposit for these costs, and you agree, you can use the payment card to pay up to the amount approved (as shown on your supplier form). You will have to pay this amount back to us.

If you do not checkout before you leave and ABC Motel has loss or damages costs, they will ask us to pay these costs on your behalf. You will have to pay this back to us.

We will not pay on your behalf, costs for any loss or damage that:

- is more than the amount approved for the security deposit
- the accommodation provider has not discussed with you before you check out
- you did not agree with when you checked out.

We will not pay on your behalf, costs other than those for loss or damage (eg we will not pay phone or internet usage costs).

#### Client statement confirming they understand conditions of the Ministry of Social Development (MSD) payment

By signing this letter I understand that:

- if MSD makes any payments to the accommodation provider, these are on my behalf;
- the agreement for providing accommodation (including rules of stay and what happens if I break these rules), are between the provider and myself, and that MSD has nothing to do with that agreement;
- MSD will not be responsible for costs of any damages or losses for which I or anyone I am staying with is responsible for;
- if there are costs that MSD will not pay on my behalf the provider will follow these up with me;
- if any of the SNG payment needs to be refunded by the provider, the provider will pay this refund to MSD. If I am paid the refund, I need to repay this to MSD;
- if I do not use the SNG payment for the purpose for which it was intended (eg phone or internet charges), I will have to pay this money back to MSD.

If a security deposit is paid, I understand that if:

- any of the security deposit is used, I will have to pay this back to MSD;
- I do not complete the checkout process, and there are any costs for losses or damages for which I am responsible, MSD will pay this on my behalf (up to the amount approved) and I will need to pay this back to MSD;
- I do not agree with any costs for which the provider says I am responsible, this is to be resolved between me and the provider (not MSD).

Client's name

Client's signature

Date



## Emergency Housing SNG example letter (no security deposit)



**Work and Income**  
Te Hiranga Tangata

*A service of the Ministry of Social Development*

29 July 2016

123-456-789

Dear John Joe Smith,

We have approved your emergency housing Special Needs Grant (SNG) to pay for your emergency housing. This letter explains what you need to know, and asks you to confirm that you understand your responsibilities.

When you arrive at ABC Motel you will use your payment card to pay for your stay. You need to know that:

- The agreement you have with ABC Motel (including rules of stay and what happens if you break these rules), is between you and the accommodation provider only and does not involve us.
- You will be responsible for any costs for damages or losses caused by you or anyone staying with you.
- The money only covers the cost of your accommodation. You will be responsible for any other charges including meals, phone, internet, mini-bar, car-parking and storage.
- If any payment needs to be refunded, ABC Motel will pay this to us. If ABC Motel pays the refund to you, you will need to pay this back to us.

**Client statement confirming they understand conditions of the Ministry of Social Development (MSD) payment**

By signing this letter I understand that:

- if MSD makes any payments to the accommodation provider, these are on my behalf;
- the agreement for providing accommodation (including rules of stay and what happens if I break these rules), are between the provider and myself, and that MSD has nothing to do with that agreement;
- MSD will not be responsible for costs of any damages or losses for which I or anyone I am staying with is responsible for;
- if there are costs that MSD will not pay on my behalf the provider will follow these up with me;
- if any of the SNG payment needs to be refunded by the provider, the provider will pay this refund to MSD. If I am paid the refund, I need to repay this to MSD;
- if I do not use the SNG payment for the purpose for which it was intended (eg phone or internet charges), I will have to pay this money back to MSD.

Client's name

Client's signature

Date



# Strengthening rules for Emergency Housing Assistance



MINISTRY OF SOCIAL  
DEVELOPMENT  
TE MANATŪ WHAKAHIAITO ORA

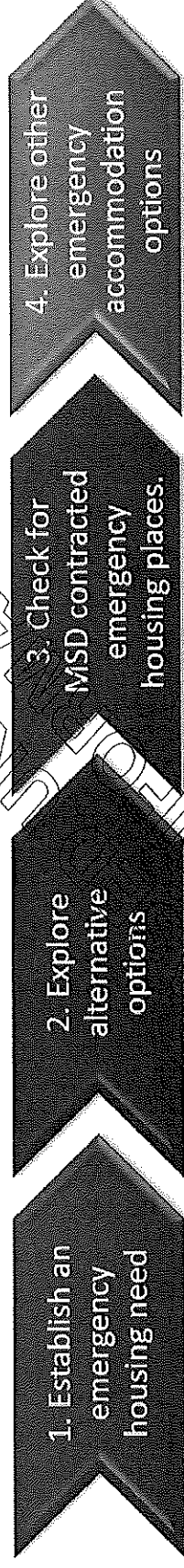




# 2 Welcome

Topic
Welcome, introductions and programme overview.
The 4 step Emergency Housing service approach.
Step one – establishing an emergency housing need.
Step two – exploring alternative options to meet an emergency housing need.
Step three – making a referral to a 'Contracted Place'
Step four – exploring other emergency accommodation options. <ul style="list-style-type: none"> <li>• Identifying local providers.</li> <li>• Conditions of grant, 'reasonable steps' and expectations.</li> <li>• Making the decision to grant as non-recoverable/recoverable or decline.</li> </ul>
Booking the emergency housing follow-up appointment
Wrap-up <ul style="list-style-type: none"> <li>• Training evaluation.</li> </ul>
Total facilitation: 3 hours

## 2 4 step Emergency Housing service approach



## What is an emergency housing need?

The client:

- can't remain in their usual place of residence, and
- will not have access to other accommodation that is adequate for the needs of the client and their immediate family within the next seven days.

## ➤ **Gathering information on the client's situation.**

- Group one – what steps can we take to gather information about a client's situation before the interview?
- Group two – what questions can you ask the client to get an understanding of their circumstances?

## Establishing an emergency housing need scenario

Anaru is a single, 22 year old who is currently in receipt of Jobseeker Support.

For the past 2 years he has been living with his mum and her partner paying board to her each week. Two weeks ago the relationship between Anaru and his mother became very strained, as he had a party which resulted in damage to the property. They ended up having a massive argument and his mum threw him out of the house. Since then he has been staying on a friend's couch, but that has become uncomfortable as he doesn't really like his friends flatmates.

## 7 Identifying barriers

- Consider the reasons that clients are struggling to find adequate accommodation to meet their needs.
- Consider short term and long term

## Identifying alternative options

What existing products and services could be used to support the client to find short and longer term housing?

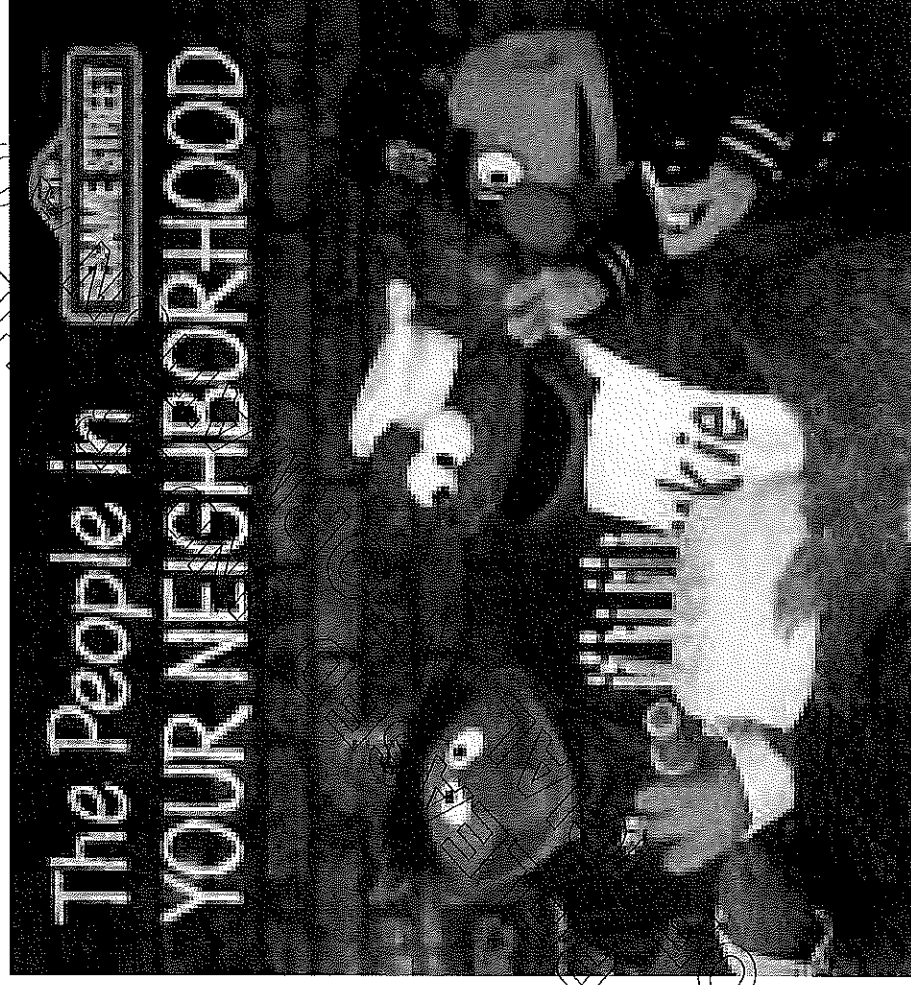
- Group one - Meeting the immediate emergency housing need
- Group two – Sustaining an existing tenancy
- Group three – Securing a new tenancy
- Group four – Relocating to another area

## Exploring other options scenario

Jason is a single person who was receiving Jobseeker Support, but cancelled his benefit two weeks ago when he found full time employment as a farmhand. He was living with his brother in Nelson but relocated to Balcultha for the job which had accommodation included. A week into the job, Jason aggravated a pre-existing back condition and has been unable to work since. As he has only just commenced work, he has no sick leave available and is awaiting a compensation claim with ACC. He has negotiated an employment termination, as his boss really needs the extra worker on the farm. He has to move out by the end of the week.

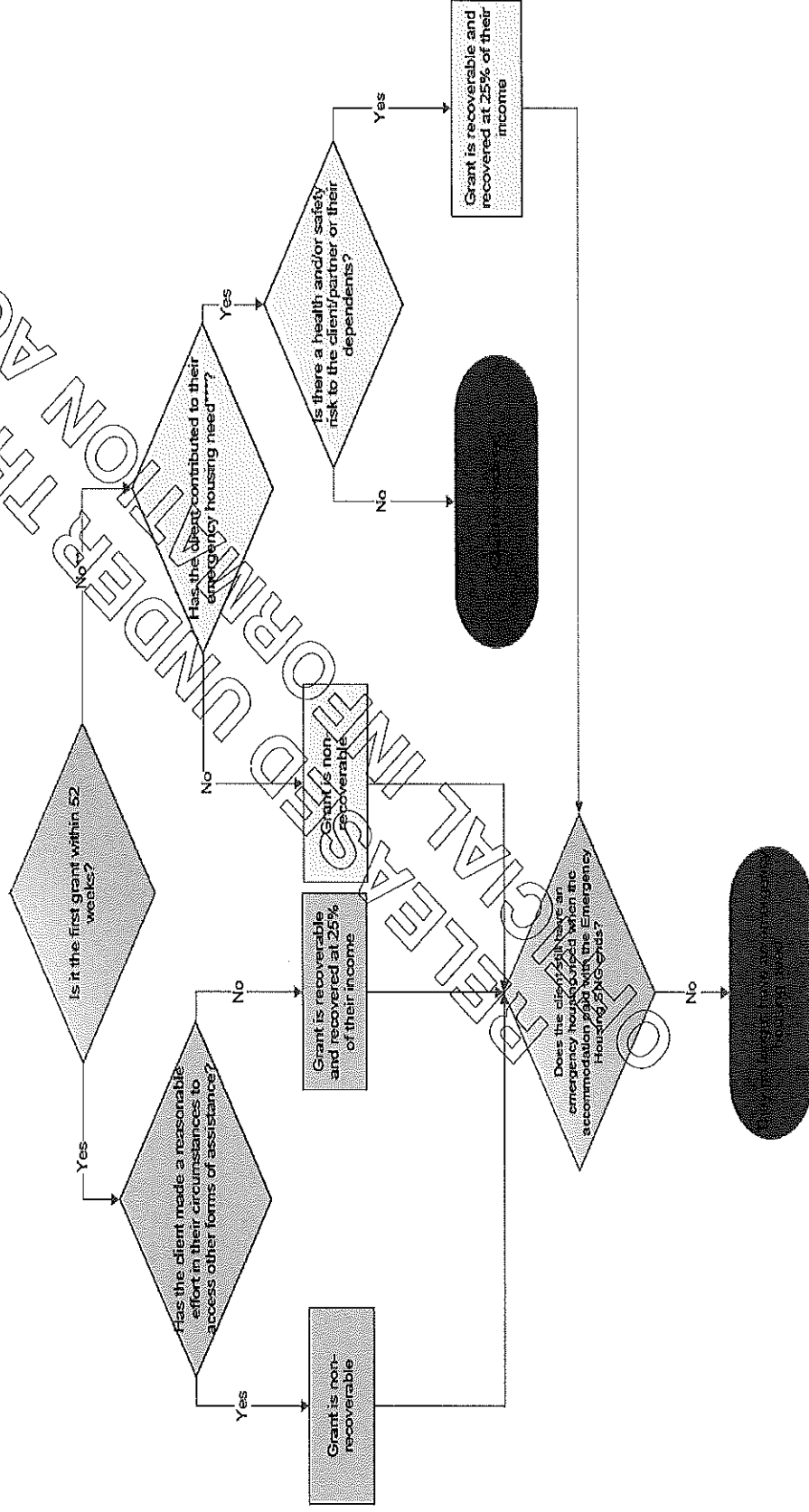


# Who are the people in your neighbourhood?



We help New Zealanders to help themselves to be safe, strong and independent  
Ko tā mātou he whakamānā tangata kia tū haumarū, kia tū kaha, kia tū motuhake

# Making the decision to grant non-recoverable/recoverable or decline



# ➤ The role of the Contact Centre

- Contact centre staff will follow the same process as case managers.
- Only provide accommodation until the next day the service centre is open.
- Book an emergency housing appointment for the next business day.
- Notes made, and SCM emailed to advise of grant.