

Thursday, 2 October 2025

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council
Council Meeting

Kaupapataka

Attachments

Te Rā Hui:
Meeting date: **Thursday, 2 October 2025**

Te Wā:
Time: **9.00am**

Te Wāhi:
Venue: **Council Chamber
Ground Floor
Civic Administration Building
Lyndon Road East
Hastings**

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02 October 2025

ELDER HOUSING OPERATIONAL MANAGEMENT POLICY

Policy Expert	Manager: Strategic Projects
Policy Owner	Group Manager: Community Wellbeing & Services
Owner Department	Community Wellbeing & Services
Approval Date	02 October 2025
Version	1
Review Date	02 October 2028

INTRODUCTION

Hastings District Council (HDC) has been providing affordable and safe housing for seniors who would otherwise struggle to provide accommodation for themselves for over 60 years. Council's newest complexes will begin to provide affordable and safe housing for older people from 2026.

Existing Elder Housing Portfolio

HDC owns and operates nine elder housing complexes comprised of 220 individual units located in Hastings, Flaxmere and Havelock North. The elder housing portfolio consists of exclusively one-bedroom units, 175 of which are single units and 45 of which are double units. The full portfolio is detailed below.

Complex Name	Suburb	Year Built	No. of Units	Single Units	Double Units
			220	175	45
Swansea Village	Flaxmere	1978-1981	64	64	0
Parkhaven Village	Akina	1975	29	21	8
Elm Grove	Akina	1970	25	21	4
Tui Vale	Camberley	1964	22	18	4
Kereru Heights	Camberley	1967	25	21	4
Cambridge Court	Mayfair	1975	23	18	5
Cameron Court	Mahora	1986	10	0	10
Anderson Park Close	Havelock North	1967	6	0	6
Oakleigh Downs	Mayfair	1960	16	12	4

New Housing Portfolio – Te Pā Harakeke

In June 2026, HDC will have an additional 39 elder housing units to accommodate the Hasting's community. Te Pā Harakeke, will comprise of 19 one-bedroom, single story units, 8 two-bedroom, two story town houses and 12 two-bedroom, single story units.

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Complex Name	Suburb	One Bedroom Units	Two Bedroom Units	Two Bedroom Townhouses
Te Pā Harakeke	Flaxmere	19	12	8

DEFINITIONS

Housing Need is defined as households living in unsuitable, inadequate or unaffordable housing and/or cannot easily meet their property requirements in the private rental market.

Seniors, in the context of this policy, are defined as people aged 65 or older (existing housing portfolio).

Older People, in the context of this policy, are defined as people who are nearing or at New Zealand Superannuation age (Te Pā Harakeke).

Affordable Housing is defined by the Ministry of Housing and Urban Development (MHUD) as any rental tenancy set at or below 80% of market rate.

POLICY CONTEXT

The relevant legislation in relation to the elder housing portfolio is detailed below:

- Residential Tenancies Act 1986 – Sets out the rights and responsibilities of landlords and tenants;
- Residential Tenancies Amendment Act 2010 – Improves tenant security and stability while protecting landlords’ interests;
- Residential Tenancies (Healthy Homes Standards) Regulations 2019 – Introduced specific and minimum standards for heating, ventilation, moisture ingress and drainage, and draught stopping in rental properties;
- Local Government Act 2002 - Provides the general framework under which local authorities operate and defines the purpose and role of local government;
- Privacy Act 2020 - Sets out the principles for collecting, using, and disclosing personal information;
- Building Act 2004 - Sets out the rules for the construction, alteration, demolition and maintenance of new and existing buildings in New Zealand;
- Housing Improvement Regulations 1947 – Sets minimum requirements for housing.

Within HDC’s strategic framework, the key strategies and plans that influence and inform the management and ongoing provision of the HDC senior housing portfolio is:

- Great Communities Strategic Overview 2021
- Long Term Plan 2024-2034

Other policy guidance is provided in the following strategies:

- Hastings Medium and Long Term Housing Strategy
- Positive Ageing Strategy

Other references in HDC produced plans and documents:

- Camberley Community Plan 2020-2025

PURPOSE

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The purpose of this policy is to ensure the elder housing portfolio is allocated according to need (as defined), remains affordable for tenants and is managed in a financially sustainable manner to support positive outcomes for tenants, communities and Council. This includes the consideration of the mix of tenants in complexes to promote a socially connected community.

PRINCIPLES

Hastings District Council will

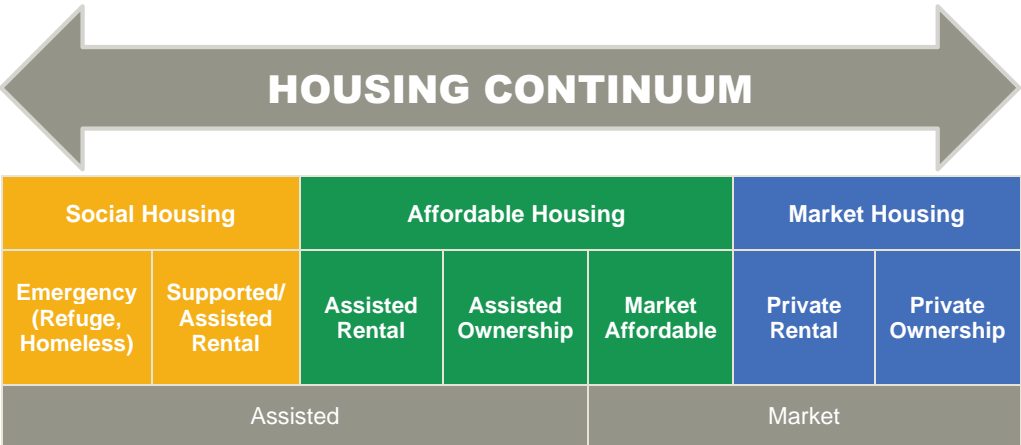
- allocate housing according to need and complex suitability,
- consider the mix of tenants to promote a socially connected community,
- work in partnership to support tenants to live independently,
- respond to demand for senior housing equitably and efficiently,
- ensure the portfolio is managed in a financially sustainable manner,
- maximise occupancy of the housing portfolio, and
- manage the senior housing portfolio in a manner consistent with our obligations as landlords as defined in legislation.

LEVEL OF SERVICE

Council will provide safe and secure housing.

Council properties will be maintained at least to minimum standards as set out by the Residential Tenancies (Healthy Homes Standards) Regulations 2019 and the Housing Improvement Regulations 1947.

Housing is a key area through which social and economic wellbeing can be influenced. Housing exists on a continuum, and Council’s affordable elder housing portfolio is managed as a market affordable option. Council’s role as landlord will not extend to the provision of social services to tenants. Council is bound by the Residential Tenancies Act 1986 as a private landlord.



Welfare

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Council reserves the right to consult with health and social welfare providers/professionals in circumstances where tenants' needs arise beyond the remit and expertise of Council staff.

Outsourcing of Operational Management

Council reserves the right to outsource some or all aspects of the operational management of the elder housing portfolio so long as the contracted services are executed in a manner that is consistent with this policy.

ELIGIBILITY CRITERIA – EXISTING ELDER HOUSING PORTFOLIO

To be eligible for HDC affordable elder housing, applicants must meet the following criteria:

- be able to live independently (with or without support),
- be receiving a permanent benefit,
- have a good tenancy history and be of good character verified by two referees,
- meet residency requirements,
- meet age requirements, and
- meet the financial eligibility requirements.

Residency Requirements

Primary applicants must be a New Zealand citizen or resident and have resided in the Hastings District for at least three years. Exceptions to this can be made at the discretion of HDC in extenuating circumstances, which include but are not limited to the following:

- being a former resident of the Hastings District,
- having family who reside in the Hastings District,

Age Requirements

Primary applicants must meet the following criteria:

- be of qualifying age for New Zealand Superannuation.

Financial Eligibility

Applicants must also meet the financial eligibility requirements as defined under the Financial Eligibility Threshold.

The Financial Eligibility Threshold will be reviewed annually to align with national Superannuation and Veterans benefit increases. The Income Threshold Formula and Asset Threshold Formula will be reviewed every three years or when there is a relevant central government policy or legislative change.



Financial Eligibility Threshold

Income Threshold Formula		
	Individuals	Couples
Source: Ministry of Social Development NZ Superannuation and Veterans Pension Rates	Less than 1.2 times the net NZ Superannuation amount, plus living alone allowance for singles	Less than 1.2 times the net NZ Superannuation amount, both must qualify
Asset Threshold Formula		
Source: REINZ Median House Price Hastings	7% Median House Price in Hastings	10% Median House Price in Hastings

Applicants must not own whole or part share in any real estate property and must not be beneficiaries (whether discretionary or fixed) of any trust unless under extenuating circumstances at the discretion of HDC.

Property which has been sold, transferred or otherwise disposed of in the last five years or property/assets that have been placed into a trust in the last 15 years qualify as assets unless under extenuating circumstances at the discretion of HDC.

Council reserves the right to accept tenants who sit outside of the eligibility criteria, in extenuating circumstances.

ELIGIBILITY CRITERIA – TE PĀ HARAKEKE

To be eligible for HDC Te Pā Harakeke elder housing, applicants must meet the following criteria:

- be able to live independently (with or without support),
- be receiving a permanent benefit and/ or, in employment nearing retirement/ at retirement,
- have a good tenancy history and be of good character verified by two referees,
- meet residency requirements,
- meet the financial eligibility requirements.

Residency Requirements

Primary applicants must be a New Zealand citizen or resident and have resided in the Hastings District for at least three years. Exceptions to this can be made at the discretion of HDC in extenuating circumstances, which include but are not limited to the following:

- being a former resident of the Hastings District,
- having family who reside in the Hastings District.

Age Requirements

Primary applicants must meet the following criteria:

- Older people nearing or at New Zealand Superannuation age.



Financial Eligibility

Applicants must also meet the financial eligibility requirements as defined under the Financial Eligibility Threshold.

Financial Eligibility Threshold

Applicants must be able to demonstrate that their total assets are worth \$80,000 or less for a single, and \$100,000 or less for a couple. Total assets include cash, investments, dividends, bonds, shares, trust of any kind, houses and other property. It does not include furniture, one vehicle or personal effects.

WAITLIST, PRIORITISATION AND ALLOCATION

Waitlist

Eligible applicants will only be placed on the waitlist once all criteria have been met and the required information has been received, reviewed and approved as sufficient.

The waitlist will be reviewed annually to assess applicants' current housing need. If previously eligible waitlisted applicants no longer meet the eligibility criteria or if applicants are uncontactable, the applicant will be removed from the waitlist. Applicants are considered uncontactable after three unsuccessful attempts at contact.

If an applicant declines two or more units for no legitimate reason, they will be removed from the waitlist. Applicants are eligible to reapply after six months or if their circumstances change.

Prioritisation and Allocation

Waitlisted applicants are prioritised for housing allocation according to housing need, complex suitability and optimum occupancy considerations, not in date order.

An applicant's preference for a particular type will be considered, but it is not guaranteed.

Once prioritised, the suitability of the available unit and complex fit will be considered, and housing allocation will be offered to the applicant.

TENANCY MANGEMENT

Affordable Rent – Existing Elder Housing Portfolio

Rents will be set at a uniform rate for all units in the elder housing portfolio built or acquired before 1990 under Council's affordable elder housing provision.

Council's Revenue and Financing Policy requires 100% cost recovery of operational expenditure and debt servicing costs for elder housing. To ensure compliance with this Policy rent will increase by 5.3% annually.

This will be reviewed by Council every 3 years.



Affordable Rent – Te Pā Harakeke

Rent setting for Council's affordable elder housing will align with the guidance from the Ministry of Housing and Urban Development (HUD) on affordable housing and will not exceed 80% of the market rate in Hastings. The rental market alignment rate as a percentage of market rate within the threshold set by HUD will be set at 80% of median market rent.

In accordance with legislation, there will be an annual rent review. The review process will include benchmarking with current market rents. Any proposed adjustments to rentals will be managed in accordance with this Policy and reported to Council every three years.

All Complexes

In all complexes Council staff reserve the right to work with tenants on a case-by-case basis where extenuating circumstances may present, and Council may make decisions accordingly.

Maximum Occupancy

If a unit is vacated and suitable for tenancy for more than three months with no suitable applicant on the waitlist or existing tenant requiring transfer able to be identified, Council reserves the right to advertise the property to ensure maximum occupancy. In this scenario, a one-year tenancy will be granted, and full market rent will be payable. At the end of the tenancy, the waitlist and existing tenant transfer requests will be reviewed, and if there are no suitable applicants, a further one-year term may be granted. In this case Council will consider the mix of tenants to promote a socially connected community.

Eligibility Reviews

Tenants are required to notify Council of any change in their circumstances that may impact their eligibility for affordable housing.

Tenants and other household members will be subject to a biennial declaration of their income and assets to determine their ongoing eligibility.

If a tenant's circumstances have changed, and the tenant no longer meets the eligibility criteria for Council's affordable elder housing, Council reserves the right to increase the tenant's rent up to market rate at the annual rent review.

If a tenant refuses to declare their annual income and assets on request, Council reserves the right to increase the tenant's rent to market rate at the annual rent review.

Property Inspections

Each unit within the elder housing portfolio will be inspected at least once annually. Council reserves the right to perform ad hoc property inspections as deemed necessary while ensuring appropriate notice is provided to tenants in keeping with legislative requirements.

Length of Tenure

Council's affordable elder housing portfolio tenancies will be recognised as 'Periodic Tenancies' as set out in the Residential Tenancy Act 1986. Council is committed to the provision of secure tenure, subject to ongoing eligibility.

POLICY REVIEW

This policy is maintained by the Community Wellbeing and Services Group. The content of this policy will be reviewed every year.

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CHANGE HISTORY

Amendment(s)	Date	Updated by and authority

Item 8



ELDER HOUSING OPERATIONAL MANAGEMENT POLICY 2025

Amendments and Additions

Page Number	Amendment/ Addition	Description
1	Amendment	Policy name change to use 'Elder'. Throughout document references to 'Senior Housing' changed to 'Elder Housing'
1	Amendment	Policy Expert – name change
1	Amendment	Approval Date & Review Date
1	Addition	New portfolio introduction
1	Amendment	Title – Existing Housing Portfolio
2	Addition	New Housing Portfolio
2	Addition	Definition – Older People
2	Amendment	Long-Term Plan 2024 – 34
3	Amendment	Purpose (of the Policy)
3	Amendment	Additional Principle – Socially connected community
4	Addition	Title – Eligibility Criteria Existing Portfolio
4	Amendment	Residency Requirements – removal of an exception
5 – 6	Addition	Eligibility Criteria – New Housing Portfolio
6	Addition	Tenancy Management - Rent setting for the portfolio
7	Amendment	Maximum occupancy - addition
7	Amendment	Reporting period back to Council – every three years

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Tuesday, 10 October 2023

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council: Public Excluded Meeting of Council

Te Rārangi Take

Report to Council

Nā:
From: **Dean Ferguson, Project Manager**

Te Take:
Subject: **Affordable Housing Fund - Funding Outcome**

Confidentiality

Reason:	Section 7 (2) (h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities.
Interests Protected:	Commercially Sensitive.
Grounds:	Section 48(1)(a)(i) Where the Local Authority is named or specified in the First Schedule to this Act under Section 6 or 7 (except Section 7(2)(f)(i)) of this Act.

1.0 Executive Summary – *Te Kaupapa Me Te Whakarāpopototanga*

- 1.1 The purpose of this report is to confirm Council's position on whether to enter into negotiation and formal agreement with the Ministry of Housing and Urban Development/ Te Tūapapa Kura Kāinga (HUD) upon successfully being awarded **\$7,187,887** of funding as part of the Affordable Rental Pathway contestable fund.
- 1.2 On the 17th of August 2023, a publicly excluded report was presented to Council seeking retrospective endorsement from Council to submit a proposition to the Affordable Housing Fund, a contestable fund facilitated by HUD to create a pathway for affordable rental accommodation within New Zealand.
- 1.3 Six recommendations were included in the report including Recommendation E) *Council notes that by submitting the RPF, Council is not obligated to proceed with the proposition.*
- 1.4 Council Report dated 17th August 2023 is attached to this report. **Attachment 1.**
- 1.5 The purpose of Recommendation E) was to acknowledge Council's current fiscal position in light of recent events, an amended Long-Term Plan, and organisational priorities.

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- 1.6 The basis of Council's proposition is detailed in the **Background** section.
- 1.7 On the 28th of September 2023, Council received notification from HUD that Council's Request for Proposal (RFP) was successful, and the next steps will be the negotiation of the grant funding agreement.
- 1.8 On the 6th of October 2023, Officer's received a phone call from HUD advising that the Minister was preparing a press release detailing the successful applicants of the RFP and desired yield to be realised as a result of the funding.
- 1.9 On the 9th of October 2023, a media release was made detailing the purpose of the fund and naming successful applicants, the amount awarded and expected yield. Council was named in the media release.

2.0 Recommendations - Ngā Tūtohunga

- A) That Council receive the report titled Affordable Housing Fund - Funding Outcome dated 10 October 2023.
- B) That Council confirms its position on approving unbudgeted loan funding of up to \$5.8m across 2023/24 and 2024/25 to meet the funding commitment that a successful application to the Affordable Housing Fund would require.
- C) That Council delegates to the Chief Executive to negotiate satisfactory and commercially prudent terms and conditions for the Crown Funding Agreement.
- D) That Council delegates to the Chief Executive to execute the Crown Funding Agreement when Recommendation C is satisfied.
- E) Council notes the financing and operational costs of this new Affordable Housing Development is expected to be fully funded from the rentals received from this activity.
- F) Council notes that Officers will bring back to Council in December 2023 detailed plans around delivery and timelines pertaining to the development of additional senior housing in Hastings.

3.0 Background – Te Horopaki

- 3.1 Council identified two locations within Flaxmere to create an additional supply to senior housing offering:
 - Lot 6 – Flaxmere Town Centre – additional **21 units** within a medium density development.
 - 10 x 50m² units
 - 11 x 60m² units
 - 17 Swansea Road – additional **18 units** within an established senior housing village.
 - 8 x 50m² units
 - 10 x 60m² units

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3.2 Lot 6 – Flaxmere Town Centre



3.3 17 Swansea Village



4.0 Discussion – Te Matapakitanga

- 4.1 At the time of submitting the RFP, there was uncertainty around whether Council would be successful in their application therefore there had been no formal consultation with the community.
- 4.2 Any clear financial capacity that Council had to actively take advantage of new opportunities has been significantly impacted through the recovery required from Cyclone Gabrielle. Council's debt is forecast to reach approximately \$550m with large rate increases required to meet the financing costs, increase revenue sufficiently to remain with LGFA lending covenants and put a hold on debt from increasing to even higher levels.
- 4.3 Any consideration by Council of participating in this opportunity needs to be considered with the backdrop of a more constrained financial position than when this was first pitched to Council as a potential opportunity.
- 4.4 The financial modelling undertaken for this project can be summarised as follows:

Items	\$000
Land	\$1,375
Development Costs	\$10,323
Contingency	\$2,600
Total Development Cost	\$14,298
Council Contribution:	
Land	\$1,375
Debt funding	\$5,800
Crown Funding Sought	\$7,187

- 4.5 There is a true opportunity cost for Council in putting in the land from Super Lot 6 in the Flaxmere Town Centre as this would have a market value to Council if sold of \$1.37m. Proceeds from the sale of land from the Flaxmere development areas across 244 Flaxmere Avenue, the Town Centre and Caernarvon Drive are to be held in the Flaxmere Land Development Reserve with future uses yet to be determined. Therefore the use of Super Lot 6 for this affordable rental opportunity will impact on the funds available in that reserve.
- 4.6 The financial modelling has assumed a long term interest rate of 4% on the \$5.8m of debt required to meet Council's contribution to this development opportunity. On that basis a rental yield will need to be much higher than is current policy on the existing housing stock and in order for this proposition to be financially viable over the term of the fund, Council will need to review the current rent policy and structure the rent for the new developments at a higher rate, whilst still maintaining an affordable rental offering. It has been assumed that this needs to be set at 80% of what is market rents for one bedroom units in Hastings.
- 4.7 Assumptions on build and development costs have been informed by standard industry parameters and additional feedback from housing development companies in Hawkes Bay that are in the market of developing housing of a similar nature. As noted in the table above, a reasonable contingency has been held that recognises the stage of the design process and the uncertainties that this creates. The market intelligence and the contingency included provide a degree of confidence that the development estimates included in the financial modelling are reasonable.
- 4.8 With an appropriate rental set at 80%, the newly developed units with the Crown support as detailed enables a reasonable surplus to be created that contributes to either a faster loan repayment scheme or a contribution towards ongoing maintenance, renewals, or future development of existing sites. With the current stock of senior housing being old and requiring large

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amounts of investment, having additional stock in the housing portfolio that has the potential to generate positive cashflows that can then support the wider senior housing stock would be hugely beneficial.

- 4.9 Council's senior housing stock is more than just a structural asset to Council, they are homes to over 220 members of our community who cannot afford to live in their own homes or maintain market rent.

4.10 Significance and Engagement

- 4.11 The allocation of additional funds to this project outside of an Annual Plan or Long Term Plan consultative programme is considered significant when it exceeds either of the following thresholds:

- It incurs operational expenditure exceeding 5.0% of the Council's consolidated annual operating budget for that year;
- Incurs new capital expenditure on any one proposal in the first three years of the Council's plan, exceeding 10% of Council's consolidated annual capital budget for that year.

- 4.12 In this instance, if Council was to approve the full allocation of \$5.8m, that allocation of funding would incur direct financing costs (including interest and debt repayment) of approximately \$370,000 per annum which would be fully funded from the rental revenues that the housing generates. The \$5.8m represents 3.8% of the 2023/24 capital expenditure which is budgeted at \$155m.

- 4.13 While both of these measures suggest that Council could allocate the necessary \$5.8m of additional funding to fund this project and do so within the parameters set down in the Significance and Engagement Policy, it is in the mid-range set down for capital expenditure.

- 4.14 There are also non-financial criteria within the Significance and Engagement Policy that need to be considered and assessed. Having reviewed those criteria contained in section 2.0 of the policy it is considered that this decision does not constitute a degree of significance that necessitates further community engagement and that the level of prior participation from the community in respect of this project (as outlined in sections 3.14 -3.20), reaffirms the assessment of significance in respect of this decision (having also considered the provisions of section 3.0 of the Policy).

5.0 Options – Ngā Kōwhiringa

Option One - Recommended Option - Te Kōwhiringa Tuatahi – Te Kōwhiringa Tūtohunga

- 5.1 Council endorses the proposition to continue to the negotiation and formal agreement stage with HUD, to create additionality within the senior social housing portfolio:

Advantages

- There is currently a shortage of single bedroom units across the Hastings urban area, including what Council can offer our communities as affordable rentals.
- Council's current stock will require significant investment in the near future – any new stock will open up opportunities around decanting residents into new dwellings opposed to displacing them.
- The developments will be funded up to 50% through the scheme – providing an opportunity for Council to assess the affordability of the new stock to offset Council's share of the funding.
- Providing new, affordable, accessible, sustainable, and functional housing for our senior citizens – exceeding the healthy homes standards by providing warm and healthy homes.
- Demonstrates Council's commitment to meeting our objectives under the Medium and Long Term Housing Strategy around senior housing.

- The development locations are close to the Flaxmere Community Centre, Library, Shopping Centre, Health Centre, and Transportation Hub.

Disadvantages

- Current economic climate as a result of Cyclone Gabrielle – Councils financial position has changed since the fund first became available.

Option Two – Status Quo - Te Kōwhiringa Tuarua – Te Āhuetanga o nāiane

5.2 Council withdraws from the opportunity the Affordable Housing Fund proposition presents.

- As a result of competing priorities in the current economic climate, Council withdraws is Request for Proposal from HUD.

6.0 Next steps – Te Anga Whakamua

- 6.1 Depending on the outcome of the Council meeting, Officers will continue with the planning for additionality of stock within our Senior Housing portfolio.
- 6.2 Officers will bring back to Council detailed plans around delivery and timelines pertaining to the development of additional senior housing in Hastings.
- 6.3 A Communications Strategy will be developed, and Officers will assist in preparing a media release for Mayor Sandra Hazlehurst.

Attachments:

- 1 17 August 2023 Council Report - Affordable Housing Fund - Request for Proposal CG-17-1-00495

Summary of Considerations - He Whakarāpopoto Whakaarohanga

Fit with purpose of Local Government - E noho hāngai pū ai ki te Rangatōpū-ā-Rohe

The Council is required to give effect to the purpose of local government as set out in section 10 of the Local Government Act 2002. That purpose is to enable democratic local decision-making and action by (and on behalf of) communities, and to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

Link to the Council's Community Outcomes – Ngā Hononga ki Ngā Putanga ā-Hapori

This proposal promotes the social and economic wellbeing of communities in the present and for the future.

Māori Impact Statement - Te Tauākī Kaupapa Māori

There is no prepared Māori Impact Statement for this recommended transaction.

Sustainability - Te Toitūtanga

Building new to meet the current Healthy Homes standards whilst providing a warm and safe environment for members of our community.

Financial considerations - *Ngā Whakaarohanga Ahumoni*

The financial considerations have been canvassed and will require Council to loan fund up for 40% of the overall development which will be offset through a robust rental policy.

Significance and Engagement - *Te Hiranga me te Tūhonotanga*

This decision/report has been assessed under the Council's Significance and Engagement Policy as being of moderate significance.

An assessment of the significance of this request is detailed in the report.

Consultation – internal and/or external - *Whakawhiti Whakaaro-ā-roto / ā-waho*

There has been no consultation at this point.

Risks

Opportunity: To create additionality within our existing senior housing portfolio which is co-funded through central government.

REWARD – <i>Te Utu</i>	RISK – <i>Te Tūraru</i>
Opportunity to create new housing stock for the first time in 40 years whilst meeting the affordable rental pathway for our senior citizens.	Councils current fiscal position as a result of Cyclone Gabrielle – refocus on organisational priorities.
Up to 50% funded by central government.	Council's role in providing senior housing – strategic direction.
Providing warm and safe housing for our community – applying our design principles to build sustainable, accessible, and functional housing for our elderly community.	Council have yet to carry out any community consultation due to the nature of the funding be contestable – uncertainty around whether Council will be successful.
Providing a tangible outcome to the Hastings Medium and Long Term Housing Strategy.	Election year – depending the outcome of the election, the opportunity to co-fund the additionality of social housing may not present itself again.
	Increase in an aging population and the lack of affordable housing stock to meet the demand.

Rural Community Board – *Te Poari Tuawhenua-ā-Hāpori*

N/A



Proposed Transition Timeline: Tōmoana Showgrounds Charitable Trust Governance & Transition

Key Phases

Phase 1: Preparation & Governance Foundations (Sept – Nov 2025)	
September 2025	<ul style="list-style-type: none"> Master plan engagement phase commences Mayor (as current HDC trustee) increases involvement ahead of elections, providing continuity and building momentum. Draft board work programme established for coming year. White Board session with Trustees facilitated by Mike Devonshire to develop Trust Skills Matrix. Identify desired skills/experience required for effective governance and define required skills of new independent trustees to address any specific gaps – e.g., commercial leasing, facilities management, events, financial oversight).
October 2025	<ul style="list-style-type: none"> Report to Council regarding appetite for leasing vs continued direct Council management options, with outcome providing further direction on skills matrix. HDC elections held – outgoing Mayor (HDC representative on the Trust) gains capacity to engage more deeply post-election. Facilitated workshop with existing trustees to review the skills matrix, confirm recruitment criteria, and align expectations around future management/leasing responsibilities. Prepare a recruitment brief for independent trustees, including role description, responsibilities, and term of appointment. Master plan engagement phase completed. Summary of feedback provided to Trust and Council
November 2025	<ul style="list-style-type: none"> Master plan in development Based on direction from Council, officers to prepare Heads of Term agreement for phased transition to Trust (if lease preferred option), drafting of financial models for Council funding.
Phase 2: Recruitment & Appointment Process (Dec 2025 – Mar 2026)	
December 2025	<ul style="list-style-type: none"> Market process opens – Expressions of Interest called for up to two independent trustees. Engage governance recruitment networks and local sector contacts (e.g., event management, equestrian, Māori governance). Draft Master plan to Council for endorsement
January 2026	<ul style="list-style-type: none"> Draft master plan community engagement phase commences



	<ul style="list-style-type: none"> Shortlist candidates and brief the appointments panel (Trust + HDC representatives) on process, expectations, and alignment with skills matrix. Begin initial interviews of candidates.
February 2026	<ul style="list-style-type: none"> <i>Draft master plan community engagement phase complete and, providing no new information arises, report to Council and Trust recommending adoption.</i> Appointments panel makes recommendations for up to two independent trustee appointments. Trust resolution confirming appointments.
March 2026	<ul style="list-style-type: none"> Independent trustees formally appointed and inducted. Updated Trust governance structure publicised to key stakeholders (A&P Society, HOY, event organisers). Heads-of-terms for lease/management agreement and draft budgets and performance framework back to Council.

Phase 3: Strategic Transition Considerations (Dec 2025 – Sept 2026)	
December 2025 – May 2026	<ul style="list-style-type: none"> Joint Council–Trust workshop to explore: <ul style="list-style-type: none"> Leasing vs Management transition models. Council's ongoing role (core infrastructure, compliance, H&S, CapEx investment). Trust's potential role (day-to-day operations, events bookings, partnerships, site activation, OpEx recovery). Draft transition pathways (e.g., full lease, partial lease, management agreement).
February - March 2026	<ul style="list-style-type: none"> Operational assessment: identify assets and services Council would likely retain (e.g., water/wastewater, insurance, health & safety compliance), and those Trust could take on (events coordination, marketing, community hireage, partnerships). Begin financial modelling of revenue vs cost-sharing scenarios.
April – May 2026	<ul style="list-style-type: none"> Council workshop/briefing: present transition options, financial/operational impacts, and governance readiness.
June – September 2026	<ul style="list-style-type: none"> New Council decision point on whether to proceed with lease/management transfer in principle. If agreed, develop heads of agreement or draft lease/management agreement. Stakeholder comms/engagement as required.

Phase 4: Transition to Leasing/Management (Oct 2026 – Mid 2027)	
October – December 2026	<ul style="list-style-type: none"> Negotiation of formal lease/management agreement between HDC and TSCT, including: <ul style="list-style-type: none"> Scope of Trust responsibilities. Council's retained functions. Funding/OpEx support arrangements.



	<ul style="list-style-type: none">○ Performance and reporting framework.
Early 2027	<ul style="list-style-type: none">• Trust strengthens operational capacity (e.g., part-time event manager, admin support).• Pilot period of partial management responsibility (e.g., managing smaller-scale community events, co-managing A&P Show).
Mid 2027	<ul style="list-style-type: none">• Full or partial transition into effect, subject to Council and Trust agreement.

Key Considerations Integrated:

- Skills matrix and market recruitment for independent trustees.
- Sequencing around elections and Council appetite.
- Explicit phasing of what the Trust vs Council manages.
- Space for mayor (post-election, no longer CE focus) to play a deeper role.
- Transition paced to align governance strengthening with Council decision-making windows.