



**HOUSING FIRST**  
— AUCKLAND —



# Working with Landlords Guide

May 2023

# Publication information

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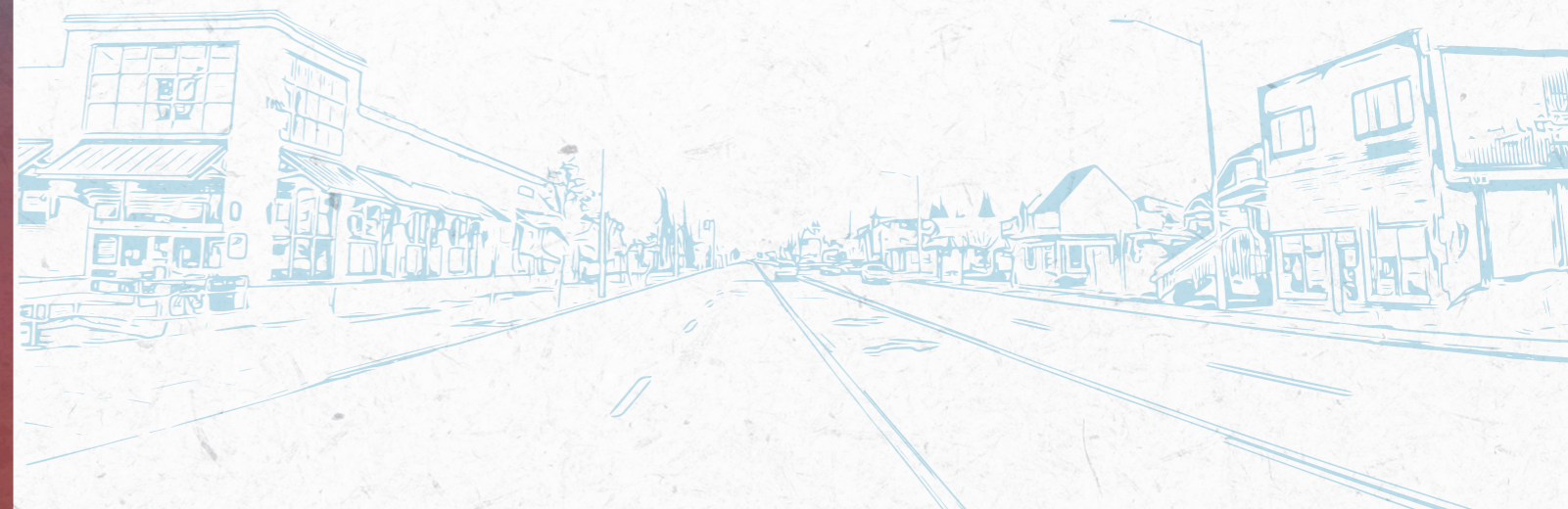
Housing First Auckland is a collective of five non-government organisations. Our Housing First providers are Auckland City Mission, Lifewise, LinkPeople, and Visionwest with backbone support provided by the Wise Group. We use the model of Collective Impact to inform a multi-agency approach to providing permanent housing with ongoing and sustained wraparound support services to whānau across Tāmaki Makaurau. Working together strengthens our ability to walk alongside whānau to sustain their tenancies and reach their goals.

Housing First  
PO Box 18244  
Symonds Street  
Auckland 1150  
New Zealand

[www.housingfirst.co.nz](http://www.housingfirst.co.nz)

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# thanks!

**We were inspired to create this toolkit after we discovered the Canadian Housing First Toolkit.**

**Thank you to those in Canada who were involved in creating your toolkit - it formed the basis for our thinking and work to develop a guide for our local whānau and communities.**

The Canadian Alliance to End Homelessness  
PO Box 15062, Aspen Woods PO  
Calgary, AB T3H 0N8

<https://housingfirsttoolkit.ca/implement/supplemental-resources/working-with-landlords/>

# Nau mai, haere mai - welcome

## Introduction

Access to affordable housing remains a significant barrier for the whānau we work with and our Housing First programme.

It's important to continue to look for effective solutions that will help the government focus on and achieve good quality affordable housing for people in need. Additionally, there is a need and opportunity to look internally at ways we can improve our approach to working with landlords. So we set out to develop a best practice guide for providers working with private landlords to source properties.

A human-centred co-creation process was adopted to identify learning and knowledge specific to the Aotearoa New Zealand context for this guide. Housing First hosted two separate online workshops where attendees from across the Housing First Auckland Collective were asked to consider a number of probing questions and provide feedback. The questions were devised and adapted from a best practice model developed by The Canadian Alliance to End Homelessness. Some of the suggestions and findings in the Canadian model were used to generate local-level thinking around working with landlords. Any material drawn from the Canadian model that features in parts of this guide is attributed.

Our workshops provided a foundation to:

- collaboratively develop best practice principles and strategies, for the Tāmaki Makaurau, Aotearoa New Zealand context, to guide working with landlords, and
- devise practical suggestions on building effective, lasting relationships with landlords across Tāmaki Makaurau, Aotearoa New Zealand.

Housing First Auckland acknowledges and thanks all those who gave their time to attend the workshops (refer to page 7 for more information on those who contributed to the co-creation process) and the Collective organisations who supported staff to be part of this process.

Most of all we thank the landlords, tenants, and staff who have gone before us. Through you, this guide is possible. Our learnings and knowledge - gained through our many interactions and experiences in working together to support whānau out of homelessness - provide the foundation for this guide which will be a valuable resource for people working in our sector now and in the future.



**Rami Alrudaini**  
Programme Manager  
Housing First Auckland

# the. guide

## Who is this guide for?

The Working with Landlords Guide has been developed to support organisations and their staff who work to support people and whānau who are experiencing homelessness into housing, with a long-term aim of positive and sustained tenancies. We trust that providers working with private landlords to access housing will find this guide useful.

## What's in this guide?

This guide is divided into twelve sections:

- Assessing the local context
- Engaging and coordinating with others
- Costs to be considered
- Recommended policies and procedures
- Roles and responsibilities of staff
- Benefits of working with a housing support agency
- Useful promotional tactics and materials
- Establishing landlord-tenant fit
- Managing day-to-day issues and risks
- Acknowledging landlords
- Feedback and evaluation
- Handling high-level challenges

## How to use this guide

- The information and tips provided in this guide are based on a combination of best practice arising from the Canadian Housing First Toolkit and experience and input from Housing First Collective staff gathered during 2022.

There is no one-size-fits-all or silver-bullet approach to finding potential homes, and working with landlords and tenants to achieve successful outcomes. There will be personal, social, housing, economic/financial, and environmental factors that will be unique to each landlord, tenant and location at any point in time. Factors that are unique to each local area and each potential landlord-tenant relationship should also be taken into account.

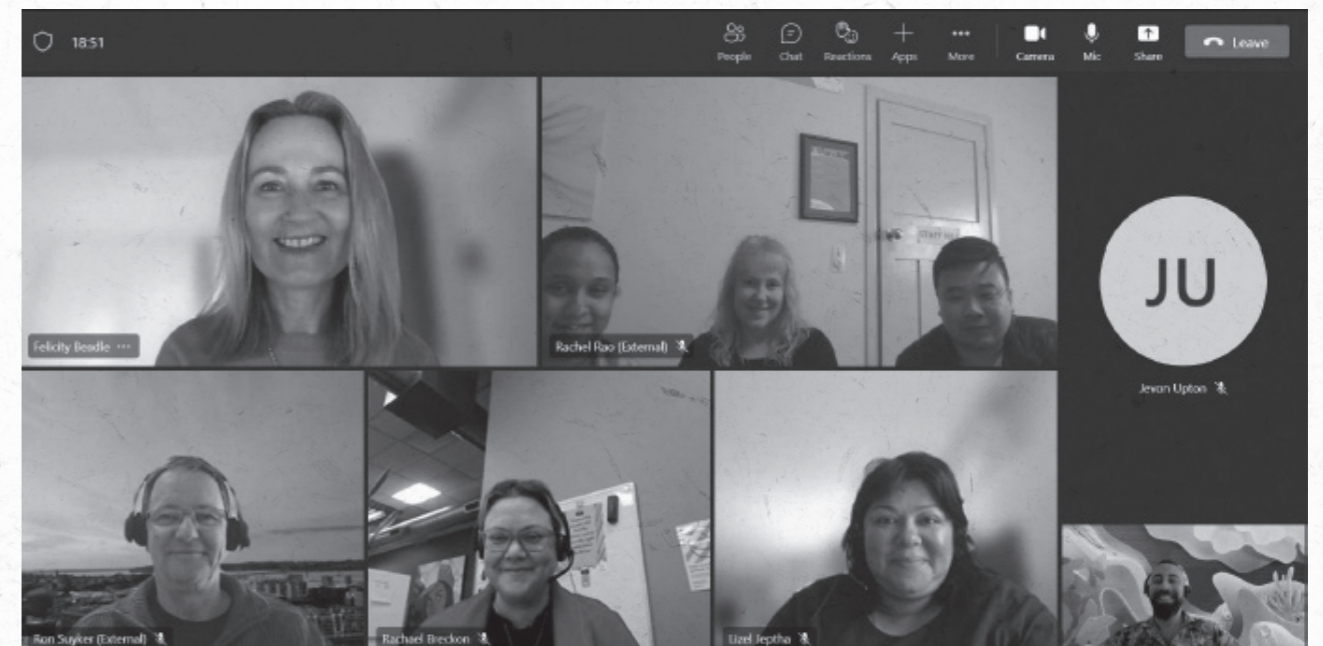
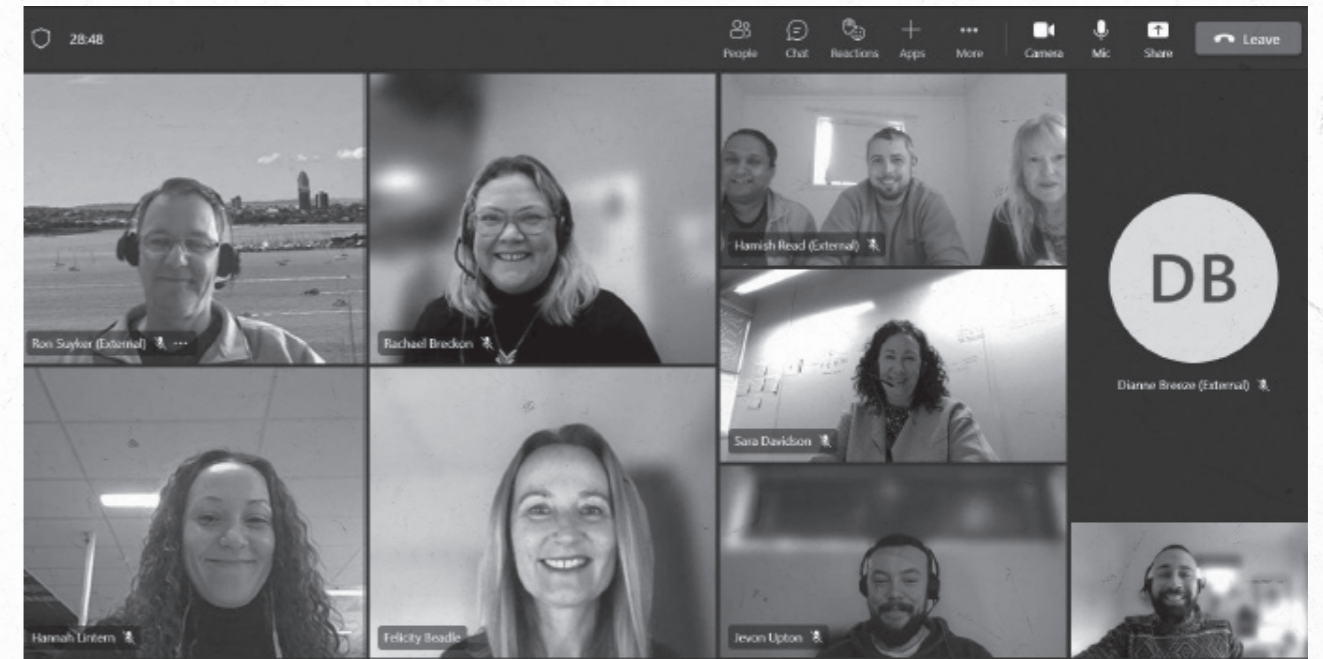
This guide is intended to inform and assist staff working in the sector to:

- be aware of things to consider when approaching private landlords and securing housing options, and
- engage more effectively with private landlords to access housing.

# Co-creating this guide

The Housing First Auckland backbone devised workshops to explore and develop local best practice guidelines to help ensure strong and successful relationships and outcomes when working with landlords. Staff from across the Housing First Collective were invited to attend two workshops, each covering distinct aspects of the landlord relationship and work. Open probes were developed (based on learnings from the Canadian Housing First Toolkit) and used to harvest feedback, input, and commentary from attendees. The workshops were held over Microsoft Teams and conducted on 15 August and 29 August 2022. Both workshops were led by independent facilitator Felicity Beadle, who has a long career and extensive experience working across social and wellbeing sectors. The online collaboration tool Mural was adopted to provide a safe and inclusive environment for all attendees to share their thoughts, ideas, and experiences.

Both workshops were attended by staff representing housing and support staff roles from across the Housing First Auckland Collective organisations. Representatives from the Ministry of Housing and Urban Development also sat in on the workshops. The Mural board with all harvested feedback was then emailed to all those who were unable to attend and they were invited to join the co-creation process and add their feedback to the board.



We are grateful to those who are featured in the above screenshots taken during the workshops. Thank you for bringing your smiles, your knowledge, and your hearts to this mahi.

## Now, on with the guide!

## 1.

# Assessing the local context

**Identifying the factors, opportunities, challenges, and barriers that are unique to your local housing environment is an important first step toward building successful landlord-tenant relationships.**

## Getting started

Below is a checklist of the factors that you should aim to have data, information and a baseline understanding of for the local area(s) you are working in to secure rental properties.

Start by identifying and understanding the following:

- Housing options by suburb, specifically affordable housing by suburb
- Vacancy rates by suburb and within affordable housing stock
- Changing supply and demand trends by suburb or region
- Neighbourhoods with close and easy access to shops, social services, and public transport
- The characteristics of the local population who are experiencing homelessness, i.e., demographic profiles including ethnicity data, what proportion are dealing with alcohol or drug addiction, what proportion are living with mental health issues
- The concerns of landlords (potential and existing)
- Who are landlords comfortable renting to (this can be gathered through surveys, outreach to landlords, meetings with property investor groups, etc)
- Any local community and neighbourhood concerns and perceptions re homelessness and social housing
- Available rental properties that allow pets and smokers
- The best locations to place whānau in to set them up for success.



# Assessing the local context

## Seize the opportunities!

It is acknowledged that your work accessing properties, securing suitable rental properties and then sustaining tenancies is not without challenge. However, there are many opportunities that will positively impact housing supply, landlord sentiment, and successful outcomes. These change over time. Listed below are some of the opportunities, identified in 2022 when this guide was developed, for the Tāmaki Makaurau region.

### Housing supply

- In a COVID and post-COVID world our value proposition is attractive for landlords - we provide certainty in an uncertain environment, for landlords and the government
- Providing targeted education and promotions to raise awareness of how Community Housing Providers (CHPs) providers partner with landlords (and how this is different to a direct landlord-tenant relationship) and the wide benefits of CHPs can increase the supply of suitable rentals
- Some new housing developments may not be able to be completed. There is an opportunity to introduce these into the CHP sector.
- CHPs can take on board a wide range and type of properties as rentals
- Due to the impacts of COVID, the financial crisis, and increasing interest rates; sale prices and property values are now declining across Tāmaki Makaurau. As a result, renting is a more desirable proposition for property investors than selling.

- New Zealand tax legislation affords landlords some valuable tax deductions on their property investments
- There is a current trend of people moving out of Auckland. This small population reduction may have a favourable impact on the number of rental properties available and possibly favourable downward impact on rental rates.
- Build-to-rent and government subsidies available for long-term landlords
- High numbers of building consents and an increasing number of affordable new homes being built means more homes available for tenants to enjoy
- The changing face of builds is resulting in more terraced, attached and high-density housing
- Collectively, Housing First has the ability to advocate for and influence the range of housing options available

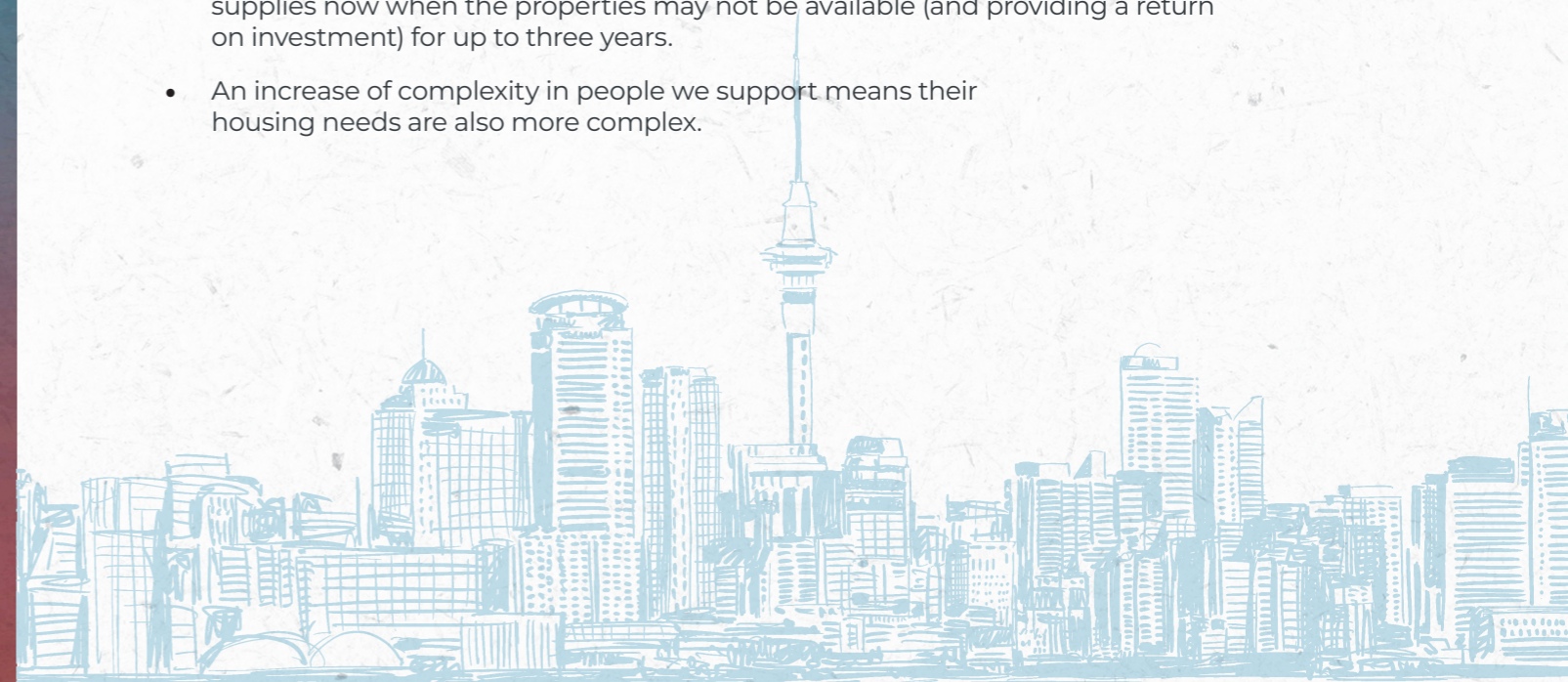
### Landlord sentiment

- Landlords' attitudes towards social housing are slowly changing
- Working with CHPs fulfills ethically and socially-minded landlords' goals
- The pandemic has resulted in a value shift for many people who are now wanting to live more meaningful lives. Supporting people out of homelessness provides them with a way to fulfill this.

## Navigating the hurdles

Some of the challenges and barriers you should be aware of and may need to overcome are:

- Housing supply issues - when there are simply not enough houses or rentals available
- High-density complexes that house large numbers of people with high needs can be difficult to manage
- Reputation or misperceptions of CHPs
- Insurance and any changing insurance regulatory issues that may impact your work
- NIMBYs (people with a 'not in my backyard' view) and public pushback from locals who do not want social housing, emergency housing or people progressing from homelessness in their neighbourhood and community
- Lengthy building consent and construction timeframes
- Building supply chain issues
- Complex council processes for new builds
- Financing issues and rising mortgage rates that will impact existing and potential property investors and landlords ability to retain their properties or invest in new rentals
- Building risks around the time it takes to build and the unclear future. As a result, property investors may feel it's too risky to build or purchase land and building supplies now when the properties may not be available (and providing a return on investment) for up to three years.
- An increase of complexity in people we support means their housing needs are also more complex.



## 2.

# Engaging & coordinating others

**Building relationships and proactively engaging with local community organisations and businesses will reap benefits for your work and for the whānau we support.**

## Nurturing relationships is essential

Spend time establishing and then maintaining strong relationships with a wide range of local community sector personnel, businesses, and government agencies so that they know about the Housing First programme and know who to connect with. Identifying the right people to engage with, and then allocating time to regularly reconnect with them, will pay dividends for your work.

Set up a system for recording and managing your stakeholder engagements as this will benefit others in your organisation as well as provide a robust working record for yourself. There are many excellent SAAS (software-as-a-service) tools available to help record, track and manage your stakeholder engagement work. Alternatively, an Excel spreadsheet will also do the job.

Have you identified the right people to engage with in the following organisations in your area/region?

- Real estate rental agencies and property management businesses
- Local Property Investor Associations
- Other CHP providers in your region/area
- Other NGOs whose work benefits or has crossover with our sector
- Local Iwi and marae
- Local Māori health hubs and kaupapa Māori providers
- Tenancy services (including Mediators)
- Police
- Fire and Emergency New Zealand (who can help with free home safety checks and installing smoke alarms)
- Banks or income support services (to facilitate direct payment of rent to landlords)
- Local offices of relevant government agencies (e.g., MSD, WINZ, MHUD, Kāinga Ora, local council, etc)
- Support service workers
- Mental health service providers
- Neighbours
- Local churches
- Local community, social, and wellbeing providers (e.g., foodbanks and other support agencies)
- Schools
- Citizens Advice Bureau
- Community law providers
- Local business associations
- Cleaners, movers and people who do small repair jobs
- Utility companies (e.g. telcos, energy, and water suppliers)



## 3.

# Costs to be considered

**Having a secure and dedicated financial budget available to cover any miscellaneous expenses that arise is advisable.**

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## Covering the unexpected

Some of the costs that may arise and you will need to cover at short notice include:

- Deposits
- Emergency rent payments
- Rent or utility payment arrears
- Moving expenses
- Basic necessities and furnishings
- Bedbug or pest removal
- Professional cleaning
- Replacing lost keys
- Taking a landlord out for coffee or lunch
- Small appreciation gifts for landlords
- Catering costs for forums and other events with landlords
- Shorter term temporary accommodation in case an unplanned emergency arises, e.g., power failure, fire at the dwelling
- Meth remediation costs
- Damages caused when your tenant is a victim of crime, e.g., domestic violence and abuse
- Communications budget so you can proactively deal with issues
- Unintended vacancy periods and rates<sup>1</sup>

### Key questions

Do you have a budget allocated for these types of unexpected costs?

If not, can you readily access funds within your organisation to cover these costs if they occurred?

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<sup>1</sup> These costs were identified in the Housing First Auckland workshops and also includes costs identified in the Canadian toolkit.

## 4.

# Recommended policies and procedures

Having clear, written policies and procedures in place will support you to operate in a consistent, fair, transparent, and efficient manner.

## Policies and procedures to have in your kete

A set of clear plain language policies and procedures give you confidence when marketing the programme. They will also provide landlords with certainty regarding what they are agreeing to and what they can expect. This helps build trust for all parties.

Do you have and follow written policies and procedures for the following:

- Evictions
- Planned moves and re-housing
- Damages
- Inspections - including prior to move-in, and throughout tenancy
- Complaints - including from both landlords and participants
- Confidentiality, consent and release of information
- Team roles and responsibilities - including frequency of home visits
- Meeting schedules - internal and external
- Graduation and discharge from the programme
- Welcoming and inducting a landlord
- Working together tikanga
- Handling arrears and security of tenancy
- Handling the end of a lease (including hand-backs to the landlord)
- Managing neighbour relationships (from start to end of tenancy)
- Safety planning, risk mitigation and management
- Procedure(s) for when things go wrong
- Sustaining tenancies policy
- Maintenance and repairs (covering responsibilities, timeframes, what insurance covers).<sup>2</sup>
- Healthy Homes standards

It is important that all policies and procedures are:

- Embedded with Housing First and Tāiki principles
- Consistent
- Tools that support landlords to understand and communicate the value they are adding to the housing continuum
- Informed by examples and learning from other landlords and landlord-tenant relationships.

<sup>2</sup> The information on policies and procedures largely draws from feedback provided in Housing First Auckland workshops but also includes information from the Canadian toolkit.

## 5.

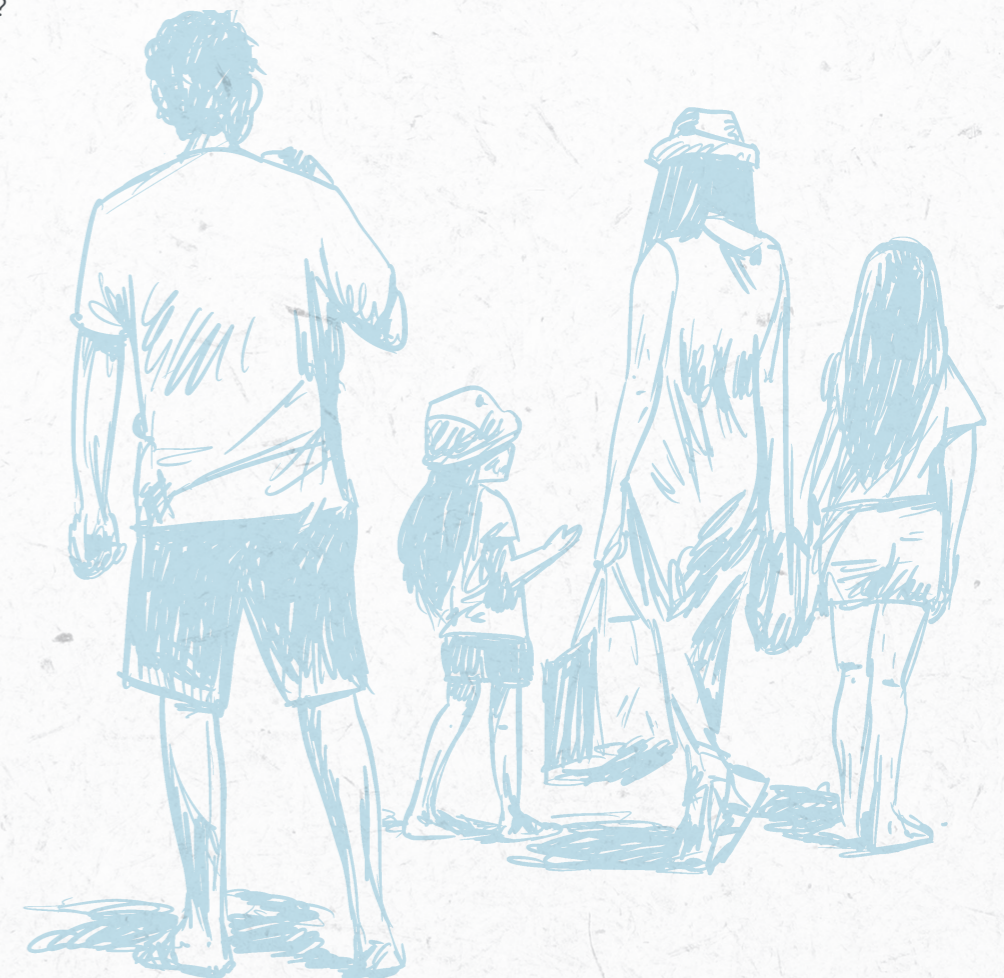
# Roles and responsibilities of staff

**While it is important that Housing and Support staff work well together, having clearly-defined responsibilities will enhance the trust between staff and landlords.**

While having distinct roles and responsibilities for Housing and Support staff is critical for performance and programme success, it is equally important to have an understanding of the areas of overlap across the roles. Having an appreciation of the motivation of both roles and putting whānau at the centre of all work will help to reduce any tension that may arise when roles overlap.

Before we look at the distinct roles and responsibilities of Housing and Support staff, listed below are common themes for both roles.

1. Fostering strong relationships where all people feel valued relies on adopting a non-judgemental approach and avoiding playing 'good cop-bad cop'.
2. The houses whānau live in are a private landlord's asset - we have a responsibility to respect that and take care of their asset.
3. We should often ask and seek answers to the question: how do we work together better for the people we support?





The distinct roles and responsibilities of Housing and Support staff follow.

| Housing staff  | Support staff/team   |
|--|--|
| Conduct outreach (to landlords) and marketing  | Help match the participant to the right unit and explain the lease to participants   |
| Identify and maintain a database of available units  | Develop a monthly budget with participants   |
| Primary point of contact landlords   | Educate participants on their rights and responsibilities as a tenant  |
| Act as the go-between with the landlord, support staff/team, and participant   | Advocate for participants as needed  |
| Address issues like maintenance, health and safety, quality concerns, rent payment   | Problem solve if the tenancy is threatened   |
| Inspect units  | Provide regular home visits  |
| Assess damages and arrange for repairs   |  |
| Reputation building: making good connections and relationships with landlords and property investors   | Goal planning and setting with whānau, including teaching and guiding whānau on how to become good tenants that will enable them to ultimately secure long term private rental |
| Build a strong knowledge and experience in the housing environment, tenancy laws, regulations and tenancy practices, e.g., Healthy homes, rental estimations, housing market changes | Work closely with tenants and other professionals to identify needs and any issues, then support with problem-solving  |
| Be an advocate for the Housing First programme and be clear about your pitch.  |  |
| Communicate with Support staff as soon as issues with a property or tenancy arise  | Understand and respect that the houses whānau live in are a private landlord's asset - we have a responsibility to take care of that asset                                     |
| Take a proactive approach to handling issues with landlords and problem-solve early  | Take a proactive approach to handling issues with tenants and problem-solve early <sup>3</sup>   |

While both roles have an important responsibility in common - to keep whānau at heart - there can be tension at times between managing the financial and legal risks of the property portfolio and being whānau-centred. It is important to keep all conversations constructive.

Like all teams, there will be times when there is necessary overlap and both roles need to work together. All parts of the service should align. Open and regular communication is key at all times.

<sup>3</sup> The roles and responsibilities listed in the table includes information from the Canadian toolkit and feedback from the Housing First Auckland workshops.

## 6.

# Benefits of working with a Community Housing Provider (CHP)

**Awareness in the community and among property investors and landlords of the benefits of working with CHPs may be low. Having clarity on what the benefits are is the first step to raising awareness.**

## Knowing your USPs - your Unique Selling Points

There are a wide range of benefits your CHP programme may consider offering. You would not usually communicate all these upfront when pitching to a landlord. For example, the beginning of your pitch is a great time to talk about the time and money savings landlords will enjoy. Later in the engagement you may then talk about the support that is available for tenants, or include this detail during Q & A time.

Here's a list of some of the benefits your organisation may be able to offer private landlords.

NOTE: Please confirm these within your organisation as not all are common to all providers.

### Financial

- Guaranteed rent payments made directly to the landlord
- No property or tenancy management fees
- Mitigation fund – covering damages, vacancy loss
- Weekly rent payments to owner
- Turnover not an issue if we have a lease in place - guaranteed income to landlords
- Mortgage cost deductibility by renting to a registered CHP
- We save you time and money
- Long term benefit to landlords

### Support services

- Support/clinical services for tenants – including regular home visits
- Designated point of contact to call if problems arise
- Risk is everywhere - we can't eliminate risks but we are risk-conscious and have processes to manage them
- Separation of housing and support services

### Care for property

- Regular inspections of units by programme staff
- Remediation of damage caused by tenants (not including fair wear and tear)

### Social responsibility/social good

- “Doing well by doing good”: opportunity to give back to the community and help people in need
- Create more connected communities with long term tenants

### Security of tenancy

- Support people ongoing in order to sustain their tenancy

### Proven results

- Evidence-based programme

## 7.

# Useful promotional tactics and materials

**There are two key steps to nail when telling your story: first, decide what to say and then determine where best to say it.**

---

## What to say...

It's important to ensure your external communications are clear about the pain points you solve, your value proposition, and the benefits you offer. It's helpful to explain how you remove the worries that prospective landlords may have.

Does your mix of communications and promotional materials answer the following questions:

- What resources are available to support landlords and tenants?
- What type of case management support does the tenant receive at the start of and during the tenancy?
- What does your programme expect from landlords?
- What promises/guarantees does the programme make?
- How do you screen landlords and tenants?
- What are the previous successes and accomplishments of the programme?
- How do you manage Informed consent?
- How do you manage all privacy considerations?
- What information about tenants can be shared and what is not shareable?
- Are rent increases permitted and how are these managed?
- What are the rights and responsibilities of the CHP and the landlord (including who is responsible for insurances)?
- What is the difference between a Property Manager and a Tenancy Manager and how will this benefit the landlord?
- What ongoing communications will be provided throughout the tenancy?
- Are inspections welcomed - if so, how often, and what is the process?
- What have other landlords told you about the benefits and success of using a CHP?

## Where to say it...

There is a range of communication and promotional channels and materials that you can use to help tell your story. Before choosing what materials to develop and channels to use, you need to be very clear on who your target audience is. Then select a range and mix of tactics to reach them over time. Successful reach relies on 'fishing where the fish are', so determine where property investors and landlords spend time consuming media and what types of communications appeal to them. Some channels and methods are best suited to short, attention-grabbing information, while others allow for long-form copy and detailed information. Using a mix of channels and materials allows you to take a phased approach to your promotions. The aim is to move your target audience through the following stages:

### Raise awareness → Change attitudes → Change behaviours

Select a mix of materials and channels for your promotions from the list below.

- Your organisation's website, with clear social proof above the fold
- Downloadable fact sheets available on your organisation's website
- Statistics and success/good news stories on your website
- Printed fact sheets
- Business cards that are quirky or help tell your story - do something memorable
- Social media accounts and pages: Facebook and TikTok are best suited when you want to achieve reach and Instagram and LinkedIn are well-suited to building a community
- Use story-telling tactics on your social media pages
- Active paid and free media strategy: build relationships with local journalists and radio announcers, provide them with stories, run paid ads online and in print
- Referrer channels: who could be a useful source of referrals? (e.g. banks, mortgage brokers, property investor associations, housing commentators, etc)
- In-person events with property investor groups
- Permission-based print or e-newsletters to landlords

## extra tips\*

1. Include a clear call-to-action on all your communications and materials (e.g., Learn more, Contact us, Sign up for more information)
2. Make it really easy for prospects to sign up for more information and /or get their questions answered from a representative from your organisation.
  - Does your website have a clear 'Contact us' form?
  - Do you provide links to your website contact form and contact info in social media posts
  - Do your print materials include more than one form of contact (i.e., website, general email address, and contact phone number)
3. Consistency and frequency is your friend. The famous marketing 'Rule of 7' - stating that people need to hear or see your message seven times before they take action - comes from research arising from the 1930s. In today's world of mass media and a very cluttered media landscape, it can take 10 times of exposure to your messaging for people to take action. While one to two exposures to your messages can impact awareness, achieving behaviour change can take up to ten exposures.



## 8.

# Establishing landlord-tenant fit

**A successful tenancy requires careful up-front consideration of the fit between the tenant, landlord, dwelling, and neighbourhood.**

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## Achieving fit helps to achieve success

Getting the tenant-landlord-dwelling-neighbourhood fit right is not always easy. The checklist below includes some helpful strategies you might like to use to achieve a higher likelihood of success.

- Begin by screening for landlord-programme fit first. Stay true and aligned to Housing First principles.
- Ease new landlords in. Where possible, avoid placing very challenging tenants with first-time landlords in the programme. This will minimise the risk of landlords exiting the relationship and programme early on.
- Make sure a single landlord is not renting to multiple high-risk tenants simultaneously or consecutively. This will help avoid landlord burnout.
- Avoid putting too many programme participants in a single building. This can overwhelm the landlord and the local community. Stagger intake into a building, rather than moving in multiple participants at a time.
- Adopt a 'whānau-led' approach. Prospective tenants have the right to say 'no' to a property.
- Follow the Housing First principle of 'choice'. Try and have a range of housing options for participants to choose from, so they feel involved in the process. The more choice, the more successful the outcome will be.
- Consider the layout of driveways etc. Shared driveways and cul-de-sacs can cause issues.
- Screen for tenant-neighbourhood fit. Consider who the neighbours are and what are any issues surrounding the property.
- Consider the right community environment for the tenant. Think carefully about the tenant-community fit when placing tenants.
- Clearly understand the landlord's values and requirements and work to achieve alignment with these.



## 9.

# Managing day-to-day issues and risks

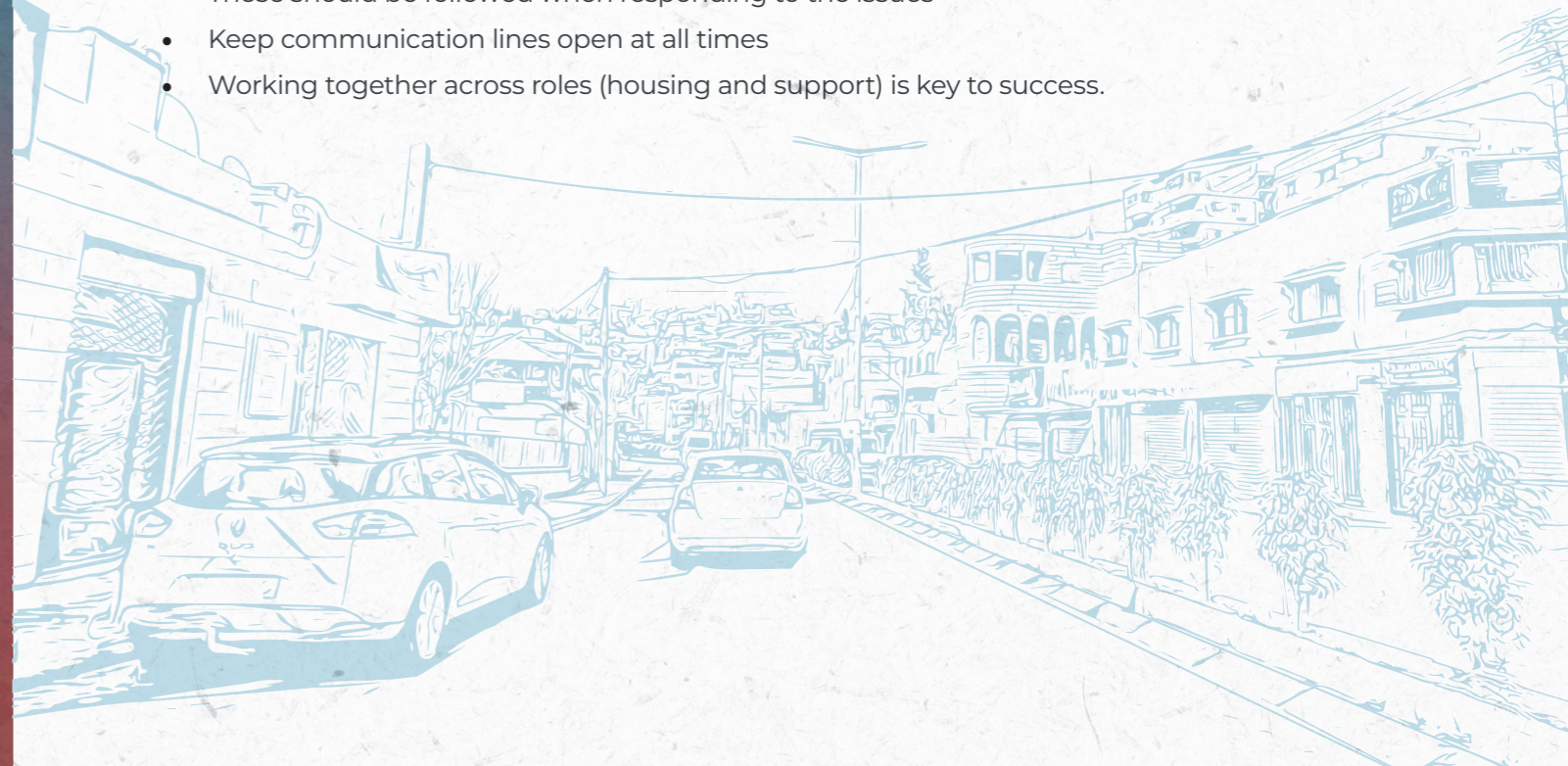
**In any relationship issues arise and these can't always be predicted. Being proactive and responding promptly to issues as they arise is what matters.**

## Useful strategies and techniques for managing issues

Housing First programmes should view the landlord as a business customer. Like any good business, we should seek to intervene before problems arise or respond quickly when they do.

Strategies and techniques include:

- Establishing a safety plan with early warning signs with participants, so they recognize the signs that their mental health or wellbeing may be deteriorating and know what to do, or who to call
- Ensure the support team visits the participant at home at least weekly – if these appointments are being missed then that would be a red flag
- Attend to and resolve issues when they are small
- Respond promptly when landlords raise any issue(s) and over-communicate with landlords when there are issues
- Let the landlord know what you plan on doing, without breaching anyone's privacy
- Have clear communication with the landlord and set out parameters of what they can and can't know
- Expectations should be set when landlords are onboarded on how issues will be managed. These should be followed when responding to the issues
- Keep communication lines open at all times
- Working together across roles (housing and support) is key to success.



## 10.

# Acknowledge landlords

**Acknowledgement is one of the most powerful and important parts of human communication, yet sadly it is often overlooked.**

**Recognising landlords will pay dividends for your programme.**

## Acknowledgement and appreciation mean so much

Acts of recognition and acknowledgement do not need to be costly or overly flashy. When you acknowledge a landlord for their contribution to the programme's success you are saying "I see you. I recognize you. You are making a difference."

There are many ways you can recognize landlords and show your appreciation.

1. Small gifts such as cards and appreciation boxes
2. A framed certificate of appreciation or a plaque
3. Thank you notes, signed by staff and programme participants
4. A landlord 'spotlight' in a community newsletter, email, and/or annual report,
5. A 'landlord of the year' award
6. Invitations to attend fundraising events
7. An annual appreciation breakfast
8. Treating the landlord to coffee or lunch
9. Sharing success stories (with informed consent) on your website, social pages, or in the media
10. Acknowledging landlords in relevant forums e.g., Property Investor groups and third-party property newsletters (e.g., Tony Alexander Property Insights newsletter)
11. Sending end-of-year thank you messages to landlords
12. Acknowledge landlords during relevant dates and events throughout the year, e.g., Christmas, Chinese New Year, World Homeless Day, Random Acts of Kindness day, and Matariki.

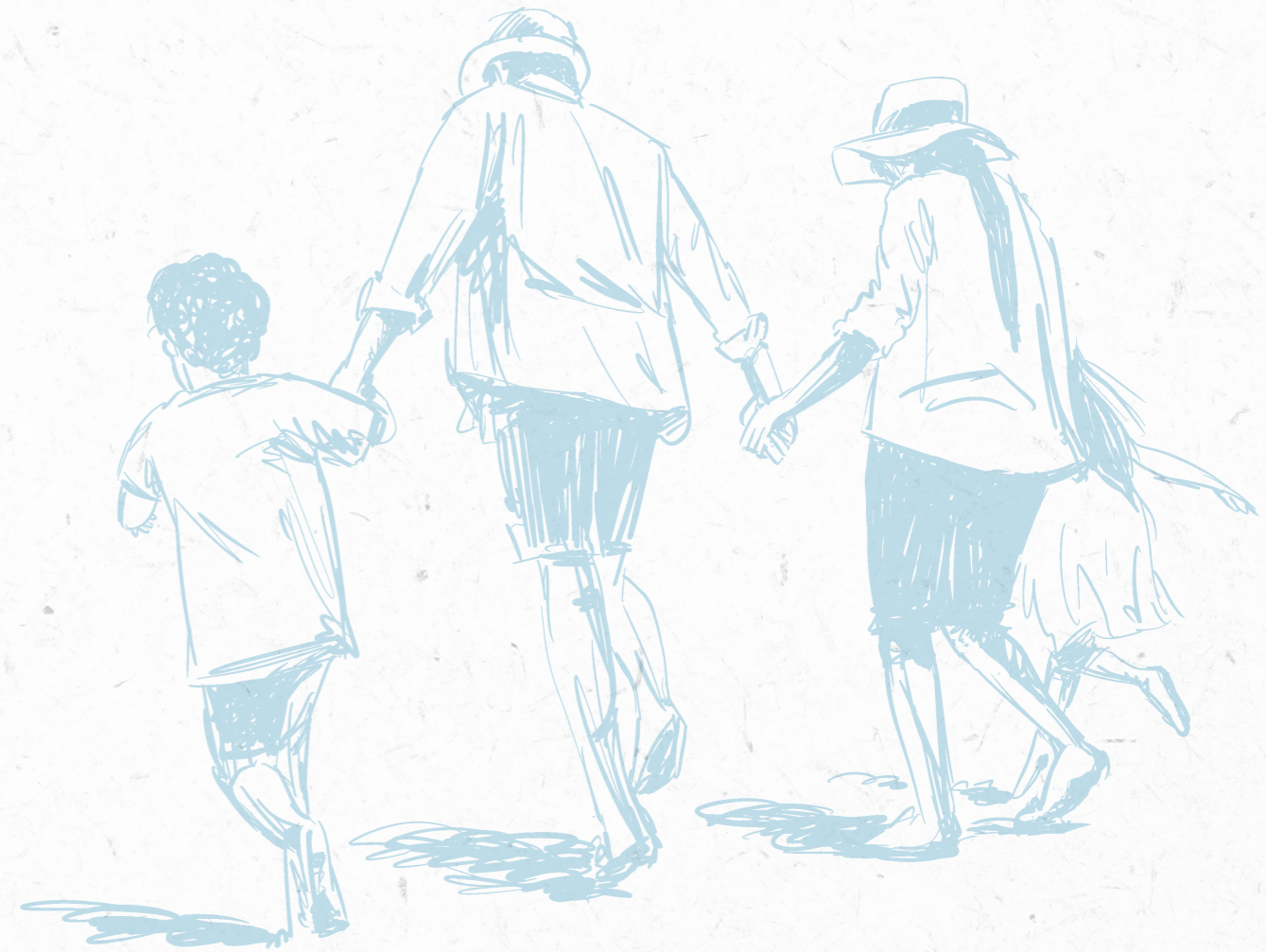
## extra tip\*

Where appropriate, share tenants' voices and feedback in your acknowledgements and appreciation messages (e.g., send landlords gifts with handwritten cards from tenants, share success stories, schedule meetings or host lunches with landlords and share the messaging of tenants).

## 11.

# Feedback and evaluation

**Feedback and evaluation activities require active listening, dedicated time to analyse feedback shared, and then deliberate thinking of the best possible solutions to perform better.**



## Valuing landlords' input

Feedback and evaluation activities show landlords that Housing First values their input, is committed to meeting their needs, and strives for constant improvement.

Consider the following ways to involve landlords in evaluating the programme:

- Collect feedback forms from landlords who attend programme meetings or events
- Send annual satisfaction surveys to landlords via email or mail
- Conduct interviews, focus groups or questionnaires with landlords via phone, online or in-person
- Provide quick-response and easy-to-use feedback forms on your website
- Monitor your social channels and 'listen' to other social channels

Be transparent and accountable when conducting feedback and evaluation. Provide aggregated and anonymised reporting back to landlords and outline your plan to address feedback.

It can also be useful to collect overview data on participant and landlord numbers, evictions, damage claims, unit inspections, and complaints received, and share those results with landlords.

## 12.

# Handling high-level challenges

**There will be challenges along the way. We have included some of the possible high-level challenges you may encounter and some possible strategies to handle and overcome these.**

**Please consider the unique factors of each situation and challenge, and tailor your strategy and solution accordingly.**

| Challenge   | Strategy  |
|---|---|
| Finding landlords who are willing to rent to programme participants | Identify a range of access points   |
| Unpaid rent   | Work closely with the tenant first. Then work with WINZ, and budget advisors, and proactively check in to confirm payment.                    |
| Communication breakdowns  | Maintain a single point of contact for landlords  |
| Evictions and re-housing  | Avoid formal eviction processes if possible, act quickly, re-house the tenant and clean the unit  |
| Problem landlords   | Screen landlords for suitability and provide education  |
| Guest management issues   | Help tenants set boundaries to prevent others from taking over their home/apartment   |
| Cost of living increases  | Provide budgeting support. Work closely with WINZ, MSD and other community providers who may be able to assist (e.g., foodbanks, pataka kai). |
| Insurance issues  | Escalate to your government funder and housing peak body contact <sup>4</sup>   |

<sup>4</sup>The challenges and strategies featured in the table are a combination of those identified in the Canadian toolkit and in the Housing First Auckland workshop.



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