



TAURANGA COMMUNITY HOUSING TRUST

*"Enhancing community wellbeing through
the provision of quality, appropriate and
affordable housing"*



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Overview

Tauranga Community Housing Trust (TCHT) was established in December 2003 following a growing concern around the lack of affordable, appropriate housing for disabled people and their families. The issues at the time are still relevant today. TCHT services are targeted at responding to identified housing needs and gaps in the community.

TCHT's services include the provision of

- Transitional housing
- Affordable rental housing
- Specialist housing services for people with disabilities and chronic health conditions
- Housing Facilitation Service linking people to appropriate housing
- Healthy Homes Scheme
- Friendly Landlord Programme

In its first five years of operation TCHT focused solely on housing single people with a disability and/or families with a disabled person within the household. In late 2009, the Trust broadened its criteria to include others in the community who are on low incomes and have a serious housing need. During 2017 the Trust commenced the provision of transitional housing to help combat the level of homelessness and overcrowding in Tauranga.

Issues such as population growth, an undersupply of housing, property and rental price increases and a lack of accessible properties continue to contribute to the demand for more and new affordable housing solutions.

TCHT is and will continue to work creatively with a range of stakeholders to increase its portfolio and develop new models of housing in order to address unmet housing need in the community.

TCHT support and endorse – Community Housing Aotearoa's - 'Vision for the Future'

We have a vision of all New Zealanders well-housed, where choices are available across the range of housing that meet the varied needs of any household, at a price they can truly afford, today and tomorrow.

We see a future where mixed-income, mixed tenure communities are the norm, with high quality homes that are warm, dry, easy to take care of, and inexpensive to run and maintain. These are homes that enhance health and well-being, homes we can be proud of, in communities that people feel part of, and where every person can have a stake in their future, whether they rent or own their home

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TCHT Statement of Strategic Intent 2014 – 2017

Vision

Enhancing community wellbeing through the provision of quality, appropriate and affordable housing.

Mission

To facilitate and provide housing and related services to people with a serious housing need.

Core Values

- ❖ Acting with Integrity
- ❖ Respectful in all relationships
- ❖ Innovation with purpose

Our Beliefs

Appropriate, affordable housing is fundamental to the health and wellbeing of individuals, families and the community.



Strategic Directions

- To grow a diverse, sustainable housing portfolio that achieves positive community outcomes.
- To be a dynamic well governed and managed organisation that achieves business excellence.
- To provide quality services and operational excellence aligned to our core values and stakeholder needs.
- To build and enhance effective external relationships to advance our Vision and Mission.

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Chairperson's Report

Kia ora tatou

Nga mihi mahana ki a kotou katoa

Warm greetings to all our supporters,

When preparing an Annual Report the Chair is able to reflect on how well the Board has performed our role and worked towards our Strategic Directions. We are proud that due to both internal well focused teamwork and strong external support networks we have helped a significant number of families and individuals towards satisfactory housing solutions.

However, I wish to repeat what I said this time last year, as there has only been minor change in our housing environment.

"The frustration is that we know that we are able to provide effective and sustainable housing solutions, but community housing projects are not commercially viable unless there is significant outside contribution to the capital investment. We all know that the demand in Tauranga in particular where the population and the unaffordability index is rapidly increasing, cannot be met by the current supply, and there is little incentive for commercial developers to increase the supply of more affordable homes.

TCHT along with other providers has a real challenge in trying to change the local culture so that all sectors of the community come to realise that inadequate and unaffordable housing stock is now affecting everyone. This is in terms of the adverse impacts on the health, schooling and general wellbeing of inadequately housed (i.e. technically defined as homeless) families and individuals. Lower income earners cannot afford to live here and this affects our availability of workers and local productivity. Is our current growth so great when not all the community are enjoying the benefits and the poverty indicators are increasing especially in our young families? We are nearing the reality of over half of our population being dependent on rental accommodation."

How well did we address our Strategic Directions?

1. To grow a diverse, sustainable housing portfolio that achieves positive community outcomes. As shown in the Acting Manager's report, our range of housing solutions delivery services has been increasing. With national recognition of the housing crisis and increased homelessness, TCHT as a local registered community housing provider was identified as a potential contract partner with Central Government. This new relationship has resulted in Kainga Atawhai, 19 new two and three bedroom homes, being managed by TCHT on land leased from Tauranga City Council, built by Housing New Zealand and contract funded by Ministry of Social Development. Building such complex relationships is time consuming and especially challenging when policies are continually

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evolving and decision makers change. However our team has done a great job patiently working through this and also other short term emergency housing leases for Tauranga motels and private arrangements. We have continued to evaluate options for development of our Whakatane properties, and we expect real progress in the coming year.

2. To be a dynamic well governed and managed organisation that achieves business excellence. 2017 was a year in which our Board took full advantage of our diverse skills to ensure that we were sufficiently knowledgeable and flexible to be able to best operate within the changing housing political and economic environment. We were determined to not lose our focus on finding longer term housing solutions for those with unmet needs and to maintain our reputation as a locally driven community housing provider with effective policy and operational policies. For this strong leadership we particularly acknowledge and publicly recognise the efforts of Chris Johnstone who resigned at the end of 2017 as the TCHT Manager. She has led the organisation from its birth pains in 2003 to the strong organisation that it is today. Her networks have been far reaching and her determination has been widely recognised. Chris made things happen, she has served our Board very well and has developed a committed team around her. Thank you Chris.

3. To provide quality services, and operational excellence aligned to our core values and stakeholder needs. The data shows the number of people who have been formally helped with ever increasing numbers having contact with our staff every day. People's situations are becoming very complex and services are becoming multi-dimensional and time consuming. Good linkages with other support agencies are essential, but we so often meet the barrier of not being able to secure a suitable home where they can re-establish their lives. The Trust culture is based on our agreed values of integrity, respect and innovation, providing the basis of being positive in our relationships.

4. To build and enhance effective external relationships in order to advance our Vision and Mission. Board members and staff have spent considerable time this year participating in local and national meetings hearing about various housing and poverty reports, and trying to understand how we can best make a difference and what resources we will need. There is a well-recognised continuum of housing delivery systems from fully funded emergency housing through various community led rental and ownership models, to assisted first home purchases to the most widely understood privately funded home ownership. We know that we can be very effective in a number of these models and acknowledge the support of Community Housing Aotearoa as our peak body for the national leadership they provide to the sector. We continue to work at all levels with Central Government Ministers, Members of Parliament, and the range of departments involved in the sector and especially with our local Councils. This requires a high level of commitment to not only keep up with the operating environment, but to also be timely in offering relevant input to policy making. TCHT commends the work of Smartgrowth to better co-ordinate future planning, and also acknowledges and appreciates the ongoing support and trust shown in our organisation by BayTrust, TECT, Lotteries, DHB, MSD and the many others who make specific grants for aspects of our services.

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On behalf of the Board I have used the above format to assess how we have performed during 2017. We have the will and proven skills to make things happen in the Bay of Plenty to provide affordable community housing, provided we can form partnerships and collaborate with others who seek the same outcomes.

We have a new Government just starting to give more detail on the ways in which they wish to develop new approaches for making the steps of the housing continuum more accessible and affordable to all sectors of our society. We look forward to further engagement with the relevant Ministers and their officials, so that the ongoing Bay of Plenty housing crisis can be better addressed and specific local targets are determined

I repeat my continuing belief that: *"It takes a whole community to rear a child and therefore it takes a whole community to find a secure home for them"*.

We benefit from the ongoing active support from our Patron Adrienne von Tunzelmann. She is a great advocate for our work and generously offers her advice on our continual governance improvement efforts. It is an ongoing challenge for Trustees to ensure that they are correctly performing their duties.

Thank you to our Trustees who have served the Trust well for some time; Dylan Barrett Deputy Chair, Russell Hunter Treasurer, Kate Cosgriff, and Graham Mallett, and a special welcome and thank you to Katrina Hulsebosch and Alastair Brownlee for offering to bring new legal and financial expertise to our Board earlier in the year. Alan Tate retired from the Board but left us with a good legacy of a new Trust Deed, wise advice and many stronger community connections. We thank him and wish him a satisfying future nurturing his bees along with his many other community activities.

We have already outgrown our current office space and a particular thank you to all our staff who have not only worked through practical daily issues, but also their transition to new external relationships and new roles. TCHT relies on your goodwill and we welcome our new members and a big thank you to those who helped them settle in. In anticipation of her departure our Manager planned well for the future by appointing several contract management staff late in the year. As a result, she assisted the transition by helping Paul Wollaston to incorporate his Business Manager role into that of Acting Manager following her resignation. The Trust is very appreciative of the efforts of all involved to keep our organisation operating as smoothly as possible when so much institutional knowledge was needing to be transferred and there was uncertainty about what 2018 would bring.

Thank you everyone and we all look forward to sharing a positive future for TCHT.

Jo Gravit
TCHT Chairperson



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Manager's Report

Kia ora tatau,

TCHT continued to develop on the achievements from the end of 2016 with the completion of 10 one-bedroom units in Waihi Road and additional lease of privately owned properties adding to the pool of Community Housing available to the Tauranga Community. These have all achieved high occupancy levels, as the demand for Community Housing continues to outstrip supply.

Bay of Plenty, as one of the fastest growing regions, continues to struggle to keep up with the increased demand in housing. Trying to cope with poor quality housing stock, the inability of people on low/middle incomes to access decent housing either as an affordable rental or start on the property ownership ladder, escalating rents in the private sector and unprecedented growth in house prices all contributed to a strong demand for TCHT's housing and property related services.

The demand for public or community housing continues to capture a wider range of society that previously would not be requiring this level of support. The Trust's primary focus on supporting households with low incomes or those who have a disabled family member, has defaulted to include a wider group of pensioners in the 65+ age bracket who increasingly cannot afford the escalating private rental prices. This is defaulting to an increased focus on developing new affordable housing solutions for older persons. As pressure increases on households, so too did the demand for housing related assistance and social services, our own services as well as those in the wider community. This is primarily achieved through the Healthy Homes Scheme that provides practical advice for improving the insulation and healthiness of the home environment including the provision of additional furnishings where possible. Additionally the Friendly Landlord programme allows proactive engagement to assist housing provision for those people with unique needs in the mental health arena.

The most recent change for TCHT was the establishment of Emergency Housing Contracts through MSD to provide Transitional (or Emergency) housing in the Western Bay. This has included contracts to manage a small number of motel units, the lease of homes in the private sector dedicated to transitional housing, and the management of a new site of 19 two and three bedroom houses in a complex at Opal Drive, Papamoa Beach. Nine of these houses were made available and fully tenanted immediately prior to Christmas, with the remaining 10 houses expected to be available in March 2018.

As the Trust's workload has grown, so too has the staffing, with Matthew Ayers and Patrick Gonthier joining as tenancy managers, Mareece Neketai-Kingi as Business Administrator, Tony Best as Property Manager and Paul Wollaston as Business Manager. At the close of the year we sadly farewelled Chris Johnstone, who has magnificently served the Trust as

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Manager since its inception in 2004. Through the leadership of Chris, the Trust has started from scratch to the development and ownership of 36 properties in Tauranga and the purchase of 79 units in Eastern Bay of Plenty, to serve the Bay of Plenty region as a credible Community Housing provider.

For the most part TCHT does not receive government funding for its community development, the housing facilitation work or for capital works projects. The Trust only achieves the outcomes and improved level of community housing provision due to the support and ongoing commitment from the generous funders and supporters who appreciate our efforts. However, we do acknowledge the use of the Income Related Subsidy (IRRS) funded by Ministry of Social Development that allows low income families to only pay a portion of their income as rental, but receive an additional rental subsidy to meet the rental rates that are being charged. IRRS funding is a unique funding option available to the Community Housing sector and makes a big difference to the affordability of rental homes.

With no sign of the housing shortage abating and further increases projected, much of the focus was and will continue to be on the sourcing of new and/or the development of more affordable housing options. The opportunities for the Community Housing sector to step up and be a significant part of the solution to the national housing shortage has never been stronger, and there is genuine interest in presenting flexible funding models, collaborating with central and local government, and sharing the effects of what is working in different regions. The Trust fully expects to be a strong contributor to this and work with any party that shares the vision of providing more affordable and accessible homes.

Finally, a huge thanks to the dedicated staff and volunteer team whose focus, energy and ongoing commitment to the Trust is an inspiration. The sense of achievement as new tenants are housed, living conditions in sub-standard houses are improved and opportunities provided for a more stable living environment are key successes that make the effort worthwhile.

Nga mihi,

Paul Wollaston
Acting General Manager



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Achievements

In 2017 TCHT staff housed 286 people (an increase from 184 in 2016). This is a significant achievement in an environment where supply is scarce and the competition for suitable rentals is very high. As at the end of 2017, 230 people were being housed across a portfolio of 170 dwellings in the Western and Eastern Bay of Plenty regions.

The breakdown of our portfolio of dwellings as at 31 December may be shown as:

LOCATION	TYPE OF HOUSING	NUMBER OF BEDROOMS					TOTAL HOUSES / UNITS	NUMBER OF TENANTS
		1	2	3	4	5+		
Tauranga	Owned - Community	21	6	1	4		32	49
	Rented - Community	33	3	2	2	1	41	54
	Rented - Transitional	7	6	5			18	47
Whakatane	Owned - Community	72					72	74
Murapara	Owned - Community	7					7	6
		140	15	8	6	1	170	230

A high percentage of those assisted were housed with other housing providers. This was only possible because TCHT staff proactively built sound working relationships with a range of housing providers in the social and private sectors. Working relationships with these landlords involves property leasing or property management arrangements, brokerage, and advocacy. These relationships broaden the scope (number, type of location) of housing options available to the people that TCHT supports beyond TCHT's own portfolio of housing. Without TCHT involvement these solutions would not otherwise be available to the people that have benefitted from these services.

The biggest growth this year was initiated with the Transitional Housing contracts funded by the Ministry of Social Development (MSD). This is a combination of motel units, private rental properties, and MSD owned properties providing short-term accommodation for displaced families. These are often families that may have been in private rental accommodation and the landlord has either sold the property or choosing to move back in thus forcing a stable tenant to vacate. In the competitive rental market it is often difficult for these families to find alternative accommodation at short notice within their price range. Other transitional housing tenants include families that recognise overcrowding one dwelling with multiple generations of family members, leads to disharmony and need to be separated for safety and privacy.

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A SELECTION OF OUR PROPERTIES IS HIGHLIGHTED BELOW:

KAKARIKI AND TARA LODGES (Tauranga)

The Lodges provide medium term accommodation for over 50 single men, women and children through the year. The Lodges provide a friendly, stable and secure environment for residents to prepare for independent housing, with the smaller lodge dedicated to female only residents. When people move on from the Lodges it is into long term independent tenancies.



CLARKE STREET (Tauranga)

Completed in November 2014, the land was intensified (14 units where there previously were 8) whilst achieving green space, communal areas, storage sheds, adequate car parking, and communal gardens including an area with a BBQ that is available for the tenants to enjoy with friends and whanau.



PENSIONER HOUSING PORTFOLIO (EBOP)

The acquisition of 79 units from Whakatane District Council (WDC) 'Pensioner Housing Portfolio' in late 2015 was a major undertaking. These are all one bedroom units with 72 units spread over four sites in Whakatane, and seven units spread over two sites in Murupara.

Concept plans have been prepared for one of the sites but has been delayed subject to further investigation and costing. This work is part of a long term aim to redevelop and intensify the site and to add a communal shared facility for older persons seeking company.



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162 WAIHI ROAD (Tauranga)

In late 2016 TCHT purchased 14 one bedroom fully accessible units in a special housing accord development. The development has communal seating situated outside the units, giving residents a place to gather. The tenant's feedback is that the complex has a 'real community feel'. They report that their neighbors, all home owners within in the development, are very friendly, and cooperative at times pitching in and helping the TCHT tenants out.



EX RSA FLATS – MANAGEMENT (Tauranga)

In mid-2016 TCHT took over the management of 31 one bedroom properties in central Tauranga. Whilst urgent repairs and maintenance have been addressed, a redevelopment plan with the DHB needs to be further progressed.



OPAL DRIVE TRANSITIONAL HOUSING – MANAGEMENT (Papamoa)

19 new houses funded by Ministry of Social Development have been transported on to land leased from Tauranga City Council. Nine of the dwellings were available for tenants on 19th December 2017, with a further ten expected to be available in March 2018.

These houses are to serve as Transitional Houses to relieve the burden of overcrowding or homelessness, until the residents can find more permanent residential accommodation.



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Operational Activity

HEALTHY HOMES RHEUMATIC FEVER PREVENTION PROGRAMME

TCHT has been involved in the Healthy Homes rheumatic fever prevention programme (HHP) since March 2015. The focus of the HHP is to reduce rheumatic fever rates in this region which predominantly affect Māori and Pacific children living in poor housing and crowded conditions.

The HHP initiatives systematically identify families with children at risk of getting rheumatic fever who are living in crowded households and facilitate access to a range of interventions to reduce that crowding and make the homes warmer, drier and healthier.

There were a broad range of interventions completed in 2017 in both Western Bay and Eastern Bay. They included homes insulated, curtains, beds and bedding provided, minor repairs to homes made and ventilation installed in kitchen/bathrooms. Heating sources such as firewood and/or oil heaters were delivered and heat pumps installed. Some families/whanau were supported to access alternative healthy housing in the private and/or social housing sectors.

FRIENDLY LANDLORD PROGRAMME (FLP)

The Friendly Landlord Programme (FLP) as it is known, supports people experiencing serious mental illness to access and maintain independent housing.

The FLP programme has seen some positive movement throughout 2017. Community Mental Health NASC referrals are received inconsistently through the year and are dependent on a wide range of factors with the tenants, the property condition, and the health service providing the referral.

Kakariki and Tara lodges (operated by TCHT) continued to play an important role in preparing FLP clients to transition into independent community living. The one and two bedroom accommodation provided at the Cameron Road and Clarke Street units have proved invaluable for housing FLP clients that required affordable independent housing. The continuing shortage and unaffordability of one and two bedroom housing in Tauranga has made it very difficult for FLP clients to find private rental accommodation. As the demand for housing has grown, so has the importance of having the appropriate supports in place for FLP clients to sustain their tenancies. Supporting people to maintain their tenancies absorbed much of TCHT staff time, energy and focus throughout the year.

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Support Acknowledgment

TCHT Trustees and management formally thank TCHT landlords and many supporting organisations including:

- ABC All Business Computers Ltd
- Acorn Foundation
- Bay Trust
- Beca
- Carpet Court Tauranga
- Community Organisation Grants Scheme (COGS)
- CCS Disability Action
- Crowther & Company
- Department of Internal Affairs
- Expressions by Design
- First Sovereign Trust
- Housing New Zealand
- HOBEC
- KiwiBank
- Laser Plumbing
- Ministry of Social Development
- NZ Lotto Grants Board
- New World Brookfield
- North and South Trust
- PAR Trust
- Pub Charities
- Rotary Club of Tauranga
- Sir John Logan Campbell Residuary Estate
- Southern Trust
- Tauranga City Council
- Tauranga Energy Consumer Trust (TECT)
- Techsoup New Zealand
- The Flooring Room
- The Lion Foundation
- Tindall Foundation
- Western Bay of Plenty Disability Support Trust
- Window Gleam
- Zonta International

TCHT would not have been able to make the traction it has with the resources, support and grants it has received. A huge thank you to all those above for their continued support.

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Governance

TCHT BOARD OF TRUSTEES

The Trust is served by an outstanding Board of people dedicated to community housing in the Bay of Plenty region.

<u>Trustee</u>	<u>Year Appointed</u>
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Jo Gravit (Chair)	2011
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Dylan Barrett (Deputy Chair)	2015
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Alastair Brownlee	2017
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Kate Cosgriff	2003
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Russell Hunter	2015
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Katrina Hulsebosch	2017
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Graeme Mallet	2004
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<u>Patron</u>

Adrienne von Tunzelmann	2007
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