



Recorded Transcript

The Tenancy and the Property and Asset Management Performance Standards

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The transcript below was captured at the live webinar and includes minor grammatical adjustments for the readability of the audience.

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TE MATAPIHI
HE TIROHANGA MO TE IWI TRUST

Introduction | Auckland Council

Shawny Tipene-Broughton

Mōrena e te whānau. Māku tō tātou hui e whakatuwhera i te ata nei. Nō reira me karakia tātou. Tukua te wairua kia rere ki ngā taumata, hei arahi i tā tātou mahi. Me tā tātou whai i ngā tikanga a rātou mā. Kia mau, kia ita, kia kore ai e ngaro, kia pupuri, kia whakamaua kia tina. Haumi e, hui e, taiki e. Ae, mōrena e ngā rau Rangatira kua huihui mai nei. Nau mai, hoki mai anō ki ta tātou hui. Ā, te hui whakamutunga o te wiki. Ae, e rere ana ngā mihi ki a koutou katoa kua hono mai anō. Ōtirā ki a koutou mēna ko tēnei te wā tuatahi mōu. Ae, ka harikoa te ngākau ki a koutou kua rauhī mai. I mea wāhi, i mea wāhi ki te tautoko i tēnei kaupapa whakahirahira. Ārā, karanga mai te kaupapa. Nō reira, tēnā koutou, tēnā koutou. Kei aku Rangatira, mauri ora ki a tātou katoa. Kia koe Wayne.

Wayne Knox

Tēnā koe Shawny. Tēnā kore Shawny. Ahau anō rā e Rangatira mā. Nau mai, hoki mai ki tēnei wānanga o tātou. Nō reira, ko te mea tuatahi. Me mihi ka tika ki a koe e te tuahine, e Shawny. Nāu i tuku te reo whakamoemiti. Kia tau rā anō te wairua o te hākoakoa ki runga ki a tātou i tēnei ata. Ōtirā, ki a tātou katoa kua tae mai ki tēnei wānanga-topa. Ki tēnei where kōrero o tātou, a tēnā koutou. Ahakoa kei whea, ahakoa ko wai. Nau mai, haere mai, whakatau mai rā. My name is Wayne, Wayne Knox. The General Manager for Te Matapihi, and it is my pleasure to be a host and facilitator. I'd just like to introduce Michaela Reilly, who is here on behalf of the Community Housing Regulatory Authority, to present to us on a couple of the performance standards, that you need to familiarise yourself with. Meeting the Tenancy Management requirements. And also, the property and asset management performance standards.

Before I hand over to Michaela, I'd just like to acknowledge CHRA for their openness, their support for this kaupapa. In my experience, CHRA has been very accessible, always very personable and open to exploring and responding to questions, and supporting the needs of not just existing CHPs, but also those who are coming through the process. So, with that, Michaela, I'd like to hand the time over to you, tēnā koe.

Tenancy Performance Standard | Community Housing Regulatory Authority

Michaela Reilly

Kia ora koutou ma, tautoko to everybody for the observations that have been made. We know about the work in this process and the challenges involved. I won't call them obstacles though I am well aware that everybody else will. But there are challenges in getting this registration in place. We have heard actually that applicants feel much better when it's over, that's not just in the joking sense, but because it provides them confidence that a structure is in place for the future.

So we have got some hopeful words with this but I am afraid it is also full of the boring stuff. I will say though that we have the great privilege at CHRA of both of meeting everyone from doing this work and seeing how it works out. We try to be supportive and helpful to everyone that comes to us, but we really value the lessons we learn along the way, learning about different tikanga and kawa is definitely part of this process, and we are always trying to incorporate what we hear from each applicant into the next process, and the next application that we deal with. We all know where are both a place to live and they are a place to be. The current and future value of having a safe home is incalculable. Even though I know that the Treasury has tried to calculate the value of having a safe and stable home, I don't know that the number will ever be achieved. Our performance standards are just part of the structure we can help you with providing stable and successful homes.

The great thing about being involved in community housing division is you get to provide homes for your whānau. That is the most wonderful thing about it, your whānau and the tenants on your list. The worst thing about it is you are providing homes for your whānau and the tenants on your list. There is an amazing scope there to get into arguments and to have to put rules in place for dealing with people who you not only know well but whose needs you know well. These two performance standards have a goal, I guess, to provide you with safety in dealing with your tenants, and providing rules, properties and procedures so that your housing will be in place into the future, not just for months and years but hopefully for decades.

So, you will see that this is the fourth of our performance standards, tenancy management, and it falls into three rough groups, I won't rattle off the text direct but I will just talk generally about them, so they are: meeting the legal requirements of tenancy management, applying effective and strong principles to tenancy management and managing tenants' personal information properly. So, meeting the legal requirements of tenancy management is something you will see has popped up in two of our performance standards already. It appears in governance and there's also mention of it in management. It's the role of the General Manager and the Tenancy Manager to make sure that those things are in place. You need to make sure that you know what the applicable legislation is. We ask you have an established list. We have a list that we provide but hopefully it will stay roughly the same, the key in this is maintaining

some processes that you are aware of any changes so that can cover reporting changes to the board regularly or even just saying we aren't aware of any. If there are changes, explaining to the board, the management and the staff what changes are going to affect them and if you've got the legislation listed in your document, making sure that that changes too if it needs to, so all of that is going to support your internal audit, to make sure your board and your staff know when and how legislation applies to them, especially when it's changed.

Now, here we are talking about effective and strong principles to tenancy management, and unfortunately this is really the sharp end. Your policies and procedures need to cover making sure tenants have the written information that they need. It is handy if it is written [down], it is amazing how often you need to know something, about getting hold of your landlord when the power has gone off, for instance, or when water is pouring all over the floor or something else has gone wrong. We've had lots of funny examples of this but like I say, we did have a tenant say I was trying to find the tenancy handbook [when] a neighbouring dog had a fight with the one down the road, crashed through the fence, and I really wanted to know what I needed to do to get that fence fixed, I was scrambling through my kitchen cupboards looking for the tenancy handbook, so it's a good idea if it is written down. The next item of being effective and strong is allocating housing according to need. Now, this is really difficult, you need to consider the needs of your tenant group, you need to understand how you are going to manage information about allocation, and this is something else we have seen applicants and registered providers have interesting issues with. You need to understand how you are going to manage tenant hardship, things always go wrong, you can guarantee that they will, people are going to go into arrears with their rents so you need to have rules in place not only for how you are going to handle those arrears but who is empowered to make agreements with tenants about what they need to do. You need to make sure you have accurate tenant records. You don't have to subscribe to a [tenancy records management] database although many of the providers do find that useful, but you have to make sure those records are accurate, there is nothing worse than arguing with people about what they do, or they don't owe. You need to be able to manage complaints and appeals in a consistent way, so you need a policy for that, and you need to be able to show on paper to anyone who needs to know what happened, how it was handled, and what the outcome was. And the last useful thing here is measuring tenant satisfaction. You need to know when your tenants are happy, you need to have a general opportunity to get information from them and you need to know what you are going to do with that information afterwards.

Okay, let's talk about managing tenants' information properly. It means doing it in the right way, so your policies and procedures for information need to make sure that you are collecting the right tenant information, you have stored it safely so that only the right people can access that information and that, I guess, that if other parts of your organisation need to know something about your tenants that they can find out what they need to know but not what they don't need to know. You need to know what you are allowed to ask tenants to tell you, [and] you need to make sure the information is stored securely. In the good old days, we kept files

these days we have electronic databases, and it is entirely likely that those paper files were more secure than electronic information that you can send to the wrong place, and sometimes to many wrong places, with the push of a button. [This is] not a good place to be either. You also need to make sure you dispose of information at the correct intervals. You don't have to keep some information forever or even for very long, make sure you know what information you got and how long you need to have it for.

Now, I will make some comments here not so much about tenants' information but about getting information from tenant surveys. Now, this is something that we have seen providers have a few issues with. Often matters come up in tenant surveys that they haven't wanted to discuss with the tenancy manager, and it can often be in the nature of complaints about something that has gone wrong. Tenant surveys are often a great place to find this information, but they are not necessarily a good place to handle it, the tenancy manager is not necessarily the right person to handle it either so what we do suggest in a general sense, actually this is an area we are still working on, is thinking about some information you might want to collect from tenants over a period of years. General information, not specific information. So, let's see if we can move on to property and asset management, yeah, okay.

Wayne Knox

Sorry, Michaela, just wondering if we want to just pause for a moment there and see if there are any questions on the tenancy management performance standards?

Michaela Reilly

Yeah, thank you Wayne.

Wayne Knox

So whānau, it's a really important standard for us all to be cognisant of, and as Michaela said, it's the best thing and possibly the hardest thing about being the CHP is looking after whānau that we know and understand some of their needs and some of the challenges they experience, so really important that we are doing that in a sensitive way, so please whānau if there are any questions again please just raise your hand or unmute yourself or pop something in the chat box and we will make sure that we address those best as we can. Kahurangi?

Kahurangi Johnson

Hi, ata mārie, this pātai is around the allocation of whare, so before you become a registered CHP, all of these need to be evident so you need to view all of the procedures, the process and procedures. So how loose can those procedures be? Is there a preferred procedure for it?

Michaela Reilly

You don't have great sound coming here Kahurangi so apologies for that, but what I thought you said was do we need to see what your allocation policies and procedures are going to be in

your application? Yes, we do, that doesn't mean they have to stay the same right across your weeks, months and years of operation, you can change them, they often change when you've got more housing or different kinds of housing to offer, so they don't have to be hard and fast, but we do need to see something at the beginning that explains what it is that you can offer and how you are going to do it.

Martin Farmer

Can I respond to that as well?

Wayne Knox

Yes, go for it.

Martin Farmer

It is interesting, so we do require that if you have an IRRS contract you will need to have an allocations policy that is based on need, if you are offering your own affordable rental tenancies, you can be more selective in your criteria for how you provide that housing, which is totally fine. It is a really interesting issue, the allocations thing, because it's rubbed up in the past against what, I am aware of at least one but there might be more, Māori providers considered to be their tikanga and how they deal with this particularly the concept of manaakitanga, we don't 'allocate' that, not everyone who comes to us has housing needs so how do you do that? I don't have a hard and fast answer for you on that except to say we do expect to see a policy that has some acknowledgement of need, but that policy could equally acknowledge that manaakitanga aspect to it as well, so, yeah, happy to have that discussion though when you come to us, thank you.

Michaela Reilly

I think at least one provider that we know of which is a slightly bigger one has a process where everyone with the same assessed level of need goes into a ballot and while it might sound terrible, you draw someone's name out of a hat, that is what happens, it is not entirely the best way to do it but yeah, it was decided that it was the fairest.

Kahurangi Johnson

Ka pai. Yeah, so this question was coming through Māori trusts that have the te ao Māori lens and it did, it came from manaakitanga. So, when the trust puts through their registration and in their policies and procedures they may have come through a te ao Māori lens but the CHPs, what the CHPs were wanting were more of a hard policy focused way for them to register as a CHP. But no, ka pai, he did answer my pātai.

Michaela Reilly

It is very much a relationship management exercise, I could follow on by saying that one of the people we spoke to who did get their home in the ballot felt really lucky to have got their home but they also realised that all eyes were on them to make it really obvious that they deserved to have it, and it was an interesting way to watch it pan out, yes.

Wayne Knox

Ka pai, thank you for the question Kahurangi, very relevant for aspiring Māori CHPs. I have got another pātai on the chat, what kind of documents should rōpū prepare, are there any insights into the themes, issues where the Authority needs to regularly ask rōpū to make changes?

Michaela Reilly

I think probably every single application so no there is nothing regular. One we have had pop up a couple of times is where single tenants have asked or been allocated as having a need for a two bedroom home, the reason they need a two bedroom home is they have a carer with them at least part of the time and that can be a little bit tricky because sometimes they only have housing for one so do you want your carer to sleep in the lounge, [or] do you want what is technically a single tenant to be taking up a two bedroom home, so you need to make an allowance in the policy for how you are going to cover that. I should also say we have also seen this happen where the tenant has passed on but the parents [of a disabled tenant] still need a home so the succession of that tenancy needs to be made quite clear to whether the carer has any right to stay in that place, which has often been their home for a long time and sometimes a home for their whānau as well when the tenant who was allocated the home is no longer there. There is no hard and fast rule, there is no easy way of doing it either, but we have seen that pop up several times now.

Wayne Knox

The other pātai Michaela was around what kind of documents should rōpū prepare, to meet this performance standard?

Michaela Reilly

So that particular aspect falls under the allocations policy, so it is [a] general statement of who you are expecting to house, and in many cases why, and some idea of how that need might be graded or allocated, some of the examples that could go into that could be that if people don't have a home at the moment, if they are living away from the rohe but want to come back, if they have relatives already there, things like that, yup, so it's an allocation policy with lots of different elements in it.

Martin Farmer

I just thought, maybe we could get that slide up for a second, the one that listed the complaints and arrears and things like that so if you could, that would be wonderful. So, in terms of the documents that need to be provided there, providing tenants with written information, a

tenant handbook is the best way of demonstrating that that includes information on tenants' rights and responsibilities as set out in the Residential Tenancies Act and you can get that online, there is a very good summary of those rights and responsibilities that you can lift and shift into your tenant handbook, your tenant handbook should also cover complaints, maintenance, contact issues, all of those sorts of general information that a tenant needs to see. The next one is an allocations policy, you will need a specific policy on that and if you've got different types of housing, so IRRS housing and you intend to have an affordable rental, a different policy for each sort of type of housing, a policy for dealing with rent arrears you will need and in that it is really good to have a process for dealing with rent arrears that specifically states that eviction will be considered only as a last resort and that there are other steps that will be taken to get there so in the first instance really good oversight of the rents that are coming in so that if an arrears situation starts to develop that can quickly be got on top of but once arrears have developed, things like repayment plans and referring tenants to appropriate support services should be in those policies. Keeping accurate records, so record keeping policy, a complaints policy; there are several things we like to see in a complaints policy and that is, for a start, a good introductory statement that your organisation welcomes complaints, complaints happen in any organisation. The tenants won't be penalised for making a complaint, that you will use it instead and view it as an opportunity to improve your business, then you know, the policy should also cover how complaints can be raised in writing, over the phone, how they are recorded, how they're investigated, including time frames for responding to those complaints, how they are reported, how aggregate complaints data is reported to the board, because that is also useful information for the board as to a little bit of a test of how the organisation is functioning. And, tenant satisfaction, a regular tenant satisfaction survey either annually or bi-annually, by bi-annually I mean once every two years not once every six months, so those are the sorts of documents that we are looking for, thanks.

Wayne Knox

Great, that is very helpful, thanks Marty. So if there are any other questions please do take the opportunity to ask those, I am going to suggest we take a quick comfort stop in a moment and come back at ten past, we are an hour into the hui so just to take a break, stretch your legs, get a cup of tea or a glass of water but if there are any questions before we do pause for a break that would be great, Robert, did you have a pātai?

Robert Macbeth

I do Wayne, I was just going to write it up in chat but then I thought I would ask the question. Inevitably as Māori landlord organisations and whether we are a CHP or not, and this is what makes us a little bit different in many respects is that it's inevitable that at some point along the way and it could be a lot along the way, we are a landlord to our own whānau and that means the challenges that we have as a landlord organisation is sometimes a lot different and I come across it many times about the struggles of being a landlord to our own whānau and sometimes the whānau who are the tenants are also beneficial owners in the land so it's not always a

straight tenant/landlord Residential Tenancies Act legal arrangement and I think as Māori providers we have to deal with different challenges and I'm just wondering how that is reflected in the performance standards and whether the performance standards potentially might overlook or contradict that obligation that we have?

Michaela Reilly

I'm going to have a go before Marty comes in, you can really see who has been doing this longer than me in this room, it's Marty. You are very right there Robert, this is the nuts of it as I said, this is the best of times and the worst of times when it comes to providing the whānau with homes, as you say that are not only your family but they often have ownership in the property that they live in and sometimes in the organisation that is paying your wages so it becomes very complicated and I can only comment from the way that we have seen this play out amongst the providers. One has commented that they made sure record keeping was very secure so information about what discussions had been had with who was very carefully guarded, one provider went to the extent of employing [a] whānau member as a tenancy manager who hadn't lived in the area for a very long time simply because she said there was nothing anyone could get me on, I haven't been here for 20 years, which I thought was hilarious, but it is hard to say how do you interact with your whānau in a professional manner. I think it comes back to what I said earlier about keeping you safe, if you have agreed rules in place and you can show that you have, follow them, that really is the best that you can do. Sometimes the role of the tenancy manager is not one that you can take on long term, you might need to cycle someone else into it and give the person who has been doing it a break for a while, I don't have an easy answer, this is the biggest challenge of it all.

Martin Farmer

I think in terms of the performance standards and how we apply them, I think that one of the great things about regulation and I am really biased of course, is that unlike a contract I think it does leave that space for an organisation to be true to who it is and what it is and how it wants to deliver things, we are not trying to grow a sector of cookie cutter organisations where everyone looks exactly the same, we want a sector of diverse organisations that deliver housing in their own unique way. That being said, I think that there is room in how we assess policies and procedures for that individuality to be recognised but at the same time I guess the cut off point for us where we have to say right, it has to be this particular way if a policy or procedure breaches legislation. One of the things that all organisations must do is comply with the law and there's sometimes policies and procedures which step right up against that and for us, I mean the separation of services stuff, why we enforce it so rigorously, is because if organisations are allowed to put conditions in their tenancy agreements that a tenant must accept support services, for example, that breaches a number of really key pieces of legislation including the Health and Disability Commissioners Code, the Privacy Act, the Human Rights Act etcetera, so that is why we police that really quite stringently. But at the same time in terms of general

policies and procedures around tenancy management, I think there is enough scope in what we do for individual differences to come through. I hope that answers your question a little bit?

Robert Macbeth

Yeah, no that's awesome, don't get me started on co-operatives though Marty, we don't have those here really. Sort of a related question so there are always going to be some people in inside an organisation who will say well because of those things why don't we just go down an outsourcing model, why don't we just outsource tenancy management even if it is to another registered CHP? I have seen a few examples where organisations have outsourced their tenancy and property management to a registered CHP and I would always prefer that they do it through a registered CHP than to a real estate firm but I know some that have gone that way as well but I would prefer going down [the route of] a registered CHP. What I have observed is that there are some good relationships where a registered CHP is providing tenancy and property management services to another organisation whether it's a Marae or a Ahu Whenua trust, I have seen some bad examples where it is not a strong relationship at all and one example I am thinking of, in this case it's a Marae, they basically said that the organisation that's a registered CHP that's doing our tenancy management are basically leaving all the hard stuff to us, so we are having to deal with the whānau directly anyway. We are the ones that have to knock on the door if there is some issues, we are not sure we are getting value for money and we might as well do it ourselves and then you have a risk that you've got an organisation that are taking it on themselves that are not a registered CHP so they only have the same sort of level of systems and processes because they weren't getting a good service from the registered CHP. I am wondering whether in your performance standards, because we actually want a mature sector out there where groups can go to a registered CHP and get a pretty good service that is value for money but is actually getting all the benefits of the fact that they are a registered CHP but you don't have any performance standards about how registered CHPs provide services to other organisations, I am just wondering whether that is something that needs to be looked at?

It is quite possibly something that does need to be looked at Robert, and I can say that it is something that we have given absolutely no consideration to to date, I know that is probably not the answer that you wanted to hear but it is the truthful answer at the moment, but certainly something we would be prepared to consider in the future.

Wayne Knox

Good pātai there Robert, you can always expect relevant pātai and I have also heard of rōpū who would sooner delegate the role of tenancy management rather than take that upon themselves because of those very reasons of having to deal with putting people into a very conflicted situation. So, again we will hand over to Michaela to run us through the property and asset management performance, thank you Michaela.

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Michaela Reilly

Thank you, this is performance standard five and taking Irene's point earlier, I'll be a little bit more specific about the policies and procedures that we need to have for this performance standard, and if we need to go back to the earlier one, we can do that too. So what we look for under this performance standard is making sure that your policies and procedures cover planning for property that you buy, and that you might sublet for a private landlord or from another organisation, and for matching your properties to your tenant group and that's the whānau that you have decided that you are going to house or try and house, so you need to have policies and procedures in place to cover both of those things.

Now planning for property purchases also needs to cover planning for building, I will just say here that we have had a few providers run into problems when their neighbours have said they didn't know what was being built in their area, and we have said to them, and we'll say to others it's a good idea to keep the neighbourhood informed if you are going to be building. You can front foot this process just by doing a letterbox drop. This is not in any shape or form asking anyone's permission for what you are doing, but it does pass the information out to them before they have to grumble that they had to come and ask for it. If you've got your contact information there, you can deal with questions as they arise. So when you are planning for property purchases and sub-leases, your policies and procedures [should] think about what sort of properties do you need, if you can possibly get properties that are purpose built for every need, you can look for homes and units that have wide hallways, wide doorways, not just flat access, but a safe grade access so that wheelchairs or people moving, people on mobility aids can't fall off the sides, it's easier to have all those things in place when the property comes under your control than to try and put them in later as modifications.

Other things that you might need to include in your planning for purchasing and subleasing is whether the modifications are in place to use those homes, and if you've got the budget to pay for them, so that will come under your financial delegations. If you have rented homes that need modifications, you need to make sure you have the budget to cover that. You also need to be able to plan to dispose of properties that you do have but no longer need, this might be because they're the wrong size, they're in the wrong place, or they've got future maintenance costs that you don't want to meet. There might for instance have things like asbestos roofs, the property is too close to road to be safe for children, it's too far away from bus stops or shopping centers, or it's going to be expensive work needed in the meantime, so all of those things have come under what kind of properties you will look to lease, and properties you will look to buy as well as where you might like to build. I think I mentioned earlier on, matching your properties to your tenant group, you may very well find that a single tenant needs a two-

bedroom house for example, something else that sometimes falls into this area is deciding how many tenants should be in a home, tenancy agreements are usually signed with head tenants, but there may be tenants have other people with them.

Now this last aspect of the performance standard comes under managing the property standards, so your policies and procedures here, the rules that we look to have in place 12are managing your maintenance work, and meeting building and housing standards. Your tenants will often helpfully tell you that something has gone wrong, taps start dripping, cupboards don't shut, doors don't lock, or they wriggle around, bits fall off patios and steps and fences, those are maintenance, what we called responsive maintenance, [where] something has broken. You also have maintenance that needs to be done or checked regularly, often things like making sure drainpipes are still attached to the house, that spouting still works and is not blocked up, windows are still latched properly, and those things are still done on a more routine basis, so you would expect to have somebody checking your properties every six months, sometimes every year, to make sure all of those things are still in place. So, you've got to manage both responsive maintenance, which is when the tenants ask you to fix something, and regular maintenance or planned maintenance which says that every year somebody will go around all of our homes preferably before the winter and make sure all the guttering is unblocked and the drainpipes are still attached and the water coming out of those pipes is going where it should be. It's surprising how often drainage becomes a problem I've found.

The other aspect of this performance standard is meeting building and housing standards, this also actually reflects back our legislation requirements in the earlier performance standards, there are minimum standards for building and housing and there are also minimum standards for rentals, this is a favourite of the newspapers, and Trade Me ads, where you'll see someone has rented, tried to rent a property where the stove doesn't work, the hot water doesn't work or something like that, so you need to make sure your properties at all time meet the minimum standards. Your policies should have a statement along those lines, and some step-by-step instructions for how the staff you employ are going to meet those. Both of these aspects, managing work and meeting building and housing standards tend to fall under the property and asset manager, and the tenancy manager both, the tenancy manager will often notice something needs doing, but it's the property and asset managers role, or whatever you term that [role], to make sure these things are done, so maintenance work needs to be scheduled. Your policy should state that you will only use qualified tradespeople, that will affect your insurance effectively, say especially if it's for electricity for restricted building work, or for plumbing and drainage, you need to make sure your policy has someone deputised to check the work is done on time, that it's done to the right standard.

Tenants need to make sure, [and] you need to make sure that the tenants know that someone's coming to do something in particular and they should be aware of when that tradesperson needs to come into their property, the tradesperson must make sure that they are identified, clean up after themselves, don't make themselves free of the tenants home, kitchen, bathroom

etcetera, they are not supposed to do that. We have actually seen quite a few providers with property and maintenance departments, who use whānau members to do that, that's great and it works really well, it's a really good training area for young tradespeople, it's an opportunity to get an advantage from the housing operation, but it does need to be well managed. Renting, building and housing standards involves making sure you have all the information on hand that shows your overall level of standards and liabilities, your policy should show when you're going to check things, what you're going to do if roofing needs doing for example and some expectation of how long your standards can be expected to stay in place before you need to change them. It also is a really good tool to have if you are applying for a funding or assistance for particular kinds of work, like gardening, fencing or painting, if you know that six of your properties are going to need painting this year, four fences need inspecting and so on, it's really easy to put your hand up and say we can make use of some help for those [tasks].

The next slide, please, I think it might actually be the last one. Yes, it is, I think I might stop here, and see if there are any questions because it seems obvious that examples are much more useful for these things than going through the points, so is there anything that anybody would like to ask?

Jen Deben

Yeah thank you, so I have thought of a couple of questions, just one of them Michaela is around disposal and acquisition, which is know is a performance standard, as part of the performance standard, but you and Martin did acknowledge that there are some smaller CHPs who may have acquired some housing and they have no aspiration to grow their portfolio and because you know of their connection to the whenua they have no intention in order to dispose of those properties either, would they still need to have a policy around disposal and acquisition even though that is not ever going to be an intention to use that?

Michaela Reilly

That's a really good point actually Jen, and we have had many applicants say we will only ever be acquiring properties we don't intend to dispose of them. I would say it would be a good idea to include it, if only because I can think of one instance where a property was gifted to a provider but it was not in their area, it was actually outside the boundaries, the difficulty arose then when they said well we would rather sell this and use the money to build something better, and the immediate reaction at that AGM was in this particular day and age we shouldn't be selling property, we should use it no matter what. They did have a policy in place that said we will build or acquire properties only within our area and when they were advised that the property had been left to them, somebody had died and it was bequeathed to them, the immediate reaction of the property manager was this is going to be a saleable asset, this is not something we want to keep. So yes, I would say it's a good idea to include disposal in your policies because you may acquire something in a way that you don't expect, and you may need to justify why it is you don't want to keep it.

Jen Deben

That's really interesting, thank you, thank you for that Michaela, and then the other one, which in a way kind of relates to that, is that CHPs do need to maintain and upgrade their homes, so have that whole, you know, maintenance process, but sometimes some rōpū might come into their housing as part of a Treaty settlement, and so obviously they have a steep learning curve, and sometimes quite often those homes are just almost unlivable, so at the time that they might become a CHP those homes are not fit for purpose, and does the Authority allow those emerging CHPs to have time to adequately upgrade and maintain those homes up to a certain level where even, you know, if we are looking at 12 properties that could actually take them a couple of years to do that. Does the Authority give them that time?

Michaela Reilly

I can't think of an instance where this has happened, I can think of where properties on hand, or properties that have come through settlement have, as you say, have barely met habitable standards, just because they are well run down Kāinga ora homes, for instance would be a really obvious example. So long as they are legally habitable, we would look to make sure that a policy is in place and a plan is in place to upgrade them, we are well aware that sometimes the money doesn't come through in time, or the budget doesn't allow, but a recognition that the work needs doing, and undertaking that it will be done as soon as possible, and a regular review to see is it possible now would be the things we would look for, I would say.

And I would just add to that that we'd probably also look for as much as possible, and it would be great if concrete time frames could be give for when that work would take place by we know that that's not always possible but as long as that commitment's there and that planning is there, I think we would be okay with that, as long as it met of course, those basic legal standards for habitation of the property. But I guess the other point that's associated with that is if you do have any situations like that arise, and you're a registered CHP, please contact us and have a chat with us, I like to think we are a friendly bunch and we take a non-punitive approach, so we would welcome those conversations at any time.

Jen Deben

Kia Ora, thank you both.

Wayne Knox

Very friendly bunch. Irene, he pātai tau e kare.

Irene Kereama-Royal

Kia Ora, it was just I think, in relation to the previous point around the tenureship of the land, and so I just wondered Michaela if you knew of could talk to at all about whether land is held in Māori, whenua Māori title?

Michaela Reilly

I think Robert may be better able to answer that one than me, the only examples I can think of where we have current providers in that position is there are different iwi entities associated with managing different aspects of it, so there is one group, one legal entity, a company that looks after property and asset management, and there is another company that looks after tenancy management and they are very separate, there is another one again, another, I think it is the parent body that looks after, is responsible for the overall whenua issues, so that would be very much separation of function. I think is how that's been handled, but Robert might have some input for that and which I would love to hear, so Robert please chime in now.

Robert Macbeth

Sorry I missed the question, so registered CHPs with whenua Māori is, I'm just trying to think actually, I mean there's some rūnanga, like Ngāti Porou and Ngāpuhi, or Haura there that are registered, but I don't think they have whenua Māori, yeah, to be honest I actually don't think there's any examples I can think of, where there's a Ngāti Whenua trust or a whānau trust that has whenua, under the Te Ture Whenua Māori Act, that is also a registered CHP. I know of a couple that are using a registered CHP for their tenancing and property management, but they're not registered in their own right, and that actually is, in my experience and I've been [doing] this for a while with papakāinga, when it comes to the crunch for most ahu whenua trusts, and whānau trusts that are doing a papakāinga, we encourage them to think about getting registered as a CHP, but generally they don't consider it worth their while, and that's partly because of the way they're being funded by Te Puni Kōkiri so they don't actually need IRRS, so there's no financial imperative and I think they would find that for a small trust, you know, where housing is just a small part of the farm, or it's just a whānau trust, housing their own whānau it just doesn't seem worthwhile to them. Now I'm not making any judgements, I'm just reflecting back what they would say, but that's a really good point, I'm not actually aware of any whenua Māori, that's under a registered CHP.

Jen Deben

I'm just wondering if maybe, Papamoa, if there's any up there, there was Nga Potiki.

Robert Macbeth

Oh yeah, Mangatawa, Papamoa maybe, registered CHP, so that's whenua Māori, absolutely, that's a good example, and Nga Potiki, I think. They have changed I think, and they've also done it. They're a great example where they've been very successful in terms of growing their properties, and also being able to access different funding streams to support them to do that affordably. Yeah, good pātai though, it's a really interesting point.

Irene Kereama-Royal

It's just that earlier we talked, I know we were talking about, as landlords, we might run into challenges where the tenants are also shareholders, but that only comes into play if the land is Māori land, so we should, you know be careful about those generalisations because it only applies to Māori land, it doesn't apply to CHP owned land. But in the case of there being whenua Māori available to build on, I do think that we possibly Michaela, need to do some thinking about this space, because you know, where else would Māori go in terms of getting land to leverage off during you know, in their CHP portfolios, and possible some land would be offered once you are set up as a CHP, and you are in, you know, iwi organisations, iwi rohe, iwi regions, I know that definitely in Hauraki that's what we are about to do.

We are about to say that as Hauraki we have land, and we want to build, and our land is predominantly Māori-owned land, and then we'll have Treaty settlements land after that because we're not settled yet, so it's not so much that we'll become a CHP first and then we'll look at the housing strategy, our housing strategy already says that, but I just wondered why, you know, that comment came up around being careful about being landlords because, you know, our tenants may be shareholders or beneficiaries. Well, if we can't as a group think of those examples then it doesn't exist as a category or a group.

Robert Macbeth

Irene, it's an example for us at the moment, so Tauhara North No. 2, Tauhara North Kāinga, so Tauhara actually has landholdings and it's inevitable that in the future we'll be building our own houses on our whenua, and it will be whenua Māori, and we'll be a registered CHP, so it's going to be a real issue for us. But even the papakāinga that we're doing now, so we're under a build, own, operate and then transfer model, we're building houses on our mana whenua marae reservations, and so we're going to be owning and operating those houses, and although the whenua is not owned by Tauhara North No. 2 Trust, it is whenua Māori, and it is part of the, in our case Ngāti Tahu, Ngāti Whaoa landholdings, so when we have tenancies there, when we're managing those tenancies, those Kaumatua on those marae, from Tauhara's perspective we are housing our whānau, and so it's quite real and we are also supporting a couple of whānau trusts and Ahu Whenua trusts within the Tauhara North No. 2 broader group, as whenua Māori we're going to be doing the tenancy management for those whānau, but it's like it's our land anyway.

Michaela Reilly

Yes that's right Robert, and just listening to everybody talking I can think of another example, we do have a CHP which has leased from Marae trusts because there was, just to put someone in place to manage the tenancy relationships that were already there, and that particular provider I think has three different kinds of organisations to deal with, and different levels of ownership, we'll probably hear some time during this year how that's working out, it depends a little bit on how long the housing's been in place it seems and how well it's been maintained as to how much the tenants are wanting to get involved with what's now their landlord, with how it's managed. It's an interesting question, thank you Irene.

Robert Macbeth

Just on the property management Michaela, thing, and me as Te Puni Kōkiri really, but in the early 1990's the old department of Māori Affairs, Kaumatua housing, without the government doing any capacity building, or considering the organisational capacity, basically transferred the ownership, we think there's probably about 1200 whare across the motu that were transferred from the old department of Māori Affairs, often currently run by marae committees, and you know, just voluntary organisations within the marae community. As Te Puni Kōkiri we've had a few of those examples where the houses are, were, poorly maintained, poorly looked after, and you know, it's not the fault of the committee that was running it, because they just weren't supported at those early days, but there's quite a few houses out there, I've seen marae where you look at the marae and you say oh what are those Kaumatua houses there, and they're sitting empty, or half empty because they just haven't been able to maintain them. We had one example and I won't mention where, but we got these panicked calls from the Kaumatua living in the houses, they were given three days to leave their rental house, because the council had red stickered it, basically condemned the house, transpired that over the last 20 years the wastewater system had just totally failed, and was just not working and the council had decided that they couldn't allow people to live in those houses anymore, and so we basically as Te Puni Kōkiri effectively rescued the situation, we chucked in 40 or system, and we talked to, in this case the trustees, and there were three, originally three trustees, that were running it, there was only one left and he was an older man, and it was just too much, and potentially really important rental housing was going to be lost to whānau because of that, and then when I'd spoken to the tenants in the houses, you know and I said matua, how much rent are you paying, and he said oh I'm still paying 60 dollars a week, and so you know like, from an organisational management perspective there was no capacity there, and I'd be really, really sad if in the future we lost houses because they weren't properly supported and managed which is where regulation I think does help.

Micheale Reilly

Yeah, that's actually not something we pick up in that last performance standard and we asked for policies and procedures, so you have, we asked providers to to make sure the information about what properties they have and what standards they meet is collated and provided to us as part of the application.

Wayne Knox

Ka pai, thank you for that point Irene.

Jen Deben

So if I could just add on a little bit to that point, is that the regulations or the legislation is not designed to limit the type of whenua ownership, or the type of organisation that gets registered, but where you may come into some difficulty is not just in the delivery of it, but also

in accessing IRRS, because it may actually limit your access to finance, and so it may not be at the registration base where this korero needs to be maybe unpacked a little bit further, it might actually be at the IRRS contract phase to make sure that that team understands whenua ownership, and its ability to, or opportunity to deliver housing.

Wayne Knox

Yeah true. Good point, and again not an area where we have a lot of current examples of CHPs on whenua Māori but certainly an area where we can expect to see more development, so it's an important point for us to continue to explore that korero. Just checking, did you have a pātai?

Kahurangi Johnson

I just have a quick pātai please Wayne. Kia ora, and that's regarding an ahu whenua trust or any other whānau trust that want to do papakāinga but don't have the capacity to become a CHP and they want to go under the umbrella of an existing CHP, so the pātai is around with the ahu whenua trust and they already have their layout on what type of papakāinga they're wanting, so they've already got their criteria, process procedures, all of that, will they need to go under the existing CHP, the CHP that they're wanting to go under's process and procedures, or is that existing CHP just the landlord over the papakāinga or the whare?

Wayne Knox

Excellent pātai.

Michaela Reilly

Yeah, I'm calling the excellent man to answer it too.

Martin Farmer

Okay, so just off the top of my head, in that instance the IRRS payments etcetera would have to go through the registered CHP and our oversight as a Regulatory Authority is over the registered CHP so we assess their policies and procedures, as part of registration, now they can enter into an arrangement with the smaller organisation that they subcontract out their tenancy management or the property and asset management, but that organisation that delivers those services does have to meet the policies and procedures that we've assessed at registration. It can get very complicated. It can get a bit complicated, so a yes is the answer I think I'm getting at. There's also an aspect of distance involved here, we have had quite a few organisations say oh there is a housing provider near us, we would like to get them to do our tenancy management, our property asset management. Nearby is good, but we've had also several that want to do it at a significant geographical distance and we do get a little bit dubious at that one because either they're not on the ground, they are not in the position to go there, probably even monthly, so what we love to see, any group making the best of what it does well, and forming good partnerships with other groups who do different things well, there needs to

be real synergy there, umbrellaing is not something that we think is a good idea if there's a lot of distance involved. Ka pai, does that answer your question Kahurangi?

Wayne Knox

Great, Mr Glaudel.

Chris Glaudel

Mr Glaudel, who's that. Tēnā koutou Chris Glaudel with Community Housing Aotearoa, Kahurangi on that one I would suggest, and certainly Michaela and Marty let me know if this is off base, but in that situation where you had specific criteria for who would occupy those homes, you could put that into your management agreement with the CHP that you contracted, and then have them submit those requirements for those specific properties to the Regulatory Authority and so there would be a clear line of sight that for this particular set of properties, because of the management agreement, who owns it, and the requirement that it servez, you know whānau, it should, I would think then keep everybody safe in that space. Great point Chris, and yes I agree with you there, I'm sure there are ways that we could factor that sort of stuff into it, so again it's one of those issues, contact us, talk us through it and I'm sure we could sort out a sensible solution to that.

Wayne Knox

Nice one Chris, thank you, just checking Shelby did you have a pātai, I saw your hand raised there.

Shelby Young

I was just thinking, I'm helping at the moment on our committee of management for Matauri X Incorporation and we're in the process of developing eight whare to go on our land which is Māori land, and we'd originally started the process with Ministry of Housing and Urban Development regarding funding, to just sort of get the, and with a CHP and like we had Te Runa, we weren't going to become a CHP ourselves, but we've actually deviated away from that now, and gone to Te Puni Kokiri who will be providing us the funding if our application is successful for that side of things, but I'm just, I see the dilemma, you know, all of these pātai have been so relevant to our situation and it's making me think actually how are we, you know, we'd originally thought actually we just go to someone like Ray White and get them to manage, to try and do that, because our whānau up there can be quite feisty, and we don't necessarily want to put anybody in the hot seat there so, I think I was, look I think my question has probably been answered throughout all of the korero that has come about, so thanks Wayne, but I just wanted to just kind of share, it's interesting, it's very fluid and it's very agile, we've had to be agile in that space, in order to realise the opportunity that is in front of us, and this is just the first stage, so.

Wayne Knox

Ka pai, I wanted to thank you Michaela, and to your offsider there in the background for a very insightful presentation that's given us a real glimpse into those two important performance standards, and maybe there's a lot more sitting behind those, but great to begin to familiarise ourselves with all of the performance standards, so thank you once again for your presentation. I'm going to begin to wrap us up whānau, Kelly in a moment I'll just check in and see whether there's anything you have in terms of closing remarks, and I'll hand over to you in a moment Jen to see if there's any closing comments that you have.

I just wanted to share a couple of little points here, and I know Jen has referred to these earlier in the wānanga as well, and you know how they say in cooking programmes, here's one I prepared earlier, so Te Matapihi does actually have a set of performance templates, I know Jen's referred to that, which we have specifically developed to assist Māori CHPs, we do tend to carefully control who we share those templates with to ensure that they're not falling into the hands of the consultants who will then utilise them basically to charge out and get Māori organisations to pay for something that we've created for free, for them to be able to access for free. So those are available, I will check in in a moment with Jen to see if she has had any korero about that Jen, but please do reach out directly to Jen if you would like to know more about that, and the other thing I wanted to mention, for those of you who do decide to go down the path of registering as a Community Housing Provider Te Matapihi has just received a go ahead from a number of Māori CHPs so there are around about 20 Kaupapa Māori CHPs out there in the sector at the moment, we put the call out to see whether there's interest and support for a Māori CHP network, and we received a resounding yes to that pātai, so we're in very early stages yet of trying to understand what the terms of reference for the network will be, but already there's likely to be at least two key elements, one around understanding some of the policy, regulatory and systemic type issues that Māori CHPs, that are specific to delivery of a Kaupapa Māori service that those CHPs are experiencing, so that we can help to navigate some of those issues and perhaps advocate where appropriate to various agencies and also to provide a forum for those CHPs to come together to share experiences, to share resources, and just provide that mutual support which is tremendously valuable. You know there are a range now of very experienced Māori CHPs who deliver great service, who deliver that service in a way that is very, very Kaupapa Māori, and who do a great job and who you know, many of those CHPS are only to willing to share some of their experience, so something to look forward to again if you do decide to go down this pathway that there will be a network of support for you there. So Jen just checking if you have any final comments?

Jen Deben

Thank you Wayne, not really any final comments from me, I really appreciate that you've gone over the tikunga of those templates, one of the reasons why we chose to develop them is we heard some horror stories about how much iwi and Māori were being charged for those to be developed and that gave them no assurance or guarantee that they would then be CHP registered and often they were found lacking and it didn't result in registration.

So, Te Matapihi has invested heavily in those templates and we're very, very keen to keep them free for iwi and Māori for as long as we possibly can. So, everyone we talk to has been really supportive of our tikanga and so I guess that's just the main korero on that part. I've just Shelby, I've got your question here, do you think there will be a similar forum for progressive home ownership providers, that is amazing that you have asked, we actually did that last year, and those are on our website.

So last year we developed, so Kirby and I did this with HUD and we developed a series of 10 webinars, it is called Te Aho Tāhuhu and it takes you through the whole life of being a PHO, so on that Shelby, it was a little bit more formal than this wānanga, but you will see that there is a lot of information there from many government agencies, from actual institutions and also current progressive home ownership providers. Thank you very much Wayne, thank you for facilitating, it's been lovely to have you on. My pleasure, so yeah as we now enter the closing up phases of our wānanga whānau, I just want to hand over to Kelly to see if he's got any closing remarks there, brother.

Kelly Parekowhai

Kia ora Wayne. I nga rau rangatira mā, a matou ko nga kaimahi o te Kaunihera ratou, ko nga kaimahi o Independent Māori Statutory Board, kanui te mihi ki a koutou, mo koutou tautoko, mo koutou whakairo, mo koutou pātai ki nga Regulatory Authorities, ae. Thank you very much for letting us sponsor this hui, the Te Matapihi for facilitating for us for putting the content together, it's been a really, really tangible piece of work for us to deliver on the mana outcome of kura te kāinga, so really, really, thank you for your attendance, I've just dropped in the chat box, I have a very small team, it's me, a couple of planners and a relationship advisor. We work across the 1,500 kaimahi within regulatory services at Auckland Council, resource consents, building consents, our engineers, if there's anyone that needs a help, I don't offer this very often, any rōpū that need a help to navigate our regulatory landscape, I've just dropped an email in there for my team, and my team and Shane Cook in our Māori housing unit are always there to guide whanau, rōpū, iwi through the very, very complex web that is the council regulatory process. So nei ra te mihi ki a koutou, mihi mai korero mai pātai mai, and looking forward to doing some more work with the respective rōpū here and carrying on the relationship with Te Matapihi, tēnā tātou.

Wayne Knox

Ka pai, tēnā rawa atu koe e hoa, he taonga tēnā. I'd also just like to provide the opportunity Martin and Michaela if you have any closing remarks that you'd like to make, if you don't that's fine as well.

Martin Farmer

Kia ora everybody, the only closing remarks that we have are please if you've got any questions get in touch with us, we are more than happy to answer those questions, we think we've got

across a lot of information in the last few days, but there are lots more details that we simply didn't have the time to dive into, so if you've got any questions about that Michaela's your first point of contact and lastly look, just thank you to everybody, it's really inspiring when we come along to these things and we see groups and organisations that are working to deliver a safe, warm, dry home, it's really inspiring for us, so thank you very much for the opportunity to be here.

Wayne Knox

Tēnā koe Martin, and tēnā koe Michaela, thank you both. Just a reflection from me, you know that the penny's really dropped actually, I know we talk about one of the benefits of CHP registration being that level of support around what good practice looks like, and I really got that from your presentation you know, this is kind of gold standard practice of how to deliver housing, social housing, so important and just really acknowledging you for the important mahi that you do and I know this been for first for CHRA, it's been a first for us as well so thank you for coming along on this journey with us. So whānau, just as we begin not to wrap up our wānanga, you know Te Matapihi literally are here to provide a window, a window that offers insight and vision for our people, and I think we've managed to do that, we have just provided a window into the realm of CHP, becoming a CHP and what that looks like and we wouldn't have been able to do that without all of your support, so to the Independent Māori Statutory Board who saw the potential in our desire, our vision to want to offer something as focused in this space, thank you.

Thank you also to Council, especially to Kelly who had seen the vision as well, and we couldn't have done this without you, thank you to our colleagues from CHRA, who are always only too willing to rise to support the Kaupapa, and I just also just want to acknowledge Chris and the team from CHA for being here, and for all of you that don't know CHA is the chief body for the Community Housing Sector, and also our partner in delivering support services to the homeless in the sector, and I'm sure Chris will agree with me when I say CHA is absolutely here to support you on your journey as well, and I want to really acknowledge the fine work that Jen and Kirby have done in bringing this opportunity to you all, so thank for delivering such a professional well rounded opportunity to share this information to Jen and Kirby. Finally last but not least, thank you all for being here, we know at Te Matapihi that the reason why people take on this mahi is not because they want to become property developers and make lots of money, it's because they understand how important it is as a social good for our whānau to provide, as Martin said, safe, warm, affordable housing, so I acknowledge you all for that commitment, and encourage you all on your journey.

Heoi anō, e tātou mā, koutou rā e mahi nei te mahi hei painga mō te iwi, kia kaha, kia ū, kia manawanui. I'm gonna take us to the close here with a waiata for our karakia. Heoi anō, e rau Rangatira mā, e ngā maunga whakahī, e ngā wai whakaika o ngā kāinga huhua puta noa i te motu, tēnā koutou huri noa tō tātou whare kōrero i tēnei ata, tēnā koutou, kia rauhi mai tātou katoa. Kia inoi tātou. Te Atua anei o pononga e whakamoemiti atu ki a koe. Kia tuku mai te

aroha me te māramatanga. Kia tika taku haere i te mata o te whenua. Kia ū to māramatanga i roto i ahau e. Mauri ora e te whānau.

Have a great Friday and enjoy your weekend. Welcome you all back to join us here at some time in the future.

Shelby Young

Wow Wayne, thank you.

Wayne Knox

Mā te wā.