I hereby give notice that an ordinary meeting of the Auckland City Centre Advisory Board will be held on:

Date: Wednesday, 29 July 2020
Time: 3.00pm
Meeting Room: Room 1, Level 26
Venue: 135 Albert Street
Auckland

Ngā Hui a te Poari Kaitohutohu mō te Pokapū o Te Tāone Nui o Tāmaki Makaurau / Auckland City Centre Advisory Board
OPEN AGENDA

MEMBERSHIP
Chairperson
Ms Viv Beck
Mr Andrew Gaukrodger
Ms Noelene Buckland
Mr Greg Cohen
Cr Pippa Coom
Mr George Crawford
Cr Chris Darby
Mayor Hon Phil Goff, CNZM, JP
Mr Matt Harray
Mr Mark Kingsford
Ms Amy Malcolm
Mr James Mooney
Mr Nigel Murphy
Mr Richard Northey
Mr Adam Parkinson
Ms Anahera Rawiri
Mr Patrick Reynolds
Mr Michael Richardson

Deputy Chairperson
Business Improvement District
Corporate sector
City Centre Residents Group
Tourism/Travel
Waitematā and Gulf Ward Councillor, Auckland Council
Property Council of NZ
Auckland Council (Mayor’s alternate)
Auckland Council
Retail sector
Corporate sector
Tertiary sector (University of Auckland)
Urban design/institute of architects
Tertiary sector (Auckland University of Technology)
Waitematā Local Board, Auckland Council
City Centre Residents Group
Ngāti Whātua Ōrākei
Transport representative
Business Improvement District

(Quorum 10 members)

Mike Giddey
Kaitohutohu Mana Whakahaere / Governance Advisor
24 July 2020
Contact Telephone: +64 9 890 8143
Email mike.giddey@aucklandcouncil.govt.nz
Website: www.aucklandcouncil.govt.nz

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
Terms of Reference

(Excerpt – full terms of reference available as a separate document)

1. These terms of reference set out the roles, responsibilities and working arrangements for the Auckland City Centre Advisory Board.

2. The board is a key advisory body, with no decision-making or autonomous budgetary authority.

3. The board will assist the Auckland Council, specifically the Governing Body and the Waitematā Local Board and Auckland Council Controlled Organisations to oversee and be a key advisor to the Auckland Council on achieving the vision and strategic outcomes of the Auckland Plan, the City Centre Masterplan, the expenditure of the city centre targeted rate and city centre issues.

Membership:
Includes one councillor and one local board member.

The board should include members who can provide expert advice on many areas including transport, landscape, environment and youth sectors. The membership includes a position for Mana Whenua. Representatives from CCOs may be board members without voting rights. The number of the board members should be between 16 and 21 at any time.

The new panel’s term should end one month prior to the next local government elections in 2019. The membership of the panel may be rolled over for more than one electoral term of three years.

Purpose of City Centre Targeted Rate
(Excerpt – full information available in a separate document)

Background

The City Centre targeted rate is to help fund the development and revitalisation of the city centre. The rate applies to business and residential land in the City Centre area.

Activities to be funded

The City Centre redevelopment programme aims to enhance the city centre as a place to work, live, visit and do business. It achieves this by providing a high-quality urban environment, promoting the competitive advantages of the city centre as a business location, and promoting the city centre as a place for high-quality education, research and development. The programme intends to reinforce and promote the city centre as a centre for arts and culture, with a unique identity as the heart and soul of Auckland. The rate will fund expenditure within the following activities: Regional planning; Roads and footpaths; Local parks, sports and recreation.

The targeted rate will continue until 2024/2025 to cover capital and operating expenditure generated by the projects in the City Centre redevelopment programme. From 2016/2017, unspent funds from the targeted rate have been used to transition the depreciation and consequential operating costs of capital works to the general rate so that from 2019/2020 these costs will be entirely funded from general rates.
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1 Apologies

Apologies from Deputy Chairperson A Gaukrodger and Mayor P Goff have been received.

2 Declaration of Interest

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

3 Confirmation of Minutes

That the Auckland City Centre Advisory Board:

a) confirm the ordinary minutes of its meeting, held on Wednesday, 27 May 2020, as a true and correct record.

4 Extraordinary Business

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-

(a) The local authority by resolution so decides; and

(b) The presiding member explains at the meeting, at a time when it is open to the public,-

(i) The reason why the item is not on the agenda; and

(ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“Where an item is not on the agenda for a meeting,-

(a) That item may be discussed at that meeting if-

(i) That item is a minor matter relating to the general business of the local authority; and

(ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but

(b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.”
Te take mō te pūrongo
Purpose of the report
1. To update the Auckland City Centre Advisory Board on the Emergency Budget 2020/2021.

Whakarāpopototanga matua
Executive summary
2. Auckland Council’s Governing Body endorsed the Mayor’s Emergency Budget proposal at its meeting held on 16 July 2020 (resolution GB/2020/73).
3. The Governing Body will formally adopt the Emergency Budget 2020/2021 budget at its 30 July 2020 meeting.
4. The Lead Officer will give an overview of the Emergency Budget 2020/2021 to the Auckland City Centre Advisory Board at its 29 July 2020 meeting.

Ngā tūtohunga
Recommendation/s
That the Auckland City Centre Advisory Board:
a) receive the update on the Emergency Budget 2020/2021.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Tam White - Senior Governance and Relationship Advisor</th>
</tr>
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<tr>
<td>Authoriser</td>
<td>John Dunshea – Lead Officer Support</td>
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</table>
Te take mō te pūrongo
Purpose of the report
1. To receive the accountability reports for 2019/2020 destination marketing funding from Heart of the City and Karangahape Road Business Association.
2. To seek support for financial contributions for destination marketing in 2020/2021 from the city centre targeted rate portfolio budget for:
   - Heart of the City: $400,000
   - Karangahape Road Business Association: $40,000.

Whakarāpopototanga matua
Executive summary
3. The city centre targeted rate has supported destination marketing initiatives since 2008. In 2019/2020, Heart of the City and the Karangahape Road Business Association received destination marketing contributions of $400,000 and $40,000 respectively.
4. Each business association is required to complete annual accountability reporting for the funds received. Their reports for 2019/2020 funding are attached for the advisory board’s reference (Attachments A and B). They have met the requirements to be considered for further funding.
5. Both business associations are requesting continued support in the 2020/2021 year. Their proposals are included in their reports attached, and representatives will present in person at the advisory board meeting.
6. Contributions for destination marketing to these two business associations were endorsed in the city centre targeted rate portfolio budget 2019/2020, at the same level as last year’s funding levels (resolution CEN/2019/35). An allocation of $440,000 per year for destination marketing support is forecast in the city centre targeted rate portfolio until 30 June 2025.
7. Contributions to destination marketing align to the city centre targeted rate outcome of “promoting the competitive advantages of the city centre”.

Ngā tūtohunga
Recommendation/s
That the Auckland City Centre Advisory Board:
   a) receive the accountability reports for 2019/2020 destination marketing funding from Heart of the City and Karangahape Road Business Association
   b) support financial contributions to destination marketing in 2020/2021 from the city centre targeted rate portfolio budget:
      i) Heart of the City: $400,000
      ii) Karangahape Road Business Association: $40,000.
Horopaki

Context

8. In 2008, a destination marketing campaign for the city centre was approved by the Central Business District Board, and $400,000 per year was committed from the city centre targeted rate for an annual marketing and events programme known as “Big Little City”.

9. In 2014, the Auckland City Centre Advisory Board recommended that $400,000 per annum be allocated from the city centre targeted rate for Heart of the City destination marketing for a period of five years commencing 1 July 2014 (resolution CEN/2014/8). Annual support for destination marketing by the Karangahape Road Business Association (KBA) was added in 2016 (resolution CEN/2015/107).

10. The purpose of the city centre targeted rate is to help fund the development and revitalisation of the city centre and aims to enhance the city centre as a place to work, live, visit and do business. It achieves this by providing a high-quality urban environment, promoting the competitive advantages of the city centre as a business location, and promoting the city centre as a place for high-quality education, research and development.

11. Destination marketing contributes to the city centre targeted rate outcomes of “promoting the competitive advantages of the city centre”, “enhancing the central city environs” and “a centre for arts and culture”.

12. The city centre targeted rate portfolio budget for 2019/2020 endorsed by the Auckland City Centre Advisory Board at its 24 July 2019 meeting (resolution CEN/2019/35) allocated destination marketing support to:
   - Heart of the City: $400,000
   - Karangahape Road Business Association: $40,000.

Tātaritanga me ngā tohutohu

Analysis and advice

Accountability reports for 2019/2020 funding


14. Heart of the City primarily used their funding to support the 2020 winter campaign which highlighted the ‘Unique 24/7 Experience’ of the city, including features such as specialist retailers, dining, nightlife and arts and culture. The campaign achieved a 5.2% increase in spend compared to the same period in 2018, which was considered a strong result given the significant construction impacts and concerns about access to the city centre.

15. Karangahape Road Business Association used their funding to enable the development of a range of marketing and associated collateral to attract visitors and highlight the unique Karangahape Road identity. They also supported popular Te Reo language courses and a range of events to attract visitors to the area such as the annual First Thursdays series and the Auckland Art Fair. This year’s First Thursdays series was the most visited to date, and the associated social media campaign reached 33,600 people. The Art Fair moved online due to COVID-19 but attracted almost 9,500 participants and the website received almost 500,000 page views.

16. Staff confirm that accountability reports meet the requirements stipulated in the respective agreements and that Heart of the City and Karangahape Road Business Association are eligible to be considered for further funding in 2020/2021.
Proposals for ongoing support in 2020/2021

17. The two business associations have included proposals for destination marketing funding in 2020/2021 (Attachments A and B). The proposed initiatives will contribute to the city centre targeted rate outcomes of “promoting the competitive advantages of the city centre”, “enhancing the central city environs” and “a centre for arts and culture”.

18. Karangahape Road Business Association propose to use 2020/2021 funding to support destination marketing initiatives relating to America’s Cup, a range of collateral and campaigns and an app to promote the unique offerings of Karangahape Road, and an event to celebrate the completion of the Streetscape Enhancements (cycleway) project.

19. Key initiatives in the Heart of the City destination marketing programme for 2020/2021 are Restaurant Month in July and August, and a post COVID-19 recovery campaign in spring 2020. The aim of the recovery campaign is to encourage Aucklanders to return to the city centre, overcoming perceptions around access and congestion and showing them why the city centre is appealing and worth visiting.

Requests for additional funding

20. Karangahape Road Business Association have also indicated to staff that they would welcome the opportunity to propose an increase to the amount allocated annually, to enable the growth of their destination marketing programme.

21. Both business associations have expressed a particular need for increased destination marketing support in 2020/2021 as the city centre responds to the impacts of COVID-19. A one-off increase to destination marketing funding in 2020/2021 is discussed in a separate agenda item.

Tauākī whakaaweawe āhuarangi
Climate impact statement

22. There are no implications for climate change arising from the allocation of the destination marketing budget.

23. In March 2020, the Governing Body adopted the City Centre Masterplan 2020 which includes the goal of a Zero-Emissions Area in the city centre by 2030, and envisages the Waihorotiu Queen Street Valley as a pedestrian-friendly area with more options for walking, cycling and public transport. Both business associations include advice about sustainable transport options in their destination marketing approaches.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

24. The two business associations are also Business Improvement Districts (BIDs) and therefore receive BID targeted rate grants administered by Auckland Council. In 2020/2021, they will receive the following in BID targeted rates:

- Heart of the City: $4,782,614
- Karangahape Road Business Association: $435,428

25. Both business associations continue to meet the compliance requirements for their BID targeted rate programmes.

26. In addition to the business associations, various parts of the council group, including Auckland Tourism, Events and Economic Development, Regional Facilities Auckland and the city centre targeted rate-funded City Centre Activation Programme, work independently and in partnership with the business associations to drive activity and visitation.

27. Panuku Development Auckland makes a financial contribution to Heart of the City for the promotion of businesses in the waterfront area.
28. The city centre targeted rate contribution to destination marketing is complementary to other destination marketing initiatives and all parties work strategically to maximise the leverage of their combined resources.

**Ngā whakaaweawa ā-rohe me ngā tirohanga a te poari ā-rohe**

**Local impacts and local board views**

29. Business associations are eligible to apply to local boards for support for specific initiatives. In 2019/2020, Karangahape Road Business Association received a $2,000 grant from the Waitemata Local Board to support the development of plaques to celebrate the cultural history of Karangahape Road, which in turn will be developed into a local walking tour which can be promoted as destination feature.

30. The Business Improvement Districts represented by the two business associations do not cover the full city centre targeted rate area, as shown in the map below (Figure 1). In future years, the advisory board may wish to consider inviting applications from other organisations to support destination marketing initiatives in other neighbourhoods, such as Britomart/Quay Park, the Victoria Quarter, and/or the Learning Quarter.

Figure 1: Map of the city centre targeted rate area.

**Tauākī whakaaweawe Māori**

**Māori impact statement**

31. In 2019/2020, Karangahape Road Business Association funded Te Reo Māori language courses as a way to foster support for Te Ao Māori. These courses were extremely popular and necessitated relocation to a larger venue to accommodate demand.

32. In 2020/2021, Karangahape Road Business Association propose to apply a portion of their destination marketing funding to showcase Māori heritage and presence as part of the multicultural offering of Karangahape Road.
Ngā ritenga ā-pūtea
Financial implications
33. On 16 July 2020, Auckland Council Governing Body made its final decisions on the Emergency Budget for the 2020/2021 financial year, to be formally adopted on 30 July 2020. While the Emergency Budget will impact on the delivery programme of some city centre targeted rate funded projects, there is no change proposed to the budget allocated for destination marketing support.

34. The city centre targeted rate portfolio budget 2019/2020 endorsed by the board in July 2019 (resolution CEN/2019/35) includes annual allocations for destination marketing up to 30 June 2025:
- Item 5 – OPEX: Destination Marketing (K Road) $40,000
- Item 8 - OPEX: Heart of the City Destination Marketing $400,000.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations
35. The city centre is experiencing significant impacts following COVID-19, with downturns in visitation and associated economic performance. Continued support for destination marketing is a key enabler for the business associations to respond to these impacts. Destination marketing is particularly reliant on city centre targeted rate contributions at this time as the availability of sponsorship and other partner income is reduced post COVID-19, so a decision not to fund destination marketing would mean initiatives are unfunded or significantly reduced.

Ngā koringa ā-muri
Next steps
36. Subject to support from the advisory board, staff will action service agreements with the respective business associations. Accountability reporting for 2020/2021 funding will be due in July 2021.

Ngā tāpirihanga
Attachments

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Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Natalie Hansby – Manager Development Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Dunshea – Lead Officer Support</td>
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16 July 2020
City Centre Destination Marketing Programme
1) Accountability Report for Winter 2019
2) Funding Request for Recovery/Spring 2020
Prepared for Auckland City Centre Advisory Board

Executive Summary
1. This report provides a performance review of the destination marketing campaign for winter 2019 delivered by Heart of the City, which was supported by $400k of targeted rate funding.
2. It also includes a request for $400k targeted rate funding, to support a destination marketing recovery campaign planned for spring 2020, as the city centre looks to recover from the significant impacts of COVID-19.
3. Heart of the City understands that funding beyond 2020/21 for city centre destination marketing will be evaluated as part of the ACCAB Opex review process, and makes this application for July 2020 in advance of that process being confirmed. Heart of the City will, at the appropriate time, make an application for ongoing funding for destination marketing and promotion, to support the city centre as a vibrant and successful place.

Purpose of the City Centre Destination Marketing Programme and Investment
4. The city centre destination marketing programme exists to enhance awareness and improve perceptions of the city centre, to drive visitation and spend. Historically, the objective was to offset the low season of winter and provide support to city centre businesses when they needed it most.
5. More recently, major works like the City Rail Link project, construction in Downtown and many other development projects, have meant the programme needed to also mitigate impacts of these works, including increasingly negative perceptions around disruption and inaccessibility.
6. These aims are still valid, however the challenge has materially increased due to COVID-19, which has particularly impacted hospitality, retail, entertainment and arts and culture.
7. The destination marketing programme is designed to position and promote the city centre in a compelling and aspirational way – showcasing the different precincts and neighbourhoods, each with their own character, and the unique range of experiences and events on offer.
8. The programme enables us to tangibly support and promote city centre businesses, which influences business performance. From a consumer perspective the work continues to position the city centre as a vibrant and welcoming place.

Targeted Rate Contribution
9. The total investment by Heart of the City each winter has been c. $1.3m which has included the winter campaign delivery across July, August and September, and the cost of delivering the Restaurant Month event and campaign. The targeted rate contribution of $400k makes up about a third of this investment. In 2019 we had partner funding which extended the reach of the campaign to enable a bigger impact in market.
Benefits of the Programme

10. The results outlined in this report demonstrate the effectiveness and impact of this programme. We track and measure impact through Marketview consumer spending reports, The Buzz Channel research for city centre perceptions and advertising impact.

11. Overtime the programme has improved perceptions across a number of key measures, for example and just looking at the last three years:
   - the campaign makes the city centre seem more appealing +58% (to 79% in 2019 vs 50% 2016);
   - the campaign makes me proud of my city +47% (to 56% in 2019 vs 38% in 2016)
   - the campaign encouraged me to visit more often +138% (to 50% in 2019 vs 21% in 2016).

We have also seen significant growth in spending, +19.6% in 3 years for total Heart of the City, (from $311m over winter 2016, to $372m winter 2019).

12. However, for the first time in ten years, in 2019 Marketview reported a decrease in consumer spending -1.96% (versus 2018), this along with insights from our research is demonstrating the impact of the sustained development works and road closures for major projects like City Rail Link, Commercial Bay, Quay Street, public space upgrades and cycle way works.

13. Heart of the City views the contribution of the targeted rate funding as essential to enable the destination marketing programme, and to overcoming some of the impact of transformation, winter low season and challenge of perceptions – for a successful and vibrant city centre. The value of the contribution cannot be overstated, and in fact without this investment believe we leave the city centre exposed for others to tell the story, which is often influenced by negative issues.

Funding Request for Recovery/Spring 2020

14. The challenge for 2020 was already significant prior to COVID-19, with issues relating to:
   
   • Diminishing perceptions of the city centre experience, including issues related to the development works (road cones, messy and all too hard).
   • Pain associated with city centre transformation over a sustained period of time due to the major public works programmes, including City Rail Link, Downtown, Quay Street, Albert & Victoria Streets, cycle ways and private development.
   • Inaccessibility resulting from the major transformation projects.
   • Improved offering in the suburbs, especially for dining and eating out but also for leisure spend (exacerbated by perceived and relative inaccessibility of the city centre).

Now, COVID-19 has significantly impacted every category of business, there are additional issues:

   • Every customer segment being reduced across our audiences, from city centre workers not fully returned, to the loss of international visitors, students and events.
   • Competition from the regions for Aucklanders domestic visitation.
   • Nationwide messaging to shop local - a threat to city centre businesses due to the perception that the city centre does not mean local.
   • Recessionary impacts with loss of employment, reduced hours, salary reductions and lower disposable income and cautionary spend.

The impacts of COVID-19 are being more keenly felt by the city centre due to the concentration of businesses, and it being an area already under immense pressure from significant challenges of transformation projects.

15. Heart of the City’s task, therefore - is to promote the differentiated and unique city centre offering, in an emotive and exciting way that highlights the energy and vibrancy of the experience available here. This is to increase visitation and spend, providing immediate support and assistance in the recovery of city centre businesses.
Proposed Plan for 2020/21 Targeted Rate Contribution to Destination Marketing ($400k):

   Marketing campaign and event investment: $415k
   Launching on 20 July, 2020 Heart of the City will deliver a six week campaign to position the city centre as a preferred dining destination, and support the restaurant and hospitality sector. Restaurant Month is a much-loved dining event for Aucklanders in the city centre during August. This year, Heart of the City has opened up the participation criteria to enable the inclusion of a broader category - casual eateries and cafes, in addition to restaurants. This means, for the first time we will include a $15 and under price point, for ‘grab and go’ food options, as well as the ‘dine in’ restaurant menu offer price points of $25, $40 and $55+. This increases the number of businesses we are able to support with this programme by over 50%, from 114 restaurants in 2019, to 176 eateries and restaurants in 2020 - appropriate for the current climate.

Adshels: Sets of 3, Street Posters:

17. Initiative: Recovery Campaign Spring 2020 (1 Sep – 15 Nov)
   Marketing campaign and business support: tbc c.$800k
   Heart of the City has delivered initiatives for each stage of the COVID-19 crisis, from promoting the community aspect of how businesses responded to lockdown with engaging initiatives, to profiling takeaway dining options and retailers trading online at level 3. As we moved into level 2 in May, and then level 1 from 8 June, we launched an interim recovery campaign with eight re-edited film clips that were bought up to date for an audience emerging from lockdown, encouraging Aucklanders to rediscover their city centre. The edits showcase dining, nightlife and retail experiences and also the waterfront and weekends, and at time of writing have had 500k+ views.

   In June we also launched an online offers platform, with 80+ offers (that the eight films referenced), and promoted these via digital, social media and email. Then we launched a hotels staycation initiative, encouraging Aucklanders and drive markets to take a city break for a shopping weekend, night out, or more leisurely cultural-fix weekend.

   With more confidence that people are returning to more “normalized” behaviour, a recovery campaign has been briefed for development, to be live September through November. The task is to create desire and demand amongst Aucklanders to stimulate spending at city centre businesses.

   We need for Aucklanders to see the heart of the city as a unique experience, overcoming perceptions around access and congestion, to show them why the city centre is distinct and appealing and why it is deserving of their time, attention and spend!
We want to reach Aucklanders, city centre residents, workers, students and visitors from central Auckland suburbs who have either not been venturing out as much, or have been encouraged to stay local - to see the city centre as a place where they can be revitalised and energized by the offering and experiences available here.

Tactics like Restaurant Month, and the hotel and retail offers provide further incentives to aid conversion.

The challenges are significant, however, we can see spending is returning (currently down around 20 - 30% on average versus the same time last year) as people return to work, and get going about their lives in a more normal way.

We need this campaign to deliver a significant impact and lift, to support our businesses and remind Aucklanders why their city centre is special and offers something unique.

18. Every year Heart of the City has worked with a number of private sector partners to raise additional funding to support and leverage the programme. In 2020, due to the global nature of the crisis, all of Heart of the City’s partner funding has been impacted, making the contribution from ACCAB even more critical to supporting our recovery and rebuild.

19. This year in 2020/21, the programme investment will be focused on the winter and spring periods - with Restaurant Month 2020 and the Recovery Campaign. In addition to this, we plan to deliver Artweek in October, and a Christmas Campaign and activation in market November – December.

Accountability Report for Winter 2019 - Performance Metrics and Results

Outcomes Sought

20. The task of the Winter 2019 campaign was to:

1) Support the strategic outcome of a ‘Unique 24/7 Experience’ - unique in Auckland and NZ, and a preferred destination with defined and successful precincts and neighbourhoods, day and night.

2) Improve understanding of the city centre’s diverse offering, across different precincts and visitation drivers of events, dining, nightlife, retail, arts and culture.

21. The campaign needed to build awareness and understanding of the city centre offering, improve perceptions and motivations to visit, for increased visitation and spend.

Consumer Spending Result

22. The winter 2019 campaign focused on unique experiences of the city centre (menswear, streetwear, womenswear, dining, nightlife and the waterfront etc.), and performed well with spend from Aucklanders during the period (1 Jul – 27 Sep) +5.2%, vs the same period in 2018. Aucklanders made up nearly 70% of the spending for the city centre, with the balance coming from international card holders, drive markets and rest of NZ.

23. During the winter 2019 campaign period, spend across the city centre was down -2.1% or $7.9m, while spend at the participant businesses was up +3.8% or $5.25m (vs winter 2018). This was in context of eight other urban suburbs who were collectively flat at -0.2% (or -$1.07m).

24. Although spending over winter 2019 was not up quite as much as 2018, growth on growth had been achieved every year since the beginning of the programme. Taking a two-year view and comparing 2019 to 2017, participant set spending was up 17.2% for the winter period, or $21m. This was a strong result given the environmental landscape of the last couple of years with significant construction development, coverage of antisocial behaviour and negative perceptions around access.
Result of Advertising on Perceptions

25. Auckland Survey Respondents:

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<tr>
<td>Did the promotion make you feel the city centre has a lot of diverse and exciting experiences for you?</td>
<td>88%</td>
<td>86%</td>
<td>82%</td>
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<tr>
<td>How well does the promotion make you feel that Auckland’s central city is aspirational, cultured and vibrant</td>
<td>93%</td>
<td>90%</td>
<td>90%</td>
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<td>As a result of seeing the campaign do you feel you know more about what the city centre has to offer?</td>
<td>71%</td>
<td>73%</td>
<td>72%</td>
</tr>
<tr>
<td>The campaign encouraged me to visit more often</td>
<td>49%</td>
<td>50%</td>
<td>35%</td>
</tr>
<tr>
<td>Motivations to visit – ‘how well do the promotions motivate you to visit?’</td>
<td>87%</td>
<td>87%</td>
<td>83%</td>
</tr>
<tr>
<td>Visitation Behaviour – had visited the city centre at least once or more in the last month, for reasons other than work</td>
<td>85%</td>
<td>85%</td>
<td>76%</td>
</tr>
</tbody>
</table>

26. Heart of the City subscribers – survey respondents:

<table>
<thead>
<tr>
<th>Campaign Performance Metrics – Heart of the City subscribers:</th>
<th>Sep 2018 HoTC List</th>
<th>Sep 2018 HOTC List</th>
<th>Sep 2017 HOTC List</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did the promotion make you feel the city centre has a lot of diverse and exciting experiences for you?</td>
<td>90%</td>
<td>95%</td>
<td>89%</td>
</tr>
<tr>
<td>How well does the promotion make you feel that Auckland’s central city is aspirational, cultured and vibrant</td>
<td>95%</td>
<td>97%</td>
<td>98%</td>
</tr>
<tr>
<td>As a result of seeing the campaign do you feel you know more about what the city centre has to offer?</td>
<td>72%</td>
<td>85%</td>
<td>82%</td>
</tr>
<tr>
<td>The campaign encouraged me to visit more often</td>
<td>49%</td>
<td>57%</td>
<td>38%</td>
</tr>
<tr>
<td>Motivations to visit – ‘how well do the promotions motivate you to visit?’</td>
<td>94%</td>
<td>96%</td>
<td>93%</td>
</tr>
<tr>
<td>Visitation Behaviour – had visited the city centre at least once or more in the last month, for reasons other than work</td>
<td>93%</td>
<td>95%</td>
<td>92%</td>
</tr>
</tbody>
</table>

Source: Buzz Channel Research Survey 2019, two audiences: Buzz Channel Audience of Aucklanders from their survey panel of 445 Aucklanders and responses from 1,114 Heart of the City subscribers.

27. Perceptions Result: The 2019 campaign focused on the experiences by category (fashion, dining, nightlife, etc.) and while it was as effective as 2018 at driving spend, it was less compelling for significantly moving the dial on perceptions. The 2019 campaign did manage to maintain the strong perception results amongst Aucklanders, although not to quite the same level for the more qualified Heart of the City subscriber audience.
Motivation to visit

28. Motivations to visit are answered on a scale of 1-10, overall 87% of Auckland respondents were either kind of or extremely motivated to visit as a result of seeing the campaign. While at the top line, this result has not moved year on year, we have seen motivation fall away slightly for the extremely motivated group, dropping 7% but offset by the group who were kind of motivated. This suggests there may be a limit in how much a campaign can overcome the significant challenges of disruption, but maintaining these strong overall results despite the challenges, is an achievement.

Visit Frequency

29. Visitation frequency is measured by those who have visited just once, two to three times or four or more times in the last month for reasons other than work. Overall, 85% had visited once or more in the last month, with no significant changes in those who visited two to three times, or four or more times in the last month.

2019 Performance Summary

30. The winter campaign had a positive impact amongst Aucklanders on driving spend, and managed to maintain the strong levels across perceptions, motivations and visitation. Given the significant challenges that were facing the city centre pre winter 2019, the campaign had a positive impact and achieved strong results.
Destination Marketing Accountability Report from the Karangahape Road Business Association for the year ending 30 June 2020.

Executive Summary

This report details how the Karangahape Road Business Association [KBA] has utilised the funding provided by the Auckland City Centre Advisory Board [ACCAB] for destination marketing.

The purpose of destination marketing funding is to facilitate activities and projects which are designed to drive visitors to the area, market Karangahape Road and therefore increase spending. Funding in the destination marketing space is particularly important since COVID 19 pandemic has reduced visitor numbers and spend.

This report covers income received and funds spent from between when funds where provided to the KBA on 22 August 2020 and 30 June 2019.

Background

ACCAB resolution CEN/2019/35 approved the 2019/2020 city centre target rate funding. As part of this funding was the provision for $40,000 Destination Marketing funding for Karangahape Road Business Association [KBA].

KBA received funding for this financial year on 22 August 2019. Funds from this have been used for

<table>
<thead>
<tr>
<th>Year Ending June 2020</th>
<th>Revenue [no GST]</th>
<th>Spent on [including GST]</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCAB Destination Marketing Grant received</td>
<td>40,000</td>
<td></td>
</tr>
<tr>
<td>Promotions – Facebook</td>
<td>633.34</td>
<td></td>
</tr>
<tr>
<td>Promotions – i-site venues</td>
<td>5,673.41</td>
<td></td>
</tr>
<tr>
<td>Collateral – Queer Venues brochure updated</td>
<td>988.08</td>
<td></td>
</tr>
<tr>
<td>Collateral – Associate Membership</td>
<td>115.00</td>
<td></td>
</tr>
<tr>
<td>Collateral – Art Map Update</td>
<td>1,025.00</td>
<td></td>
</tr>
<tr>
<td>Collateral – Pride Pledge flyer and design</td>
<td>160.00</td>
<td></td>
</tr>
<tr>
<td>Collateral – KBA Logo update</td>
<td>172.50</td>
<td></td>
</tr>
<tr>
<td>Collateral – Shop Local posters design, lockdown lowdown videos and ‘shop sign in’</td>
<td>3,593.75</td>
<td>345.00</td>
</tr>
<tr>
<td>KBA Newsletter design &amp; Logo</td>
<td>3,857.50</td>
<td></td>
</tr>
<tr>
<td>Te Reo Language</td>
<td>700.00</td>
<td></td>
</tr>
<tr>
<td>Event Advertising – Flying Out Records</td>
<td>287.50</td>
<td></td>
</tr>
<tr>
<td>Event – Mercury Plaza Exhibition</td>
<td>3371.45*</td>
<td></td>
</tr>
<tr>
<td>Event – Aotearoa Urban Arts – Toi Talks K’Rd</td>
<td>601.82</td>
<td></td>
</tr>
<tr>
<td>Event – BFM Cocktail Corner K'rd Edition</td>
<td>3450.00</td>
<td></td>
</tr>
<tr>
<td>Event – Alpha Market Dec 2019</td>
<td>1500.00</td>
<td></td>
</tr>
<tr>
<td>Event – Auckland Art Fair</td>
<td>3450.00</td>
<td></td>
</tr>
<tr>
<td>Event – The Others Way</td>
<td>2000.00</td>
<td></td>
</tr>
<tr>
<td>Event – First Thursdays 2019</td>
<td>9195.00</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>41,120</strong></td>
<td></td>
</tr>
</tbody>
</table>

- Thank you to the Development Programme Office for a grant for $4000 towards Mercury Plaza “Origins and New Beginnings” exhibition.

KBA has been strategic with the Destination Marketing funds, choosing to support existing events that are organised by members that reflect the variety of influences and culture of the street.

We used some Destination Marketing to support the Mercury Plaza “Origins and New Beginnings” exhibition in October 2019. This was in addition to the $4000 seed funding grant from the DPO [$3371.45 in list above].

KBA provided these additional funds towards this artist’s initiative that paid tribute to the place itself and the business and people who made it unique. Visitors and social media contacts came from a diverse range of cultural backgrounds. Many of whom had never been to Mercury Plaza before. The feedback was overwhelmingly positive, many visitors of colour thanking us for providing them with a platform to see their experiences reflected in art. There was a sharp increase in customers eating at the foodcourt during and following the key show dates.

The report estimates over 2000 visitors attended the exhibition between August and September 2019. They estimate that approximately 400 people attended the opening event, and over 500 attended the closing event.

The location (Mercury Plaza) is a living example of change happening in the streetscape, with the new CRL station currently being located where Mercury Plaza stood.
Another notable event KBA supported using the Destination Marketing funds was the Auckland Art Fair which is New Zealand’s premier showcase for contemporary art. Due to COVID 19, event organisers had to innovate how to share and connect with attendees [and potential customers]. A virtual Art Fair was designed.

The event attracted over 9,486 collectors, gallerists, artists, visitors, media, partners, and art enthusiasts to celebrate and showcase the best contemporary art from across the Pacific Rim region. The review of the event confirmed 81% of visitors to the event where very satisfied and 71% would definitely return to the event in 2020. The organisers, artfair.co.nz, attracted 39,720 users and over 58,221 sessions, generating 490,426 page views from social media campaigns. Live coverage from the Fair on Breakfast TV, TV One News, The Project, Seven Sharp, Newshub Late, and Maori TV, which promoted the Art Fair to a wider general public audience.

The KBA allocates $40,000 funding annually for the two large First Thursdays events [July and December]. Our thanks go to additional funds from the Destination Marketing fund that backfill some of the costs of these special events.

The latest First Thursday was held in December 2019 with over 11,600 people up on Karangahape Road, our most popular ever. Our social media campaign reached 33,600 people and attracted over 2000 responses. Activations on the evening that entertained visitors were many and varied -including the Auckland Street Choir, Santa’s Naughty Grotto, and street block parties.

**Destination Marketing 2020-2021**

Thank you for the opportunity to suggest how the KBA could utilise any Destination Funding that could be provided in 2020 _2021._

The KBA has a range of events that we plan to support in the upcoming year including Pride, Fashion Week, Heritage Week, Art Week and Matariki.
We have also received some funding from the Waitemata Local Board / Auckland Council [$8,000 in total] for an exciting new project about recognising the people of Karangahape Road.

Our focus for any Destination Marketing funding available in 2020_2021 would be

- Initiating and/or collaborating with promotional initiatives relating to the Americas Cup challenge [Jan-Feb 2021] that attract visitors to explore the Karangahape Road area. [attraction programme]
- Continuing to ensure information about Karangahape Roads points of difference are place in visitor facing i-site facilities [i-site expenses]
- Promoting member events through directed Facebook promotions [online expenses]
- KBA printed collateral review and redevelopment – Cordis Brochure, Maori presence around Karangahape Road/ multicultural Karangahape Road [printed collateral development]
- Celebration event finalisation of the Streetscape Enhancements [event]
- Strategic campaigns using Phantom Billboards [destination marketing]
- The creation of destination marketing material including clips, video, or films [collateral]
- Supporting APPs designed to drive people to Karangahape Road

On behalf of the Karangahape Road Business Association, we would like to thank ACCAB for providing the Destination Marketing funding for 2019_2020.

This destination marketing fund is more relevant than ever a method of stimulating the foot traffic numbers, enhancing the vibrancy and furthering the unique and positive reputation of the street as a place to visit. Karangahape Road has the CRL construction 2020 to 2024 and the Auckland Transport Street Enhancement Project 2019 to 2021 which are both occurring simultaneously. They have a negative impact on trade while occurring. Now more than ever Karangahape Road needs to work towards mitigating the negative impacts of these projects while underway. Ultimately the future looks very vibrant however while the journey is underway this fund goes towards this support.

Whilst we are a well-known organisation with a big presence, our targeted rate funding is strained to deal with all the challenges that can confront a town centre organisation. Destination Marketing funding is very valuable to us and we guarantee it is used for purpose and with great consideration.

Michael Richardson

CEO/Manager

Karangahape Road Business Association

14 July 2020
Responding to the impacts of COVID-19 in the city centre

File No.: CP2020/10082

Te take mō te pūrongo

Purpose of the report

1. To endorse the proposed package to support the city centre to respond to the impacts of COVID-19.

Whakarāpopototanga matua

Executive summary

2. The city centre has been significantly impacted by COVID-19, with a marked decrease in people travelling to the city centre and in spend. At its meeting on 27 May 2020, Auckland City Centre Advisory Board requested support from city centre targeted rate funds to help the city centre to respond to these impacts.

3. Staff identified $400,000 available for reallocation within the city centre targeted rate portfolio budget for 2020/2021. Advisory board members were invited to propose desired outcomes from the fund.

4. Key themes of board members’ responses were presented to the board’s workshop on 24 June 2020, at which staff were asked to work with Heart of the City and the Karangahape Road Business Association to draft a collaborative plan to support the city centre.

5. The proposed package is attached for the advisory board’s endorsement (Attachment A). It considers three key focus areas:
   a) fostering a vibrant city centre
   b) growing resilience of local businesses
   c) driving visitation to the city centre.

6. The initiatives identified contribute to the City Centre Masterplan outcomes and city centre targeted rate outcomes, particularly relating to public life and a prosperous city centre.

Ngā tūtohunga

Recommendation/s

That the Auckland City Centre Advisory Board:

a) endorse the proposed package to support the city centre to respond to the impacts of COVID-19 (Attachment A) to a total value of up to $400,000, from the city centre targeted rate operational expenditure budget in 2020/2021.

Horopaki

Context

7. The city centre has been significantly impacted by in the loss of international visitors, reduced number of workers and students as a result of Covid-19.

8. At the Auckland City Centre Advisory Board meeting on 27 May 2020, staff identified $400,000 available for potential reallocation to respond to the impacts of COVID-19, from city centre targeted rate portfolio budget operational expenditure line items in 2020/2021 (resolution number CEN/2020/15).
9. The first, “Additional Programme Fund”, had been earmarked as a flexible fund to support the advisory board to respond as opportunities such as this arose. The second, “Communications city centre” was allocated for initiatives to grow support for development in the city centre and highlight positive change. The intentions of this COVID-19 recovery package are consistent with these earlier allocations.

10. Staff were asked to provide a process for the allocation of this $400,000 for initiatives in the city centre relating to the impact of COVID-19.

11. Following the May meeting, advisory board members were invited to propose desired outcomes from the funding, representing the key priorities of city centre communities in the post COVID-19 environment. At the advisory board’s workshop on 24 June 2020 staff presented a summary of that feedback, which highlighted four possible key outcomes:
- a prosperous city centre
- resilient business in the city centre
- vibrant spaces
- support for Access for Everyone outcomes in the City Centre Master Plan.

12. Members’ discussion in the workshop identified the first three outcomes as priorities, with consideration to how initiatives could also align with Access for Everyone principles. Staff were asked to facilitate a process to identify potential initiatives which make up a package to support post COVID-19 recovery of the city centre, addressing those focus areas.

13. Council staff led a collaborative process with Heart of the City and the Karangahape Road Business Association (KBA), with input from other key stakeholders and advice from council subject matter experts such as Auckland Emergency Management and Auckland Tourism, Events and Economic Development (ATEED). Staff have also worked to identify and leverage other strands of work and funding to maximise impact and avoid duplication.

Tātaritanga me ngā tohutohu
Analysis and advice

14. The proposed support package (Attachment A) is divided into three sections to respond to the key aims of:
   a) fostering a vibrant city centre
   b) growing resilience of local businesses
   c) driving visitation to the city centre.

15. For each aim, the working group identified key problems or opportunities, and then selected key initiatives to address those problems or opportunities. A high level budget is indicated for each focus area, which will be refined in discussion with the working group as initiatives are developed in detail and implemented.

Fostering a vibrant city centre - $100,000

16. Supplementing the $850,000 contribution from the city centre targeted rate for the annual City Centre Activation Programme, this focus area will include initiatives to ensure safe and welcoming spaces, especially in response to increases in issues with a growing street community on Karangahape Road. It will also support local businesses to use arts and culture offerings as a mechanism to deliver and promote additional activity in the city centre. While not funded directly through this package, a complementary programme of curated arts installations in vacant storefronts will also contribute to the sense of vibrancy.
Growing resilience of local businesses - $0

17. A thriving and vibrant city centre requires a healthy level of business activity, which in turn contributes to a positive experience for residents, workers and visitors. Fewer businesses and more vacant premises will reduce the quality of the experience in the city centre and also reduce the level of activity and thereby a sense of safety and welcoming spaces.

18. The working group identified several initiatives that sit under this aim, with a particular focus on strengthening small to medium-sized businesses, building the capacity of businesses to adapt to the challenging economic circumstances and change in customer mix in the city centre.

19. However, business support initiatives do not fall within the groups of activities that are identified in the funding impact statement, for which the city centred targeted rate has been established in line with the Local Government (Rating) Act 2002, and therefore funds cannot be allocated for this purpose.

20. Instead, staff will work alongside the two business associations and, working in partnership with ATEED, leverage the wide variety of other resources already available to New Zealand businesses. The group will also explore initiatives such as a dedicated city centre business support broker to enable more intensive and personalised support, using funding from other sources.

21. Consideration is also being given to how business support initiatives can leverage the business support packages already committed through Development Response programmes such as for the Karangahape Road Streetscapes project and City Rail Link sites.

Driving visitation to the city centre - $300,000

22. As presented to the advisory board at its June 2020 workshop, ATEED are working on a range of tourism and destination marketing initiatives to attract domestic visitors to Auckland, including the city centre. However, there remains an opportunity to encourage more locals, such as workers, shoppers, diners and students, back into the city centre.

23. Heart of the City and the Karangahape Road Business Association each receive an annual contribution to destination marketing from the city centre targeted rate. The additional contribution from this package will offset the decrease in partner funding for marketing investment and support the business associations to grow the impact of their promotional activity.

24. The working group also identified two key enablers for the success of the future of the city centre, which are outside the scope of influence of this package:

   a) transport initiatives such as Sustainable Travel (travel demand management and behaviour change which promote public transport uptake and the use of active transport modes), communications and wayfinding initiatives to address the impacts of construction and other disruption, and strategic promotions to drive visitation into the city centre such as parking or public transport incentives

   b) access to economic advice and other business intelligence from sources such as Auckland Council’s Chief Economist, central government agencies and other subject matter experts to inform strategic decision making and business planning in the city centre.
Strategic alignment

25. A key consideration in the development of the package was alignment to the purpose of the city centre targeted rate:
   - a high quality urban environment
   - to enhance the central city environs
   - to promote the competitive advantages of the city centre
   - a place for high-quality education, research and development
   - to reinforce and promote the city centre as a centre for arts and culture, with a unique identity as the heart and soul of Auckland.

26. Each of the aims and initiatives in the package contribute to the city centre targeted rate outcomes, as well as the City Centre Masterplan and Waiheka Local Board Plan 2017 outcomes, as described in Table One:

<table>
<thead>
<tr>
<th>Aim:</th>
<th>Alignment to city centre targeted rate outcomes</th>
<th>Alignment to City Centre Masterplan outcomes</th>
<th>Alignment to Local Board Plan outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fostering a vibrant city centre</td>
<td>Strong</td>
<td>Strong</td>
<td>Strong</td>
</tr>
<tr>
<td>Growing resilience of local businesses</td>
<td>None</td>
<td>Strong</td>
<td>Strong</td>
</tr>
<tr>
<td>Driving visitation to the city centre</td>
<td>Strong</td>
<td>Strong</td>
<td>Some</td>
</tr>
</tbody>
</table>

Tauākī whakaaweawe āhuarangi
Climate impact statement

27. There are no implications for climate change arising from the allocation of the destination marketing budget.

28. In March 2020, the Planning Committee adopted the City Centre Masterplan 2020 which includes the goal of a Zero-Emissions Area in the city centre by 2030, and envisages the Waihorotiu Queen Street Valley as a pedestrian-friendly area with more options for walking, cycling and public transport. Both business associations include advice about sustainable transport options in their destination marketing approaches.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

29. To maximise impact and mitigate any duplication of effort or resourcing, this package was prepared with input from Auckland Emergency Management’s business resilience advisor, and ATEED’s local economic development and destination marketing teams.

30. Care has also been taken to identify opportunities to leverage, and not to duplicate, related interventions as part of other work programmes, such as:
   - the city centre targeted rate-funded City Centre Activation Programme
   - business associations’ events and activation programmes
   - development response programmes for the City Rail Link and other major projects
   - council’s homelessness responses and support for housing and outreach providers
   - the Waihorotiu Queen Street Valley Access for Everyone pilot
Auckland City Centre Advisory Board
29 July 2020

- Auckland Emergency Management, ATEED and other business resilience resources
- Auckland Council’s ‘Together We Can Love Local’ marketing campaign
- destination marketing by business associations and ATEED
- Auckland Transport sustainable travel and wayfinding initiatives.

Ngā whakaaweae ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

31. The proposed package will support the outcomes of the City Centre Masterplan, particularly:
- Outcome 5: Public life, by fostering a vibrant city centre, with safe and welcoming spaces
- Outcome 10: Prosperous city centre, by growing resilience of local businesses

32. The initiatives will also support Waitakere Local Board Plan outcomes including:
- Outcome 1: inclusive communities that are vibrant, healthy and connected, by supporting events, arts and culture and improving safety in the community
- Outcome 6: An innovative, productive and resilient economy, by strengthening small to medium sized businesses

33. As the package was prepared as quickly as possible to provide timely assistance to the city centre, due to time constraints the proposed package has not been reviewed by the Waitakere Local Board, but staff will keep the local board informed through regular updates.

Tauākī whakaaweae Māori
Māori impact statement

34. Due to limitations in scope, there was no engagement with mana whenua in the development of this package. However, mana whenua and other Māori providers will be key collaborators in the development and delivery of the aligned City Centre Activation Programme for 2020/2021.

Ngā ritenga ā-pūtea
Financial implications

35. When recommending that this fund be made available for this purpose, the Advisory Board identified two city centre targeted rate portfolio budget line programme items for reallocation:
- Item 27 - OPEX: Additional Programme Fund $200,000
- Item 29 – OPEX: Communications city centre $200,000.

36. On 16 July 2020, Auckland Council Governing Body made its final decisions on the Emergency Budget for the 2020/2021 financial year, to be formally adopted on 30 July 2020. While the Emergency Budget will impact on the delivery programme of some city centre targeted rate funded projects, there is no change proposed to the above budget lines.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

37. While this package was developed in collaboration with Heart of the City and the Karangahape Road Business Association, the intention is that the initiatives proposed in this package will be available to businesses and neighbourhoods from across the whole city centre targeted rate area.

38. There is significant investment and activity by local and central government agencies to support businesses post COVID-19 and care has been taken when developing this package to avoid duplication or over-resourcing of business support initiatives, instead responding to
the specific needs of the Auckland City Centre and perceived gaps in the suite of available assistance.

39. In making these funds available to support the response to COVID-19 impacts, the advisory board has reallocated funds away from city centre communications. Communications and engagement initiatives aim to grow awareness of the city centre development programme and foster support for the high levels of change and disruption. These messages will still be addressed through the regional Auckland’s Future in Progress communications programme but the city centre-specific focus may be reduced in accordance with the reduced investment.

Ngā koringa ā-muri

Next steps

40. Subject to endorsement by the advisory board, staff will progress to implementation of the support package as quickly as possible, in conjunction with the working group.

41. Staff will provide progress updates to the board at future workshops and provide an impact evaluation at the conclusion of the programme.

Ngā tāpirihanga

Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Responding to the impacts of COVID-19- proposed package</td>
<td>31</td>
</tr>
</tbody>
</table>

Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Natalie Hansby – Manager Development Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Dunshea – Lead Officer Support</td>
</tr>
</tbody>
</table>
## Item 7

### from the City Centre Targeted Rate

A collaborative plan developed by Auckland Council with Heart of the City, Karangahape Road Business Association (KBA), Auckland Emergency Management and Auckland Tourism, Events and Economic Development (ATEED)

<table>
<thead>
<tr>
<th>Aim</th>
<th>Problem/opportunity</th>
<th>Description</th>
<th>Indicative budget allocation</th>
<th>Lead</th>
<th>City Centre Master Plan</th>
<th>Strategic alignment</th>
<th>Waterfront Local Board Plan</th>
<th>Indicator(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Fostering a vibrant city centre</td>
<td>Activating local businesses</td>
<td>Supporting local businesses and artists to work together to deliver and promote activity to drive visitation, footfall and spend</td>
<td>$50,000</td>
<td>Auckland Council</td>
<td>5: Public life</td>
<td>Promoting competitive advantages of the city centre</td>
<td>6: An innovative, productive and resilient economy</td>
<td>Business support uptake No. of transactions Avg. transaction value No. of pedestrians No. of pedestrians Perceptions of safety No. of complaints Participant feedback</td>
</tr>
<tr>
<td>Safe and welcoming spaces</td>
<td>Responses to issues relating to the Karangahape Road street community</td>
<td></td>
<td>$50,000</td>
<td>KBA</td>
<td>6: Residential city centre neighbourhoods</td>
<td>Enhance central city environs</td>
<td>1: Inclusive communities that are vibrant, healthy and connected</td>
<td></td>
</tr>
<tr>
<td>Empty spaces</td>
<td>Arts-led response to addressing vacant spaces and retail stories</td>
<td>- (funded by CCTR through City Centre Activation Programme)</td>
<td></td>
<td>Auckland Council</td>
<td>5: Public life</td>
<td>Enhance central city environs</td>
<td>1: Inclusive communities that are vibrant, healthy and connected</td>
<td></td>
</tr>
<tr>
<td>b) Growing resilience of local businesses</td>
<td>Strengthening small to medium sized businesses</td>
<td>Working in partnership with Auckland Tourism, Events and Economic Development and Auckland Emergency Management, initiatives to build the capacity and resilience of businesses, such as a dedicated city centre business support advisor/broker and access to individualised coaching and mentoring services</td>
<td>- (does not meet CCTR criteria)</td>
<td>KBA, Heart of the City, ATEED</td>
<td>10: Prosperous city centre</td>
<td>-</td>
<td>6: An innovative, productive and resilient economy</td>
<td></td>
</tr>
<tr>
<td>c) Driving visitation to the city centre</td>
<td>Destination marketing</td>
<td>Increasing support for destination marketing by Heart of the City and Karangahape Road Business Association, as well as leveraging initiatives by Auckland Tourism, Events and Economic Development and others</td>
<td>$300,000 ($50k to KBA, $250k to HOTC)</td>
<td>KBA and Heart of the City</td>
<td>3: Accessible and inclusive city centre</td>
<td>Promoting competitive advantages of the city centre</td>
<td>6: An innovative, productive and resilient economy</td>
<td>Overall spending No. of events Type of events Perceptions</td>
</tr>
</tbody>
</table>

| Making it easier for people to get to the city centre | Key enabler – transport advice and Sustainable Travel programmes and incentives to encourage people back into the city centre and navigate disruption | - | Auckland Transport | 2: Connected city centre | Promoting competitive advantages of the city centre | Outcome 5: An accessible, connected and safe transport network with well-designed streets |
| Strategic intelligence | Key enabler – Access to and interpretation of economic advice and other business intelligence from subject matter experts, to inform strategic decision making and business planning | - | TBC | 10: Prosperous city centre | Promoting competitive advantages of the city centre | 6: An innovative, productive and resilient economy |
Te take mō te pūrongo

Purpose of the report

1. To update the Auckland City Centre Advisory Board on the status of the Downtown Infrastructure Development Programme, include issues and opportunities following COVID-19 lockdown.

Whakarāpopototanga matua

Executive summary

2. The Downtown Infrastructure Development Programme will create a generous and welcoming destination along the water’s edge that is recognisably Tāmaki Makaurau. The programme integrates both public transport and urban realm outcomes as part of the regeneration of the Downtown Waterfront precinct and is delivering on the vision and outcomes set out in the City Centre Masterplan, Waterfront Plan and wider public transport strategies.

3. The programme comprises the following projects:
   - Quay Street strengthening project
   - Ferry Basin redevelopment project
   - Lower Albert Street Bus Interchange project
   - Quay Street East enabling works
   - Quay Street Enhancement project
   - Te Wānanga (formally Downtown Public Space)
   - Galway Street Enhancement.

4. The programme is jointly funded and delivered by Auckland Council and Auckland Transport.

5. The city centre targeted rate contributions towards the programme consists of $22.9 million for the Quay Street Enhancement, and Galway Street Enhancement as part of the $20 million Britomart Precinct streetscape budget endorsed by the Auckland City Centre Advisory Board at its 24 July 2019 meeting (resolution CEN/2019/35).

6. The Downtown Infrastructure Development Programme is currently under construction and is approximately 60 per cent complete.

7. Due to COVID-19 Alert Level 4, which commenced on 26 March 2020, construction sites experienced a four-week lockdown period and lost further productive time due to the close-down and then recommissioning of sites.

8. The interruption to our construction means that the completion date for the programme has been impacted. Opportunities are being investigated to accelerate the construction programme and mitigate delays.

9. The programme will continue to support businesses throughout the construction periods through the delivery of development response initiatives.

10. Staff will be present at the 29 July 2020 Auckland City Centre Advisory Board meeting. A presentation on the Downtown Programme is also attached as Attachment A.
Ngā tūtohunga
Recommendation/s
That the Auckland City Centre Advisory Board:
a) note the update on the status of the programme delivery, issues and opportunities following COVID-19 lockdown.

Ngā tāpirihanga
Attachments

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Signatories

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<tr>
<th>Author</th>
<th>Tam White - Senior Governance and Relationship Advisor</th>
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<td>Authoriser</td>
<td>John Dunshea – Lead Officer Support</td>
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Auckland City Centre Advisory Board

29 July 2020

Downtown Programme Update

Eric van Essen, Programme Director Downtown

Date 29 July 2020

Attachment A  Item 8
Purpose and agenda

1. Update on the revised programme delivery dates
2. Highlight an opportunity to accelerate delivery
3. Update on construction progress and key design elements
4. Highlight the Development Response supporting construction
5. Provide an overview of recent and upcoming key project milestones
Downtown Programme Overview

- Difficult ground conditions and technical challenges encountered by the Quay Street Strengthening (Seawall) works (jet grout piling and anchoring) and the recent Covid-19 Level 4 lockdown have resulted in a programme delay of 17 weeks (4 months). As a result the revised Downtown Programme completion date is June 2021.

- An opportunity has been identified to save 8 weeks to the revised programme, by closing the eastbound traffic lane on Quay St between Lower Hobson St and Commerce St, from July 2020 to Feb/Mar 2021. Feasibility and impacts have been assessed, with stakeholder engagement planned prior to seeking the necessary approvals.
Current Timeline

Downtown Programme: Post Covid-19 Indicative Programme (Non-Accelerated)

Complete before end of Q4 2020:
1. Quay Street Strengthening
2. Galway Street Enhancement (Gore to Commerce)
3. Lower Albert Bus Interchange (LABI) (Quay to Customs)
4. Quay Street Enhancement (Southern and Eastern portions)

Complete before end of Q1 2021:
5. Ferry Basin Redevelopment
6. Downtown Public Space

Complete before end of Q2 2021:
7. Quay Street Enhancement (Northern portion)

Interface Projects: (Delivered by others)
8. Commercial Bay (Precinct Properties)
9. Station Plaza – Tyler + Galway (ORU)
10. Lower Queen Street (ORU)

Key:
- Complete by 31 December 2020
- Complete by 31 March 2021
- Complete by 30 June 2021
- Complete post June 2021
DRAFT
Contingent on RC variation approval

Construction at end of February 2021 with eastbound lane closure.
DRAFT
Contingent on RC variation approval

Construction at end of April 2021 with eastbound lane closure

Completion with eastbound lane closure: 22-April-21

Project % complete
QSE 92%

Activities still in progress
North - Paving Surfaces
Furniture & Amenity, Light Poles, Planting
Communications activity to support the eastbound lane closure

There will be a clear communications campaign to advise Aucklanders of the alternative routes and travel options that will be in place to support this lane closure. The campaign will also use the opportunity to remind people of the exciting transformational changes the Downtown Programme is bringing to the City Centre Waterfront. This will include:

- Direct engagement with key stakeholders
- Letter/email to all stakeholders
- Targeted Radio and Print campaign
- Engagement with media to inform the wider community.
- Social media campaign
- AT Social media platforms (including video update)
- AT Metro campaign to inform bus and ferry customers
- Our Auckland - progress story outlining the new timeline, focusing on what we are delivering by Jan 2021.
- Clear signage and wayfinding for road users
- Weekly Newsletter
- Ongoing contact with local stakeholders
Section

Updates on:

- Construction Progress
- Key Design Elements
Pre-construction

Quay Street Mid Block/Lower Albert Street Entrance

Quay Street Mid Block From PWC Tower
DPS - Progress

First concrete pour – DPS decking

DPS decking – North East Section
Attachment A

Item 8

Mussel Rope Trials - Maritime Museum

An ecological trial to improve water quality.
Next decking section to be prepared indicated below.

Decking piles and Steel Re-Enforcing - First Section Complete.
Attachment A

Item 8

Lower Hobson Street and Quay Street Intersection – Pre-Construction

Lower Hobson Street and Quay Street Intersection – Now

Progress - Quay Street Looking West
FBR - Progress

Ferry Basin Redevelopment Design – Canopy and Pontoon Detail

Pontoon 5 – Under tow into Bledisloe Wharf

Canopy 1 Fabrication – Progress
LABI - Progress

Lower Albert Street
Pre-Construction

Distance: 27.4 Met.

Lower Albert Street – Now
Seawall - Progress

Quay Street Strengthening – Rock Armour Detail

Quay Street Strengthening – Jet Grout Complete – Princes’ Wharf Section
Attachment A

Item 8

Galway St - Progress

Galway Street Design - Paving Detail

Galway Street Design - Current Status

Galway Street Design - Paving Design
Section

• Development Response
• Key Project Milestones
Development Response – how we look after our neighbours

- We think outside the hoarding line
- We prioritise regular face-to-face communication
- We develop a sharing and innovative project culture
- We commit to solve all stakeholder problems
- We challenge BAU processes at all scales
- This project sets a precedent for how future projects are delivered
- The team is proud of HOW we have delivered the project (not just the final product)
Specific ways we support businesses

- Trip hazards and obstacles to pedestrians and cyclists are removed
- Streets around the site are clean and free of litter
- Windows are cleaned regularly
- Key crossing points retained so normal patterns of movement are maintained
- Clear wayfinding at all junctions
- Sight lines to businesses restored as soon as possible – lower fences; scrim panels removed
- Bespoke business signage
- Partnership with Heart of the City to leverage promotion opportunities
- Promotion via weekly construction updates
- Downtown Business Guide (August publication)
1. Opportunity to hold opening events for areas and projects across the programme as they open up to the public.
2. Key stakeholders may want to participate in some of these events.
Te take mō te pūrongo
Purpose of the report

1. To update Auckland City Centre Advisory Board on the Queen Street Valley Access for Everyone.

Whakarāpopototanga matua
Executive summary

2. At the Auckland City Centre Advisory Board meeting on 27 May 2020, regular updates were requested on the Queen Street Access for Everyone pilot. This report provides the latest update.

3. The COVID-19 emergency works in Queen Street are currently being modified and data collection for co-design is now underway. This will inform the first co-design workshop to take place on 13 August 2020.

Ngā tūtohunga
Recommendation/s

That the Auckland City Centre Advisory Board:

a) receive the update on the Queen Street Valley Access for Everyone Pilot.

Horopaki
Context

4. The Queen Street Access for Everyone (A4E) pilot was planned to be underway by March 2021. The emergency COVID-19 infrastructure installed on Queen Street to enable physical distancing provided an opportunity to bring the pilot forward. Temporary interventions included traffic cones (later updated to flexible posts) and bus stop borders. These were quick and urgent measures introduced in an emergency environment with very little engagement.

5. Funding was provided by the Waka Kotahi NZTA Innovating Streets programme specifically for the COVID-19 emergency response.

6. From 7 July 2020, improvements to the temporary measures have been made to enhance the overall appearance of Queen Street, with concrete separators, coloured surfacing and planter boxes. These works are also funded from NZTA’s approved COVID-19 allocation.

7. Staff are now using findings from the COVID-19 installations as part of the user surveys and data-gathering exercise, to maximise value from these installations and informing the pilot project. Further changes within the footprint of these works may be made if the co-design process shows that the emergency measures are not contributing to the pilot objectives.

8. In contrast to the COVID-19 emergency programme, the pilot is a long-anticipated part of the City Centre Masterplan; fully and unanimously endorsed by the Planning Committee and the Auckland City Centre Advisory Board. Like the City Centre Masterplan, the pilot will be shaped by extensive engagement with city centre representatives.
Tātaritanga me ngā tohutohu
Analysis and advice

9. The pilot will use a co-design approach to work out how to improve the quality of Queen Street within agreed parameters. Queen Street will be affected by the effects of nearby City Rail Link construction. Buses are the most important public transport mode in the city centre. It is anticipated that when Victoria Street closes in 2021 to support the build of the Aotea City Rail Link station, Queen Street will need to accommodate over 50 buses per hour (one way) diverted away from the construction.

10. Other parameters include existing statutory plans, precinct plans and visions, climate change commitments, construction (ongoing and consented), programmed events including America’s Cup and the Santa Parade,) and city centre access requirements. The experience of the COVID-19 emergency works has re- emphasised the importance of clear engagement and communication with city centre representatives.

11. Auckland Transport has additional data and operational requirements to contribute to the co-design process. Discussions on Queen Street vehicle requirements will be part of the co-design process, where Auckland Transport representatives will share relevant information on options and issues. Stakeholders will be invited to discuss how broadly access restriction options could apply, for instance these could apply to general traffic but exempt other vehicles such as taxis, ride-hail services, couriers, tradespeople, rubbish trucks and electric vehicles.

12. The findings from the pilot will inform subsequent stages of Queen Street improvements. They will also feed into the Access for Everyone Business Case which is to be submitted for Regional Land Transport Plan funding later this month. The overall aim is to reinforce Queen Street’s status as Auckland’s most valuable street.

Tauākī whakaaweawe āhuarangi
Climate impact statement

13. The pilot, being based on Access for Everyone principles, is intended to help work towards a Zero Emissions Area in the Queen Street valley and support a move towards increased take-up of electric vehicles and active transport options. This will result in better air quality and support healthier streets.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

14. To reflect the position of Queen Street and Access for Everyone within the City Centre Masterplan, the Queen Street pilot is led by the Auckland Design Office, Auckland Council. Auckland Transport is supporting and managing the implementation of the pilot. Other council departments will be involved as required.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

15. The Waitematā Local Board will be updated and kept informed of the pilot as it progresses, and feedback will be sought from the local board in terms of design improvements and communications support.

Tauākī whakaaweawe Māori
Māori impact statement

16. Development of the City Centre Masterplan included a series of hui with the Mana Whenua Kaitiaki Forum, led by the Culture and Identity Pou. This engagement shaped one of the ten city centre-wide outcomes (Tāmaki Makaurau – our place in the world) and a new transformational move (Māori Outcomes).
17. As a component of the City Centre Masterplan vision, staff will continue to develop a partnership with the forum and implement the vision. The project team will engage with iwi as part of the co-design process to develop the Waihorotiu (Queen Street) valley.

**Ngā ritenga ā-pūtea**

**Financial implications**

18. The Auckland City Centre Advisory Board endorsed up to $600,000 from the City Centre Targeted Rate at its meeting on 27 May 2020 (CEN/2020/16).

19. Up to $1 million of funding for the pilot is being provided by the Waka Kotahi NZTA Innovating Streets fund (separate to and in addition to the COVID-19 emergency funding). This fund is specifically set up to test quick ways to improve streets for people that can be quickly adjusted, adapted, improved or removed through a co-design process.

**Ngā raru tūpono me ngā whakamaurutanga**

**Risks and mitigations**

20. The Queen Street Valley Access for Everyone pilot has a very high public profile. Risks to the success of the project will be mitigated by well-resourced communications, dedicated engagement staff and a commitment at all levels to the use of co-design.

**Ngā koringa ā-muri**

**Next steps**

21. The first co-design workshop is scheduled on the evening of 13 August 2020 at the Ellen Melville Centre. A formal invitation for the workshop will be sent shortly to interested groups.

22. Ahead of the first co-design workshop, Auckland City Centre Advisory Board representatives have been invited to a meeting on 27 July 2020 to talk through the objectives of the pilot and the principles for co-design. This will also provide an opportunity for questions to be raised on behalf of the board.

23. An easy-to-access website for Aucklanders to give their feedback on the Queen Street pilot will be set up and staff will promote the pilot through social media channels and newsletters.

**Ngā tāpirihanga**

**Attachments**

There are no attachments for this report.

**Ngā kaihaina**

**Signatories**

<table>
<thead>
<tr>
<th>Author</th>
<th>George Weeks – Principal Urban Designer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>John Duguid – General Manager Plans and Places</td>
</tr>
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<td>John Dunshea – Lead Officer Support</td>
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Future meeting and workshop days

File No.: CP2020/09668

Te take mō te pūrongo
Purpose of the report

1. To recommend a change to future meeting and workshop days for the Auckland City Centre Advisory Board.

Whakarāpopototanga matua
Executive summary

2. Auckland Council is experiencing increasing demand for workshop time and as Wednesdays have been set aside for workshops for the Governing Body and Committees of the Whole this has an effect on the Auckland City Centre Advisory Board which has traditionally met on the last Wednesday of the month.

3. The Board was established to provide advice to the Governing Body and its relevant committees as well as the Waitemata Local Board. It is therefore important that the elected members are able to attend meetings and workshops so that they can represent the views of the Board within the council's decision-making processes.

4. This issue was addressed at a workshop on 24 June 2020 and as there was no agreement for a change of day the Governance Advisor was requested to seek preferences from members for an alternative day for meetings and workshops.

5. Eight members expressed a preference for Mondays with another three members indicating Mondays as their second preference over Tuesdays. One member was not available on Mondays and four members were happy to fit in with the majority.

Ngā tūtohunga
Recommendation/s

That the Auckland City Centre Advisory Board:

a) agree to change future meeting and workshop days to the last Monday of the month from 3.00 pm to 5.00 pm with effect from August 2020.

Ngā tāpirihanga
Attachments

There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Mike Giddey - Kaitohutohu Mana Whakahaere / Governance Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Rose Leonard – General Manager Democracy Services (Acting)</td>
</tr>
<tr>
<td></td>
<td>John Dunshea – Lead Officer Support</td>
</tr>
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Information report: Update on Homelessness Initiative Needs Assessment and Forward work programme/Progress on items

File No.: CP2020/10112

Te take mō te pūrongo
Purpose of the report
1. To update the Auckland City Centre Advisory Board of the following matters:
   1) Update on the Inner City Auckland Homelessness Initiative (ICAHI) Needs Assessment.
   2) Forward work programme/Progress on items.

Whakarāpopototanga matua
Executive summary
2. The information report is to inform the Auckland City Centre Advisory Board of matters that are in progress and planned across the council group.

Update on Homelessness Initiative Needs Assessment
3. To update the Auckland City Centre Advisory Board on progress Homelessness Initiative Needs Assessment (Attachment A).

Forward work programme / Progress on items
4. To update on progress on issues considered by the board and its forward work programme. (Attachment B).

Ngā tūtohunga
Recommendation/s
That the Auckland City Centre Advisory Board:
a) note the information report.

Ngā tāpirihanga
Attachments

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Ngā kaihaina
Signatories

Author: Tam White - Senior Governance and Relationship Advisor
Authoriser: John Dunshea – Lead Officer Support
Memorandum

20 July 2020

To: Auckland City Centre Advisory Board

Subject: Update on the Inner City Auckland Homelessness Initiative (ICAHI) Needs Assessment

From: Ben Brooks, Principal Policy Analyst, Community and Social Policy

Purpose

1. To update the Auckland City Centre Advisory Board on the timeline for finalising the homelessness Inner City Needs Assessment.

Key points

- The Inner City Auckland Homelessness Initiative (ICAHI) Governance Group, which is chaired and led by central government, commissioned a Needs Assessment to describe the housing, support and social needs of homeless people in the city centre, how those needs are currently met, and to identify gaps in provision that should be prioritised. An initial report was drafted in late 2019 before the response to rough sleepers during COVID-19.

- Completing this work requires access to stakeholder data and engagement on gaps and priorities. However, a number of key stakeholders have indicated that the Needs Assessment was not a priority for them because of the significant progress that occurred as part of the COVID-19 and post-COVID-19 response.

- In light of this progress, the ICAHI Governance Group intends to reconsider the purpose, objectives and future of this initiative. Auckland Council will seek a renewed mandate for the Needs Assessment as part of this broader reconsideration.

- If the Inner City Auckland Homelessness Initiative Governance Group renews the mandate for the Needs Assessment, council will work to develop a final report by the end of 2020.

- Alternatively, if the mandate for the Needs Assessment is not renewed, council will produce a narrower report, focusing on research and data held by council and setting out council’s view of potential service gaps. We would finish this report by October 2020.

Context

2. At the Auckland City Centre Advisory Board’s May 2020 meeting the board was given an update on activities to support rough sleepers as part of the COVID-19 and post-COVID-19 response. The board requested an updated timeline for the Needs Assessment be provided to the board at the July 2020 meeting (CEN/2020/17).

3. The Needs Assessment was commissioned as part of the Inner City Auckland Homelessness Initiative (ICAHI), which is chaired and led by central government. The objective was to describe the housing, support and social needs of homeless people in the city centre, how those needs are currently met, and to identify gaps in provision that should be prioritised. An initial report was drafted by Lifewise in late 2019 (see Attachment 1).

4. As previously advised, there have been fundamental changes to the level of need and available services as a result of COVID-19. This means that additional work is required to ensure that the Needs Assessment is up to date and relevant for future planning.
Discussion

5. The May 2020 briefing to the board indicated the key steps needed to finalise the Needs Assessment. This included further engagement with key stakeholders to ensure broad support for the work, to gather data they hold, to identify and prioritise service gaps, and to validate the report’s draft findings.

6. During our engagement with key stakeholders, some indicated uncertainty about the future of ICAHI because of the significant progress that occurred as part of the COVID-19 and post-COVID-19 response. Some indicated that the Needs Assessment was not a priority for them.

7. Discussions with members of the ICAHI Governance Group who commissioned the Needs Assessment indicate that ICAHI has been put on hold while a paper is prepared to revisit the purpose, objectives and future of ICAHI. As part of this we have requested that the mandate for the Needs Assessment is considered at the next Governance Group meeting.

8. The council’s view is that there is still value in finalising the Needs Assessment. However, the key steps to finalise the Needs Assessment require collaboration from other stakeholders to access data, and to seek their views on gaps and priorities. If they do not believe finalising the Needs Assessment is a priority for their organisation then another approach will need to be taken.

9. If the ICAHI Governance Group concludes that the Needs Assessment is no longer a priority council will finalise the Needs Assessment, but with a more limited scope. Table 1 below provides a summary of the two potential scenarios, the key steps and indicative timeline for each.

Table 1 – Scenarios for finalising the Needs Assessment

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Key Next Steps</th>
<th>Indicative Timeline</th>
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| ICAHI Governance Group reconfirms mandate for council to finalise Needs Assessment (preferred scenario) | • further engagement with key stakeholders to ensure broad support for the work  
• collating and incorporating additional research and data newly collected from those currently housed in motels as part of the Covid-19 response  
• interviewing key stakeholders to identify and prioritise service gaps  
• a workshop to validate and finalise the analysis. | Final report by end of 2020 |
| Council finalises Needs Assessment without ICAHI mandate | • collating and incorporating additional research and data newly collected from those currently housed in motels as part of the Covid-19 response  
• internal review and analysis to identify potential service gaps  
• peer review by key stakeholders. | Final report by October 2020 |
10. The key difference between the two scenarios is that without a mandate from the ICAHI Governance Group the scope of the Needs Assessment will need to be narrowed to incorporate only data council holds or is able to access and will only reflect council’s view of potential service gaps.

Next steps
11. Staff will work with the ICAHI Governance Group to confirm the purpose, objectives and future of the Initiative and seek to reconfirm the mandate for the Needs Assessment. We will finalise the Needs Assessment consistent with the scenarios above. Once finalised the Needs Assessment will be provided to the Board to inform its ongoing work to support people who are homeless in the inner city.

Attachments
Attachment 1 – Lifewise Draft Needs Assessment
Desktop Needs Assessment
Homelessness in inner city Auckland

Prepared by Dr Sarah Greenaway for the
Inner City Auckland Homelessness Initiative (ICAHI)
August 2019
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Executive Summary

Introduction

This Needs Assessment was developed to inform decision-making by the Inner City Auckland Homelessness Initiative (ICAHI). The assessment draws on existing reports and data sources to identify the characteristics and needs of people experiencing homelessness in the Waitematā Local Board area. An assessment was made of available services and supports across the three domains articulated in Kai Whai Kāinga Tatou Katoa: a Regional Cross- Sectoral Homelessness Plan for Auckland:

- Housing
- Integrated health and social services
- Whānau and community connections

Gaps in services and support were identified, as well as initial options for better meeting the needs of people experiencing homelessness in the Waitematā Local Board area. The assessment found that data on homelessness is limited. It includes recommendations about how gaps in information might be filled, and where further data analysis might be useful.

Limitations

The needs assessment would be strengthened by a review from service providers, iwi, Māori stakeholders and people with lived experience of homelessness, to obtain a more detailed picture of current provision, gaps and next steps.

Homelessness in the city centre

Homelessness in the Waitematā Local Board has been increasing over the last two decades. There is much more data and information available about people living without shelter compared to other forms of homelessness. An estimated 304 people were living without shelter in the Waitematā Local Board area in September 2018. Around three quarters of people who are sleeping rough are men, and Māori are grossly over-represented at around 60% of this population in the city centre. The average age is approximately 40 years.

Housing and Support

There is a need for an increased number and variety of housing and support options. Most people who experience homelessness are able to resolve the issue themselves. The greatest barriers in Auckland are the lack of affordable housing, and a complex, uncoordinated support system.

People need access to timely, accurate information, and advocacy. Helping agencies need up to date information on housing legislation, regulation and policy to enable effective advice and support. While there are a range of helping agencies, there is no one combined source of accurate housing information in the city centre.

People in housing who are risk of losing tenancies need support. Tenancy sustainment contracts have been lost at a time when they could offer real support to people exiting transitional housing.

There are not enough flexible support options to meet the range of needs in the community. Housing First is targeted at a specific group of people, but there are many other people who
require housing and some support, but who do not require the intense level provided by Housing First.

Alternatives to expensive MSD-funded emergency motel accommodation are also needed particularly for specific populations requiring a customised response e.g. women and youth. There are very limited housing and support options for young people. There is a large amount of funding spent on emergency responses that are not supporting people on a pathway into stable homes.

There is a specific need for housing and support options for people being discharged from the Auckland Hospital mental health in-patient unit.

Corrections have a range of accommodation supports for people exiting the prison system. More information is required on the gaps in support for people being discharged from Corrections.

There are too few housing places to meet the needs of the number of people rough sleeping in the city centre. This group of people usually require intensive support to address their homelessness, and to live well in the community. They have typically been rough-sleeping for long periods of time, or have cycled in and out of housing and experience multiple health issues.

The needs of this group are well documented. They need to exercise rangatiratanga and manaakitanga because these are the values that helped them survive on the streets. Moving indoors is a huge adjustment. People can need intensive, ongoing support to create a home, manage the transition and sustain their tenancies.

There is a range of housing and support services available to people in the Waitematā Local Board area. Current services include permanent social housing and support for adults experiencing chronic homelessness, transitional housing for prisoners and adults experiencing homelessness, transitional and emergency accommodation, a small number of specialised and transitional youth housing options.

Currently each service manages its own referral process, which means that there is no overall co-ordination across the homeless-serving system for adults or youth. There is a risk that people are not being matched with the service response that will best meet their needs. There is a critical need to coordinate access to housing and to housing support.

Health and social services

People experiencing rough-sleeping have very high health and social service needs. Analysis of Auckland District Health Board (ADHB) data found that for people experiencing homelessness, mental health outpatient services formed the greatest contact by far. People experiencing homelessness have twice as many health events compared to the general population. There is also evidence that they are dying much younger than the general population.

Analysis of data from the non-government (NGO) sector indicates that people experiencing homelessness have high levels of need but are not generally engaged well with secondary services.

The experience of people who have been or are homeless tells us that they often find it difficult to access the services they need. It would be useful for providers to communicate with each other, and for people to have choice about the support they use, and the goals they are working towards. Trust and reliability are critical.
A range of health and social services is available in the city centre. There is a limited availability of holistic responses. Services available in the community and in the home are urgently needed.

Whānau and community connections

People experiencing homelessness have the same goals and aspirations as other members of the community. They want meaningful relationships with friends and whānau, employment and opportunities to participate in community activities.

Many people who have experienced homelessness (rough-sleeping) are disconnected from their children and this is very painful. Many people need support to reconnect with children and whānau. Māori identified a sense of loss and disconnection through separation from wider whānau and ancestral lands. Support around sustaining positive social connections and relationships is very important.

There is support in place through Housing First, Lifewise and Auckland City Mission, including various activity, volunteer, casual employment and income generation schemes. Barriers to engaging in the paid workforce need to be addressed.

More opportunities for Māori to reconnect with whānau, hapu and iwi are being developed.

Data

There are at least three areas where data on homelessness could be improved to:

- Get a better understanding of homelessness in the Waitematā Local Board area
- Understand where and how government agencies could intervene to prevent homelessness
- Understand and measure progress towards shared outcomes

RECOMMENDATIONS:

1. Coordination

ICAHI stakeholders develop a shared understanding of what an effective homeless-serving system for the city centre might look like. (Outcome 3.3)

Co-ordination across the housing and support system is improved. All agencies in the city centre begin using a common triage tool (the VI-SPDAT). Real-time data is used to co-ordinate access to a range of housing and support options for both adults and youth. (Outcome 3.3)

Existing services are aligned, and decisions about further service development are based on the profile of people experiencing homelessness in the city centre. (Outcome 3.4)

2. Housing

Housing knowledge and skills are increased and supported across the sector. Consider resourcing to provide a housing advice service to support front facing agencies. (Outcome 2.2)

Develop tenancy sustainment models for people/whanau who experience episodic homelessness. (Outcome 1.2)
Develop customised transitional and permanent housing options for vulnerable populations e.g. women, youth (Outcome 1.2)

Implement strategies to support effective transition from residential state care, such as in-patient wards, the prison system and the Oranga Tamariki. (Outcome 2.1)

Give urgent attention to strategies to increase the supply and range of permanent housing options. (Outcome 1.1)

3. Integrated health and social services

Consider pooling government agency resources to meet the health and social needs of people with high and complex needs, and a history of rough-sleeping in the city centre.

Develop integrated health, support and housing responses and solutions in the city centre that are driven by user needs including:

- Increasing the range of harm minimisation supports available to people who have been homeless.
- Designing mental health and addictions supports for and with the chronic homeless group

Follow the recommendations in He Ara Oranga, including the development of peer-led approaches, more peer roles and shifting more responses to the community.

4. Whānau and community connections

Explore opportunities with mana whenua and mataawaka groups for reconnecting Māori who have experienced homelessness with their hau kāinga.

Enabling people with histories of homelessness, and long term WINZ engagement, to earn more money.

Increase access to employment in the mainstream workforce, through the use of evidence-based approaches.

Develop a customised approach to parenting support for people who have experienced homelessness, many of whom have care experiences, and have had their children removed from their care.

Tailor approaches to family and whānau harm prevention and building whānau resilience for people with experience of homelessness.
Homelessness in the Waitematā Local Board area

It is not possible to determine the exact number of people who are rough-sleeping or without shelter in the city centre. However, there is a lot of information about the needs, strengths and experiences of those people, because of the number of design and research projects that people with lived experience have participated in as either designers, interviewers or interviewees (Auckland Council, 2018; Lifewise, 2016, 2017, 2018). Information on the needs and lives of people experiencing other forms of homelessness in central Auckland is more limited.

Overall, homelessness has been increasing in the Auckland region and in the Waitematā Local Board area. Over 20,290 Aucklanders were considered homeless at the 2013 census, a 26% increase since 2006. This included:

- 771 people without shelter
- 3175 people in temporary accommodation
- 16,350 people sharing temporarily.

The number of people residing in uninhabitable dwellings was unknown. Based on the average rate of growth between censuses, and excluding other external factors, homelessness could stand at 23,409 in 2017 and reach 26,522 people by 2021 (Affordable Housing Policy Team, 2017:5).

On 17 September 2018, Ira Mata, Ira Tangata: Auckland’s Homeless Count was completed across the Auckland region. On that night, 336 people were counted as being without shelter across the region, leading to an estimate of 800 people living without shelter (after a validation exercise was completed).1

In the Waitematā Local Board, 128 people were counted as living without shelter, just over a third of all people, leading to an estimate of 304 people living without shelter in that area.

There was a minimum of 2,874 people in temporary accommodation placements across the Auckland region:

- 1027 people in MSD Emergency Housing Special Needs Grant funded accommodation
- 1768 people in transitional housing and other temporary settings
- 79 adults in mental health and addiction services (who would otherwise be homeless) (Housing First Auckland, 2018).

Most people rough-sleeping in the city centre are men, and Māori are over-represented at somewhere between 50 to 60%.

In August 2016, Lifewise and Auckland City Mission completed an in-depth analysis of their service data as part of the design of Housing First. They identified 189 people in the Auckland city centre who met the definition of chronic homelessness (12 months or more rough-sleeping plus two or more health conditions):

- 59% were of Maori descent
- 74% were men, 25% women and around 1% gender diverse
- 90% of people had been homeless for two or more years. The average time homeless was seven years. Māori had on average spent an additional year homeless compared to non-Māori (Lifewise, 2018).
More recently, analysis of service records found that Auckland City Mission (including outreach) was in contact with 252 people sleeping rough in central Auckland. Forty-four per cent were of Maori descent.¹

- 74% were male
- Their average age was 40 years—the youngest was 15 and the oldest was 73 years.
- 33% were aged 25 years or younger (Auckland City Mission, June 2019).

At the end of June 2019, the Te Pou Tuatahi o Tamaki Housing First programme for the Auckland city centre had supported 99 people into housing, with a total of 121 people who had ever been supported by the Housing First teams. Seventy-eight people were in housing at the end of June.

- 63% are of Maori descent
- 68% are male, 28% female and 4% gender diverse
- Around three quarters (74%) had been homeless for more than five years, with 26% spending over 20 years homeless. The average age is 44 years—the youngest is 22 years and the oldest is 76 years (Lifewise, 2019a).

**Housing**

**What are the needs?**

**More housing and support options**

The most obvious housing need for people who are rough-sleeping is a permanent home and, where required, sufficient support to enable them to retain their tenancy and live well in their community. There is a common belief that many people rough-sleeping are unwilling to move indoors. However, it became clear that when people are offered housing options, they can choose and are prepared to move into a home. Indeed, many people who have extensive experience of rough-sleeping are now in iāinga through Housing First. This is why it is important to offer reasonable choice about housing, as well as tailor support to meet people’s specific needs and preferences.

**Alternatives to expensive MSD-funded motel accommodation**

There is an increasing amount of funding spent on special needs grants for emergency accommodation in the Waitematā Local Board area.

At the end of March 2019 in the Waitematā Local Board area there were:

- 129 people on the public housing register
- 31 people on the transfer register (in social housing seeking a transfer to another property)
- 174 Emergency Housing Special Needs Grants (EH SNG)² approved
- $204,537.00 spent on EH SNGs in the quarter ending March 2019 (MHUD, 2019).

In addition, if people report that they have “no fixed abode” they are listed in the non-geocoded section of the public housing report. At the end of March 2019, over 3,000 EH SNGs had been

¹ Ethnicity data was not captured for all people so it is likely that Maori make up a higher proportion of people in contact with the Mission.

² One person or household can receive more than one EH SNG.
approved at a total cost of $4.75 million for this group (MHUD, 2019). Over 12 months, there have been over 10,800 EH SNGs approved at a total cost of $15.6 million. A proportion of these EH SNGs were for people in the Waitematā Local Board area.

For the 12 months up to the end of March 2019, there were 600 EH SNGs approved in the Waitematā Local Board area, which cost a total of $577,712.00 (MHUD, 2019). Anecdotally, we believe there to be approximately 100 EH SNGs granted in the Waitemata local board each week.

**Increased housing options for people in the mental health system**

A recent analysis by Auckland District Health Board (ADHB, 2019) found that between May 2018 and March 2019, delayed discharges from Te Whetu Tawera (the mental health in-patient unit in Auckland Hospital) resulted in 2,221 additional bed days used. The main reason for delay is the lack of accommodation – 914 were attributed to accommodation issues, both social and private. Forty-five people account for those bed days, and delayed discharge impacts on patients, both those ready for discharge and those with acute episodes of mental distress who are waiting for in-patient help. Extended in-patient stays are often characterised by the lack of alternative models of care, particularly for those experiencing poverty, housing instability, sex work, intoxication and drug and alcohol dependence, chaotic living and relationship status, trauma and violence. Delayed discharges associated with paucity of accommodation (calculated at approximately 1,000 bed days a year) costs the DHB $1,026,440 (ADHB, 2019).

**Increased youth-focused housing and support options**

Young people at risk of homelessness, or experiencing homelessness, have different housing and support needs from adults. There is often a strong overlap between homelessness, mental health issues, drug and alcohol dependency, street activities like begging, sex work or shoplifting, and institutional experience such as statutory care or youth justice. Many rangatahi have lived, and are living, complex lives. As a result, Lifewise has developed a range of housing and support services with different options for young people, who need to feel safe and nurtured. Lifewise has found that effective support models for homeless and at-risk youth must include the following:

- Safe and affordable housing
- A relationship with at least one responsible, trustworthy adult
- Consistent emotional support
- An opportunity to learn and practice independent living skills
- Career counselling, guidance and continuing education
- Job-readiness training and occupational skills development
- Access to physical and mental health services
- Flexibility, and an absence of strict, punitive rules, so that rangatahi are able to make mistakes in a supportive environment, so they are empowered to grow and learn from the challenges they face

**What do people need to move into kāinga / permanent housing?**

What the majority of people experiencing homelessness need is access to affordable, safe, secure housing. That might be a studio, an apartment, a unit or a house, depending on the needs and preferences of the person or household. Unfortunately, the demand for affordable housing far outstrips supply in the Auckland region, including the Waitematā Local Board.
Most people are able to navigate housing and support systems themselves, however difficult and frustrating this might be. For example, single mothers who were experiencing homelessness reported that the number one thing that helped them secure stable housing was their sheer determination to better their situation for their children. They also demonstrated:

Women face a lack of clear, consistent information, and inadequate, poorly co-ordinated housing and support services. They need a housing system that gives them the support and information they need to find and keep a home. Single parents often fall between services, as they do not quite meet support criteria. As a result, their needs are not met when they ask for help, and opportunities for prevention are missed. They spend considerable time and energy navigating an uncoordinated support system (Innovation Unit / Auckland Council, 2018).

A recent scoping exercise undertaken by Lifewise into the needs of people who are at risk of losing housing, or have just lost housing, identified that the following was needed:

- Reliable, accurate information:
- Advocacy
- Urgent response:
- Situational support or wrap-around support, depending on complexity
- Navigation:

There is a need for a housing advice service that ensures helping agencies have the most up-to-date housing information and for the people they work with. Scoping heard that people want information, advocacy and support most when they are:

- New to the country
- A student of a Private Training Establishment
- Have lost or are losing accommodation or housing (pro-active or urgent), most commonly because of 90-day notice, accommodation being used for short-term rental, domestic violence, drugs and alcohol, rent arrears, or tenancy breach
- Seeking support for a tenant (landlord)
- Seeking support for employees (employers)
- Seeking support for a loved one
- Wanting to respond constructively to rough sleepers (churches, business owners).

The Kāinge Strategic Action Plan also identifies the need for housing navigation and brokers who are able and empowered to promote housing outcomes for Māori, and support Māori at any stage of housing needs or aspirations (IMSB, 2019).

There are vulnerable populations that do not access support as they do not feel safe in the mainstream service options. Examples are youth and women who use emergency housing support in low numbers.

A small proportion of people experiencing homelessness (5-15%) require additional support to help them obtain and sustain a tenancy, and to live well in the community. These are usually the people who have been rough-sleeping for long periods of time (chronic) and/or have cycled in and out of homelessness (episodic). They typically have multiple health issues and/or some form of cognitive impairment, and have been living in poverty for many years.
People who have not lived indoors for long periods of time may need additional support to overcome their concerns, fears and challenges about creating and maintaining a home.

As part of the design of Housing First in the city centre, numerous insights were generated about the needs of people experiencing rough-sleeping, in relation to living well in their homes / kāinga.³

- Many people have a strong sense of independence and tino rangatiratanga through their experience on the street. Young, independent streeties need to feel a sense of control over the support they receive, because for some people their ability to be independent and survive on the street is the only thing they are proud of.
- People need reassurance that asking for help or support is ok, because they feel like a burden.
- People can’t afford to pay rent and live. People who are thinking about moving indoors need reassurance and certainty that they can pay their rent, buy food and live well, because otherwise they feel like they will fail.
- People who are moving into housing need help setting up, because they have very limited resources.
- Moving indoors is a huge adjustment – boredom can be a killer. People need support to find ways to counter boredom, because they haven’t had the opportunity to develop interests when on the streets.
- The idea of moving into housing can be very scary. People who have never had a tenancy need reassurance that they will get practical ongoing support, because they are not sure what is involved, or if they can handle it. People who have had tenancies fall over in the past need to know they will be supported, because they fear failing again.
- Security and safety are big issues for people when they are housed. They need good safety and security measures, because unwanted visitors are a major concern.
- People need to feel safe without having their privacy invaded, because their home is their private space.
- Making a home is exciting and important – people who have moved indoors need to make that home, including support to obtain the basics because they have nothing to start with.
- The first few days inside are hard. People who have just moved indoors need extra support at first, because it is a scary transition for many people.
- People were very clear about what kind of housing they wanted. They need to have options and choices about where they live and who they live with, because when they don’t, the tenancy often doesn’t work out.
- People identified the types of support they would like to maintain their tenancy. They need support to live in their home and maintain their tenancy, because there are lots of new things to pay for and figure out (Lifewise, 2016).

The Housing First programme in the city centre was designed to meet these needs. It is important that other interventions developed in the city centre are also designed based on the needs of the people using them.

**What housing and supports are currently available?**

In 2017, central government began funding dedicated support services for people who have experienced homelessness. Before 2017, support services were provided by the charitable

³ See Lifewise (2016) for further information.
sector. Currently, there are parts of an effective homeless-serving system operating in the Waitematā Local Board area. There is a significant project underway focused on the development of an integrated-systems approach in the city centre of Auckland: the by-name list and co-ordinated-access initiative.

The aim of the by-name list project for the city centre is to have a well-functioning system, which includes coordinated entry by name, to:

- Ensure that people experiencing homelessness access the most suitable housing and/or support options as quickly as possible.
- Inform prevention efforts.

The development of a by-name list provides a community with a big-picture snapshot of everyone experiencing homelessness on its streets, helping community leaders make better decisions about strategy, advocacy and ways to allocate housing funding.

The co-ordinated entry process is designed to remove unnecessary barriers, and to streamline the housing process by identifying the names and needs of individuals experiencing homelessness, and matching them with the best housing and support options for their circumstances.

In the city centre the current housing and support options include:

- Intensive support and permanent housing (Housing First programmes) for adults who are rough-sleeping
- Transitional housing for prisoners and adults experiencing homelessness
- Emergency housing for people experiencing homelessness
- Transitional and permanent housing options for young people experiencing homelessness, at risk of homelessness, or transitioning from state care
- Work and Income housing supports to help people obtain and maintain their tenancies
- Housing New Zealand intensive tenancy support (see Appendix One).

**What are the gaps?**

**Sufficient and appropriate permanent housing and support options**

The demand for permanent, affordable, safe and healthy homes (along with sufficient supports) in the Waitematā Local Board far exceeds supply. There is a need for a range of housing, kāinga and support options to meet people’s unique needs.

There is a very small number of “places” (that is, access to an Income Related Rent Subsidy plus ongoing support) in the Waitematā Local Board area for people who do not fit the Housing First criteria – 20 places per year.

It is very likely that people are in the Corrections system as a result of their lack of access to housing and support. We know there are high rates of incarceration amongst the rough-sleeping community.

Another action in the Kāinga Strategic Action plan focuses on the development of Kāinga Ora wrap-around social services for emergency, transitional and social housing developments, including on marae.
In the Waitemata Local Board area there is a very large amount of funding spent on Emergency Housing Special Needs Grants for people who:

- Have high needs
- Cannot easily access transitional housing programmes (because of criminal history or behavioural issues)
- Cannot quickly access social housing or private housing options
- Have no formal supports
- Would otherwise be rough-sleeping

Whilst an important component of any homeless-serving system, short-term stays in motels (or other forms of emergency or temporary accommodation) are not proven to end homelessness.\(^4\) People need access to permanent accommodation as quickly as possible.

The Housing First programme also faces challenges with housing supply in the city centre, primarily due to the reluctance of some apartment body corporates to tolerate and welcome social housing tenants. This means that a proportion of the 12-month leases for Housing First properties are not being renewed, which places further pressure on the number of properties required by Housing First.

There is a limited number of Housing First places for the city centre, given the number of people who are experiencing rough-sleeping.

There is also a need for a housing response for young people experiencing homelessness, including a dedicated hostel and navigation centre, plus purposefully designed transitional options.

**What is required to move from the current state to meet needs?**

Urgent attention needs to be focused on strategies to increase housing supply in the city centre, and to explore creative options to meet the housing needs of people who have experienced homelessness for many years.

This includes meeting the housing needs of those who require accurate information and navigation through brokerage housing advice and advocacy.

Tenancy sustainment models need to be assessed and made fit for purpose for the city centre. This includes the ability to use tenancy sustainment to support people who have exited transitional housing.

Transitional/emergency housing options for specific vulnerable populations need to be developed.

Housing First models for youth, women who have experienced domestic violence could be prototyped in the city centre.

Innovation may be needed to ensure access to permanent affordable housing supply. This work must be coordinated across agencies to avoid competition and inappropriate housing placements.

Commissioning new purchase or new builds will need to be considered.

\(^4\) See [https://www.homelessnessimpact.org/intervention/temporary-accommodation](https://www.homelessnessimpact.org/intervention/temporary-accommodation) and [https://www.homelessnessimpact.org/intervention/shelters](https://www.homelessnessimpact.org/intervention/shelters)
Health and social services

What are the needs?

People experiencing homelessness, particularly those who are rough-sleeping, have a high level of health and social service needs. Being homeless has a significant impact on your health. People who are homeless face enormous barriers to accessing health care, which results in an average age of death in Europe of 43 for women and 47 for men. The major factors impacting on people rough-sleeping are i) poor physical health, ii) poor mental health and iii) substance misuse. These tri-morbidity factors arise from the poor quality of life, and the mental strain and anxiety resulting from rough-sleeping (Featnsa, 2019). In Auckland, access to primary and specialist health services for this group is low, and there is poor integration with the social supports required to lift them out of repeated cycles of relapse (Campbell, 2019).

Auckland DHB has contributed data on hospital in-patient, out-patient and emergency department services by people experiencing homelessness. The focus was primarily on people discharged from Auckland DHB’s in-patient mental health service, although other high-use services are also included. The analysis found that:

- People experiencing homelessness are a very small group with very high health and social needs. In 2018, 369 people identified as homeless studied ADHB hospital services.
- People who were homeless had 15.3 events per patient compared to 7.2 events per patient for total patient numbers for that period.
- Most are men (73%) between the ages of 20 and 60, almost half of whom are Māori.
- By far the greatest number of contacts by people who are homeless was for mental health out-patient services (80% in the 2018 calendar year). This indicates that mental health issues for this group are enduring, and that regular out-patient visits are required in the course of a year. It is not clear if the events relate to actual face-to-face contact time, or if they also include phone calls and emails etc.
- The greatest demand for mental health services is from Māori men.
- For the small number admitted as in-patients, most need general medicine or general surgery. Mental health services and orthopaedics are also recurring reasons for a hospital admission.
- While the number of recorded in-patient events is small, they collectively amount to several thousand hospital bed days in a calendar year.
- Homeless people also present to the emergency department for a wide range of issues, including alcohol or drug related problems, respiratory disorders, pain and injury including assaults, and for mental health issues including self-harm.
- Homeless people seeking emergency help often present with multiple problems. Some of these problems could potentially be managed in primary care or in the community.
- It is unclear what contact homeless people may have had with the Calder Centre or other primary care practices prior to getting help from hospital.

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5 identified through patient address data. No fixed abode or the address of James Linton Hostel or Auckland City Mission was used to identify people as homeless. Patient addresses are not always recorded so this is likely to be an underestimation.
Homeless women who used community services had a high need for district nursing and for social work help. A gendered approach is needed for future interventions (ADHB, 2019).

In 2016, an analyst looked at the ages of people experiencing homelessness who were presenting to the DHB. She found that a much higher proportion of those people die before the age of 65 compared to the general population.

In 2015/16, there were 700 people in touch with Auckland DHB or Waitemata DHB hospital services whose address indicated that they were homeless. 83 people who had been homeless at some point in the past five years had died in that time. The mean age at death was 55 years. 76% died before age 65 compared to 20% in the general population (ADHB, 2019).

Analysis of the Lifewise and Auckland City Mission service data of people who are rough-sleeping indicated that people have high health needs, but did not appear to have a high level of engagement with secondary mental health and addiction services. In 2016, of the 189 people who were identified in the city centre as experiencing chronic homelessness:

- 90% had substance use issues, with 5% engaged with alcohol and drug services
- 74% had moderate to severe mental health issues, with 14% engaged with mental health services (Lifewise, 2018).

More recent analysis of participants in the Lifewise Housing First programme in the city centre has found that despite high levels of substance use issues, and experience of mental health problems, people are not frequently engaged with secondary services (Lifewise, 2019b). This seems in contrast to the data from ADHB so it would be useful to explore this further.

Some Housing First participants want to access residential treatment for alcohol and drug issues but are unable to do so because they have multiple health problems. For example, one person is unable to participate in residential treatment because she needs help with self-care.

In another instance, a person with high and complex needs is unable to get his needs met. For example, he has a head injury, chronic epilepsy, multiple criminal offences and a significant trauma history, but does not qualify for support from ACC or mental health despite having the highest level of vulnerability of anyone accepted onto the city centre Housing First programme.

The following needs relating to health and social services were identified in 2016:

- People with existing physical health conditions need ways to access health services, because there are many barriers.
- People who are using multiple services need these providers to communicate with each other, because many issues are falling through the cracks.
- People need timely services, because it’s very frustrating and people lose hope when things take a long time.
- People who want support need to be able to choose who they work with and for what, because they know what works best for them.
- People need someone to talk to outside of their family or friends, because it makes them feel supported and heard.
- People need to have a good rapport with their support worker, because it builds trust, confidence and commitment to an effective working relationship.
- People need their support workers to do what they say they will, because it helps to build trusting relationships and people don't feel let down.
- People accessing services need to understand the processes and mechanics (transparency), because if they don't, they feel like they are being treated unfairly.
- People using services need to be listened to and heard, because workers can make assumptions which can make people feel frustrated.
- People need to be supported to work towards their own goals, because they know what is important to them (Lifewise 2016).

What is currently available?

A range of health and social services is available in the Waitematā Local Board area including:

**Health**

**The Calder Centre** (at Auckland City Mission): specialises in providing accessible, affordable primary health care to the homeless, families and individuals in crisis, clients with mental health concerns and those with alcohol and other drug addictions. The Calder holds special clinics for hepatitis C, podiatry and mental health assessments.

**Social Detox**: is a residential, non-medical alcohol and drug detoxification centre. It provides a supported environment for people to detoxify from alcohol and other drugs without the use of medication. The Auckland City Mission provides support before, during and after detox.

**Community Alcohol and Drug Services (CADS)**: offer free services to anybody in the Auckland region with an alcohol or drug-related question, issue or problem, including Altered High (youth), Asian focus, Auckland Opioid Treatment Service (AOTS), CADS counselling and groups, CADS Abstinence Programme, Dual Diagnosis, Medical Detoxification: in-patient and community. Services include an older-adults focus, Pregnancy and Parental Service, Rainbow focus, Te Ata Mariner (Māori), and Tupu (Pacific).

**Taylor Centre**: is an ADHB Community Mental Health Service in Ponsonby.

**Kapua Awatea**: is a Māori Mental Health Service in Pt. Chevalier

**Assertive Community Outreach Service (ACOS)**: is a clinical team within Auckland District Health Board’s community mental health service. It provides assertive treatment and support to service users with psychotic and mood disorders, who have a pattern of problematic engagement with services and/or treatment recommendations, and a history of high risk during periods of relapse.

ACOS provides crisis resolution and a significant focus on family involvement and short admissions to in-patient settings. There are strong links with Regional Forensic Services, cultural and migrant services and accommodation providers. ACOS provides proactive support into in-patient settings, therapeutic input for psychological issues, and effective interventions for high-risk transient and homeless service users. ACOS operates as a full, multi-disciplinary team, supported by a clinical team leader, seven days a week.
Discharge from ACOS back to CMHS continuing-care teams is likely when ACOS treatment goals have been met, service users have significantly improved engagement with the service and treatment recommendations, and have achieved a level of stability in living arrangements.

**Social services**

**Merge Community Team**: offers peer-to-peer drop-in support at the Merge café. The team with lived experience of homelessness provides advocacy, information, social support and navigation. They support people to access information or entitlements from Work and Income and other government agencies, provide information or on-the-spot advice around how to access housing and other essential services, offer a listening ear, having conversations and building meaningful relationships with the community, and help people to find other places for support or information e.g. mental health or addiction services, budgeting, case management, or community activities.

**Merge Café**: provides low cost meals, and a base for the Merge Community Team.

**Haeta**: the Auckland City Mission’s homeless community service aims to provide nutritious meals in a safe, welcoming environment, where everyone is known by name. Haeta is a place where people can re-build networks and access support for sustained wellbeing. During meal times, dedicated, trained staff engage with people and provide practical pathways out of homelessness.

**Outreach Service**: Mission staff walk the streets of Auckland several times each week, in the early hours of the morning and late in the evening, making contact with people sleeping rough. They engage newcomers, letting them know where and how to access support, check on those known to be especially vulnerable, and assist wherever they can. The Mission team also provides case management and advocacy, to help people access benefit entitlements, enrol with a doctor, sort out legal issues and find and maintain housing.

**New Beginnings Court / Te Kooti o Timatanga Hou**: is a specialist court for people experiencing homelessness with a minor offence, and who have admitted their offence. Participants have a court plan, and work with social workers to help them navigate through the current system to get help. The court has a coordinator (contracted by the Salvation Army) and a Community Advisory Group. Participants are increasingly accessing housing through the Housing First programme.

**Orange Sky**: is a free mobile laundry and shower service for people experiencing homelessness. The volunteers also focus on having non-judgemental conversations, and providing opportunities for connection as people wait for their clothes to dry.

**Youthline**: provides youth-focused information, support and advice.

**Urban Vineyard (Church based in Ponsonby and Eden Terrace)**: runs a community lunch each Wednesday, and also provides food parcels and a range of activities to support members of the rough-sleeping community.

**Everybody Eats**: a pay-as-you-feel restaurant running Monday nights in St Kevin’s Arcade that serves restaurant-quality three-course meals, prepared by volunteer chefs, from perfectly good food that would otherwise go to waste. Everybody Eats feeds people from all walks of life, rich and poor. Their guests include homeless, elderly or persons suffering mental health or substance
abuse problems – everybody is welcome. The customers of Everybody Eats can pay whatever they like, from large donations to nothing at all.

What are the gaps?

At the moment the service system in Auckland is oriented towards funding for single issues in people’s lives—for example, treatment for depression, probation when discharged from prison, or a benefit for income support. Some people with multiple issues can access flexible supports, for example, through Housing First—but this is a small group of people who meet specific criteria. There is also a small number of people with very high needs who require a different type of support that Housing First cannot currently provide—for example, homes with support services based on site (that will be available through Mission HomeGround).

The current service pathways are not working for some people with multiple co-existing issues. This is because people do not fit the criteria of any single health service, so they fall through the gaps.

The lack of availability of beds in Te Whetu Tawera has flow-on effects for other people who are experiencing acute mental health and addiction crises. At times this may result in people spending time in high stimulus environments, such as the emergency department or police cells, that may further exacerbate distress through lighting, noise and lack of privacy.

Emergency department staff, St Johns Ambulance and police officers do not have the requisite skills, expertise, time or environments to provide care for those experiencing acute mental health and addiction crises, and there is little alternative care for people experiencing acute mental health distress in non-hospital settings.

The gaps identified in He Ara Oranga (Report of the Government Inquiry into Mental Health and Addiction) are very applicable to people experiencing homelessness, given that many have mental health and substance use issues (often co-existing). There is a need for more community-based treatment options.

Other gaps include:

- Limited hapu/iwi cultural connection
- Lack of access to residential alcohol and drug treatment
- Lack of access to palliative care
- Limited access to respite care options or in-home crisis support
- Lack of access to employment or revenue generation
- Limited peer-led services
- Limited harm minimisation services

What is required to move from the current state to meet needs?

The City Centre Collective design project (led by ADHB) is focused on how we might work with the most vulnerable in Auckland’s city centre, by collaborating on the design, planning and implementation of integrated housing, support and wellness. The aim is to develop integrated responses and solutions in the city centre that are driven by the needs of the people who will be using them. The design project will be working with Housing First participants and potential tenants of Mission HomeGround and the Greys Ave redevelopment.
One potential solution to quickly meet the needs of people with multiple, co-existing issues would be to create a funding pot that can be used to meet the unique concerns of people with high and complex needs. This could be achieved by different agencies (who are all interacting with the same small group of people) agreeing to pool their resources into a common fund. This fund could be used to provide packages of care for people who are currently falling between the gaps of the existing system.

Also, it may be useful for ICAHI to explore areas of alignment with the ASSLG initiative, focused on care navigation.

**Whānau and community connections**

**What are the needs?**

People experiencing homelessness have the same goals and aspirations as other members of the community. They want meaningful relationships with friends and whānau, employment, and opportunities to participate in the same activities as everybody else.

Various co-design projects in the city centre, with people who have lived experience of homelessness, have unpacked a range of specific needs relating to connecting to whānau, hapu and iwi as well as other forms of community involvement. These are described below.

**Connections to whānau, hapu, and iwi**

Interviews with women who have experienced homelessness in the city centre found that they love and care for their children and want what is best for them. However, separation from children causes tension and pain for both mothers and children. Women want a family life (Lifewise, 2016).

From the design of Housing First the following needs were identified:

- People with children need to be connected with them in a positive way because they want to be good parents.
- People need to be supported to connect with family, because the pain of disconnection or bad relationships can be debilitating.
- People need to feel proud of how they are living their lives, because that makes it easier to reconnect with family.
- Māori need help to reconnect with wider whanau and ancestral lands, because they feel a sense of loss and disconnection.
- People need help to reconnect with family who live far away, because they don’t have the resources to do it themselves.
- People need to have positive connections with their family members, instead of impacting negatively on their lives.
- People who are single need to find ways to develop intimate partner relationships, because they see this an important goal in their lives.
- People in volatile situations need support to strengthen their relationships, because they get a lot of support from a positive relationship, and relationship problems can threaten tenancy (Lifewise, 2016).
Other community connections

Interviews with women who have experienced homelessness in the city centre found that they have very clear hopes and dreams for their futures and for their homes, but many are worried about failing and returning to homelessness. They want opportunities to earn and to learn (Lifewise, 2018). People who experience homelessness can face barriers to employment, including gaps in their employment history or a criminal justice record.

The design of Housing First identified the following needs:

- People need to connect with their new local neighbourhood, to feel a part of that community.
- People who move indoors on their own need more social connection and friendship, because living alone can be very isolating after living on the streets and being a part of that community.
- Streeties who have been practicing Awhi Mai, Awhi Atu as an important part of their survival and culture need to be able to continue this once housed, without jeopardising their tenancy.
- People need to remain connected to their street friends, as their main support.
- People need support to identify and work towards their hopes, dreams and aspirations, because they have been marginalised and focussed on survival while on the streets.

Interviews with people who hustle in the city centre found that they are often seeking connection with others, and many find these connections through their interactions with the wider community (Lifewise, 2018).

What is currently available?

Connections to whānau, hapu, and iwi

Housing First: The Lifewise city centre Housing First team has eight Māori staff members. The team actively supports participants to identify their whakapapa and reconnect with whānau, hapu and iwi. Team members have accompanied Housing First participants to significant whānau events, such as tangi. They travel with people when they return to their turangawaewae. The team has a dedicated cultural lead, supported by kaumatua from both Lifewise and Auckland City Mission.

Awhina Mai Tatou Katoa: is a social group connecting community through culture, developed and led by people with lived experience of homelessness.

Other community connections

Merge Café: is a space on K Road where people can come together to talk and eat, whether they are experiencing homelessness or not. It is a place to ‘merge’. It has been operating since 2010 and offers breakfast and lunch at reduced prices. The café provides a base for Lifewise community support programmes, and a lived-experience crew works from the café.

Splice: With the Methodist Mission Northern, Lifewise supports Splice, a movement of people connecting and building neighbourhood and community in Auckland’s central city through creative activities and events, engaging with isolated people and the central city’s homeless whānau.
Merge Community Social Enterprises: The Merge Community oversees the exploration, development and implementation of social enterprise initiatives that provide people with experience of homelessness the opportunity to earn, develop and grow as individuals and as a community. The initiatives include:

- **Lifewise Works** (in the early development stage). People are being employed to deliver a professional cleaning service for rental and investment properties.
- **Piki Toi** is a platform for developing and selling the creative output of people with experience of homelessness. It is a partnership between Lifewise, Awhina Mai Tatou Katoa, and Unitec.
- **Urban Hikoi** invites tour participants to walk in the shoes of people with experience of homelessness, and to hear the voices of the street. Sharing their own personal experiences of living on the streets of Auckland, guides take a walking tour, a ‘hikoi’ of the city, to show the raw reality of homelessness. Urban Hikoi explores the concepts of empathy, unconscious bias and looking at life through different lenses. It is a rich experiential leadership development opportunity, focusing on personal growth and self-awareness. Lifewise is currently exploring a tourism model with partners.
- **Lived Experience Consultancy** is an initiative to ensure that the voice of lived experience is part of any future service and product designs. The aim is that people with lived experience of homelessness are involved from the start of co-design processes and also get a fair wage.

**Auckland City Mission Activity programme** brings people with lived experience of homelessness back into the community, contributing to developing their sense of identity and self-worth, and teaching new skills. These activities and workshops are primarily led by volunteers, and subjects range from drama, photography and pottery, to carving, fishing, cooking and gardening.

**Auckland Public Library**: runs a range of activities and groups, including Monday Movie Club (a free movie and snacks), a weekly City Mission Book Club, Karapu pānui Māori – Te reo Māori reading group, and Reading Revolution – Reading aloud group.

**Street Guardians**: Heart of the City and Auckland City Mission offer volunteer opportunities in the community for people with experience of homelessness. Volunteers receive payment for their time and the aim is to increase people’s confidence and skills.

**Auckland Council Streetscapes project**: Auckland Council Community Facilities team has taken over the management of the streetscapes in the reading corridor. Social procurement is being used to create job opportunities for people with experience of homelessness.

- City Mission has offered to assist Community Facilities (CF) and Ventia to identify suitable candidates from their client base.
- CF and Ventia have met with Lifewise and Krn Busn Assoc. In this arrangement Lifewise will supply a pool of workers from the homeless community who will ‘job-share’ to meet the deliverables of the Ventia contract at agreed site(s). The Krn Busn Assoc is assisting with selection of the site(s), and providing a conduit through their network to promote / facilitate this project with their members. Lifewise has already commenced facility cleaning with the worker-pool, and will roll out works into the streetscape.
City Watch: Heart of the City and Auckland Council fund a private security organisation to provide street security in the CBD. This service, City Watch, liaises closely with police and council compliance staff. They interact frequently with people rough-sleeping in the CBD, and over time, build relationships with longer-term ‘streeties’. They have no warranted powers, and rely upon making good connections with the street community.

CBD social procurement and social enterprise project group: is a new collection of people and organisations involved in social procurement and/or running or developing social enterprises in the city centre, involving people with lived experience of homelessness.

Cook Ease (Emerge Aotearoa): is a volunteer programme for people with experience of mental distress. It involves the preparation of school lunches, gardening, personal development and a range of fundraising activities.

What are the gaps?

There is already a range community connections, including volunteer activity programmes and some opportunities for casual employment in the inner city. There are supports available for people to create the activities and connections they want. An identified gap is the lack of a daytime workshop space, for people to create and sell their art and products.

A significant gap for many people with experience of homelessness is the abatement rate for benefits, which has only increased slightly since 1988. It’s a barrier to employment which is problematic, because meaningful employment:

- Is a highly effective ‘treatment’ for mental health distress
- Is an effective harm-reduction intervention for problematic substance use
- Creates opportunities for new connections and relationships which are important for well-being
- Can be a pathway out of poverty

The most recent budget includes a small increase in the abatement threshold, but it continues to be a major disincentive to gaining employment, as the costs of employment can easily exceed the additional amount earned. There is little incentive for people to work for more than a few hours. People can experience considerable anxiety about earning over the abatement threshold, and getting into difficulties with Work and Income.

There are opportunities to support people with lived experience of homelessness who want to reconnect and grow the relationships with whānau, hapu and iwi. However there is limited support available for those who are disconnected from their tamariki, except through case management services for example, provided by Housing First or Auckland City Mission.

What is required to move from the current state to meet needs?

Potential strategies to address the gaps identified above include:

- Exploring with mana whenua and mataawaka groups opportunities for reconnecting Māori who have experienced homelessness with their hau kāinga.
- Exploring the feasibility and benefits of enabling people with histories of homelessness and long-term WINZ engagement to earn more money.
Increasing the support to access employment in the mainstream workforce, through the use of evidence-based approaches such as Intentional Placement Support.

Developing a customised approach to parenting support for people who have experienced homelessness, many of whom have care experiences, and have had their children removed from their care.

Tailoring approaches to family and whānau harm prevention, and building whānau resilience for people with experience of homelessness.
Co-ordination

Housing and support options need to be well co-ordinated in the city centre, so that people have easy access to the housing and support options that best meet their needs. Currently, these options are not well co-ordinated, despite the considerable efforts of front-line workers.

In 2017 Auckland Council utilised a Viable Systems model to identify the gaps in the homeless system in Auckland Affordable Housing Policy Team (2017:92).

Figure 13: Viable system model: Auckland gap analysis

- System 1: Purpose and Guidance
  - No national strategy or lack of co-ordination on homelessness
  - No Council established role or policy position
  - Key stakeholders are uncoordinated
  - Lack of systematic approach to homelessness through regular mechanisms

- System 2: Coordination
  - No system-wide coordination
  - Limited service delivery coordination

- System 3: Scanning and Planning
  - Full scale of homelessness unknown
  - Census data reliance means slow change
  - May not capture all homeless people
  - Limited or non-existent indicators and reporting
  - Narrow definition of ‘homemade’ set by HOD
  - National monitoring of homelessness indicators

- System 4: Tackling and Resourcing
  - Resources allocated in the absence of a clear strategy
  - Often not clear who is responsible
  - Monitoring and evaluation is not systematic and does not align with strategy

- System 5: Operational
  - The variety of activities focus primarily on rough sleepers and those in temporary accommodation
  - These are not clear gaps to reduce homelessness and prevent homelessness
  - Insufficient or significant unmet demand for services
ICAHI members need a shared understanding of what is needed within an effective homeless-serving system, and also how other service systems can work differently to both prevent homelessness, and improve the effectiveness of a functioning homeless-serving system. For example, a well-co-ordinated system for the inner city might look something like the following:

All agencies in the city centre would be using a common triage tool (the VI-SPDAT). Real-time data would be available (through the by-name list) for decision-makers to support co-ordinated access to a range of housing and support options.

Existing services would be aligned, and decisions about further service development would be based on the profiles of people experiencing homelessness in the city centre. There would be targeted investment in housing, supports and treatment options, based on user needs and profiles.

The Kāinga Strategic Action Plan and recent scoping by Lifewise identified that building capability and capacity in housing knowledge and skills is important. Doing this across the housing and community sectors will increase access to information and support for people who are at imminent risk of losing their housing.

The provision of strategic advice could include keeping information and resources up to date, developing and updating process maps, and feeding information back into the system to inform sector and service development.

Building capability across the housing and support sector could involve training, strengthening relationships, sharing knowledge between organisations and running information outreach campaigns.

The Kāinga Strategic Action Plan includes several action points focused on improving the ability of Māori to navigate housing and support offerings, including the establishment of a Māori Housing Centre for Auckland (IMSB, 2019).
Data and information

How government agencies could intervene to prevent homelessness

The integrated data infrastructure (IDI) can be used to retrospectively explore people’s interactions with public systems. Researchers from AUT have recently used the IDI to explore transience (Jiang, Pacheco & Dasgupta, 2018). They identified groups of people who are transient or vulnerably transient, as well as the factors that are associated with transience. Given that there is a potential relationship between transience (high residential movement) and a risk of homelessness, these factors may help ICAHI agencies to identify opportunities for intervention.

The research identified the key risk factors associated with being vulnerably transient, for adults, youth and children separately. They found that being female, being Māori, being associated with a social welfare benefit, experiencing social housing, facing court charges (for adults and youth), having a Child, Youth and Family (CYF—now Oranga Tamariki) event (for a child or young person), having a mental health event, and visiting a hospital emergency department, were all associated with a substantial increase in odds of being in the vulnerable transient group. The most important characteristic appears to be association with a social welfare benefit: the odds of being vulnerably transient are more than 2.5 times greater for individuals associated with a benefit during the five years before the study period, than for those never involved in the benefit system over that same period (holding all other factors constant) (Jiang et al. 2018).

The research team from AUT could potentially do a more in-depth analysis of transience in the Waitematā Local Board area, exploring the degree of individual residential movement within an identified time period, as well as the type of destinations that individuals moved to. The researchers could link with internal MSD data for an even more detailed picture, and help ICAHI plan for prevention and early intervention initiatives.

Research on the People’s Project in Hamilton found that Housing First participants were much higher users of public services compared to the general population (Pierse et al. 2019). The most common interactions were with the health and mental health systems, plus there was a high level of benefit receipt. People had a very high level of interaction with government services in the five years before being housed. The authors note:

That all 390 required housing, after so much interaction with government services, reveals a lack of systems approach that ultimately fails our most vulnerable (Pierse et al., 2019:7).

The interface between state residential care and housing is an important contributor to homelessness, but we have limited data to be able to monitor this. Oranga Tamariki will begin tracking housing situations and feelings of safety and care from July 2019. From our preliminary investigations it appears that most government agencies have minimal data on the housing status of the people they interact with. As a result, they are unable to recognise when a person is homeless or at risk of homelessness. The exception is mental health where DHBs are required to report on housing situations. The lack of data means homelessness remains largely invisible to government agencies. There are no common data definitions regarding homelessness in use across government and the NGO sector (although HUD has made some progress with Housing First and Transitional Housing providers). In general, there is a lack of outcome data about the effectiveness of responses to homelessness, and no shared framework that articulates the outcomes the sector should be contributing towards.
Co-ordinating with the Ministry of Housing and Urban Development

Sophie Debski from the Ministry of Housing and Urban Development is developing a research and evaluation strategy for homelessness—a sector-wide insights strategy on homelessness. The purpose is to grow the evidence base to design, implement and monitor effective interventions that will end and prevent homelessness. There are numerous potential overlaps with the data collection, monitoring and evaluation needs of ICAHI.

Understanding homelessness in the Waitematā Local Board area

The Ministry of Housing and Urban Development (HUD) has commissioned University of Otago to do further analysis of census data on homelessness. Dr Kate Amore is leading this work, in collaboration with Statistics New Zealand and HUD officials, utilising the Integrated Data Infrastructure (IDI), to validate the methodology and prior estimates of severe housing deprivation (homelessness). The findings from this project should be available in 2019 or early 2020. Dr Amore could do an analysis specifically focused on people experiencing homelessness in the Waitematā Local Board area. She could begin with 2013 census data and repeat the analysis once the 2018 data becomes available.

The census provides the best and most complete source of data on the overall homeless population. Dr Amore’s analysis would provide information about the estimated number of people who are living without shelter, in temporary accommodation, or in temporary sharing arrangements (due to a lack of access to housing) in the Waitematā Local Board area. Once the 2018 census data is available, Dr Amore could also report on the estimated number of people in the Waitematā Local Board area who are living in uninhabitable accommodation (housing that lacks basic services, such as running water) due to a lack of access to adequate housing.

The development and implementation of the by-name list and co-ordinated access process will begin to provide real-time information and data about homelessness in the city centre. The data can be used to help stakeholders understand the progress that is being made to end homelessness (or not) and to inform decision-making. The following dashboard from the Adelaide Zero Project is an example of the type of information that will be available to stakeholders.
### Functional Zero Data Points

<table>
<thead>
<tr>
<th>Functional Zero Data Points</th>
<th>Current data as of 18/7/2019</th>
<th>Previous month as of 18/6/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned from Housing</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Number of people who have left the housing system for various reasons and are actively homeless again.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newly Identified</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of people per month who have been identified on the By-Name List for the first time</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>Newly identified on the By-Name List for the first time at Connections Week (May 2018).</td>
<td>384</td>
<td>374</td>
</tr>
<tr>
<td>Returned from inactive</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Number of people seeking housing again after not engaging with the system for 90 days or more</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actively Homeless</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sleeping rough</td>
<td>226</td>
<td>215</td>
</tr>
<tr>
<td>Number of people who are known to be sleeping rough in the inner city.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporarily sheltered</td>
<td>36</td>
<td>26</td>
</tr>
<tr>
<td>Number of people who were sleeping rough at the time of going on the By-Name List and have since moved into temporary shelter including couch-surfing, crisis, emergency &amp; transitional accommodation or boarding houses.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average monthly housing placement rate</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>Average number of people per month who have been housed through the Adelaide Zero Project since Connections Week, 18 May, 2018.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total number of people housed through the Adelaide Zero Project since Connections Week (May 18 2018).</td>
<td>183</td>
<td>179</td>
</tr>
<tr>
<td>Moved to inactive</td>
<td>31</td>
<td>26</td>
</tr>
<tr>
<td>Number of people from the By-Name List moved to inactive in the last month</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 Housed refers to people on the By-Name List who have been offered a housing placement.
2 The inactive figure indicates the number of people who have not been in touch with the homelessness system for 90 days. This could be for many reasons including hospitalisation, moving out of Adelaide or the individual has obtained housing independently. Further work is being done to determine the number and how to better capture the people on the inactive list who have obtained housing independently of the partners in the Adelaide Zero Project.
3 Updated on the 19th of each month to align with the implementation of the By-Name List on 18 May 2018.
4 Includes 60 people newly identified as part of the 118 people surveyed during 2019 Connections Week.

Needs Assessment Process

Homelessness is a significant issue in the Waitematā Local Board area. People experiencing homelessness have worse health outcomes and a shortened life expectancy. They are also more susceptible to violence, stigma and discrimination, and can experience severe mental illness, alcohol and drug addiction.

Government agencies, local government, NGO service providers, business and communities also share concerns about the negative consequences of homelessness. The costs to public systems is high (Bouchard et al, 2016). The Auckland Social Sector Leaders Group has identified homelessness in the central city as a priority issue. Members have agreed to provide resources to support planning and implementation of this initiative.

This Needs Assessment is an attempt to synthesise and develop insights and knowledge about homelessness in the Waitematā Local Board area across three key domains:

- Housing
- Health and social services
- Whānau and community connections

The needs assessment is primarily a desktop analysis of existing reports and research summaries that have focused on homelessness in Auckland and in the city centre. It is supplemented by conversations with a small number of key stakeholders, and includes recommendations about filling gaps in information, and where further data analysis might be useful.

It also includes information about what services are currently available, and an identification of gaps. This document should be viewed as a resource that will require updating as new services and responses are developed, tested and implemented over time.

The information from the Needs Assessment will inform the development of priorities and implementation for the Inner City Auckland Homelessness Initiative (ICAHI).

Limitations

There are several limitations to this assessment. A more thorough picture could be obtained by consulting with providers, iwi, and people with lived experience of homelessness in the Waitematā Local Board area. The writer had limited information from Corrections and Police, which is an obvious gap. There is considerably more information available about housing and support needs, compared to integrated health and social services, or whānau and community connections. The assessment can be strengthened by input from a range of government agencies and NGOs, so this document should be seen as a first step towards gaining a fuller picture of the needs and gaps regarding homelessness in the city centre.
References


He Ara Oranga (2019)


Lifewise (2018). Designing Housing First for the City Centre: An overview, unpublished report.


Lifewise, (2019a). Te Pou Tuatahi o Tamaki: Housing First Auckland City Centre Infographic.


Appendix One: Housing and support in the city centre

Intensive case management (Housing First)

The following housing and support services are either operating from within the Waitematā Local Board boundary, or are very accessible by people experiencing homelessness in this area. The housing and support services work together intentionally.

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Organisation</th>
<th>Description</th>
<th>Places</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Te Pou Tuatahi o Tāmaki (Housing First in the Auckland City Centre) is for people who have high, complex and multiple needs, have been sleeping rough or in places not fit for human habitation (for example cars) for a total of 12 months in the previous 3 years, and once housed, need intensive ongoing support services to help them stay housed and achieve their goals. 20% of Housing First whānau do not have to meet the length-of-time-homeless requirement.</td>
<td>Lifewise, Auckland City Mission and Airedale Property Trust</td>
<td>In the city centre, Housing First provides rapid (ideally) access to permanent housing with flexible community-based supports for people who experience chronic homelessness. The programme has been operating for two years. By the end of June, 99 people had been supported into permanent housing. In 2019, there are two Housing First teams in the city centre, one run by Lifewise and another by the Auckland City Mission. In 2019/2020, the teams are contracted to support 100 people into housing, with the expectation that they will be contracted to support another 100 people in 2020/2021.</td>
<td>100 in 2019/2020</td>
<td>Ministry of Housing and Urban Development and MSD</td>
</tr>
<tr>
<td>Whare Taupua (Housing First-Central Auckland) (as above)</td>
<td>Kāhui Tū Kaha</td>
<td>Kāhui Tū Kaha has also been running a Housing First programme for two years in West and Central Auckland. They will accept referrals from the city centre.</td>
<td>???</td>
<td>Ministry of Housing and Urban Development</td>
</tr>
<tr>
<td>Transitionally Homeless Service for people experiencing transitional homelessness in the city centre who have a support need (low to medium and for 3-9 months) and need support to access permanent housing.</td>
<td>Lifewise, Auckland City Mission and Airedale Property Trust.</td>
<td>In 2019, in addition to the Housing First places, each Housing First team has an additional 10 places for people experiencing transitional homelessness.</td>
<td>20</td>
<td>Ministry of Housing and Urban Development</td>
</tr>
</tbody>
</table>
### Attachment A

#### Item 11

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Organisation</th>
<th>Description</th>
<th>Places</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating Positive Pathways—Housing and support for people released from prison</td>
<td>PARS and Kahui Tu Kaha</td>
<td>Support for people to access permanent housing and support, on release from long-term prison sentences.</td>
<td>15</td>
<td>Department of Corrections</td>
</tr>
</tbody>
</table>
| Te Waka Urungi (also known as Intensive Tenancy Management) supports the most vulnerable HNZ customers who are struggling to sustain their tenancy, and works with them to access the support they need to live well in their homes and communities. | Housing New Zealand   | Te Waka Urungi has specialist workers (Kawhakaora) who have smaller caseloads (10-15 clients) that allow them to spend more time building relationships with individuals/whanau. The role of the Kawhakaora is to:  
  - Build trust with tenants  
  - Identify what support they need  
  - Connect them to the right support services in their area  
  - Facilitate and support an ongoing relationship between the support provider, the tenant and whanau, to help them live well in their homes. |        | Housing New Zealand           |
### Emergency shelters and transitional housing

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Organisation</th>
<th>Description</th>
<th>Places</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency / transitional housing</td>
<td>James Liston Hostel (now managed by Auckland City Mission)</td>
<td>The only emergency housing provider located in the city centre, which has recently been refurbished. People can stay at James Liston for 12 weeks and are provided with support to access permanent accommodation. They may be referred if they meet the criteria.</td>
<td>52</td>
<td>Ministry of Housing and Urban Development, Inner City Target Rate, Donations.</td>
</tr>
<tr>
<td>Emergency / transitional housing</td>
<td>A variety of different providers accessed via WINZ. Epsom Lodge (Salvation Army) often used by people from the Waitemata local board area.</td>
<td>12 weeks housing and support for men, women and families, also Maori specific options</td>
<td>??</td>
<td>HUD</td>
</tr>
<tr>
<td>Supported Living for people with complex health and disability needs leaving prison, often with a history of chronic homelessness</td>
<td>Emerge Aotearoa</td>
<td>Housing and support</td>
<td>10</td>
<td>Department of Corrections</td>
</tr>
<tr>
<td>Emergency and transitional housing for people leaving prison</td>
<td>PARS</td>
<td>Housing and support</td>
<td>??</td>
<td>Department of Corrections</td>
</tr>
<tr>
<td>Emergency accommodation for people who have no other temporary housing options</td>
<td>In motels, boarding houses or hostels</td>
<td>Motel accommodation for 7 days at a time. People must prove that they are looking for other accommodation options. Very limited choice about which motel people stay in, due to limited availability.</td>
<td>Unlimited</td>
<td>Ministry of Social Development</td>
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</tbody>
</table>

*Attachment A Item 11*
### Time-limited supportive housing for youth

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Organisation</th>
<th>Description</th>
<th>Places</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Transition to Adulthood - This service is for 16-24 year-olds who either are homeless, at risk of becoming homeless, or have a serious housing need.</td>
<td>Lifewise</td>
<td>Lifewise’s Youth Housing service provides safe housing and support for youth who don’t have a safe or stable place to live. The service encourages self-sufficiency by using the positive youth development approach. Resident youths receive opportunities to exercise leadership, build key skills and get involved in their communities.</td>
<td>14—potential for young people to have a partner, sibling or child living with them</td>
<td>MSD or HUD</td>
</tr>
<tr>
<td>Youth Supported Living</td>
<td>Lifewise, Kahui Ta Kaha and Salvation Army also provide places</td>
<td>Housing and support for young people transitioning from Oranga Tamariki.</td>
<td>12—potential for young people to have a partner, sibling or child living with them</td>
<td>Oranga Tamariki</td>
</tr>
<tr>
<td>Scattered Site Housing for young people who are in housing need and are able to be supported in independent accommodation.</td>
<td>Lifewise</td>
<td>Support includes independent living support to access training, education and move-on help to secure more permanent accommodation.</td>
<td>3—potential for young people to have a partner, sibling or child living with them</td>
<td>MSD-IRRS and self-funded by Lifewise through fundraising</td>
</tr>
</tbody>
</table>

### Planned or proposed permanent supportive housing

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Organisation</th>
<th>Description</th>
<th>Places</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Homeground — Housing and support located on site for people with high and complex needs who are experiencing homelessness.</td>
<td>Auckland City Mission</td>
<td>The Mission is re-developing its site in Nelson Street to include 80 apartments along with support services. A healthcare centre, state of the art detox facilities, activity programmes and social enterprise opportunities will also be available from the building.</td>
<td>80</td>
<td>Multiple including MSD, HUD, Auckland Council, Foundation North</td>
</tr>
<tr>
<td>Grey’s Ave re-development. Housing and support on site for people.</td>
<td>Housing New Zealand</td>
<td>A large Housing New Zealand block is being re-developed into a 275 unit apartment building with a mix of state and privately-rented homes. Up to 80 of the state</td>
<td>80</td>
<td>Housing New Zealand</td>
</tr>
<tr>
<td>Service Type</td>
<td>Organisation</td>
<td>Description</td>
<td>Places</td>
<td>Funder</td>
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<tr>
<td>with high and complex needs who are experiencing homelessness</td>
<td></td>
<td>homes are for people with high and complex needs who have experienced homelessness. There will be a community hub on the ground level, along with a 24/7 concierge service plus indoor communal space for community making and engagement. It will feature a shared kitchen, dining hall, recreation space and medical facilities.</td>
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</table>

Other proposed options

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Organisation</th>
<th>Description</th>
<th>Places</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manaaki Wahine: A residential trauma-informed treatment service for women experiencing homelessness</td>
<td>Auckland City Mission</td>
<td>An intensive programme, followed by a further 12-weeks of support, which includes access to long-term accommodation and once housed, ongoing access to the day programme</td>
<td>15</td>
<td>ACC and Ministry of Housing and Urban Development</td>
</tr>
<tr>
<td>Emergency Night Shelter for people rough-sleeping</td>
<td>Auckland Night Shelter Trust (will possibly combine with NEST)</td>
<td>This is a proposed overnight shelter for the city centre. The aim is to provide a safe haven while people are supported to access permanent housing. The Trust wants to work as part of an integrated Housing First approach. In the initial phase 30 beds would be available, with the shelter fully operational at 100 beds. Other providers could meet with people at the shelter during the day to connect and provide services.</td>
<td>30 (2020) to 120 at full capacity</td>
<td>To be confirmed</td>
</tr>
</tbody>
</table>

Prevention

In addition, MSD funds a range of housing support products aimed at helping people to obtain a tenancy including:
Collaborations relevant to the city centre

There are a number of existing collaborations in the city centre. These include:

<table>
<thead>
<tr>
<th>Group</th>
<th>Organisations</th>
<th>Description</th>
<th>Lead or Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing First Auckland Governance Group</td>
<td>Housing First Auckland, Lifewise, Auckland City Mission, Kahui Tū Kaha, VisionWest, LinkPeople, Auckland Council, Te Puni Kokiri, Oranga Tamariki, Police, HUD, MSD, Corrections, HNZ, Heart of the City, IMSB, ADHB and CMDHB. Chair: Mayor Phil Goff</td>
<td>The Housing First Governance Group began in late 2017 and provides governance for Housing First Auckland which is a collective of five Housing First providers delivering services across the Auckland region. The group is chaired by Mayor Phil Goff and includes senior leaders from non-government organisations, business, Auckland Council and social sector government agencies. The focus of the governance group is to influence systems change in order to end homelessness. Major projects were Ira Mata, Ira Tangata: Auckland Homeless Count in 2018 and in 2019 supporting co-ordinated access into housing and support through the development and use of real-time data via a by-name list of people experiencing homelessness in the city centre (and potentially other areas of the Auckland region).</td>
<td>The Housing First Auckland Backbone co-ordinates and provides secretariat support for the Housing First Governance group. Housing First Auckland is funded by the Ministry of Housing and Urban Development and Auckland Council.</td>
</tr>
<tr>
<td>Rough Sleeping Steering Group (RSSG)</td>
<td>Lifewise, Auckland City Mission, Auckland Council, Police, Corrections, Housing First Auckland, ADHB, MSD, Community Housing Aotearoa, Te Puni Kokiri, Housing and Urban Development and Housing New Zealand.</td>
<td>The RSSG has been operating in the city centre for ten years. The group provides a co-ordination and information sharing function across NGOs and government agencies. The group has no dedicated funding. The RSSG sponsored and strongly supported the development of Te Kooti o Timatanga Hou (a specialist court for people experiencing homelessness) as well as the design and development of the city centre Housing First programme. Members also play a circuit-breaking role.</td>
<td>Auckland Council provides secretariat support for the RSSG.</td>
</tr>
<tr>
<td>Group</td>
<td>Organisations</td>
<td>Description</td>
<td>Lead or Funder</td>
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<td>-----------------------------------------</td>
</tr>
<tr>
<td>Kai Whati Kainga Tatou Katoa Leaders Group</td>
<td>Lifewise, Auckland City Mission, Housing First Auckland, Auckland Council, IMSB, Oranga Tamariki, Te Puea Marae, Te Matapiti, Community Housing Aotearoa, Ministry of Health, Ministry of Justice, Housing New Zealand, Foundation North, Emerge Aotearoa, Corrections, Ministry of Pacific Peoples, Te Whanau Rangimarie, Ministry of Education</td>
<td>This is the leadership group for the regional, cross-sectoral plan homelessness plan for Auckland which has been developed by Auckland Council, Kai Whati Kainga Tatou Katoa. The vision is that “All Aucklanders have a place to call home” across three domains: housing that is affordable, stable, healthy and fit for purpose plus positive wellbeing plus positive connections within homes and communities. The plan aims “to set out a common purpose, and to guide, enable and activate cross sectoral collaboration so that homelessness is rare, brief and non-recurring.” It has a broad scope across 23 potential areas for collaboration including prevention, early intervention and the provision of housing plus support.</td>
<td>Auckland Council co-ordinates the leadership group.</td>
</tr>
<tr>
<td>Auckland Social Sector Leaders Group</td>
<td>State Services Commission, DPMC, Oranga Tamariki, Ministry of Education, Ministry of Justice, NZ Police, ADHB, Corrections, Ministry for Pacific Peoples, Ministry of Health, Ministry of Social Development, Auckland Council, ATEED, HNZ, MBIE, MHUD, Ministry of Transport, Te Puni Kokiri</td>
<td>This group is developing the Inner City Auckland Homelessness Initiative. Purpose is to is to oversee the ICAHI project, ensuring that government and local government agencies are operating systemically, engaged with and contributing constructively to collaborative action to end homelessness in Auckland City Centre.</td>
<td>Chaired by Lewis Holden</td>
</tr>
<tr>
<td>Kainga Strategic Action Plan—a plan to improve housing outcomes for Maori in Tamaki Makaurau</td>
<td>Endorsed by a range of agencies</td>
<td>Project objective is to improve housing outcomes for Maori in Auckland, focusing on supporting nga iwi and hapu o Tamaki Makaurau in their housing aspirations, and whanau with the highest need for shelter and/or effective, targeted, support and services based on kainga.</td>
<td>Led by IMSB with support from Te Matapiti</td>
</tr>
</tbody>
</table>

There is also the:

- City Centre Collective project to integrate health/social services (led by Auckland DHB)
Attachment A

Item 11

- By Name and Co-ordinated Access Initiative (collaboration between Housing First Auckland, Lifewise and Auckland City Mission)
- Auckland Council-led Antisocial Behaviour project (led by Auckland City Council)
- Intensive Wraparound services (led by Auckland DHB)
- Enhanced outreach services (Auckland City Mission and Lifewise)
**Auckland City Centre Advisory Board**  
29 July 2020

### Information report: Update on Homelessness Initiative Needs Assessment and Forward work programme/Progress on items

<table>
<thead>
<tr>
<th>Item</th>
<th>Subject</th>
<th>Funding</th>
<th>Responsibility</th>
<th>Timeline</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>City centre Māori outcomes and cultural facilities</td>
<td>City Rail Link</td>
<td>Auckland City Council</td>
<td>To be confirmed</td>
<td>Investigation</td>
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<td></td>
<td>Connected city centre</td>
<td>Access for Everyone</td>
<td>Auckland Council</td>
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<td>Construction undercover investigation</td>
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<td>Accessible and inclusive city centre</td>
<td>Queen Street bus improvement</td>
<td>Auckland Council</td>
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<td>Completed</td>
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<td>Green city centre</td>
<td>High Street pilot</td>
<td>Auckland City Council</td>
<td>Sept 2020</td>
<td>Business case</td>
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<td>Air quality</td>
<td>Victoria Park Linear Park project</td>
<td>Auckland City Council</td>
<td>To be confirmed</td>
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<td></td>
<td>Water quality</td>
<td>To be confirmed</td>
<td>Auckland Council</td>
<td>To be confirmed</td>
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<td></td>
<td>Trees canopy cover</td>
<td>Feedback</td>
<td>Auckland City Council</td>
<td>April 2020</td>
<td>Investigation Working group</td>
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<td></td>
<td>Public life</td>
<td>Shelter</td>
<td>Auckland City Council</td>
<td>April 2020 to early 2021</td>
<td>Working group</td>
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<td>Neighbourhoods</td>
<td>Auckland City Council</td>
<td>Auckland City Council</td>
<td>April 2020</td>
<td>Working group</td>
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**COMP Outcomes**  
Tamaki Makaurau - Our place in the world

**Attachment B**
<table>
<thead>
<tr>
<th>CCMP Outcomes</th>
<th>Subject</th>
<th>Funding</th>
<th>Responsibility</th>
<th>Status</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Quality built form</td>
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<tr>
<td>Heritage defined city centre</td>
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<tr>
<td>Sustainable city centre</td>
<td>Trading and Events in public places bylaw</td>
<td></td>
<td>Review</td>
<td>August 2020</td>
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<td></td>
<td>Wharves Bylaw</td>
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<td>Review</td>
<td>Towards 2020</td>
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<td></td>
<td>Signage Bylaw expire May 2022 Findings: June 2020</td>
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<td>Review</td>
<td>2021 tbc</td>
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<td>Reg Cttee</td>
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<td></td>
<td>Traffic bylaw</td>
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<td>Review</td>
<td>Mid 2020</td>
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<td><strong>Waterfront Strategy Outcomes</strong></td>
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<tr>
<td>Prosperous city centre</td>
<td>Major Events</td>
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<td>A blue-green waterfront</td>
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<tr>
<td>A public waterfront</td>
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<td>A smart working waterfront</td>
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<tr>
<td>A connected waterfront</td>
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<tr>
<td>Subject</td>
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<tr>
<td>City Centre targeted rate-funded projects</td>
<td>Downtown dashboard</td>
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<tr>
<td></td>
<td>Midtown dashboard</td>
<td>Status update</td>
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<td></td>
<td>Karangahape Road precinct dashboard</td>
<td>Status update</td>
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<td></td>
<td>Public Arts in the city centre</td>
<td>Status update</td>
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<td></td>
<td>Response to homelessness</td>
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<td></td>
<td>Learning Quarter plan</td>
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<td>Long Term Plan process</td>
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**CCMP Outcomes**

A liveable waterfront