



ANNUAL REPORT 2020



GENERAL MANAGER'S MESSAGE 2020



Kia ora,

Business as Unusual

I am hugely satisfied with what we have achieved as an organisation over the past year and proud of our performance and agility during the pandemic. Whilst significant and challenging, Covid-19 and its impact should not overshadow other strategic and important milestones we have achieved.

2020 is a milestone year in our organisation's history – and not just because we have been challenged to work differently due to Covid and as an essential service.

We are excited to be building!

This year we have project managed and confirmed development projects that will provide 109 new build houses in Tauranga and Te Puke. These projects are all well underway and will be available for new tenants in 2021 and 2022. Ninety of these will be accessible homes for the elderly and people with disabilities.

This is a significant advancement of our strategic goal to build our property portfolio. We are not property developers and there continues to be no capital funding from government for our mahi, so it has taken initiative, perseverance and partnerships to get these across the line. We have strengthened our relationships with central and local government agencies, iwi, other housing

providers and communities to work together on the shared goal of achieving more housing for people in housing hardship.

We have continued our focus on Healthy Homes and improved the health outcomes for whanau with a 47% increase in interventions achieved this year.

Twenty-five Transitional Housing tenants have transitioned into long term housing with the support of our team. This has been achieved at a time when affordable housing is at an all-time shortage.

Covid forced us to recentre our pastoral care activities on our high risk and vulnerable tenants to ensure they were supported through lockdown with their social service, medical and property needs. As an essential service TCHT staff left their bubbles to support and assist tenants who had no one else to rely on. We have continued to use the learnings of this unique time in our pastoral care services and they have changed our programme delivery for the better.

I am grateful to work alongside a team of passionate, dedicated and caring professionals who make a difference in the lives of their clients every day.

Jacqui Ferrel

GENERAL MANAGER

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CHAIRPERSON'S REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

Kia ora tatou - Nga mihi mahana ki a Kotou katoa **Warm greetings to all**

Covid 19 year taught us that we are all in this unpredictable pandemic environment together and that we must face the future with flexibility and determination. I commend our General Manager Jacqui Ferrel, our staff and all associated with the work of TCHT for the way in which everyone has adapted to the changing challenges all through the year.

Our Strategic Plan was reviewed, and the Board confirmed that our general directions remain with a similar Mission to when we started in 2003 - "to advocate, facilitate and provide housing and related services to those on low incomes and with unmet housing needs". As our population ages and more with disabilities are living independently, linked with increasing income inequality in our society, TCHT services are under increasing pressure.

During the year TCHT has worked through the practicalities of Level Four Lockdown, working from home, new online conferencing and webinar learning practices along with other social service colleagues. Our values of client centered good relationships along with innovation with purpose have been our strength.

During the year we chose to transfer our seven elder housing units in Murupara to a local social services provider and our 72 Whakatane units are being upgraded according to a comprehensive asset management plan. TCHT values its relationship with the Whakatane District Council and other local stakeholders.

As Ministry of Housing and Urban Development policies evolve, we have responded by entering into three new long term contractual arrangements for responsibility for up to one more hundred public housing one and two bedroom units that are currently being built. The Government priority is to fund Kainga Ora to provide the promised wave of new homes, but unfortunately few are being built in

western Bay of Plenty. As I have reported each year, as a proven and respected Community Housing Provider we wish to expand our portfolio of long term affordable rentals, but none of the currently announced housing initiatives provide capital funding for this purpose.

TCHT is well represented at local SmartGrowth, Kainga Tupu and housing collectives but our experience based advocacy has not led to an improved supply - only acknowledgement that housing is complex and that it takes time. Our organisation has the capacity, the skilled staff, and the will to succeed, but we lack the capital. We are proud of our own 12 units in Tuka Grove that are currently nearing completion in Gate Pa but would like to build our portfolio more quickly.

I thank the Board members, the General Manager and her team, and our Patron for their continued commitment to their responsibilities and we can all be proud of knowing that we have made a difference in the community. We are farewelling Alastair Brownlee from the Board but know that he will remain available to help us predict future financial trends. We have valued his contribution.

As I write this last report as Chair of TCHT, I repeat my comment from a few years ago which has helped guide my time in TCHT:

For our organisation to grow and even to survive, our rate of learning, our leadership and our forward thinking has to be equal or greater than the rate of change in our operating environment.

Te toia, te haumatia

Nothing can be achieved without a plan, a workforce and a way of doing things.

I am pleased to report that in 2020 we followed this whakatauki.

Thank you.

Jo Gravit
CHAIR, TCHT



TCHT Board of Trustees

Our Trust Board members have been specifically selected to provide the skills and expertise to meet our strategic goals and business plan.

LEFT TO RIGHT: Kate Cosgriff, Katrina Hulsebosch, Trevor Knyvett (*Treasurer*), Russell Hunter, Jo Gravit (*Chair*), Graham Mallett (*Retired in 2020*), Alastair Brownlee. Absent from photo: Dylan Barrett (*Deputy Chair*), Terese James.

TCHT is also fortunate to have Adrienne von Tunzelmann as our patron.

GEOGRAPHIC LOCATION 2020

KEY

 TCHT housing located

Healthy Homes and housing services provided in the following areas:

 WESTERN BAY DISTRICT

 TAURANGA DISTRICT

 WHAKATANE DISTRICT

TAURANGA

WHAKATANE

WHO WE ARE

Tauranga Community Housing Trust (TCHT) is a Charitable Trust and a registered Community Housing provider (CHP). We were established in 2003.

Our trust provides housing and a broad range of housing services. We work with people on low incomes who have serious housing needs. We also specialise in the provision of housing and services for people with a disability, chronic health conditions, as well as older persons.

STRATEGIC GOALS

- To be an active partner in national and regional homelessness and social housing strategies
- To grow a diverse, sustainable housing portfolio that achieves positive community outcomes
- To be a dynamic, well governed and managed organisation that achieves business excellence
- To provide quality services and operational excellence aligned to our core values and stakeholder needs
- To build and enhance effective relationships in order to advance our Vision and Mission

VISION

The wellbeing of individuals, families and our community is enhanced through the provision of quality, appropriate and affordable housing.

MISSION

To advocate, facilitate and provide housing and related services to:

- Individuals and whanau on low fixed incomes
- People with unmet housing needs
- with a specialist focus on disability and older people, including accessible housing

CORE VALUES

- Acting with integrity
- Respectful in all relationships
- Acknowledging and integrating the principles of Te Tiriti o Waitangi into our practice
- Innovation with purpose

Modifying existing property for full accessibility

The client I support is reliant on using a wheelchair due to injuries received in an accident.

It was great to work with the TCHT team after long term accommodation was identified, following 18 months of trying to secure a market rental!

The EBOP team were helpful throughout the process of assessing the property for its suitability, completing the tenancy application process, and consenting to modifications being made to the property, so it can be fully accessible for the client.

I appreciated the collaborative team approach and look forward to working with TCHT in the future.

Social Worker, Rehabilitation Service



DHB Tenant Relocation Project

Thirty-one tenants that resided in houses located on the Tauranga Hospital land have all secured new homes that are healthier and warmer. The old units owned by the DHB had reached the end of their life and are to be demolished to make way for a new community mental health facility. Understandably tenants were initially upset and anxious at this news, but we have managed to find them all long-term accommodation that is much more suitable to their needs. They are all settling into their new homes. Many are enjoying mobility accessible features of their new homes and are looking forward to a warmer and healthier winter.

From Caravan to a 'home'

Eighty-two-year-old Val was made homeless at the age of 79. Since then, she has lived in a caravan on rural land about 45 minutes' drive to the nearest town or amenity. Enduring another winter isolated in the caravan was a scary and stressful thought. Val says that moving into her TCHT property means she feels secure and safe for the first time in a long time.

Val has moved into a house leased by TCHT from a private homeowner and has a long-term tenancy. The IRRS subsidy means it is cheaper than the caravan for her. Val says "I can now afford my prescriptions and to eat healthier food. I am blessed and grateful".



Healthy Homes Report

A family of 11 was referred to our Healthy Homes programme as one of the children had rheumatic fever. At our first home visit we noted the home was very cold, mouldy and had lots of condensation. Poor curtains and drafts added to the problem. The family did not have enough beds or dry warm bedding. TCHT worked with the landlord to upgrade heating and extraction in the home. Education was provided to the tenants around managing moisture, mould, drafts, and warmth. A set of bunk-beds, blankets, sheets and duvets were sourced, including sheets for pinning to existing curtains to reduce heat loss. At a recent follow up visit the family reported that a heat pump has been installed by the landlord, and that the family's general health and wellbeing has improved, including their child with rheumatic fever.

WHAT WE DO

Community Housing

As a CHP and landlord, TCHT can provide housing at a social rent rather than market rent to those who qualify. TCHT builds, owns, leases, and manages properties for this use. TCHT's community housing portfolio consists of predominately one- and two-bedroom units. This housing typology meets the needs of our clients which include older people, people living with a disability or mental illness, and low-income earners.

Housing Co-ordination Service (Friendly Landlord Program)

The Friendly Landlord Program is a partnership between TCHT and the Bay of Plenty District Health Board (BOPDHB). This initiative is built on the belief that mental health service users have a better chance of succeeding when supported in independent and sustainable accommodation.

Bay of Plenty Healthy Homes Initiative

The Bay of Plenty Healthy Homes Initiative (BOPHHI) identifies eligible families, working with them to carry out a comprehensive housing assessment and complete an individualised action plan to create a warmer, drier, healthier home

Housing Facilitation Service

TCHT's Housing Facilitation Service is targeted toward older people, and people living with a disability or chronic health condition, who also have an unmet housing need. TCHT's housing services team work alongside clients to identify appropriate and sustainable housing options. Our team continue to work with the client as they transition into sustainable accommodation. Referrals are made by Support Net, BOPDHB.

Transitional Housing

Since mid-2017 TCHT has been contracted by government as a transitional housing provider. This enables us to offer short term accommodation alongside wraparound supports. We can assist people with an unmet housing need, achieve long term sustainable housing. All referrals to transitional housing are made by Work and Income (MSD). TCHT's transitional housing is made up mostly of 2- and 3-bedroom homes, which provide short term housing mainly for families due to their configuration. Our housing services team is also contracted to provide support to people in transitional housing to access further education and employment opportunities.

Development of further housing solutions

Tauranga has a severe shortage of small dwellings that are suitable for our clients. Migration and population growth in Tauranga coupled with the existing and growing older population of retirees adds to the pressures on suitable small dwelling availability

TCHT has built 33 dwellings to date, custom designed to our client base, and have a further 109 in development stage. We are committed to finding further solutions to the shortage of suitable small dwellings in our region. We work with local council, health services, private developers, other housing providers and government to increase the supply available for our clients.



Upgrades to Pensioner Housing

Our Whakatane housing was purchased from the Whakatane District Council in 2017 and is now over 50 years old. We have a programme of work in place to improve this housing and bring it into line with the new Healthy Homes requirements. This year we have done a lot of exterior and roof painting and units are refurbished as required in between tenancies. Next year we will supply heat pumps and upgrade the electric boards in each unit.

A new life...

Wanting to start a new life away from negative influences, a sole mum with two children relocated to this area. After a stay in emergency housing, the family moved into TCHT transitional housing. Mum had a history of mental illness and relapsed while in our service. By working alongside her, we were able to assist with the appropriate help in her journey with depression. We supported her with Family Court needs to ensure her children were safe on paternal visits. We guided her to the appropriate service for counselling for the eldest child who had attended 8 different schools in her 4 years of schooling. Happily, the family were supported to secure long-term housing and assisted to move into the home where they are now thriving. Both children are stable in the school they have been attending for over a year and Mum is in tertiary study undertaking education to become a nurse. Though no longer in our service, we are still blessed to receive updates on their progress.



Inspiring visit with Pio

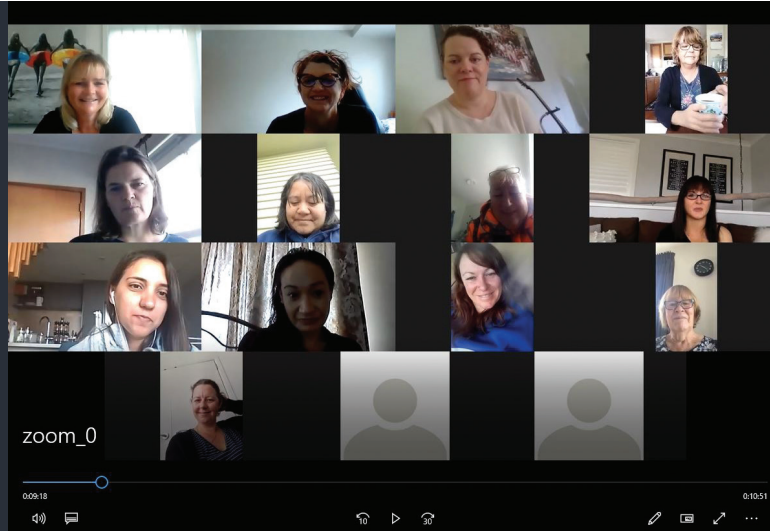
TCHT hosted a community event in Papamoa in October with Pio Terei, comedian and motivational speaker, delivering presentations on building awesome whanau.



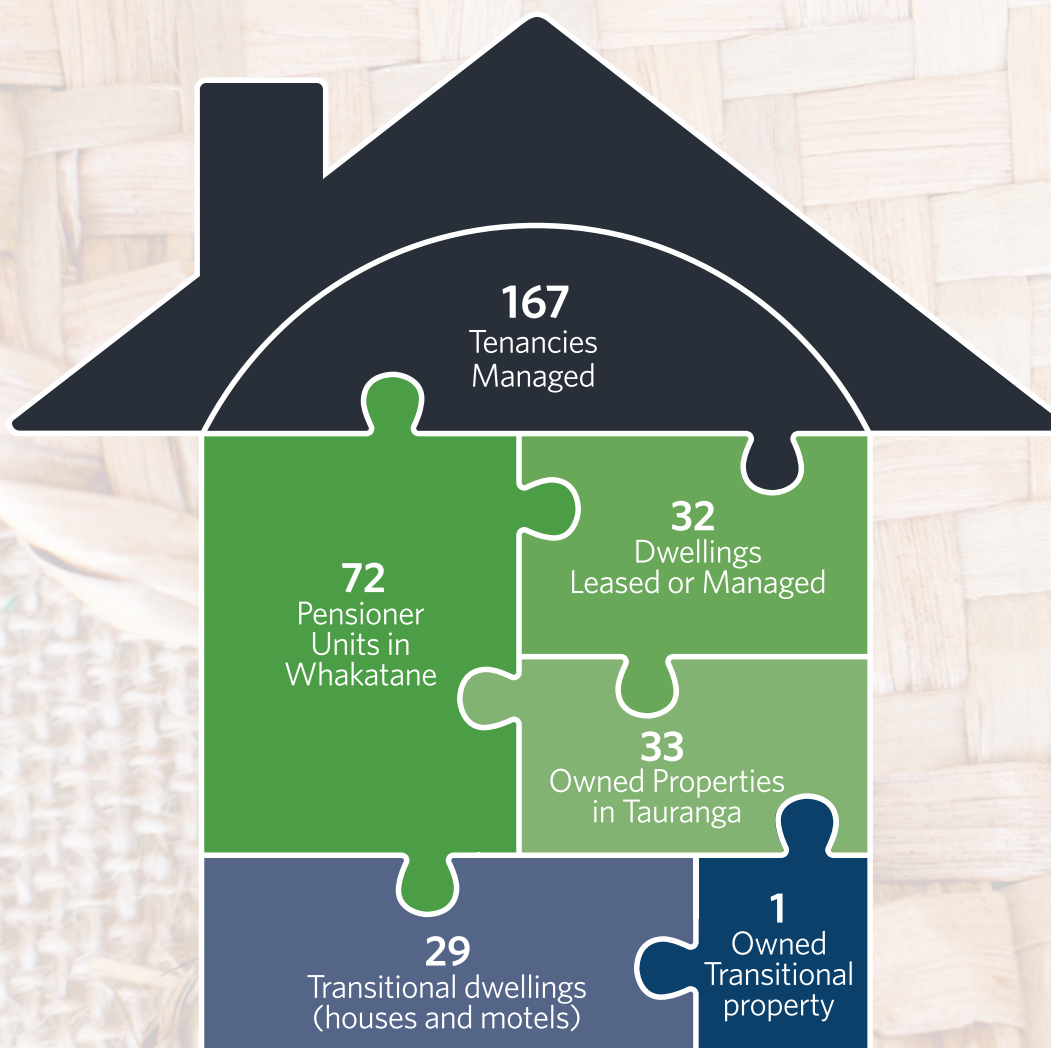
Rentals leased from private market

As at year end, we had 33 leases from the private rental market under management. Some are for longer term tenancies for people with disabilities or chronic health condition, other leases are for the short-term Transitional Housing program to support families into long term tenancies. We provide a legally compliant service and support our tenants with their tenancies. The landlord gains a guaranteed rental income with no tenancy management responsibilities. We are grateful to the growing number of landlords who are entrusting their properties to us. Quote from Landlord "to have a scheme like this where everyone benefits is great".

STAFF MEETING IN 2020



OUR WHARE 2020



COMMUNITY HOUSING



TRANSITIONAL HOUSING



YES! WE'RE BUILDING!

It has been a few years since we last built a housing development.... So, we are very excited to be building again.

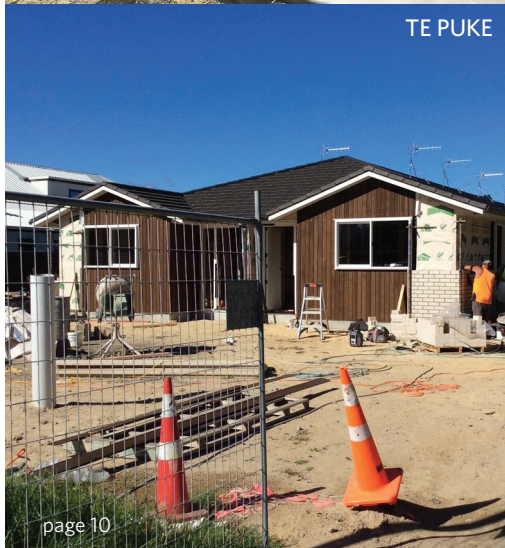
This year we partnered with the Ministry of Housing and Urban Development (MHUD), investors, and property developers to plan, obtain finance, and start building **109** houses and apartments. New TCHT housing will be popping up in Bethlehem, Gate Pa, Brookfield and Te Puke.

We hope this is just the start. We are always on the look out for suitable land for even more accessible, affordable small houses for our tenants.



GATE PA

TE PUKE



New Housing Developments

-MHUD APPROVED

TE PUKE
7 1-BEDROOM



7

TOTAL TO DATE
109

102



TAURANGA
48 1-BEDROOM
54 2-BEDROOM

WHAT WE HAVE ACHIEVED IN 2020

TENANCY
MANAGEMENT
OF

167

PROPERTIES



350

PEOPLE IN TCHT
TENANCIES

25 
HOUSEHOLDS

Transitioned into
Long Term Housing

394



Interventions to support
Healthier Homes

98%
OCCUPANCY

within Community
Housing



OVER
500

WELFARE CHECKS
DONE DURING
COVID19 LOCKDOWN

81%



of tenants surveyed
described their rent
as affordable

SECURED FUNDING
TO BUILD



109

NEW COMMUNITY
HOUSES



33

LEASES FROM
PRIVATE HOUSING
MARKET UNDER
MANAGEMENT

STATEMENT OF SERVICE PERFORMANCE

For the year ended 31 December 2020

Tauranga Community Housing Trust (TCHT) delivers a diverse range of housing and housing related support services to best support the needs of our clients and tenants:

	2020	2019
Community Housing		
Dwellings owned by TCHT at year end	105	111
Dwellings leased by TCHT at year end	32	48
Occupancy rate during year	98%	99%

* The decrease in Community Housing dwellings during the year is due to the sale of Murupara housing to iwi, and the end of a lease with the BOPDHB due to land needed for hospital expansion.

Bay of Plenty Healthy Homes Initiative		
Household assessments completed during year	95	80
Interventions delivered to support healthier homes during year	394	268

Housing Co-ordination Service - Friendly Landlord		
Clients supported during year	34	23

Housing Facilitation Service		
Clients supported during year	20	21

Transitional Housing		
Dwellings owned by TCHT at year end	1	1
Dwellings leased by TCHT at year end	29	34
Occupancy rate during year	96%	96%
Average length of stay during the year (in weeks)*	40	30
Households transitioned into long-term social housing during year*	24	17
Households transitioned into private market during year*	1	5

Approved new Community Housing under construction

To be delivered in:

2021 - 19 dwellings

2022 - 90 dwellings

SUMMARY FINANCIAL STATEMENTS

For the year ended 31 December 2020

Statement of Comprehensive Revenue and Expenses	2020	2019
Grants and donations	42,482	50,800
Revenue from rental properties	2,263,178	2,068,091
Service provision contracts	1,250,193	1,388,335
Other Income	134,212	44,312
Total Revenue	3,690,065	3,551,538
Expenses		
Rental property expenses	1,556,385	1,484,320
Employee related expenses	1,012,600	928,036
Depreciation	341,396	326,311
Other operating expenses	244,142	209,732
Total Expenses	3,154,523	2,948,398
Total Surplus/(Deficit) for the Year	535,542	603,140
Other Comprehensive Revenue		
Revaluation of property	850,253	2,524,596
Total Comprehensive Revenue and Expenses for the Year	1,385,795	3,127,736
Statement of Financial Position	2020	2019
Current assets	1,156,013	1,638,544
Non-current assets	20,118,461	18,206,384
Total Assets	21,274,474	19,844,928
Current Liabilities	393,201	235,860
Non-current liabilities	4,875,626	4,989,218
Total Liabilities	5,268,827	5,225,078
Net Assets	16,005,644	14,619,849
Total Equity	16,005,644	14,619,849
Statement of Cashflows	2020	2019
Net operating	975,792	840,879
Net investing	(1,365,369)	(132,282)
Net Movement for the Year	(389,577)	708,597
Cash at the beginning of the year	1,297,946	589,350
Net Cash Movement for the Year	908,371	1,297,946



WITH THANKS

The TCHT team would like to warmly thank the following organisations:

For grants received in 2020:

Acorn Foundation
Grassroots Trust
Bay Trust
Pub Charities
Tauranga City Council

For continued financial and funding support:

BayTrust
Ministry of Social Development
Ministry of Housing and Urban Development
Bay of Plenty District Health Board

Also all of the agencies, organisations and landlords who help us
to home people in the Bay of Plenty.

