
ORDINARY MEETING

OF

CITY STRATEGY COMMITTEE

MINUTE ITEM ATTACHMENTS

Time: 9.30am
Date: Thursday, 23 August 2018
Venue: Committee Room 1
Ground Floor, Council Offices
101 Wakefield Street
Wellington

Business

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WELLINGTON NIGHT SHELTER

Providing emergency and transitional accommodation
for the homeless community of Wellington

Kirsty Buggins

Director

23rd August 2018

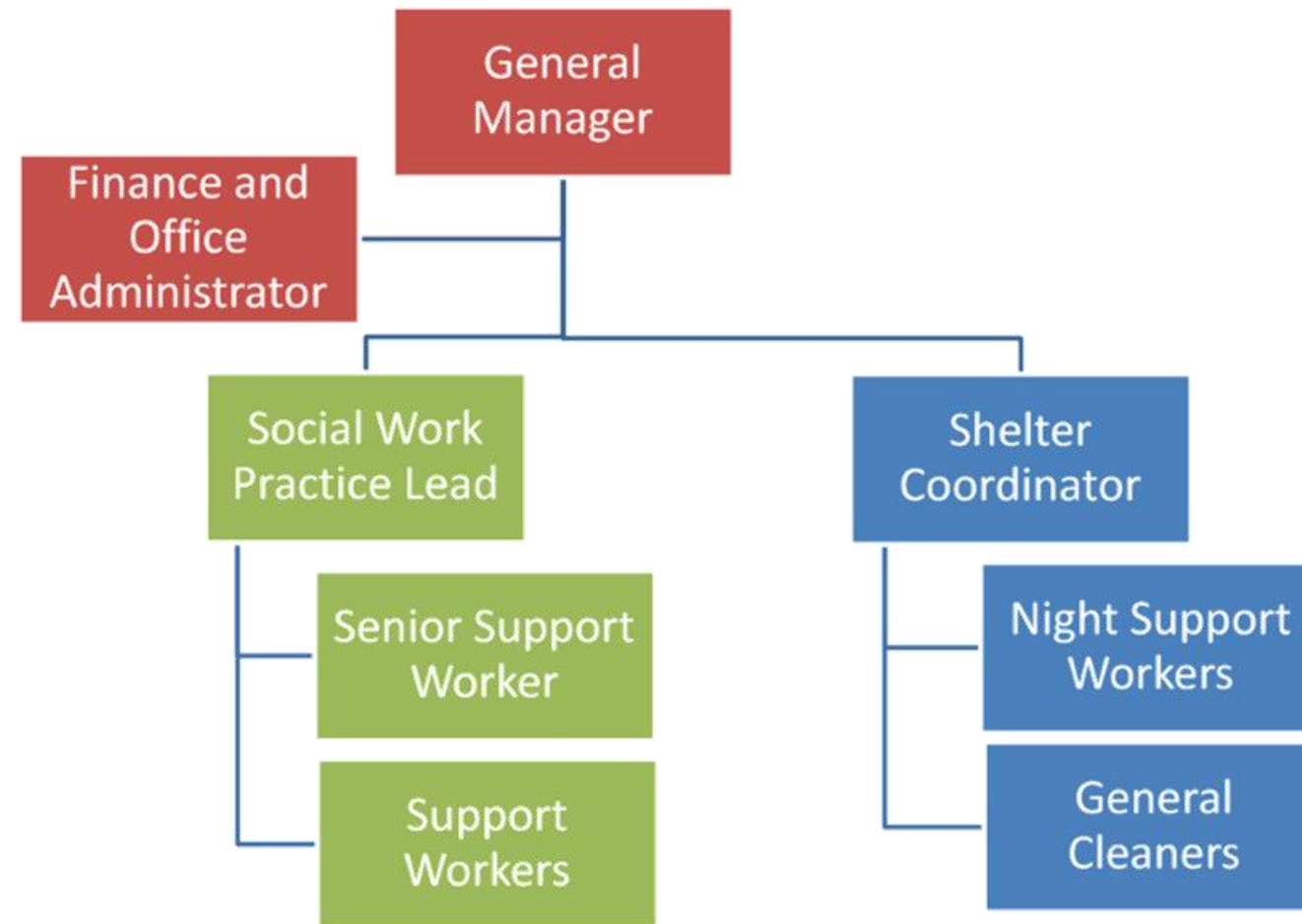
2017-2018



- New Organisational Structure
- Improved Operating Model
- Social Work Practice Lead Role
- Daytime Support Staff
- Increase from 8 to 13 FTE
- Housing Support Plans
- Finance and Office Administrator
- Improved Outcomes
- Improved Employment Conditions
- Increased Safety
- Commencing our Bi-Cultural Journey
- Increased Partnership and Collaboration



Organisational Structure





STRATEGY MAP 2018

DRAFT

VISION

The experience of homelessness is rare, brief, and non-recurring

MISSION

To provide quality accommodation and person-centred support for men experiencing homelessness in the Wellington region

STRATEGIC THEMES

<p>SUPPORT</p> <p>Offer culturally appropriate, person-centred support to men experiencing homelessness</p>	<p>ACCOMMODATION</p> <p>Provide quality crisis and transitional accommodation to men experiencing homelessness</p>	<p>PARTNERING</p> <p>Partner with others to meet the needs of men experiencing homelessness</p>	<p>SUSTAINABILITY</p> <p>Grow a healthy and sustainable organisation, equipped to meet the needs of men experiencing homelessness</p>
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GROWTH STRATEGIES

<ul style="list-style-type: none"> • Guests have their own voice and will be supported to gain confidence to use it • Person centred support plans will be developed with each guest • Activities and services will be available to provide connections to whanau and communities • Culturally appropriate support will be available to each guest 	<ul style="list-style-type: none"> • Maximise the value of transitional accommodation • Remodel the crisis accommodation • Provide adequate services during the remodelling period • Move to WNS providing 24/7 access 	<ul style="list-style-type: none"> • The WNS is a recognised and respected agency within the housing and social services sector • Working together with our partner agencies to meet the needs • Respecting and honouring our partner agencies within the housing and social services sector 	<ul style="list-style-type: none"> • The WNS has appropriate policies and procedures in place including health and safety • Sustainable funding is secured to cover full operating costs and offering a living wage to all staff • The work is informed by collection of robust evidence • The WNS has appropriately skilled people at all levels and offers regular training • The physical space is appropriately equipped to do our work
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VALUES

We value Mana Motuhake (Rangitiratanga) • Manaakitanga • Whanaungatanga • We are a Treaty informed organisation

Wellington Night Shelter

Proposed building reconfiguration to deliver the vision for direct access crisis and transitional housing

Why does the building layout need to change?

- WNS cannot offer effective, dignified crisis accommodation and related support services because access is restricted to the hours of 5.30pm and 7.30am.
- Cubicles provide limited privacy, security and quality of living for guests and are not suitable for 24-hour access.
- Multiple entry points prevent effective management of safety and security.
- There is no private, safe meeting space for social workers to assess and provide one-on-one support of guests.
- There is no ground floor communal kitchen or lounge areas and inadequate dining space, preventing 24-hour access to the accommodation.
- There is inadequate storage space and laundry facilities.
- The current staff offices are not fit for purpose and restrict the development of adequate IT and comms infrastructure.

Conversion of cubicles to bedrooms

- An increase of 10 emergency housing bed spaces for men experiencing homelessness
- Short term accommodation and/or opportunities for adequate need and risk assessments for guests with complex needs
- All guests can maintain appropriate privacy and dignity
- All guests will experience a better sense of home and a stable base from which to build self-worth and self-reliance and move on to permanent housing arrangements

New communal kitchen & dining area

- All guests can be on the premises 24 hours per day
- Increased opportunities for engaging in meaningful activities at the WNS
- Less incidents of anti-social behaviour around the city
- All guests can start the process of better caring for themselves and building self-reliance in a supportive environment
- All guests can be supported to develop tenancy management skills in preparation for long term housing

New communal lounge and outdoor space

- Increased opportunities for engaging in meaningful activities at the WNS
- Less incidents of anti-social behaviour around the city

Revised main entrance and reception

- Creating a welcoming environment
- Increased opportunities for informal engagement
- 24-hour monitored access to the building and for services for all guests
- Improved safety and security of all guests and staff
- Monitored access creates the potential to allow guests to have visitors.
- Disability lift to provide access between floors

Existing 7 bedrooms remain



4 bed area

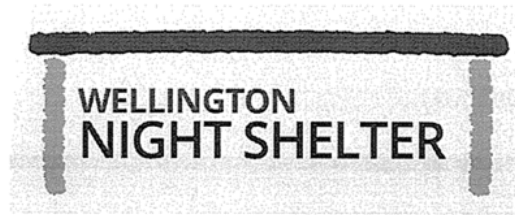
- Direct access bed spaces allow timely response to men in crisis

New office and meeting space

- Confidential spaces for one-to-one support and social work with guests.
- Potential to develop policies around under 18 whanau visits (e.g. to spend time with their children).
- Office spaces fit for purpose for all staff, including administration and management e.g. enable development and improvement of IT infrastructure
- Staff presence on both floors, increasing engagement, safety and security.



Wellington Night Shelter
304 Taranaki St
30 Oct 2017



Supporting Information Wellington City Council Strategy Committee 23 August 2018

1. Revised operating model

A revised operating model is now being implemented that can deliver the outcomes that the WNS Board, the MSD, the Wellington City Council and our core stakeholders are seeking, and move WNS forward in its journey towards demonstrating best practice in transitional housing. This new operating model fully supports its guests to begin their journey towards accessing and maintaining safe sustainable, appropriate housing based around the vision of Te Mahana strategy - *Ending Homelessness in Wellington*. The strategy has eight guiding principles that are set out in Appendix 1.

The new operating model focuses on increasing the capacity for engagement with guests during the day, both within the service and for support to engage with social, health, housing, and WINZ services. Although we only commenced delivery of this new model on the 3rd November 2017, already we are seeing improved quality of living, greater levels of engagement and better outcomes, particularly for the men who are living in one of the 22 MSD funded private transitional housing bedrooms.

A team of Support Workers is led by a Social Work Practice Lead and are able to facilitate effective engagement both in house and through partnership with external social, health, housing, and WINZ services. The Shelter Coordinator manages a team of Night Support workers who ensure the safety and well-being of guests overnight. The model focuses on increasing the capacity for engagement with guests and for support to engage with social, health, housing, and WINZ services. By increasing the opportunities for and professionalism of engagement with the men, we provide them with structured support to move through a journey to being "self-reliant". It is evident that many of the men who access WNS have complex needs and require input from a range of specialist services - it is not unusual for over 50% of guests to be experiencing complex mental health and/or addiction needs.

This model does not intend to create a dependency between the guests and WNS staff; nor does WNS intend to be "all things to all people". Rather, the service will be a "pivotal-cog", ensuring that the men know what services are available, and are facilitated to use them effectively.

Initially guests may require quite intensive assistance to ensure that they are accessing the services and receiving the support they need and are entitled to, but by "move-on" our goal is for them to engage with appropriate professional and natural supports independently and that this support would follow them to their new accommodation, reducing the instances of "revolving door".

The standards of service expected by MSD and the targets set by both MSD and WCC makes it imperative that WNS has adequate and suitably skilled staff in place in-house to achieve contracted outcomes rather than relying on external provision. Where it is identified that individuals have mental or physical health support needs, WNS will work in close partnership with the relevant agencies to ensure these needs are able to be met whilst they are guests of WNS.

2. Outcomes and Outputs

2.1 Transitional Accommodation

Of the 74 men who accessed out Transitional Accommodation in this financial year (59 in 2017):

	2018	2017
Guests still living in the Night Shelter at year end	21	20
Moved into HNZ Accommodation	27	9
Moved into other sustainable social housing (e.g. Dwell or Salvation Army)	0	2
Transferred to other emergency housing (such as Easy Access)	3	4
Moved in with or returned to whanau or friends or moved into other private accommodation (e.g. boarding house / shared flat)	10	15
Moved into specialised older person housing	1	3
Transferred to residential mental health service	0	3
Moved into correctional facilities	2	0

2.2 Crisis Accommodation

Of the 307 men who accessed our Crisis Accommodation in this financial year (279 in 2017):

	2018	2017
Still regularly accessing the Crisis Accommodation at year end	23	29
Transferred to our Transitional Accommodation	54	47
Moved into HNZ Accommodation	5	4
Transferred to other emergency housing (such as Easy Access)	3	8
Moved in with or returned to whanau or friends or moved into other private accommodation (e.g. boarding house / shared flat)	32	38
Transferred to residential mental health services	3	3
Unknown Outcomes	168 (this correlates with the 42.7% of guests staying for 8 nights or less)	139 (this correlates with the 52.0% of guests staying for 7 nights or less)

3. Remodelling the ground floor and the demand for services

Appendix 1 of this document illustrates the future vision for the Wellington Night Shelter and the plans to reconfigure and refurbish the ground floor of the building. Four cubicle-style Direct Access Crisis Beds would be retained, although these would be improved from their current design to improve privacy and security for those accessing these spaces. Ten additional Transitional Bedrooms would be created. Retaining four crisis beds serves dual purpose. Providing direct access beds for people in crisis provides both the opportunity to assess and identify individual needs prior to moving into the Transitional Accommodation *and* an opportunity, where possible and appropriate, to focus on a housing first approach or to refer to more appropriate housing options (e.g. specialist residential Mental Health services).

3.1 2017 2018

Crisis (dormitory) Accommodation

WNS Crisis Accommodation provides 23 cubicle style spaces and is a first point of contact for guests who are often in crisis situations. This accommodation provides a good night's rest and a chance to start the self-care process again and offers the WNS team the opportunity to start to understand the guest's needs.

During the 12-month period from 1 April 2017 to 31 Mar 2018:

- 307 individual men utilised the Crisis Accommodation
- The maximum number of bed nights (occupancy) possible for the Crisis Accommodation is 8395. Actual bed night occupancy was 7054 meaning that WNS had an average occupancy level of 84% for the year.
- 43% of guests stayed in the crisis accommodation for less than 7 nights.
- 20% of our guests stayed in the crisis accommodation for 1 month or more.
- 4% of our guests stayed in the crisis accommodation for 3 months or more.

Future Crisis (assessment) Beds

In this previous financial year, 43% (131) of guests stayed in the crisis accommodation for less than 7 nights utilising a maximum total of 917 bed nights. 4 bed spaces provide the potential for a total of 1460 crisis bed nights per year.

Future Additional Transitional Beds

The following figures represent people who stayed in the crisis accommodation for over a month in this financial year.

- 37 guests stayed for approximately 1 month utilising an average total of 1110 crisis bed nights.
- 13 guests stayed for approximately 2 months utilising an average total of 793 crisis bed nights.
- 8 guests stayed for approximately 3 months utilising an average total of 744 crisis bed nights.
- 3 guests stayed for approximately 6 months utilising an average total of 558 crisis bed nights.
- 1 guest stayed for 1 year using a total of 365 crisis bed nights

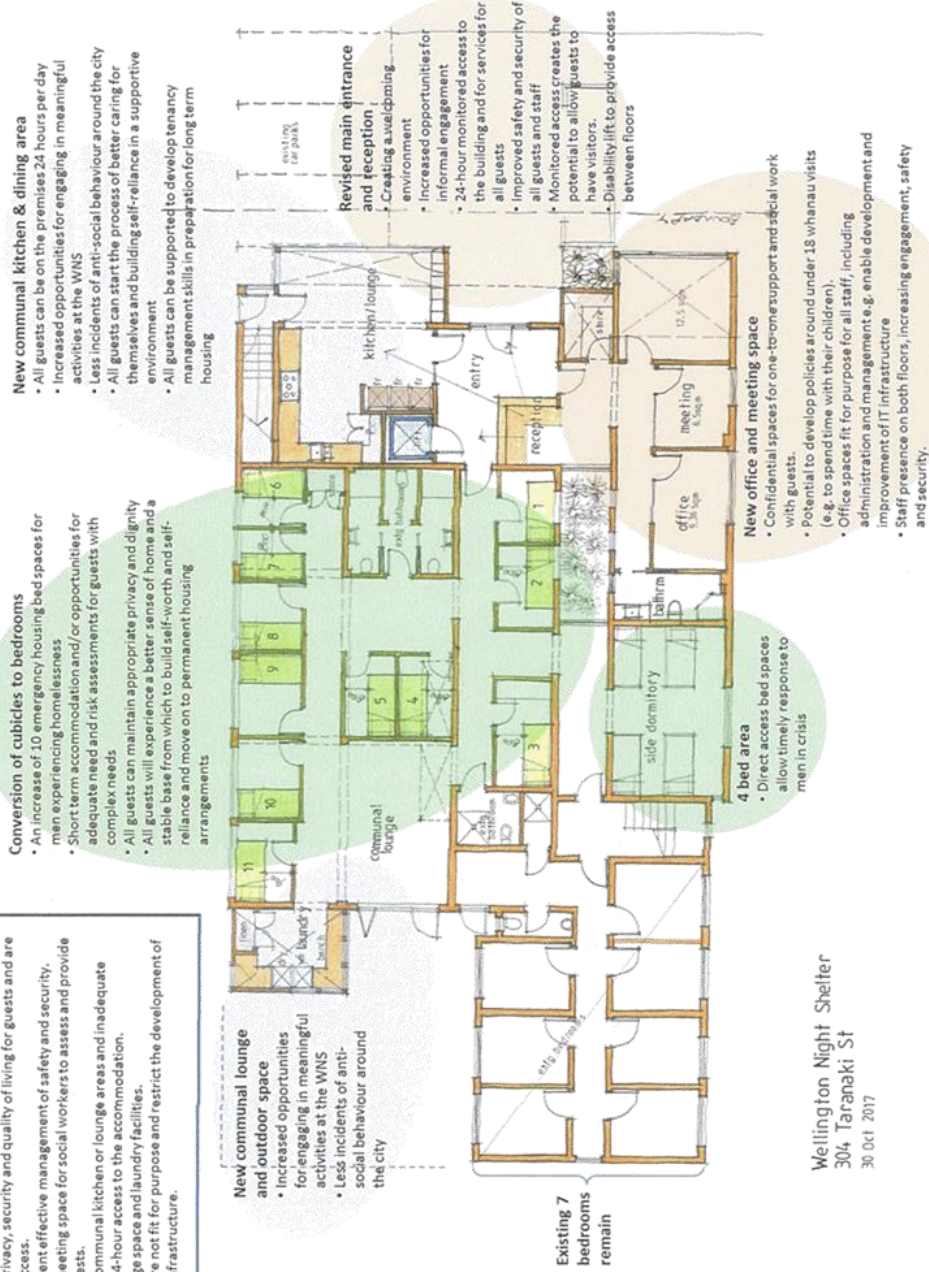
This means that approximately 3570 crisis bed nights were used for people who would have been better served in transitional accommodation.

10 additional transitional bed spaces will provide the potential for a total of 3650 additional transitional bed spaces per year.

Appendix 1 – Concept plan of the proposed changes

Wellington Night Shelter
Proposed building reconfiguration to deliver the vision for emergency and transitional housing

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Seven good reasons for charging for carparking at weekends (and at other times, too)

Mike Mellor



There are good alternatives to parking:

1. weekend bus travel is now available to more parts of the city, and more regularly, than ever before;
2. with the introduction of off-peak fares, weekend bus and train travel are the cheapest that they have been for many years;
3. WCC plans are making cycling a better option

Free parking often means no parking

4. Anecdotally, people avoid the CBD on the weekend because parking is difficult to find, with no spaces available (the same applies in the evenings, particularly towards weekends);

Free parking is not free

5. If the user isn't paying to park, someone else is subsidising them to do so.

Read *The High Cost of Free Parking* by Donald Shoup – available in a library near you!

It's consistent with WCC policies:

6. subsidising private car use is inconsistent with policies such as the Urban Growth Plan;

7. WCC Parking Policy aims for an 80% occupancy rate, impossible to achieve consistently if parking is not charged for



And how much to charge?

Use demand-responsive pricing to achieve the 80% occupancy target (e.g. reviewing charges quarterly) meaning that there are always spaces available

- and do the same in the evenings, when later in the week and at weekends parks can be impossible to find