



**CENTRAL  
HAWKE'S BAY**  
DISTRICT COUNCIL

# Housing Strategic Framework

2019-29

March 2019



'Supporting our  
community to **THRIVE**  
through access to a home  
- He āhuru mōwai,  
e taurikura ai  
te hāpori'

**Together we Thrive! E ora ngātahi ana!**

## CENTRAL HAWKE'S BAY HOUSING: STRATEGIC GOALS 2019-2029

# Supporting our community to **THRIVE** through access to a home

Four new strategic goals will help guide Council define its role and contribution to housing over the next ten years.

Achieving the vision of 'supporting our community to Thrive through access to a home - He āhuru mōwai, e taurikura ai te hāpori' will be transformational for some in our community, simply meaning they will have access to the basic need of housing.



### Goal One

#### INCREASING SOCIAL HOUSING LEADERSHIP

**Result:**

We have co-ordinated Central Government Leadership to address social housing outcomes for Central Hawke's Bay

**Result:**

We achieve outcomes by holding ourselves accountable for delivering on this strategy



### Goal Two

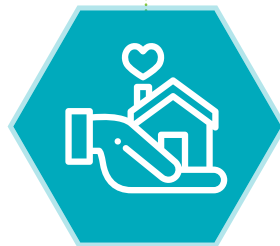
#### WORKING TOGETHER TO IMPROVE HOUSING

**Result:**

There is a collective understanding of housing needs for the Central Hawke's Bay

**Result:**

Effective multi-disciplinary partnerships that coordinate action to meet Housing needs



### Goal Three

#### PROVIDE ACCESS TO SUITABLE HOUSING

**Result:**

We have met the housing needs of those in our community in the greatest need

**Result:**

Those in need of social housing are housed and have the appropriate support structures to see them fully participate in life



### Goal Four

#### RETIREMENT HOUSING IS PROVIDED IN THE MOST EFFICIENT AND EFFECTIVE WAY

**Result:**

Our retirement housing is sustainable and managed to provide the most efficient and effective outcomes to our community in the widest sense

**Result:**

Our Central Hawke's Bay People can retire in Central Hawke's Bay

# Introduction

Shelter, one of our most basic human rights is met through the provision of housing. Having a place to call home leads to a sense of security and a foundation from which we make plans, build and maintain whanau and community networks and more fully participate in society.

Living in safe and suitable housing is a major contributor to our physical and mental health and overall wellbeing.

For some people, accessing safe and suitable housing through normal market channels is difficult. Inadequate or unsuitable housing can impact negatively upon lives. Council is working to ensure that our entire community can Thrive. To Thrive Council recognises that some community members need assistance to access safe and suitable housing.

The issue of housing is complex and Council alone cannot provide or address all housing needs, however we recognise there is a role we can play, alongside other partners.

This is Central Hawke's Bay District Council's first Housing Strategy. It outlines our thinking and planning for Housing for the next ten years.

The scope this strategy could include is immense. Into the future we want to be able to support our community across the spectrum of housing issues, however for the first ten years, we are focussed on delivering on housing issues that impact the most vulnerable in our community.



At this time, that specifically this means that supporting the general rental market and home ownership is out of scope of this strategy. While Council in its other mechanisms as a Local Authority has regulatory influence over these areas, we do not intend to work actively in these areas at this time.



Looking to the future, we know our population is growing, in just under 20 years people aged 65 years + will make up one third of our population and our household numbers will increase. While we focus on the immediate need in this strategy, we remain aware of the need to look and plan ahead for the future. Recognising this pace of change, we are proposing to review this strategy in 2024.

We look forward to working alongside our partners to make our aspirations reality.

Together we will:

**“Support our community to THRIVE through access to a home”**

Central Hawke's Bay District Council



# Goal One



## Increasing Social Housing Leadership

### Where are we now?

Council is aware of the increased challenges its community faces accessing a home and are committed to finding workable solutions.

#### **Advocating and Supporting Emergency, Transitional and Social Housing**

It is Central Governments mandate to provide and fund emergency, transitional and social housing in Central Hawke's Bay.

In the absence of strong leadership by Central Government for Central Hawke's Bay, Council has had to advocate for social housing, primarily through political lobbying by the Councils Community Development Committee, as well as being part of the Hawke's Bay Housing Coalition. More recently, this has extended to Senior Officer engagement at an official to official level. Longer- term, there is currently no dedicated resource to sustainably support the implementation of this strategy.

### Where do we want to be?

#### **We want Central Government Leadership for social housing issues in Central Hawke's Bay**

In the absence of leadership by Central Government agencies, we have defaulted to being leaders in Social Housing for Central Hawke's Bay.

While we will always be community champions, we want leadership to come from Central Government and their respective agencies whose mandate and kaupapa housing is.

We recognise that this does not mean Council does not have a leadership role to play, however we want Central Government to stand up and provide the co-ordinated leadership our community deserves.

#### **Advocating and Supporting Emergency, Transitional and Social Housing**

We want to support Central Government to provide efficient and effective Emergency, Transitional and Social Housing in Central Hawke's Bay.

We will continue to advocate and provide local information and support to Central Government to justify increasing the supply of housing and improve tenancy experiences and processes where required, in their absence to deliver their mandated roles.

We want to explore options to determine how we can sustainably give support and resource to support the efforts and outcomes that Central Government and other housing providers are seeking to achieve for social housing in Central Hawke's Bay.



Desired Result	Actions
<p><b>We have co-ordinated Central Government Leadership to address social housing outcomes for Central Hawke's Bay.</b></p>	<p>We seek out and take part in national working parties addressing regulation and barriers to support social housing outcomes in Central Hawke's Bay.</p> <p>Council advocates to Central Government and Social Housing partners, to increase their co-ordinated leadership raising concerns, promoting needs and finding workable solutions to address social housing concerns.</p> <p>We actively seek out Central Government pilot opportunities for innovative and new means of addressing social housing issues to be a catalyst of change for New Zealand.</p>

Desired Result	Actions
<p><b>We achieve outcomes by holding ourselves and Central Government Agencies accountable for delivering on this strategy.</b></p>	<p>Council monitors and reports on the progress made in the Housing Strategy regularly.</p> <p>Council monitors Housing trends and community concerns.</p> <p>Council undertakes a review of the Housing Strategy in 2024.</p>





# Goal Two



## Working together to improve housing

### Where are we now?

Like the rest of New Zealand, Central Hawke's Bay is currently facing a range of housing issues. Homelessness, lack of affordable first homes, unsuitable accommodation, dwindling supply and increasing demand for rental properties, retirement housing and social housing.

Often, housing requirements can be complicated with the need for other social services. For some, physical housing requirements are only part of the solution to improved wellbeing. Vulnerable community members often require complimentary social and financial services to assist them to secure and retain suitable housing. Council recognises that complex housing issues require a range of solutions. We are seeking effective across agency partnerships to ensure housing issues for Central Hawke's Bay community are addressed long-term.

### Where do we want to be?

#### Social Housing is delivered in partnership with our community

We want to be in partnership with organisations and individuals that can improve access to safe and suitable housing.

In 2018 a very successful Community Housing Hui brought together most of the key agency partners involved in Social Housing in Central Hawke's Bay. This provided an opportunity to discuss pressing housing issues and plan for action. Council intends to make the Social Housing Hui an annual event where a coordinated across agency action plan is developed, resourced for implementation, and monitored.

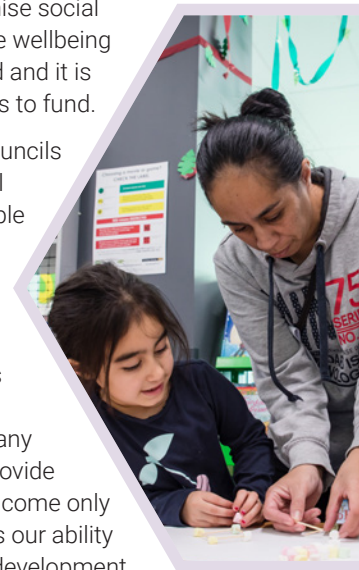
To ensure Social Housing partnerships are fostered across the region Council will continue to take an active role in Hawke's Bay Housing Coalition.

### Financial Sustainability and equitability for social housing

We want it to be more affordable to be involved with the provision of access to safe and suitable housing.

Affordability remains at the forefront of all Council's decision-making. Council is faced with the challenges of balancing the needs of the community with the ability and willingness to pay. While we recognise social housing as being vitally important to the wellbeing of our community, our funding is limited and it is one of the many activities Council needs to fund.

Central Government recognises that Councils can be very effective in addressing local housing issues. However, without suitable financing Council's ability to become more involved in provision of housing is limited. There are barriers to address. Housing regulations treat Councils differently from other housing providers and we are prevented from accessing income related rental subsidies. Like many other Councils we face challenges to provide affordable retirement housing. Rental income only covers operational costs and constrains our ability to fund replacement, refurbishment or development. Central Government and Local Government New Zealand is currently investigating ways that it can work with all Councils to find local solutions to address housing issues.



Desired Result	Actions
<b>There is a collective understanding of housing needs.</b>	<p>Hold an Annual Housing Hui to keep abreast of housing needs, report on progress of this strategy and build relationships in Central Hawke's Bay.</p> <p>We remain active members of the Regional Hawke's Bay Housing Coalition, advocating for housing issues in Central Hawke's Bay at a Regional Level.</p> <p>Advocate for housing issues in Central Hawke's Bay at a regional level through the Matariki REDS and Social Inclusion Strategy.</p>

Desired Result	Actions
<b>Effective multi-disciplinary partnerships that coordinate action to meet Housing needs.</b>	<p>Support a local operational framework to support social housing issues in Central Hawke's Bay, that includes establishing:</p> <ul style="list-style-type: none"> <li>• A local group of people involved in social housing, with the purpose of building professional relationships and understanding, triage local issues where necessary, and provide essential local knowledge to strategic partners.</li> <li>• A Social Housing Barrier Action Plan for implementation that identifies small-scale initiatives that will have local impact to support social housing issues.</li> </ul> <p>We develop organisational understanding of this strategy and identify opportunities how the organisation can support social housing outcomes in the widest sense. This could include prioritising and streamlining social housing solutions through consent processes, for example.</p> <p>Establish relationships with te Taiwhenua o Tamatea and local Hapu to understand how we can support the implementation of their housing aspirations.</p> <p>Ensure that provision is made for growth assumptions and related documents such as the District Plan are sufficiently future focussed to accommodate changing housing needs.</p> <p>Identify other revenue opportunities, including external funding from Central Government for the creation of resource to support the implementation and co-ordination of this strategy.</p> <p>Remain actively involved with the Central Governments Social Housing Working Party that aims to represent Council's position and has input into ministerial advice regarding review of the Housing Regulations and Finance.</p> <p>Support the local implementation of Central Government Housing Projects, as opportunities as arise.</p>

# Goal Three



## Provide access to suitable social housing

### Where are we now?

Council, alongside other organisations provides Central Hawke's Bay with Social Housing.

#### Emergency Housing

The Ministry of Social Development provides short-term Emergency Housing to those in urgent need of accommodation. This option is only available as a last resort, when all other options have been exhausted. Although only designed as a temporary measure, Emergency Housing is currently being used as a long-term housing option for some families as other long-term housing options are not readily available. There is no emergency housing in Central Hawke's Bay with families having to be relocated out of the District being a common occurrence, meaning their lives are further disrupted.

#### Transitional Housing

Transitional Housing is provided on short to medium term (3-6 months) to those people waiting for more permanent housing to become available. Currently there is not any transitional housing available in Central Hawke's Bay.

#### Social Housing

Social Housing involves the provision of long-term accommodation where the costs are usually subsidised by Local or Central Government. Central Government is the major supplier of Social Housing in Central Hawke's Bay. The majority of State Housing was sold in 2001-2013, however Central Government Agencies still have some 34 properties available through Central Hawke's Bay.

Rental properties in Central Hawke's Bay have become scarce and demand for social housing as a increasing. In the resulting rental market conditions, higher risk tenants find it near impossible to secure accommodation and anecdotal evidence suggests they face discrimination in the rental market place. These families also can have complex social challenges as well. It is recognised locally and by officials that the local Housing Register<sup>1</sup> does not accurately reflect the actual demand.

### Where do we want to be?

We want to be meeting the housing needs of those members of our community with the greatest need. Alongside other social housing partners, Council aims to provide access to suitable social Housing for people who are:

- Requiring immediate housing assistance due to emergency situations
- Experiencing barriers to renting in the private market
- Elderly<sup>2</sup>

#### Emergency Housing

We want our people to be able to access local emergency housing in their time of need. While it is impossible to know when and where in our community this need will arise, having access to local emergency housing is crucial for our community to effectively recover from life events.

Council's primary role is not the provision of emergency housing, however advocating to ensure local emergency housing is available and working to support an increase in the supply of social housing will ease the pressure on using unsuitable Emergency Housing as long-term accommodation.

#### Transitional Housing

We will work alongside Central Government agencies to re-establish Transitional Housing. We want Transitional Housing to be available to our people in Central Hawke's Bay. Council will continue to work with Central Government agencies to support the delivery of Transitional Housing.

#### Social Housing

We want to increase the supply of Social Housing available in Central Hawke's Bay immediately and develop a plan for the provision of additional Social Houses over the long term. We'll work primarily with Central Government and key social housing providers to facilitate and advocate for social housing in Central Hawke's Bay.

We know that we do not have the resources or capacity to solve these complex housing issues alone, however will work proactively as the hub between community, central government, housing providers and social services to support the supply of social housing in Central Hawke's Bay.

To successfully achieve this outcome, we will need to utilise the very best of our best advocacy and relationship building skills to leverage existing and new partnerships to result in increased social housing.

1. The Housing Register is operated by Ministry of Social Development. Clients are assessed as risk or having have serious housing needs.

2. People in the Central Hawke's Bay community aged over 60 years.



Desired Result	Actions
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**We have met the housing needs of those in our community in the greatest need.**

Work with Central Government to identify local Emergency and Transitional Housing properties in Central Hawke's Bay as a priority, to see local people remain in the District at their time of greatest vulnerability.

Desired Result	Actions
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**Those in need of social housing are housed and have the appropriate support structures to see them fully participate in life.**

Continue to work with Central Government as a Strategic Partner to facilitate and deliver Social Housing outcomes for the Central Hawke's Bay Community including:

- The delivery of Central Government Housing initiatives such as Housing First and other new initiatives as they arise.
- Create local connections between Central Government, Community Housing Providers (CHP's) and Developers to provide Social Housing outcomes and increase supply in Central Hawke's Bay.

Explore and advocate for opportunities to address complex social issues that families face, that are otherwise barriers to housing.

Council is aware of the increased challenges its community faces accessing a home and are committed to finding workable solutions.



# Goal Four



## Retirement housing is provided in the most efficient and effective way

Information from the Office of the Seniors indicates that most older people want to remain living independently for as long as possible. An increase in the population forecast also indicates that housing needs of those aged over 60 years will only increase<sup>3</sup>. In response, we need to ensure our community is ready to respond to ensure Central Hawke's Bay people can retire in Central Hawke's Bay.

### Where are we now?

#### Retirement Housing

Central Hawke's Bay District Council is a major provider of Retirement Housing in Central Hawke's Bay. Council provides 48 one-bedroom units for those people in the community aged over 60 years. All of Council's units are fully occupied, and potential tenants are currently waiting up to 2 years for a flat to become available. Our current retirement housing stock are predominantly older in age and while adequate, it could be significantly improved and better meet the needs of the ageing tenants, particularly tenants of the future. There are opportunities to increase the density and provision of Council's own retirement housing, however Council has minimal funding in budget or reserves for general refurbishment and will need to consider additional funding options for the long-term sustainability of the portfolio.

Other providers of retirement housing include two privately run local rest homes. There is no large aged care provider in Central Hawke's Bay.

Council's Retirement Housing portfolio is required by Council's Revenue and Financing Policy to be self-funded, where the rent collected covers the cost of operating and maintenance. Currently no general ratepayer funding goes into supporting the Retirement Housing portfolio. There are limited funds in reserves and no depreciation reserves. Long term, on current revenue projections the activity is financially unviable without ratepayer input, unless sustained increases in rentals occurs to build sustainable surpluses to cover operational costs and for renewal and

upgrades. The flats are fully occupied and currently have a 2-year waiting list. Tenants report high levels of satisfaction with Retirement Houses<sup>4</sup>.

No comprehensive strategic review of the portfolio has been undertaken, including its performance – both financial and operational or its support in achieving the outcomes of Project Thrive. Council also has a specific responsibility under the Local Government Act to ensure that Retirement Housing services are delivered in the most efficient and effective way, ensuring that tenants and ratepayers receive good value for money.

### Where do we want to be?

#### Retirement Housing

We want to ensure the financial sustainability of our retirement housing portfolio and to understand how it can be leveraged to see improved retirement housing outcomes for Central Hawke's Bay.

We want to understand how Council and our Retirement Housing Portfolio can best support the increased provision and supply of retirement housing in Central Hawke's Bay. To achieve this we will need to work proactively with our current and future housing partners to develop opportunities, including how Council can appropriately contribute to increasing retirement housing supply and options for Central Hawke's Bay people.

To achieve this we will be undertaking a comprehensive review of the portfolio, including its role and purpose, demand and expected growth, financial and operational performance and sustainability, potential operating models and what opportunities there are for the portfolio to support housing initiatives. The review will also need to consider how and to what extent opportunities exist to resource retirement housing initiatives, including the implementation of this strategy.

We'll be taking a no blinkers approach to understand what innovative and creative solutions and opportunities there are for our community.

3. By 2048 one third (33%) of the population in Central Hawke's Bay will be over 65 years. This is a greater proportion of older people when compared to the rest of New Zealand (23.5%).

4. Reports from Housing Tenancy Officer



Desired Result	Actions
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**Our retirement housing is sustainable and managed to provide the most efficient and effective outcomes to our community in the widest sense.**

Fund and complete a S17a<sup>5</sup> review of Retirement Housing as a priority to support the implementation of the strategy and to address sustainability issues, and options for the future of the Retirement Housing Portfolio.

Desired Result	Actions
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**Our Central Hawke's Bay People can retire in Central Hawke's Bay.**

Develop local relationships with existing service providers on the barriers they have to facilitate the expansion of their existing services in Central Hawke's Bay.

Establish relationships with large scale aged care providers such as Ryman Healthcare and/or Summerset to identify and facilitate opportunities for large format retirement services and accommodation to be provided in Central Hawke's Bay.

As part of the Section 17a review of the Councils Retirement Housing Portfolio, develop long-list options to consider how Council's retirement housing can support increased provision and supply of retirement housing in Central Hawke's Bay.

*5. S17 A of the Local Government Act requires Council to review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions.*





**CENTRAL HAWKE'S BAY DISTRICT COUNCIL**

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