

## WHAT WILL PROVIDE FOR SUSTAINABLE GROWTH FOR CHURCH AND COMMUNITY HOUSING?

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### **Twenty-one one actions that will achieve sustainable housing provision from the church/community sector**

1. Long-term sustainability community housing will be best achieved through a community owned and operated housing models. The evidence is strong this is the best way to run community or social housing. Single entity church or community housing organisation linked to existing social, church or community services can operate. They are unlikely however to be as sustainable or as useful as housing entities which are truly community owned and operated.
2. Sustainability will be assured if community and church based housing (rental or ownership) is better in every way than other players in the market. It needs to offer a plus to that available elsewhere. Why would we do social housing if we can only do it as well as the state?
3. Sustainable housing will only be achieved when there is clarity about; who the community is targeting with its solutions, what it is trying to achieve for these people and with a clarity about what success looks like.
4. Sustainable housing will only be achieved when the community or church provider is visionary in the design and configuration of its housing portfolio. Housing developments should always be built for the future rather than the present. They need to be visionary environmentally, socially, in terms of neighbourhoods, technologically and in liveability.
5. A community or church organisation will be more sustainable if the housing function and the social support functions are kept separate. There is significant international evidence that putting separation in these functions is the most successful model.
6. Churches usually have a wide theological mission purpose for their organisation. For housing to be sustainable they must be clear about how the provision of housing fits into this mission. However in the provision of housing they need to accept that the provision of affordable, safe secure housing is a mission goal of its own
7. Sustainability requires housing and church organisation involved in housing to submit to working within a unified community plan approach to housing. The total community housing plan must be bigger than one enterprise.
8. Sustainability requires that the building of a physical house by a community/church housing provider is always part of a bigger concern to build community. Building houses for individual families will in the end be disastrous.
9. Sustainability will only be achieved when the governance of a housing enterprise includes a mix of skills commensurate with the business of housing. Experienced directors who are skilled and practically involved in the construction, property development, financing, legal, planning, environmental, neighbourhood and social aspects of the housing business.
10. Sustainable housing enterprises will during their development have occupiers and tenants as part of their governance process

11. The management of a sustainable community/church housing enterprise requires a highly skilled team of individuals able to cover every aspect of a good property business.
12. Sustainability requires assured and readily available capital flows into the business. Housing is a hugely capital intensive activity and without certainty here sustainability is doubtful. The present model of project to project is not sustainable.
13. Sustainable housing requires a business model that is firmly set on a long-term growth model.
14. Sustainability for the Community/Church in housing requires realistic and regular investment from Government in the operational and capital aspects of their housing provision. Without Government capital and operational flow community housing is not sustainable.
15. Sustainability requires the right mix of capital and operational inflows. e.g Unless the capital input is highly subsidised IRR is not sufficient to run and develop successfully operated social housing which adds to tenants and community life.
16. Sustainability could be helped by the present Government proposal to transfer stock from HNZC. Long-term sustainability however can only be built from this source where an organisation is ready and able to become involved in large scale property development. Any attempt to do this without the preparedness to do this will require transfer of stock at a price most probably unacceptable to the Crown and the taxpayer and will struggle to provide a tenancy model which leads to independence, enhancement of families and the community.
17. Sustainability requires housing organisations to have a housing continuum approach which moves towards independence
18. Sustainability is dependent on housing developments that are quality in their build and mixed in tenure, population, income, age and social resilience
19. A sustainable church community housing programme will always be concerned to offer more than the physical house, however it is important that these aspects don't become too intertwined
20. Sustainability requires staying in touch in a developing way with the real needs of the client population
21. Sustainability of the church community housing sector is dependent on a strong and sustainable state long-term involvement in housing.