

Thursday, 7 May 2026

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

Kaupapataka

Attachments

Te Rā Hui:
Meeting date: **Thursday, 7 May 2026**

Te Wā:
Time: **9:30 AM**

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

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ITEM	SUBJECT	PAGE
7.	COUNCIL LOCAL AREA PLANS - IMPLEMENTATION PLAN	
	Attachment 1: Local Area Plan Programme Implementation Plan	3
	Attachment 2: 4 Sept 2025 Council Report Local Area Plans - Endorsement of Local Area Plans	7
8.	HAWKE'S BAY HOUSING STRATEGY	
	Attachment 1: Memorandum of Understanding - Hawke's Bay Regional Housing Collaboration (Final Executed Version)	17
	Attachment 2: Draft Hawke's Bay Housing Strategy	25
11.	2025 HAWKES BAY CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP JOINT COMMITTEE TERMS OF REFERENCE	
	Attachment 1: Hawke's Bay Civil Defence Emergency Management Group Joint Committee Terms of Reference	47



LOCAL AREA PLAN PROGRAMME IMPLEMENTATION PLAN

Programme Stages		Description	Lead	Resourcing	Activity Type	Timeframe (Years)
Stage 1: Programme Foundations						
1.1	Growth Monitoring Framework <ul style="list-style-type: none"> • Establish a monitoring system for: <ul style="list-style-type: none"> ○ Resource and Building Consents ○ Dwelling Yield and density ○ Uptake of Medium-density development ○ Development timeframes • Feed into the Growth Monitoring Dashboard and Reporting Process 	Set up a system to track development activity (consents, density, uptake, and timing) and feed this data into dashboards to inform planning and decision-making.	G&D	Internal	Strategic	1 – 2
1.2	Infrastructure Capacity Baseline <ul style="list-style-type: none"> • Assess current capacity across: <ul style="list-style-type: none"> ○ Three Waters ○ Transport Networks ○ Parks and Open Space ○ Community Infrastructure • Identify capacity constraints and pressure points 	Assess the current capacity of key infrastructure (Three Waters, transport, parks, community facilities) and identify constraints or pressure points.	Assets	Internal / External	Strategic	1 – 2
1.3	Amenity and Infrastructure Triggers <ul style="list-style-type: none"> • Define trigger points for when additional infrastructure and amenities are required • Align triggers with growth thresholds and development sequencing 	Define when additional infrastructure and amenities are needed and align these triggers with growth thresholds and staging.	G&D	Internal	Strategic	2 – 3
1.4	Community Engagement Framework <ul style="list-style-type: none"> • Develop a programme-wide engagement strategy • Undertake early engagement to: <ul style="list-style-type: none"> ○ Understand community perceptions ○ Build awareness of intensification ○ Support future LAP consultation 	Develop a structured engagement approach to understand community views, build awareness of intensification, and support consultation on Local Area Plans (LAPs).	G&D	Internal / External	Strategic	2 – 3
1.5	Local Area Plan Identification (Havelock North & Flaxmere) <ul style="list-style-type: none"> • Identify and map LAP areas 	Identify and confirm LAP areas through mapping, community consultation, and formal boundary approval.	G&D	Internal	Strategic	1 - 2



	<ul style="list-style-type: none"> Undertake community consultation Confirm and adopt LAP boundaries 					
1.6	<p>Supporting Guidance</p> <ul style="list-style-type: none"> Develop a suite of supporting strategies and tools, including: <ul style="list-style-type: none"> Streetscape Strategy Greenspace requirements for intensified environments Urban design and cultural design guides Historical and cultural context information Sustainability and resilience guidance 	Prepare supporting strategies and design guidance (streetscape, greenspace, urban design, cultural context, sustainability) to guide quality development.	G&D	Internal / External	Strategic	1 - 2
Stage 2: Pilot Local Area Plan						
2.1	<p>Pilot Area Selection</p> <ul style="list-style-type: none"> Identify preferred Hastings Central LAP pilot area Confirm through internal alignment and leadership approval 	Confirm Hastings Central as the pilot LAP area through internal alignment and leadership approval.	G&D	Internal	Strategic	1 - 2
2.2	<p>Pilot Master planning</p> <ul style="list-style-type: none"> Develop a comprehensive masterplan including: <ul style="list-style-type: none"> Preferred future urban form Land use and density outcomes Public realm and amenity design Transport and movement networks 	Develop a detailed masterplan covering urban form, land use, public spaces, and transport networks.	G&D	Internal / External	Design	1 - 2
2.3	<p>Infrastructure and Amenity Planning</p> <ul style="list-style-type: none"> Forecast infrastructure requirements Identify constraints and required upgrades Develop infrastructure and amenity sequencing plan 	Identify infrastructure needs, constraints, and required upgrades, and create a sequencing plan for delivery.	G&D	Internal	Strategic	1 - 2
2.4	<p>Innovation and Future Living Investigation</p> <ul style="list-style-type: none"> Explore alternative approaches to urban living: <ul style="list-style-type: none"> Transport modes and reduced car dependency Public/Private space balance Blue-green infrastructure 	Explore new approaches to urban living, including transport options, reduced car reliance, public/private space balance, and sustainability solutions.	G&D	Internal	Strategic	1 - 2



	<ul style="list-style-type: none"> ○ Sustainability and resilience approaches 					
2.5	<p>Planning and Zoning Review</p> <ul style="list-style-type: none"> • Assess District Plan Provisions • Identify zoning and policy changes required to enable masterplan 	Review District Plan provisions and identify zoning or policy changes needed to enable the masterplan.	G&D	Internal	Planning	1 - 2
2.6	<p>LAP Visualisation Tools</p> <ul style="list-style-type: none"> • Develop 3D renders and visualisations of LAP areas • Support community understanding and developer uptake 	Create 3D models and visualisations to help the community and developers understand and engage with the plan.	G&D	External	Design	1 - 2
2.7	<p>Community Engagement on Pilot</p> <ul style="list-style-type: none"> • Deliver targeted engagement of the pilot masterplan • Build understanding and encourage private sector uptake 	Engage the community on the pilot masterplan to build understanding, gather feedback, and encourage development uptake.	G&D	Internal	Strategic	1 - 2
Stage 3: Implementation & Scaling						
3.1	<p>Pilot Implementation</p> <ul style="list-style-type: none"> • Begin rollout of the Hastings Central Pilot LAP • Coordinate infrastructure delivery and development uptake • Explore public/private partnership opportunities to assist in the implementation rollout 	Begin delivering the Hastings Central LAP, coordinating infrastructure investment and enabling development.	G&D	Internal	Delivery	3 - 5
3.2	<p>Demonstration Projects</p> <ul style="list-style-type: none"> • Support exemplar developments to show what quality intensification, and well-functioning neighbourhoods look like 	Support exemplar developments that showcase high-quality intensification and well-functioning neighbourhoods.		Internal / External	Delivery	3 - 5
3.3	<p>Master planning of remaining LAP Areas</p> <ul style="list-style-type: none"> • Develop masterplans for all remaining Hastings Central, Havelock North and Flaxmere LAP areas 	Develop masterplans for Havelock North and Flaxmere based on lessons from the pilot.	G&D	Internal / External	Design	3 - 5
3.4	<p>District Plan Integration</p> <ul style="list-style-type: none"> • Initiate plan changes processes to recognise LAPs • Align zoning and policy frameworks with masterplans 	Update planning frameworks to formally recognise LAPs and align zoning and policies with masterplans.	G&D	Internal	Planning	3 - 5



3.5	Development Contribution alignment <ul style="list-style-type: none"> Review development contribution settings within LAP boundaries Align with infrastructure and LAP delivery requirements 	Review and update development contributions to ensure they support LAP infrastructure and delivery requirements.	G&D	Internal	Strategic	3 - 5
Stage 4: Full Rollout & Embedding						
4.1	Masterplan Implementation <ul style="list-style-type: none"> Deliver staged rollout of all Hastings Central, Havelock North, and Flaxmere LAP areas Coordinate with infrastructure investment 	Roll out LAP delivery across all identified areas, coordinating with infrastructure investment.	G&D	Internal	Delivery	5 onwards
4.2	Policy and Funding Integration <ul style="list-style-type: none"> Finalise integration into: <ul style="list-style-type: none"> District Plan Development Contributions Framework Infrastructure Planning Processes 	Embed LAPs into key council frameworks (District Plan, development contributions, infrastructure planning).	G&D	Internal	Strategic	5 onwards
4.3	Programme Embedding <ul style="list-style-type: none"> Embed LAP approach into business-as-usual Council operations Maintain monitoring and reporting systems 	Integrate LAPs into business-as-usual council operations and maintain ongoing monitoring and reporting systems.	G&D	Internal	Operational	5 onwards

Thursday, 4 September 2025

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

Te Rārangi Take

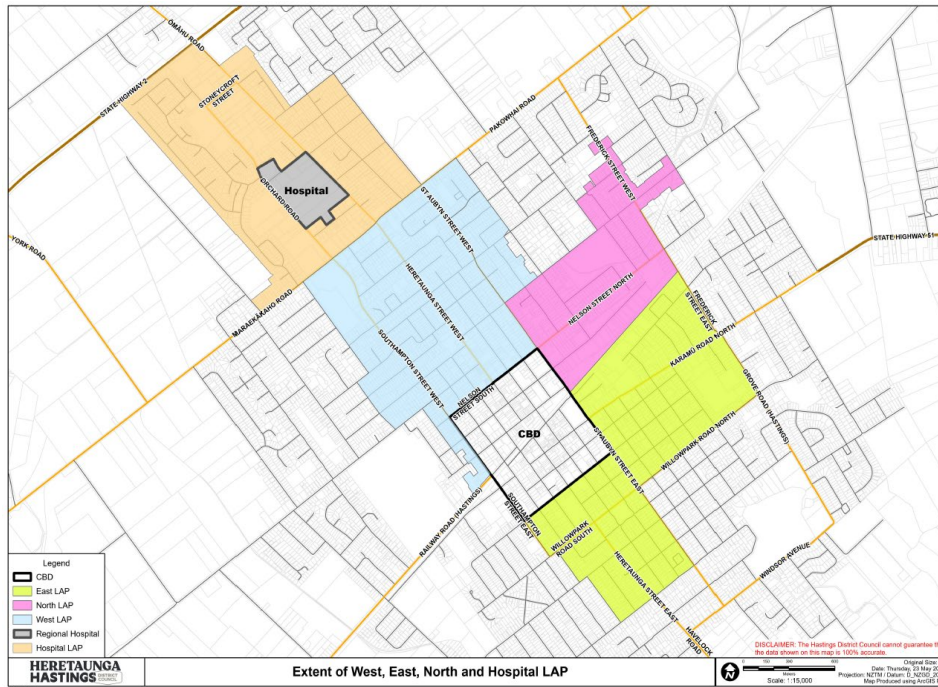
Report to Council

Nā: Paige Gear, Programme Manager: Local Area Plans &
From: Intensification

Te Take:
Subject: Local Area Plans - Endorsement of Local Area Plans

1.0 Executive Summary – *Te Kaupapa Me Te Whakarāpopototanga*

- 1.1 Following community engagement, the purpose of this report is to update Council regarding progress on the Local Area Plans Programme (LAPP) and seeks Council endorsement of the four identified Local Area Plans (LAP's) relative to Hastings Central which are now substantively complete, and authorise officers to now develop the accompanying implementation plans to give effect to these four LAP's.
- 1.2 The LAPP was introduced into Council's overall growth workstream following the 2022 Review of the Medium Density Housing Strategy (MDHS), presenting six recommendations which have informed the development of the LAPP.
- 1.3 Objectives of the LAPP seek to ensure that:
 - Clearly defined areas where medium density housing is encouraged, and anticipated, adopting a place-based approach.
 - Identified areas are suitably supported by all essential infrastructure, including open space provision.
 - The uptake and implementation of quality, medium-density developments within these areas are facilitated by the Operative District Plan provisions and encouraged at a strategic level.
- 1.4 The LAPP responds to, and is influenced by national growth directives and growth strategies (such as the Hastings Napier Future Development Strategy (FDS)) and directs/informs changes to the District Plan to ensure that a consistent approach to growth is provided.
- 1.5 Phase 1 (Planning) of the LAPP is complete, with the LAP's for the first four Medium Density neighbourhoods relative to Hastings Central developed for Council endorsement – *West, East, North and Hospital* – refer Figure 1.



1.6 Figure 1: LAP extents relative to Hastings Central

2.0 Recommendations - Ngā Tūtohunga

- A) That Council receive the report titled Local Area Plans - Endorsement of Local Area Plans dated 4 September 2025.
- B) That Council endorse the draft Local Area Plans (Attachments 2-5), encompassing the:
 - i. North Local Area;
 - ii. East Local Area;
 - iii. West Local Area; and
 - iv. Hospital Local Area.

and note the Chief Executive will complete remaining work to finalise these documents and develop an associated Implementation Plan to complete Phases 1 and 2 of the Local Area Plan Programme.

- C) In relation to Recommendation B, Council notes that all Local Area Plan Programme collateral, including associated implementation plans, will be brought back to Council for an update on progress.

3.0 Background – Te Horopaki

3.1 The Local Area Plans Programme (LAPP) was introduced into Council’s overall growth workstream as a result of the 2022 Review of the Medium Density Housing Strategy (MDHS) undertaken by Cogito Consulting. This review highlighted that the existing District Plan zonings and associated provisions ‘stand alone as a delivery tool and are not clearly supported by broader spatial planning of the neighbourhood in terms of location, infrastructure, and connectivity’. The LAPP programme

was designed to address this identified gap by providing neighbourhood-scale spatial plans for identified medium density housing areas.

- 3.2 The 2022 Review of the MDHS resulted in the following six key recommendations detailed in Table 1. Of these recommendations, three have directly informed the development of the LAPP, and a further two are influenced by the work of the LAPP.

Original Recommendation from 2022 Review Report.	Applicable to the Local Area Plans Programme	Other Work Programme
1. Identify and define expanded Medium Density Residential Development Areas for Hastings with locational attributes that will support a well-functioning urban environment, focussing on centres, open space and public transport.	Yes – Phase 1 of the LAPP	
2. Develop Place Based Plans for Medium Density Residential Development Areas, addressing land use and network level infrastructure requirements in collaboration with the community/stakeholders.	Yes – Phase 1 of the LAPP	
3. Implement changes to planning policy documents, plans and guidelines as identified.	In part – Phase 1 of the LAPP has influenced initial extent of the Medium Density Residential zone.	Plan Change 5 – <i>Right Homes, Right Place</i> to the District Plan
4. Plan and allocate infrastructure investment to support the delivery of development within Medium Density Residential Development Areas.	In part – Phase 1 of the LAPP will inform planning for infrastructure investment	Essential Services Development Plan
5. Amend the Development Contributions Policy as necessitated.		Separate Work Programme
6. Continue with initiatives to partner with the development sector on housing projects, including pilot projects that clearly demonstrate alignment with housing strategy principles.	Yes – Phase 2 of the LAPP	

3.3 Table 1: 2022 Review of the Medium Density Housing Strategy (MDHS) Recommendations

3.4 The objectives of the LAPP seek to ensure that:

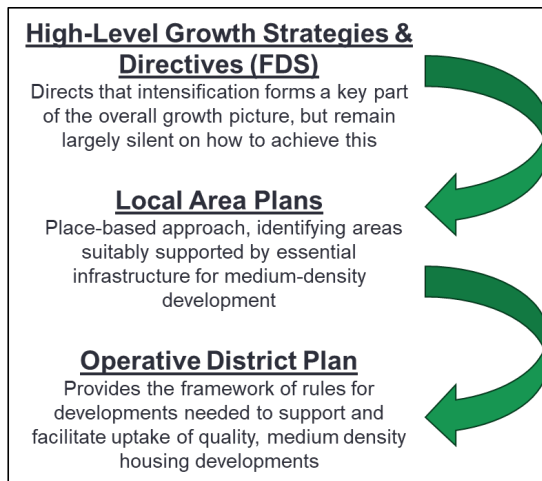
- Clearly defined areas where medium density housing is encouraged, and anticipated, adopting a place-based approach.
- Identified areas are suitably supported by all essential infrastructure, including open space provision.
- The uptake and implementation of quality, medium-density developments within these areas are facilitated by the Operative District Plan provisions and encouraged at a strategic level.

3.5 The intent is to ensure that medium density neighbourhoods are actively planned and suitably supported, resulting in well-functioning, intensification-focused local growth areas. In contrast, unplanned and/or ad-hoc residential intensification across urban areas can lead to infrastructure inefficiencies and uncertainty for developers and communities.

3.6 The LAPP is tasked with preparing neighbourhood-scale spatial plans to facilitate residential intensification. This approach ensures a clear methodology for determining the location of

medium-density housing within the urban environment of Hastings, supported by the necessary infrastructure.

- 3.7 A *neighbourhood-scale* work programme must be both responsive and directive to maintain consistency across relevant strategies. Specifically, the LAPP responds to, and is influenced by national growth directives and growth strategies (such as the Hastings Napier Future Development Strategy (FDS)) and directs/informs changes to the District Plan to ensure that a consistent approach to growth is provided, and to accommodate necessary land use changes that become evident.
- 3.8 The LAPP remains adaptable to this changing environment while upholding its core objectives. Figure 2 below identifies the LAPP in the context of growth and the District Plan.



3.9 Figure 2: LAPP Context

- 3.10 The over-arching goal of the LAPP is to realise, at-scale, residential intensification within the identified Local Areas, to provide choice in the housing market and support growth within the existing urban environment in a planned and efficient manner.

4.0 Discussion – Te Matapakitanga

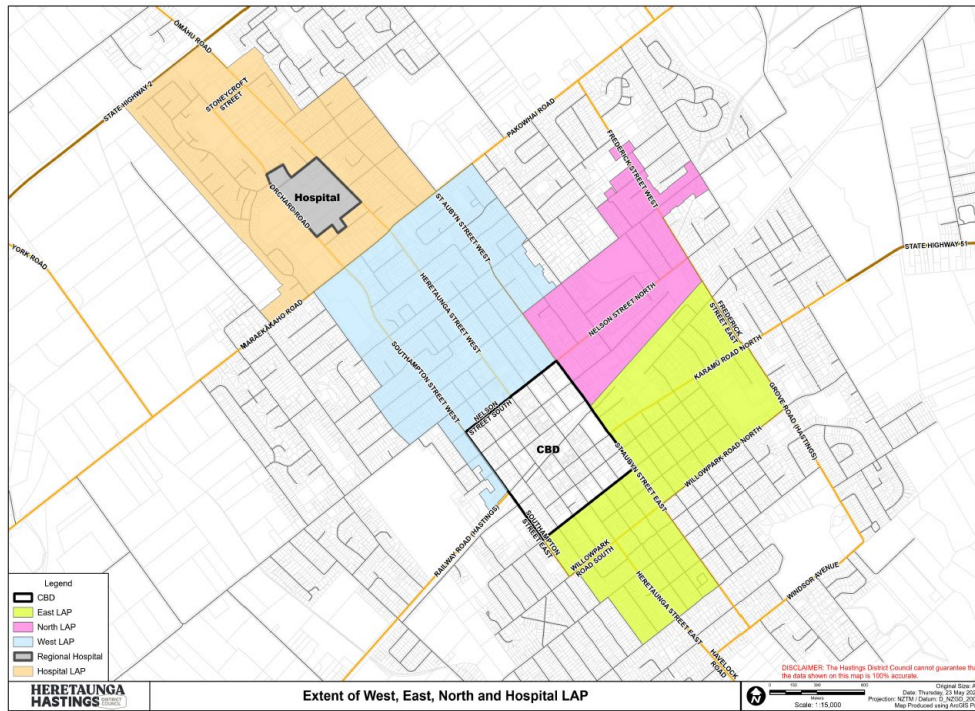
PROGRAMME DESIGN

- 4.1 The LAPP is structured in two phases: Planning and Implementation.



4.2 Figure 3: Local Area Plan Programme

- 4.3 This first phase (Phase 1) has involved development of the programme itself, establishing the vision and objectives of the LAPP.
- 4.4 Most importantly, Phase 1 has developed the methodology used to identify and determine the extent of the first four Medium Density neighbourhoods relative to Hastings Central – West, East, North and Hospital – refer Figure 1 and directly relates to Recommendation 1 from the 2022 MDHS Review.



4.5 Figure 1 (repeated): LAP extents relative to Hastings Central

- 4.6 Drafting of each of the first four LAP’s is complete, with a ‘LAPP Overview’ document (**Attachment 1**) and a ‘Supporting Information’ document for each LAP (**Attachments 2-5**). This structure ensures a concise, informative and user-friendly approach.
- 4.7 The ‘LAPP Overview’ document (**Attachment 1**) details what a LAP is, its scope, the methodology, and overview of medium density and intensification. Whereas the LAP documents (**Attachments 2-5**) detail the planning environment, community composition, infrastructure and amenity servicing, and key features of local identity to support Medium Density neighbourhood development.
- 4.8 It is anticipated that LAP’s applicable to Flaxmere and Havelock North will be prepared following completion of the first four LAP’s.
- 4.9 Community feedback has informed the development of the LAP’s. The preparation of these plans is directly aligned with Recommendation 2 from the 2022 MDHS Review.
- 4.10 The second phase of the LAPP will commence following the approval of the four Hastings Central identified areas – *West, East, North and Hospital* – and endorsement of the corresponding draft LAP’s. This phase will explore both regulatory and non-regulatory mechanisms to facilitate medium density housing development and includes consideration of partner initiatives as detailed in Recommendation 6 of the 2022 MDHS Review.

COMMUNITY ENGAGEMENT

- 4.11 Community engagement was conducted from 1 October to 11 November 2024, with Mana Whenua engagement in August 2025. The delay between engagements was due to Programme Manager changes.
- 4.12 Both engagements sought to introduce the LAPs, understand the unique attributes of each local area, and community aspirations and areas of opportunity and/or betterment within the LAPs.

- 4.13 **Attachments 1-5** went out as part of the community engagement process, however have since had some minor amendment.
- 4.14 Engagement methods included;
- Telephone survey
 - Online survey
 - Social media,
 - Postal survey, and
 - Other media (e.g. Newspaper, and Posters in community facilities).
- 4.15 Council’s *Pou Ahurea – Advisor Relationships, Responsiveness & Heritage* facilitated the Mana Whenua engagement in a workshop format with Tamatea Pōkai Whenua.
- 4.16 Feedback across each of the LAPs was evenly distributed, with responses also received from within the wider Hastings District. Responses were however predominately from those over 40 years of age (86.4%).
- 4.17 Community feedback has informed the Final LAP’s and reconfirmed the importance of LAPs to appropriately support intensification through a neighbourhood approach. A summary of key engagement feedback themes is identified in Table 1 below.

Community Feedback Themes	Summary of Community Feedback
Housing & Intensification	<ul style="list-style-type: none"> • Majority of residents agreed (57%) that neighbourhoods have a unique character to be preserved (i.e. green spaces/parks, sense of community, history, architecture, culture) • Residents (71%) disagreed that medium-density housing can improve liveability of a community. • Greatest concern with intensification is the infrastructure amenity and serviceability (i.e. transport, water). • Strong focus on understanding history and applying historical elements within neighbourhoods in an appropriate way to support the preservation of history and culture. • Perceptions identified that intensification is associated with social housing, increased crime, and overcrowding.
Public Amenity & Green Space	<ul style="list-style-type: none"> • Evident regular community use of public amenity and green space within neighbourhoods (e.g. parks, playgrounds, greenspaces). • Residents were typically very satisfied with their local parks and green spaces. • Strong support for the creation of more parks or green spaces within walking distance of residential areas (78%) with support of greater community use within these spaces (e.g. community events and activities). • While older residents (65+) were more satisfied with green spaces on average, younger residents (18-39) were more likely to support green space creation and community activities.

	<ul style="list-style-type: none"> The top three improvements identified to encourage greater use of parks and green spaces were better toilets, music concerts/performances, and more lighting.
<p>Access & Transport</p>	<ul style="list-style-type: none"> Residents (76%) find it easy to access essential services in their local area (Essential services included shops, schools, and medical facilities). Perceived ease of access was typically high across the district, but significantly higher in the North (86%) and West (83%) local areas – and lowest in the more dispersed Wider Hastings area (66%). Majority of residents (61%) supported more walking and cycling promotion in their neighbourhood. Indication from residents (68%) for more adequate public transport options in local areas. This was evenly distributed across the four local areas and wider Hastings area. Public transport improvements identified were <ul style="list-style-type: none"> Additional bus routes or stops More frequent bus services, and Real-time updates or apps for bus arrival times. General traffic improvements identified were <ul style="list-style-type: none"> Road maintenance and pothole repair, and Better infrastructure to manage peak traffic periods.
<p>Water Infrastructure</p>	<ul style="list-style-type: none"> Significant level of residents (53%) were concerned about the availability of sufficient drinking water for future needs, however there were contrasting views on specific conservation measures. Most residents (92%) believed Council could take additional steps to educate the community on efficient water conservation (e.g. school programmes, campaigns, consumption reports). Residents (64%) were familiar with the concept of blue/green infrastructure for stormwater management; and 63% agreed it was important to integrate natural water management into urban areas. A range of blue/green infrastructure benefits were identified by residents, where these contributed to climate change measures. Half of residents (51%) were satisfied with current wastewater system performance in their area, however there was a low degree of knowledge of the wastewater systems. There was significant resident support (82%) for wastewater upgrades to accommodate population growth or increased housing density.
<p>Natural Hazards</p>	<ul style="list-style-type: none"> Half of residents (51%) felt concerned about the impact of natural hazards on their community, this was evenly

	<p>distributed across the four local areas and wider Hastings area.</p> <ul style="list-style-type: none"> Residents indicated (41%) that current regulations and infrastructure in their area were adequate to handle natural hazard risks. Residents suggest improvements to reduce the risks of natural hazards in their area, these were around regular maintenance, clearing of debris, and stormwater network improvements.
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4.18 Table 1: Summary of Key Engagement Feedback Themes

4.19 Community feedback is critical in informing and directing Phase 2 (**Implementation**) of the LAPP, where regulatory and non-regulatory mechanisms can be identified and applied to support medium density neighbourhood development. Phase 2 will form the basis of the work program for 2025/26, and be brought back to Council in the first half of 2026. Phase 2 will also give consideration to budgetary / funding considerations alongside the 2026/27 Annual Plan and upcoming LTP for the relevant LAP areas going forward.

5.0 Options – Ngā Kōwhiringa

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

5.1 Council to endorse the four identified Local Area Plans (LAP’s) relative to Hastings Central (North, East, West, and Hospital) to form the basis of the Local Area Plan Programme (LAPP).

Advantages

- Completes phase 1 of the LAPP which has involved planning and research, individual LAP development, and community engagement.
- Recommendations 1 and 2 from the 2022 MDHS Review are satisfied.
- Endorsement of the draft LAP’s, instead of approval enables necessary amendments to be made as more recent data becomes available (i.e. census date, zoning and amenity changes, etc) throughout the duration of phase 2.
- Indicates to the community, Council’s identified areas suitable for Medium Density Neighbourhoods that are supported from an infrastructure and amenity perspective.
- Providing early confirmation of the identified LAP’s, enables the development sector to prepare and plan for development, and may assist in advancing the implementation phase of the LAPP where intensification uptake within the LAP’s advances.
- The community have been involved in the planning of the LAP’s, this critical feedback has reconfirmed the local area boundaries and will inform and guide phase 2 of the LAPP.
- Enables phase 2 of the LAPP, the implementation phase, to progress with certainty over the approved local areas relative to Hastings Central.

No evident disadvantages or risks however Officers note that without Council’s endorsement of the identified LAP’s relative to Hastings Central, there is greater uncertainty for the implementation phase of works.

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

5.2 Council does not advance the Local Area Plan Programme (LAPP) through endorsement of the four identified Local Area Plans (LAP’s) relative to Hastings Central (North, East, West, and Hospital).

- Officers see no advantage in this decision. The LAPP was identified as a critical action from the 2022 Review of the Medium Density Housing Strategy to support intensification. Work on the progression of the LAPP has been underway since. The approval of the four identified

local areas relative to Hastings Central is the first phase in the implementation of the LAPP, and provides certainty to stage 2 of the LAPP – Implementation Plan development.

6.0 Next steps – *Te Anga Whakamua*

- 6.1 Following endorsement of the four LAP's relative to Hastings Central – North, East, West, Hospital – Phase 2 of the LAPP will commence involving the development of a detailed Implementation Plan.
- 6.2 Throughout Phase 2, the draft LAP's will be updated as more recent data becomes available to ensure the LAP's are relevant on completion of the Implementation Plan.
- 6.3 All LAPP collateral developed (LAP's and LAPP Implementation Plan) will be brought back to Council for consideration and direction on next steps.

Attachments:

There are no attachments for this report.

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.

Council's Community Outcomes – *Ngā Hononga ki Ngā Putanga ā-Hapori*

This proposal promotes the social, cultural, and environmental wellbeing of communities in the present and for the future. It does this by seeking to improve the uptake of medium density housing opportunities within identified areas of the Hastings Urban Environments through an integrated approach, ensuring all necessary above and below ground infrastructure is available and operating at an appropriate level of service within areas identified as suitable to support increased residential intensity.

Māori Impact Statement - *Te Tauākī Kaupapa Māori*

Hastings District Council positively upholds Te Tiriti o Waitangi | The Treaty of Waitangi as the founding document of Aotearoa New Zealand, with particular regard to the Bunbury Sheet signed by Ngāti Kahungunu Rangatira in June 1840 at Waipureku.

Council recognises and respects the Crown's responsibility to take appropriate account of the principles of Te Tiriti o Waitangi | The Treaty of Waitangi: Partnership, Participation and Protection. These principles guide an evolving relationship with mana whenua as Council works towards effective and meaningful partnerships in Council business and decision-making processes.

The preparation of each of the Local Area Plans has involved input and collaboration from mana whenua and the Pou Ahurea team.

Sustainability - *Te Toitūtanga*

Sustainability is at the centre of the Local Area Plan Programme, with the purpose of the programme to increase the share of residential intensification within the overall growth planned for Hastings, through an integrated, place-based approach. The LAPP will provide for a more efficient use of land, thereby protecting the Heretaunga Plains from unplanned urban sprawl.

Financial considerations - Ngā Whakaarohanga Ahumoni

The planning phase of the LAPP has been included within the existing growth budget. In terms of phase 2 of the programme, including implementation of identified local betterment projects it is anticipated to fall across a number of infrastructure-based budgets. Any unbudgeted capital improvements will be recommended for inclusion in future reviews of the Long Term Plan, for consideration against other Council wide priorities.

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 medium significance.

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

Community engagement on the Local Area Plans and Programme was conducted from 1 October to 11 November 2024, introducing the LAPs and seeking to understand the unique attributes of each local area and community aspirations and areas of opportunity and/or betterment. Similarly, the preparation of each of the Local Area Plans has involved input and collaboration from mana whenua and the Pou Ahurea team.

Risks

REWARD – Te Utu	RISK – Te Tūraru
<ul style="list-style-type: none"> - To provide a planned approach to the uptake of medium density housing developments in a planned, cohesive manner rather than the current ad-hoc, reactive manner. - To demonstrate that increased residential intensification does not diminish amenity, and in the case of Local Area Plans, can result in area ‘betterment’ /an increased degree of amenity. 	<ul style="list-style-type: none"> - That uptake of the opportunity for medium density housing remains limited within the identified areas within Hastings Central.

Rural Community Board – Te Poari Tuawhenua-ā-Hapori

The Local Area Plans Programme promotes residential intensification in urbanised areas, therefore rural zones are out of scope.

MEMORANDUM OF UNDERSTANDING

Hawke's Bay Regional Housing Collaboration

Purpose

1. This Memorandum of Understanding is a first step in formalising the collaborative working relationship between the member organisations of the Hawke's Bay Matariki Housing Leadership Group (**Leadership Group**).

Parties

2. The parties to this Memorandum of Understanding are:
 - a. Central Hawke's Bay District Council;
 - b. Hastings District Council;
 - c. Hineuru Iwi Trust;
 - d. Mana Ahuriri Trust;
 - e. Maungaharuru Tangitū Trust;
 - f. Napier City Council;
 - g. Ngāti Kahungunu Iwi Incorporated;
 - h. Ngāti Pāhauwera Development Trust
 - i. Tamatea Pōkai Whenua Trust;
 - j. Tātau Tātau o Te Wairoa Trust;
 - k. Te Taiwhenua o Heretaunga Trust;
 - l. Te Taiwhenua o Te Whanganui a Orotū; and
 - m. Wairoa District Council.
3. Other parties may be invited by the Leadership Group to join the Leadership Group.

Te Tiriti o Waitangi – The Treaty of Waitangi

4. This Memorandum of Understanding is developed within the context of the broader relationship between Territorial Authorities and iwi/Māori organisations listed as parties above in order to enhance housing outcomes for the region.
5. The foundation of the broader relationship is Te Tiriti o Waitangi / the Treaty of Waitangi, and the responsibilities of Councils under the Local Government Act 2002 and other relevant Acts.

Background

6. There are recognised housing challenges across Hawke's Bay that require coordinated action. The region was estimated to be between 2,000 – 3,000 houses short of requirements before cyclone Gabrielle impacted the region in February 2023. The Cyclone displaced around a further 1,000 households, illustrating the lack of resilience in the housing system
7. Housing data indicates that housing challenges are affecting Māori whānau disproportionately compared to the broader population.
8. The parties recognise that housing is fundamental to wellbeing and that solutions require collective action across multiple stakeholders. Action is required both in terms of policy and housing system, but also at place, tailored to the locations and contexts in which people live. Joined-up action from Government, its agencies, local government, iwi/Māori organisations, NGO and commercial entities is required to address challenges across the housing continuum.
9. The Parties have agreed to work together to address these housing challenges, and have formed a Housing Leadership Group to steer collaborative regional work on housing. The parties envisage that a more formal structure and approach may emerge from this initial work.
10. This collaboration seeks to build on the experience of the Hastings Place-Based Housing Initiative which has been successful in drawing together a collaborative partnership to address housing challenges within the Hastings District. One aim is to spread that approach across the region as appropriate to each place and community's context.
11. The Matariki partners have asked the Regional Recovery Agency, while it is still operating, to provide support for the initial work given its genesis in and strong link to system resilience and cyclone recovery work.
12. The parties have a shared kaupapa of creating a regional housing strategy and improving housing, tenant and community outcomes across the housing continuum. They are working to secure Government investment in housing, infrastructure and capability development that will enable the development of additional housing within Hawke's Bay, with a particular focus on parts of the community and housing continuum not fully catered for through market delivery. They have agreed to formally support each other's efforts and to collaborate where it is mutually beneficial and aids the enhancement of housing, tenant and community outcomes – recognising that the needs and demand for housing may be different in different locations.
13. In the first phase of the work envisaged, the parties are exploring an opportunity to partner with Government to deliver 150 social housing homes out of the 1,500 new social housing places budgeted for in Budget 2024.

14. The Parties have now reached a point where they seek to formalise the work being undertaken together through a memorandum of understanding.

Principles

15. The parties acknowledge that their partnership in respect of the housing kaupapa is grounded in the following principles:
- a. **Place-Based Approach:** Our solutions are based on the unique character, needs, and aspirations of our region and its diverse communities and localities. Our position is that place-based provision and decision-making on housing will produce better outcomes for our communities than centralised decision-making;
 - b. **Partnership & Collaboration:** We leverage our collective expertise, resources, and authority to advocate – and then oversee – greater place-based housing provision and decisions in the region. This is most effective when we collectively engage with central Government;
 - c. **Long-Term Vision, Action in the Present:** We commit to developing and implementing housing strategies across a range of housing outcomes that are sustainable across generations and political cycles. We enable action in the present to deliver outcomes now and in the future;
 - d. **Holistic Perspective:** We view housing as interconnected with broader community outcomes including health, education, employment, and cultural wellbeing;
 - e. **Equity & Inclusion:** We prioritise solutions that address need, underlying inequities and ensure all community members have access to safe, healthy, and affordable housing;
 - f. **Evidence-Based Decision Making:** We ground our work in data, research, and community input to ensure effective outcomes; and
 - g. **Accountability:** We will strive to ensure our decisions reflect community input and engagement. We will utilise transparent processes and measure outcomes.

Areas of Activity

16. Where the parties recognise mutual benefit, they agree to explore opportunities to work together in the following areas:
- a. **Regional housing strategy development:** Collaboration on developing a housing strategy and policy for the region addressing a range of housing and community outcomes, with a focus on achieving appropriate housing for people across the housing need spectrum – recognising that the needs and demand for housing may be different in different locations;
 - b. **Advocacy to Central Government:** Working together to seek Central Government action to address housing challenges in Hawke's Bay;
 - c. **Explore the Establishment of an Entity or Entities:** Explore the establishment of an entity or entities to develop and determine a regional housing strategy for Hawke's Bay and take actions in pursuance of that strategy;

Page 3 of 8

- d. Funding applications: Support for funding applications to Central Government for targeted resources to address housing challenges in Hawke's Bay;
- e. Coordinating cross-sector initiatives: Implementing the regional housing strategy through collaborative action;
- f. Monitoring and reporting: Tracking housing trends, needs, and outcomes across the region;
- g. Community engagement: Ensuring community voices inform housing solutions;
- h. Innovation development: Fostering new approaches to addressing housing challenges;
- i. Joined-up initiatives: Where appropriate, taking action together to address housing challenges and needs; and
- j. Regional support for local initiatives: Working together to support the initiatives on one or more of the parties that will deliver enhanced housing outcomes.

Specific initiatives may be subject to further agreement

- 17. The parties agree that significant initiatives to be carried within the framework of this agreement may be the subject of further specific agreements or arrangements potentially including a formalised regional housing entity or contracts of agreement for specific projects.

Partnership with government

- 18. The parties aim to partner with Government for enhanced housing, tenant and community outcomes across Hawke's Bay. This will involve working with the Ministry of Housing and Urban Development and potentially a range of other Government Agencies. It is envisaged that the collaborative work carried out under this MoU may lead to one or more parties or regional entities signing agreements with the Crown to deliver specific deliverables.

Applications for government assistance

- 19. The parties acknowledge that they may individually or collectively make applications to various Government funding sources to support housing initiatives in the region.
- 20. For the purposes of transparency, all parties to this Memorandum of Understanding agree to disclose to each other the specific instances where this document or the partnership relationship within is declared in any funding applications or in any other governmental, planning or property process.

21. There is the possibility that the various funding applications made by the parties may overlap or even conflict in some areas. The parties agree that their shared objective is to maximise positive housing outcomes for communities in Hawke's Bay and that they will work together in good faith to try to harmonise housing activities under the partnership approach enshrined herein.

Confidentiality and use of information

22. To the extent permitted by law, the parties agree to maintain confidentiality regarding sensitive information shared during the course of collaborative work under or arising out of this Memorandum of Understanding. This includes, but is not limited to, commercially sensitive information, any personal information shared about community members, and strategic information that could impact the success of initiatives if disclosed prematurely.
23. The parties acknowledge that the Council parties to this agreement are subject to the provisions of the Local Government Official Information and Meetings Act 1987 and that Government Agencies working with the parties may be subject to the provisions of the Official Information Act 1982. These Acts may require the release of information unless good reason exists under the respective Act for it to be withheld.
24. The Parties agree that information shared under this collaborative partnership will be held and used for the purposes for which it was shared.

Limitations

25. Nothing in this agreement affects or overrides any legislative or other obligations the parties may have, or any legal rights the parties may have. In particular, nothing in this agreement affects any party's statutory decision-making obligations under the Resource Management Act 1991, the Building Act 2004 or other Acts, nor does it prevent the parties from exercising any rights they have in law.

Implementation

26. The parties agree to meet through their nominated Leadership Group individuals on a regular basis to exchange information, explore opportunities to work together for mutual benefit.
27. It is expected that further structure and decisions on regional opportunities for housing will be developed as the initiative progresses. This may include increasing the formality of the leadership group, noting that decisions for specific initiatives may require separate formal arrangements.
28. This work will be supported by a Working Group, consisting of staff from each of the parties' organisations and staff from the Regional Recovery Agency. The Working Group will carry out a programme work as commissioned by the Leadership Group and provide advice to the Leadership Group on how best to advance the work.

29. Parties will be updated on Leadership Group activities via quarterly reporting or as required to support decision-making.

Term of agreement

30. This Memorandum of Understanding will continue in force until replaced by a subsequent arrangement that repeals it or until the parties agree to end the Memorandum of Understanding. Individual parties may withdraw from the arrangement at any time.

Signatures

Signed on 28 July 2025 on behalf of Central Hawke's Bay District Council by



Doug Tate, Chief Executive

Signed on 25 July 2025 on behalf of Hastings District Council by



Nigel Bickle, Chief Executive

Signed on 4 August 2025 on behalf of Hineuru Iwi Trust by



Mana Hazel, Chairperson

Signed on 20/10/2025 2025 on behalf of Mana Ahuriri Trust by



Te Kaha Hawaikirangi, Chairperson

Signed on _____ 2025 on behalf of Maungaharuru Tangitū Trust by

Tania Hopmans, Chairperson

Signed on 28 July 2025 on behalf of Napier City Council by



Louise Miller, Chief Executive

Signed on 11 Sept 2025 2025 on behalf of Ngāti Kahungunu Iwi
Incorporated by



Bayden Barber, Chairperson

Signed on 24 July 2025 on behalf of Ngāti Pāhauwera Development
Trust by



Toro Waaka, Chairperson

Signed on 29 July 2025 on behalf of Tamatea Pōkai Whenua Trust by



Pōhatu Paku, Chairperson

Signed on 4 August 2025 on behalf of Tātau Tātau o te Wairoa Trust by



Leon Symes, Chairperson

Signed on 10/09/2025 2025 on behalf of Te Taiwhenua o Heretaunga
Trust by



Mike Paku, Chairperson

Signed on 28 July 2025 on behalf of Te Taiwhenua o Te Whanganui a Orotū Trust by



Hori Reti, Chairperson

Signed on 1 August 2025 on behalf of Wairoa District Council by



Matthew Lawson, Chief Executive

REGIONAL HOUSING STRATEGY

March 2026

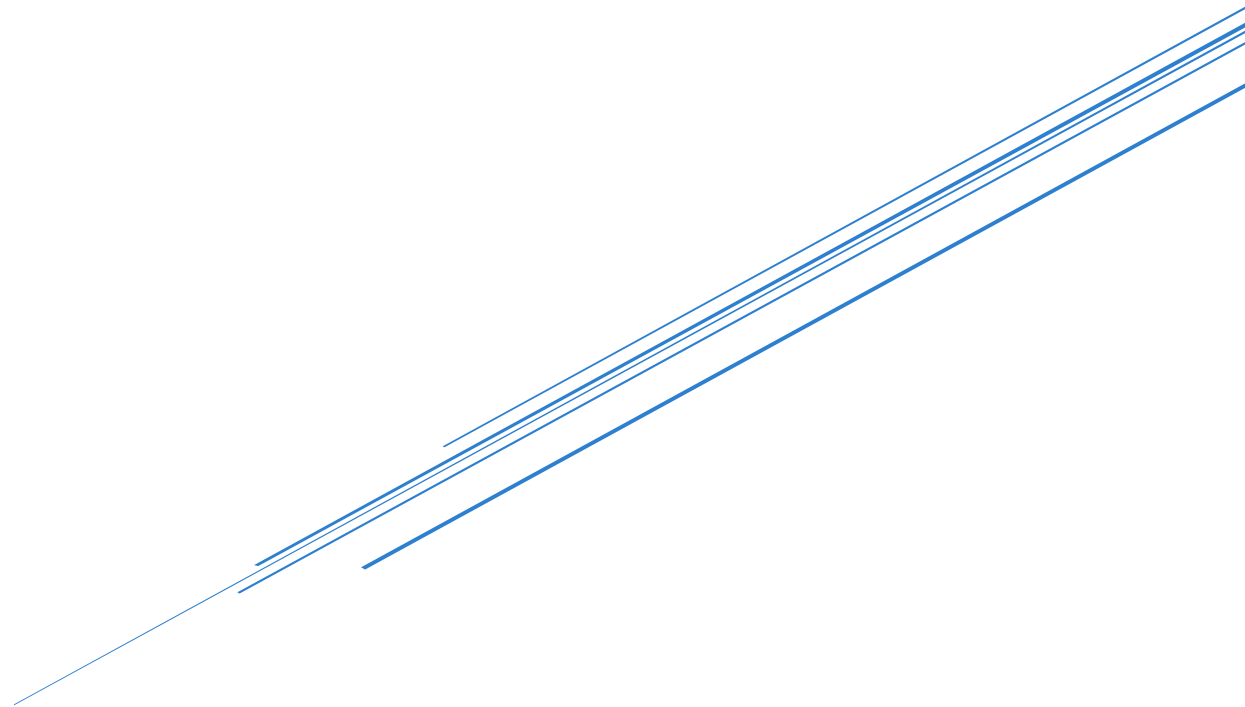


Table of Contents

Executive Summary	3
Introduction.....	4
Background	5
Key issues	6
The Vision	7
Housing Continuum	7
Outcomes	8
Moving towards the vision	9
20 Year Vision for Housing in Hawkes Bay	10
Strategy Development and Scope	12
Strategy Focus Areas	15
Appendix 1 Hawke's Bay housing reports & research	20

Executive Summary

The Hawke's Bay Regional Housing Strategy sets out a shared vision and direction of travel for improving housing outcomes across the region. It has been developed by the Hawkes Bay Housing Leadership Group, which brings together Post Settlement Governance Entities, Iwi, Taiwhenua and local government leadership.

The Strategy recognises that having a safe, warm and affordable home is essential for people's health, wellbeing and ability to participate fully in their communities. It promotes a coordinated, place-based approach to housing that reflects the needs and strengths of Hawke's Bay communities. The Strategy sets out a long-term vision and aims for sustainable housing outcomes across generations and political cycles.

Housing pressure in Hawke's Bay has been building for many years. Population growth, increasing costs and constrained housing supply were already creating significant pressures before Cyclone Gabrielle added further challenges. While a range of initiatives have helped to ease some pressure, housing shortages and insecurity remain significant issues for many whānau across the region.

The Strategy focuses on achieving outcomes across five focus areas:

1. Whānau wellbeing and community development;
2. Affordable, quality and diverse housing supply;
3. Māori housing aspirations;
4. Coordinating housing initiatives with effective planning, infrastructure and regulation; and
5. Collaborative governance and aligned investment

Achieving these outcomes will require sustained commitment from many organisations across the housing system. The Housing Leadership Group will play an important role in supporting regional alignment and maintaining momentum, but delivery will depend on the collective efforts of many different stakeholders including councils, iwi, housing providers, developers and central government agencies.

Ultimately, the Strategy represents a collective commitment to improving housing outcomes for present and future generations in Hawke's Bay. Through sustained collaboration, a long-term thinking and a shared focus on whānau wellbeing, it provides a platform for change and greater resilience in the region's housing system.

Introduction

The purpose of this strategy is to provide a vision and a framework to address the housing issues across Hawke's Bay.

Having the security of a home that is safe, warm, dry, and affordable has a fundamental influence on health, education, employment, overall wellbeing and social connection. When people have secure homes, they can thrive individually and contribute to stronger, more vibrant communities. Improving housing outcomes is a critical factor in supporting the needs of our region now and into the future.

In Hawke's Bay we know what works and who is best to deliver housing solutions for our communities. Founded on a place-based approach, this strategy seeks to achieve a responsive, whānau-centred housing system that offers affordable pathways through the housing continuum, provides support for those in need, and fosters wellbeing and a thriving local economy for the people of Te Matau ā Māui Hawke's Bay.

The Hawke's Bay Housing Strategy (the strategy) has been developed by the Housing Leadership Group (HLG), made up of leaders from local authorities, Post Settlement Governance Entities, Iwi and Taiwhenua. It addresses the full housing continuum, from people experiencing homelessness to affordable and market housing, and recognises that tackling regional housing challenges requires collective action. Development of the strategy's desired outcomes has been informed by data, research and on-the-ground experience of HLG members. A particular focus has been placed on the role of assisted housing within the continuum – for example, there is a cross over between housing register data identifying demand for one-bedroom assisted housing places, and research indicating latent and projected demand for one-bedroom places in the region.

The strategy outlines how iwi and local government (Central Hawke's Bay, Hastings, Napier, Wairoa, and the Regional Council) can work together, alongside community housing providers, developers and other key stakeholders, to respond to housing challenges and capitalise on opportunities across the Hawke's Bay Housing continuum. The foundation of the relationship between the entities in the Housing Leadership Group is Te Tiriti o Waitangi/the Treaty of Waitangi.

Having and actioning a regional housing strategy does not stop individual action but instead presents some of the following benefits:

- Ensuring that efforts by individual players can be supported by others if the actions align with the HBHS.
- Helps present a coordinated front and cohesive, coherent case for funding support from Government or other funders.
- Leverages the regional resources available in key areas such as resource management planning, construction, and development.

Background

The Hawke's Bay region is facing significant housing pressure. Across the housing continuum, there is a growing number of people experiencing homeless people, people waiting for social housing, people in social housing who could move out if there were affordable rentals, and people renting who could move to home ownership if there were assistance pathways for them to do so.

This pressure and the extent of the housing crisis in Hawke's Bay has been well-documented. Housing shortages and insecurity became particularly acute in the region in the second half of the 2010s. Immigration, population growth, an expanding horticultural sector and related processing and manufacturing, and a failure of housing construction to keep up with demand, led to rapidly growing housing insecurity. The number of people seeking housing assistance swelled. The government began expanding emergency housing assistance with significant numbers of motels converted to emergency accommodation.

Initiatives were pursued to address this problem. In the Hastings District, a place-based partnership between Government, local government and Māori organisations was initiated. A large-scale social housing expansion was initiated via Kāinga Ora across the region to meet demand. Other housing initiatives including papakāinga development were pursued. The Hastings District Council also instituted District Plan provisions to enable on-orchard and in-industrial zone accommodation for RSE horticultural workers. Napier City Council introduced large areas for housing intensification as well as new greenfield growth areas. Numbers on the MSD administered Social Housing Register began to stabilise and then reduce slowly. Although these initiatives had a positive impact, issues of housing shortage and insecurity remained. Cyclone Gabrielle exacerbated this situation in 2023, with 2% of houses across the region impacted (and 20% of Wairoa's housing stock damaged). Approximately 1,500 whānau were impacted as a result. The impact of the cyclone on top of existing housing issues led to the creation of the Hawke's Bay Housing Leadership Group to address housing recovery issues, and housing system resilience and responsiveness on a regional basis.

Key issues

A strong body of research and analysis on Hawke's Bay housing has been conducted in recent years, by different entities and for a range of purposes. The key issues identified across a number of reports have been combined with 'on-the-ground' feedback to guide the desired outcomes, success metrics and 20-year vision statements in the strategy. The issues are presented here at a high level, and do not necessarily exist in each district to the same (or any) extent. Presenting them in one place is designed to highlight all areas of work that any entity working to the Strategy may need to address and have capability for.

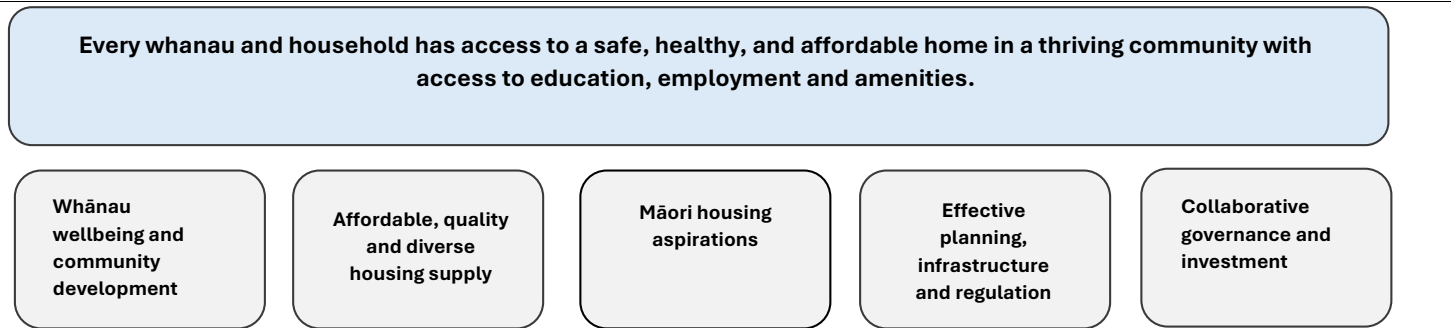
Key issues identified include:

- Ensuring regulatory settings support, or continue to support housing growth
- Access to development capital
- Building costs
- Suitability of social and assisted housing, including typology (e.g. one-bedroom places required)
- Housing affordability and quality
- Difficulties to building on ancestral land
- Supply not keeping up with recent population growth
- Desire for local management of housing
- Concerns about stock and state of seniors housing
- Aging population with varying household needs
- Unsatisfactory living conditions
- Exposure to natural hazards

Key context includes:

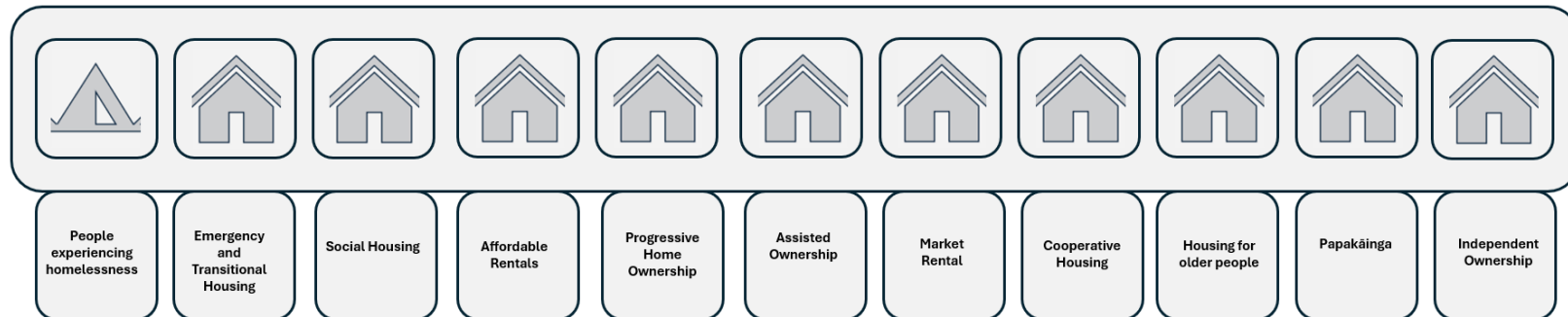
- Intensification in Napier and Hastings supports the ability to meet future demand within current urban boundaries, while providing for greater numbers of new dwellings at lower prices.
- By one measure based on 2023 census data, almost all of the estimated shortage in region's housing stock is of single bedroom houses. (Infometrics, 2025)
- Across Napier and Hastings over the next 30 years the market for one-person and couple-only households will, between them, represent the equivalent of about 80% of all total demand (FDS research – 2023/2024)
- CHB faces rising demand for seniors housing (Tamatea Housing Taskforce, 2023)
- Wairoa has developed a housing shortage following population growth, contributing to overcrowding in housing likely to be in poor condition (Sense Partners, 2021)

The Vision



Housing Continuum

Improving housing outcomes across the housing continuum is essential for the vision to be achieved.



Outcomes

In Hawke's Bay we know what works and who is best to deliver housing solutions for our whānau. The success of the Hastings place-based scheme in recent years highlights the strength of place-based decision making. In working towards the broader vision this strategy and associated action plan has been developed to achieve a series of broad outcomes:

1. *Whānau wellbeing and community development*
 - Obtainable housing for whānau across the Housing Continuum
 - Increased use of mixed tenure developments
 - Improved community and neighbourhood outcomes through more comprehensive support services
 - Improved opportunities and assistance for tenants to move into homeownership on a sustainable basis
 - Reduction in people experiencing homelessness overtime
2. *Affordable, quality and diverse housing supply*
 - More whānau living in safe, warm and healthy homes
 - Housing is enabled across both greenfield and brownfield developments to meet demand
 - Leveraging existing investment in infrastructure
3. *Māori housing aspirations*
 - Papakāinga housing on Māori Freehold Land and General Land is enabled and supported
 - Improved access to funding and partnerships for Māori entities
 - Māori entities are enabled and supported to deliver commercial housing developments across the Housing Continuum
4. *Coordinating housing initiatives with effective planning, infrastructure and regulation*
 - We have efficient and responsive regulatory and consenting processes
 - Crown assets and partnerships are utilised effectively
5. *Collaborative governance and aligned investment*
 - Leveraging and aligning investment interests across the housing network
 - Equitable delivery of housing across the region
 - Improved alignment across regional housing priorities and effective partnerships
 - Improved access to funding streams that support housing outcomes
 - Housing procurement practices prioritise local suppliers and environmental sustainability.

Moving towards the vision

Achieving a vision of access for all to safe, healthy, and affordable homes in thriving communities will require a mix of longer-term actions and policies, and short-term 'quick wins' that, where possible, have an enduring effect. Given the current housing shortages and insecurity, it is essential the region begins taking action now and starts progressing as many initiatives as possible within existing constraints (e.g. realistic timeframes, resourcing etc), progressing multiple initiatives in parallel and in the context of present realities (e.g., what is achievable in the short-term considering current constraints, such as Government policy settings and resourcing).

A dynamic, adaptive approach will be critical—one that remains responsive to shifting challenges and opportunities over time. To stay on course, the strategy and its accompanying action plan should be reviewed regularly to ensure that priority areas remain aligned with the overarching vision and that meaningful progress continues.

Guiding Principles

The following guiding principles will be key to advancing the vision:

Place-Based Approach: We design housing responses that reflect the unique needs, character, and aspirations of our region and communities. This recognises that local decision-making leads to better outcomes than centralised approaches.

Partnership & Collaboration: We work collectively—iwi, civic, and community—to drive and oversee housing solutions. Strong regional partnerships are key to engaging with and influencing Government.

Long-Term Vision, Action in the Present: We take a long-term view while delivering immediate impact. Our strategies aim for sustainable housing outcomes across generations and political cycles.

Holistic Perspective: We view housing as interconnected with broader community outcomes including health, education, employment, and cultural wellbeing

Equity & Inclusion: We prioritise solutions that address need, reduce inequities, and ensure access to safe, healthy, affordable housing for all.

Evidence-Based Decision Making: We ground our work in data, research, and community input to ensure effective outcomes

Accountability: We commit to transparent decision-making, grounded in community input, and focused on measurable outcomes.

20 Year Vision for Housing in Hawkes Bay

The current state of our housing market is the result of many generations of inaction, or inappropriate focus on what matters for our communities. We know it will take time to meet our goals, and the levers created through this work will help us deliver those. While our focus will be on taking action every day to address our region's housing issues to support vibrant, healthy and secure whānau, we acknowledge the importance of a longer-term vision of what we want to focus on and achieve.

At a high-level, delivering on the housing strategy will, over the next 20-years, result in:

- Mixed tenure neighbourhoods which support whānau and community development
- Pathways for people to move to home ownership and increased levels of home ownership and improved housing affordability
- Whānau being enabled to live on ancestral land
- Greater local management of social housing.

Each of the high-level goals and the levers required to achieve them is explored further in the section below.

Mixed tenure neighbourhoods

Houses are not just places where people and their whānau live. They are places that make up communities. Communities support their people and whānau to grow, work, contribute to society and play. While stable housing is important, so are stable communities.

Our vision is that people should be supported to build their lives in the communities they love – which they support and are supported by. That means having different options across the housing continuum to ensure people can keep living in their community as their situation changes – for better or worse.

Pathways for people to move to home ownership, increased levels of home ownership, and improved housing affordability

Home ownership is not a binary movement – there are steps people can be supported with along the way. The path to home ownership needs to be allowed for at an appropriate pace, recognising the number of factors that support stable and secure home ownership.

The path towards home ownership relies on different tenure options being available on the housing continuum, and within communities – speaking to other high-level goals that we have.

Our vision is that social housing, affordable rentals, progressive ownership models, and modestly priced first homes are all steps in the path to stable and secure home ownership for those who want this.

Whānau enabled to live on ancestral land

Institutional settings have blocked the ability for housing to be built on ancestral land. While progress is being made, it is not at the level desired. In a 2011 report on government policy to support housing on Māori-owned land, the Office of the Auditor General identified capacity, planning and finance as key barriers that have existed for too long.

Our vision is that that there are no barriers for building housing on ancestral land, compared to building on other types of land. And that PSGEs, Iwi, hapu and Taiwhenua can be supported to provide housing for their people.

Local management of social housing

Hawke's Bay has traditionally had a small CHP sector. Current Government strategy for new social housing to be provided by CHPs presents an opportunity to build a strong but diverse CHP sector over time which allows for new social housing to be managed locally, and which focusses on delivering housing outcomes that are important to all Hawke's Bay housing stakeholders.

Our vision is that the region is enabled so that local social housing can be managed locally, by the people who know their communities and people the best, and know what works.

Strategy Development and Scope

The Hawke's Bay Housing Strategy (HBHS) has been developed by the Housing Leadership Group (HLG), made up of leaders from local authorities, Post Settlement Governance Entities, Iwi and Taiwhenua. It addresses the full housing continuum, from people experiencing homelessness to affordable and market housing, and recognises that tackling regional housing challenges requires collective action.

The HBHS provides a regional framework to guide how partners could work together across the housing continuum, focusing on the following five pillars:

- Whānau wellbeing and community development
- Affordable, quality and diverse housing supply
- Māori housing aspirations
- Coordinating housing initiatives with Effective planning, infrastructure and regulation
- Collaborative governance and aligned investment.

The Strategy is designed to be able to complement and align with the following policy and/or regulatory settings,:

- **National Policy Directions:** Aligning with Kāinga Ora programmes, Government housing policy, and funding mechanisms.
- **Napier-Hastings Future Development Strategy (FDS):** The FDS will guide the location of urban, industrial and commercial development in the two districts over the next 30 years.
- **District Plans:** Integrating zoning, intensification, and land-use provisions to enable diverse housing options.
- **Urban Intensification:** Zoning and guidance to support medium-density residential development.
- **Local Area Plans:** Ensuring urban intensification is supported with appropriate above and below ground infrastructure that support vibrant, liveable neighbourhoods.
- **Iwi and Hapū Strategies:** Supporting Treaty-based approaches, papakāinga development, and housing on ancestral land.

While the HLG have developed the HBHS, it is acknowledged that the HLG is not the primary provider of housing outcomes therefore delivery will require joint effort from various entities working across the housing continuum. The HBHS and HLG (or members of) may in future advocate for setting changes to better address the local housing environment. The following areas are identified as being out of scope:

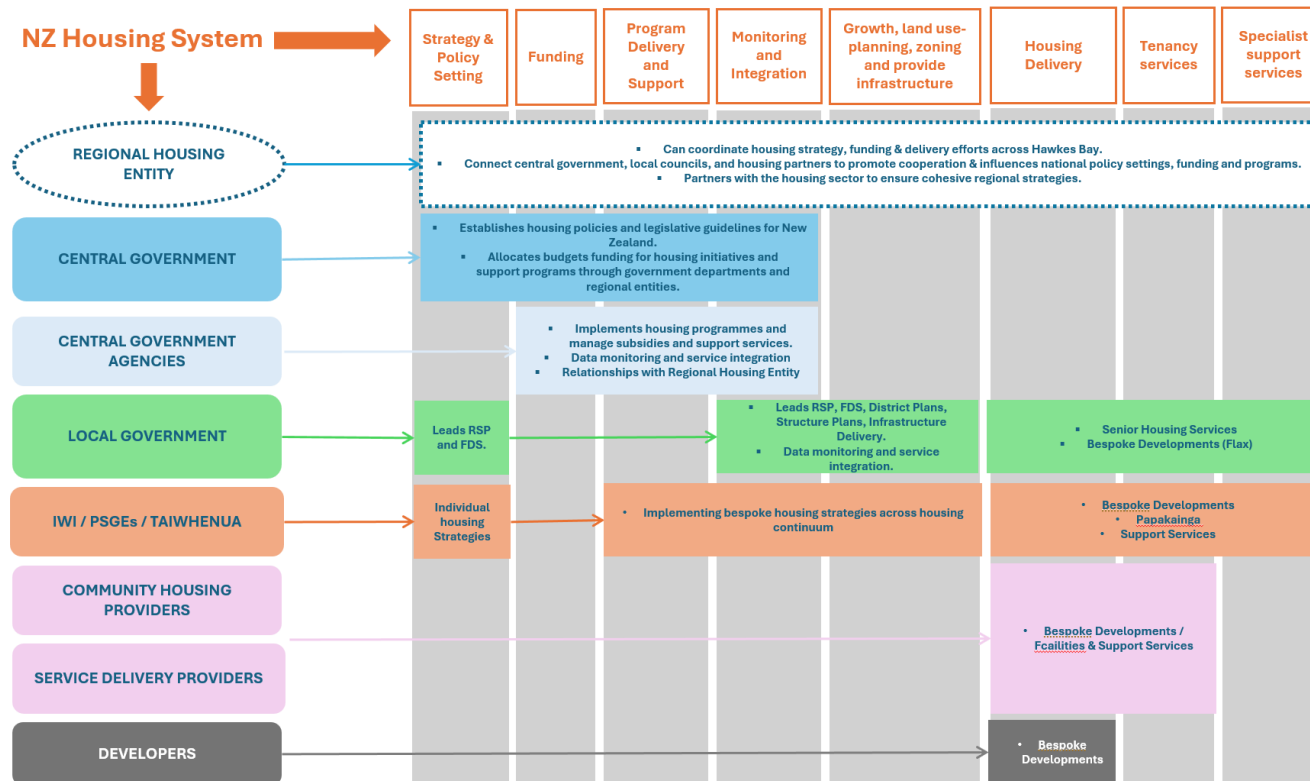
- Individual housing projects; The HBHS does not replace local project planning (growth, structure or local area plans) or operational decisions by individual entities (local government, Iwi, PSGE's, Housing Providers or Developers).

- Detailed funding allocations; While the Strategy identifies funding priorities, specific allocations will be determined through separate processes.
- Statutory planning documents; The HBHS complements, but does not override District Plans, the Regional Spatial Plan, Future Development Strategy, or Iwi Management Plans.

Strategy Review

- The HBHS will be reviewed every 3-years, aligning with typical local, regional, and national regulatory and strategic housing setting reviews.

Roles and Responsibilities



Strategy Focus Areas

This strategy is broken down into four focus areas, each of which has a set of activities and interventions that will support the delivery of the vision and outcomes sought.

The HLG will prioritise actions to deliver the strategy's focus area outcomes, based on assessed need. An agreed action plan will outline timing and sequencing of those actions.

FOCUS AREA: WHĀNAU WELLBEING AND COMMUNITY DEVELOPMENT

Building strong, healthy communities by supporting whānau with housing, services, and pathways along the Housing Continuum.

Outcomes	Roles of member organisations	Role of the Regional Housing Group	Success Measure(s)
Obtainable housing for whānau across the Housing Continuum	Making land available for housing	Oversight of tracking demand across the housing continuum and ensuring needs are being met	Reduction in demand for social housing places.
Increased use of mixed tenure developments	Making different types of housing available across the housing continuum	Attract more entities in the emergency/transitional sector to ensure capacity	Increase in first homeownership
Improved community and neighbourhood outcomes through more comprehensive support services	Delivering mixed tenure developments across the region	Monitor operations of housing assistance programmes to ensure effectiveness and reporting/advocacy where they are not working	Increase in range of housing providers operating across the region.
Improved opportunities and assistance for tenants to move into homeownership on a sustainable basis	Provision of support services including financial, education and whānau ora services	Ensure as uniform information as we can across the region around benefits of mixed tenure developments.	Majority of new developments are mixed-tenure.
		Facilitate collaboration among developers, architects, and planners to create and share adaptable housing	Reduction in people experiencing homelessness count
	Tracking data relating to whānau progress along the housing continuum		

Reduction in people experiencing homelessness overtime		<p>designs that meet diverse community needs.</p> <p>Promoting data sharing with Crown agencies relating housing need.</p> <p>Create a regional measure of people experiencing homelessness that gives a real-time picture of need</p>	Regional measure of people experiencing homelessness adopted and integrated.
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FOCUS AREA: AFFORDABLE, QUALITY AND DIVERSE HOUSING SUPPLY

Enabling diverse housing across neighbourhoods to meet the region's growing and changing needs

Outcomes	Roles of member organisations	Role of the Regional Housing Group	Success Measure(s)
More whānau are living in safe, warm and healthy homes	<p>Delivering housing that meets healthy homes standards.</p> <p>Ensuring land supply in areas that contribute to well-functioning urban environments through planning functions and zoning</p>	<p>Advocate for funding to address poor quality of existing housing stock</p> <p>Collate data in relation to quality of housing according to benchmarks</p>	<p>Reduction in housing related health and wellbeing issues.</p> <p>Reduced building cost of construction.</p>
Housing is enabled across both greenfield and brownfield developments that contribute to well-functioning urban environments to meet demand	<p>Councils manage release of land supply in accordance with regulatory and planning provisions.</p>	<p>Allow for a regional view of housing land availability, acknowledging TLAs manage release of land supply in accordance with regulatory and planning provisions.</p>	<p>New dwelling consents matching demand.</p> <p>Accuracy of forecasted supply & demand for the region.</p>
Leveraging existing investment in infrastructure	<p>Partners coordinating among themselves and coordinating with commercial partners to link development with existing infrastructure.</p>	<p>Investigate and promote suitable innovative building technologies to improve building costs and/or development processes.</p>	<p>Regional data utilised by central government to complement their own national data, to inform central government decision-making</p>

FOCUS AREA: MĀORI HOUSING ASPIRATIONS

Empowering Māori-led housing solutions across the Housing Continuum

Activities	Roles of member organisations	Role of the Regional Housing Group	Success Measure(s)
Papakāinga housing on Māori Freehold Land and General Land is enabled and supported	Planning provisions and guidance to enable papakāinga development	Prioritise advocacy for Māori based housing initiatives and funding solutions as a region	Increase in Māori-led housing projects.
Improved access to funding and partnerships for Māori entities	Align regulation and planning regionally to enable papakāinga developments (noting that the NES-Papakāinga will assist)		
Māori entities are enabled and supported to deliver commercial housing developments across the housing continuum	Local government and Māori entities working together to leverage investment opportunities Collecting data on Māori land and capacity for provision new housing		

FOCUS AREA: EFFECTIVE PLANNING, INFRASTRUCTURE AND REGULATION

Supporting housing growth through coordinated infrastructure, planning, and enabling regulation

Outcomes	Roles of member organisations	Role of the Regional Housing Group	Success Measure(s)
We have efficient and responsive regulatory and consenting processes	Local government policy planning Partner organisations deliver housing that utilises existing Crown assets	Promote consistency of regulation and consenting processes across region Relationships with Crown agencies, particularly Kāinga Ora, to align housing strategy with divestment opportunities	Consents are processed within statutory timeframes. Crown land is divested for housing purposes
Crown assets and partnerships are utilised effectively			

FOCUS AREA: COLLABORATIVE GOVERNANCE AND INVESTMENT

Coordinating regional priorities and partnerships to secure funding and deliver equitable housing outcomes.

Outcomes	Roles of member organisations	Role of the Regional Housing Group	Success Measure(s)
Leveraging and aligning investment interests across the housing network	Alignment with Long Term Plan and investment approach	Establishing and maintaining relationships across Crown agencies and the community housing sector and connecting regional partners where appropriate	Distribution of housing investment across the region
Equitable delivery of housing across the region	Participation in the Regional Housing Governance	Advocacy to central government	Funding proportionate to the size of Hawkes Bay is secured.
Improved alignment across regional housing priorities and effective partnerships	Partners commit to utilising progressive procurement and other policies that promote local businesses and sustainable outcomes. Where possible, encouraging other parts of the network to do the same.	Data collection and monitoring the ensure clarity of the needs of the region	
Improved access to funding streams that support housing outcomes		Develop a coordinated approach to raise awareness among key stakeholders of available funding opportunities and align regional efforts to strengthen applications for Crown funding.	
Housing procurement practices prioritise local suppliers and environmental sustainability		Establishing a Regional Housing Network to promote alignment and flow of information relating to housing	
		Identifying opportunities where coordination and intervention in the housing ecosystem can lead to better outcomes	
		Monitor where funding and opportunities are going and intervening to ensure regional equity where required	
		Ensuring data informs decision-making and demand is being met.	

Appendix 1

Hawke's Bay housing reports & research

March 2026

Development of the strategy's desired outcomes has been informed by data, research and on-the-ground experience of HLG members. Research analysing estimates of housing shortages, development capacity, the state of the region's housing stock and the region's ability to provide adequate housing for its people has been commissioned across different TAs in recent years, and by the Housing Leadership Group.

The research grounds the strategy in why and how the desired outcomes, success metrics and 20-year visions in the Strategy have been developed.

Several key reports that have been drawn on in development of the strategy are referenced below. This is not an exhaustive list, but will support readers by providing an introduction to how the HLG has been assessing the issues faced within the region.

- Napier Housing Strategy
- Hastings Medium and Long Term Housing Strategy
- Our Homes – Strategy for Tamatea Central Hawke's Bay.

NAPIER HASTINGS FUTURE DEVELOPMENT STRATEGY¹

The Hastings and Napier Future Development Strategy (FDS) was jointly developed by Hastings District Council, Napier City Council, Hawke's Bay Regional Council and iwi Post-Settlement Groups (Maungaharuru Tangitū Trust, Mana Ahuriri Trust and Tamatea Pōkai Whenua), with input from residents, interest groups and industry. The FDS guides the location of urban, industrial and commercial development in the two districts over the next 30 years. It is a requirement of the government's National Policy Statement - Urban Development 2020. The FDS is "a strategic tool to assist with the integration of planning decisions under the Resource Management Act 1991 (RMA) with infrastructure and funding decisions.

The FDS ensures development areas are available to meet projected residential and business needs, while protecting the region's highly productive soils, freshwater and natural environments, and sites and areas of significance to Māori. It also addresses the challenges natural hazards, including the effects posed by climate change, will have on development. The development constraints include flood risk information gathered post-Cyclone Gabrielle (2023).

¹ <https://www.hastingsdc.govt.nz/assets/Document-Library/Strategies/Hastings-and-Napier-Future-Development-Strategy/Future-Development-Strategy.pdf>

WAIROA HOUSING STRATEGY (2021)²

Wairoa Taiwhenua, Tatau Tatau o Te Wairoa Trust and the Wairoa District Council invited Sense Partners to develop a strategy to address the housing crisis in Wairoa identified through research in 2020.

OUR HOMES – STRATEGY FOR TAMATEA CENTRAL HAWKE'S BAY (2023)³

The goal of the Tamatea Housing Taskforce is to create a sustainable pathway for housing the people of Tamatea – Central Hawke's Bay, that puts their wellbeing at the centre. The Strategy included six focus areas developed through analysis of the housing situation in the region.

HASTINGS MEDIUM AND LONG TERM HOUSING STRATEGY (2021)⁴

At the end of 2019, Hastings with government support embarked on the Hastings Place Based Housing Plan – a bespoke solution to build new houses and papakāings across Hastings, address homelessness and carry out repairs on existing Māori-owned homes to make them healthier and more liveable.

The Hastings Medium and Long Term Housing Strategy builds on that place based housing plan, with the aim of delivering sustainable, positive change through a programme of work encompassing affordable housing, social housing, market housing, Māori housing, senior housing, and RSE accommodation, alongside skills training and employment creation.

NAPIER CITY COUNCIL HOUSING STRATEGY

The Napier City Council Housing Strategy sets out the vision for healthy, safe, and affordable housing that meets the needs of all Napier residents. Supported by five interconnected outcomes sit across the housing continuum.

² <https://www.ttotw.iwi.nz/assets/Resources/2021.03.15-Housing-Strategy-Wairoa.pdf>

³ <https://www.chbdc.govt.nz/assets/Document-Library/Strategies/Community-Plans/OurHomesStrategy-1-0.pdf>

⁴ <https://www.hastingsdc.govt.nz/assets/Document-Library/Strategies/Hastings-Medium-and-Long-Term-Housing-Strategy/Hastings-Medium-and-Long-Term-Housing-Strategy.pdf>

INFOMETRICS HAWKE'S BAY HOUSING STOCKTAKE⁵

In 2025 the Hawke's Bay Regional Recovery Agency (RRA), acting as secretariat to the HLG, commissioned economics consultancy Infometrics to produce a housing stocktake across the region. The aim was to ensure common data sets, including the most up-to-date census data, could be used to assess the region's housing needs and trends in the regional housing market since 2013.

It is important to note that the Infometrics work was developed to provide the HLG with an assessment of issues being faced within the region, and as an input for developing the strategy. It does not replace or relate to assessments which are mandated through legislation or government policy statements (such as the FDS). The RRA requested Infometrics develop an estimate of what any housing shortage might be in the region, acknowledging there was a range of ways to carry out such an assessment, and that any estimate of a housing shortage is hypothetical and sensitive to underlying assumptions.

⁵ Link to be inserted once Infometrics report published: Note Infometrics report only to be published concurrently with public publication of this Strategy (i.e. not before Strategy is published).



Hawke's Bay Civil Defence Emergency Management Group Joint Committee

Terms of Reference

1. Preamble

- 1.1 The Hawke's Bay Civil Defence Emergency Management Group was originally established in 2002 as required by the Civil Defence Emergency Management Act 2002, Section 12.

2. Parties

- 2.1 Each of the following local authorities is a Member of the Hawke's Bay Civil Defence Emergency Management Group and is a party to this Terms of Reference:

- Central Hawke's Bay District Council
- Hastings District Council
- Hawke's Bay Regional Council
- Napier City Council
- Wairoa District Council

3. Definitions

For the purpose of this Terms of Reference:

- 3.1 **Act** means the Civil Defence Emergency Management Act 2002.
- 3.2 **Administering Authority** means the Hawke's Bay Regional Council.
- 3.3 **Coordinating Executive Group** (the CEG) means the Coordinating Executive Group to be established under section 20 of the Civil Defence and Emergency Management Act 2002.
- 3.4 **Group** means the Hawke's Bay Civil Defence Emergency Management Group.
- 3.5 **Group Controller** means a person appointed under section 26 of the Civil Defence and Emergency Management Act 2002 and clause 10.1 of this Terms of Reference as a Group Controller.
- 3.6 **Group Plan** means the Hawke's Bay Civil Defence Emergency Group Plan prepared by the Group in accordance with the Act.
- 3.7 **Hawke's Bay Region** for the purposes of this document means the Hawke's Bay region as defined in the Local Government (Hawke's Bay Region) Reorganisation Order 1989, excluding the parts of Rangitikei and Taupo District Councils falling within the area administered by the Hawke's Bay Regional Council.
- 3.8 **local authority member or Partner Council** means a Local Authority that is a member of the Civil Defence Emergency Management Group that is the subject of this document.
- 3.9 **4Rs** means Reduction, Readiness, Response, and Recovery.

4. The purpose and term of this Terms of Reference

- 4.1 The purposes of this Terms of Reference are to:
- 4.1.1 set out the purposes, functions, powers, and duties of the Group and its members in accordance with the requirements of the Act
 - 4.1.2 define the responsibilities of the Group as delegated to the Group by the Members, and
 - 4.1.3 provide for the administrative arrangements of the Group.

5. Joint Committee

- 5.1 Pursuant to section 12 of the Act the Parties were united in August 2003 to establish a Group as a Joint Standing Committee now under clause 30(1)(b) of Schedule 7 of the Local Government Act 2002. This choice is irrevocable under section 14(3) of the Act.
- 5.2 In accordance with section 12(2) of the Civil Defence Emergency Management Act 2002, neither clause 30(5) nor (7) of Schedule 7 of the Local Government Act 2002 which provides for a committee to be discharged or reconstituted, or be discharged following the triennial general election, shall apply to the Joint Committee.

6. Membership of the Group

- 6.1 The members of the Group are the Hawke's Bay Regional Council and all those territorial authorities that lie wholly within the boundaries of the Hawke's Bay region. Each member is to be represented on the Group by one person only, being the Mayor or Chairperson of that local authority, or if they are unavailable an alternate representative who has been given the delegated authority to act for the Mayor or Chairperson.
- 6.2 Under section 13(4) of the Act, the alternate representative must be an elected person from that local authority.
- 6.3 Under clause 30(9) of Schedule 7 of the Local Government Act 2002, the powers to discharge any representative of the Group and appoint his or her replacement shall be exercisable only by the local authority member that appointed the representative being discharged.
- 6.4 Tangata whenua representatives appointed as advisory, non-voting members representing:
- 6.4.1 Mana Ahuriri Trust
 - 6.4.2 Maungaharuru-Tangitu Trust
 - 6.4.3 Tamatea Pōkai Whenua
 - 6.4.4 Tatau Tatau o Te Wairoa
 - 6.4.5 Ngati Kahungunu Iwi Incorporated.

7. Local Authority representatives to have full Delegated Authority

- 7.1 Each local authority member agrees to confer full delegated authority on its representative, or in their absence the alternate representative in order for the Group to exercise the functions, powers, and duties of members under the Act within approved Group budgets.
- 7.2 At meetings of the Group, each local authority member's representative is to have full authority to vote and make decisions on behalf of that local authority without further recourse in respect of the authority granted under 7.1 above.
- 7.3 If a local authority member's representative to the Group is not re-elected at the triennial Local Government Elections that representative will cease to be a member of the Group and will be replaced by the elected Mayor or Chairperson of the relevant local authority.

- 7.4 It is the responsibility of each member of the Group to ensure that they have a representative available to participate in the Group, as soon as practicable after their representative is no longer able to represent that member for whatever reason, with the same delegated functions, duties and powers as their predecessor.

8. The Group to give effect to the purposes of the Act

The functions, powers and duties of the Group are specified in sections 16, 17 and 18 the Act. To assist the Group to meet these requirements, the Group adopts the following objectives.

- 8.1. To ensure that hazards (as defined in the Act) and the consequential risks are identified and assessed.
- 8.2. Improve and promote the sustainable management of identified hazards in a way that contributes to the long term social, economic, cultural, and environmental well-being and safety of people and communities.
- 8.3. Encourage and enable communities to achieve acceptable levels of risk (as risk is defined in the Act), including, without limitation:
- 8.3.1. identifying, assessing, and managing risks, and
 - 8.3.2. consulting and communicating about risks, and
 - 8.3.3. identifying and implementing cost-effective risk reduction, and
 - 8.3.4. monitoring and reviewing the risk management process.
- 8.4. To require local authorities to co-ordinate, through regional groups, planning, programmes, and activities related to civil defence emergency management across the 4Rs and encourage co-operation and joint action within those regional groups.
- 8.5. To encourage through partnership and co-ordination, emergency management planning and civil defence emergency management activities amongst the organisations represented on the Co-ordinating Executive Group, other CDEM partners and the Lifeline utility operators that operate within the region.
- 8.6. To ensure an effective and efficient region-wide civil defence emergency management capability to respond to and recover from emergencies.

9. Obligations of local authority members

- 9.1 Each local authority member of the Group will:
- 9.1.1 In accordance with section 7 and 8 above, appoint their Mayor or Chairperson to the Joint Committee; and
 - 9.1.2 appoint its chief executive officer to the Co-ordinating Executive Group (CEG); and
 - 9.1.3 participate in the preparation of and agree to the content of a Group Plan; and
 - 9.1.4 contribute technical expertise and resources to maintain an effective Group and local level response capability; and
 - 9.1.5 provide to the Group the information or reports that may be required by the Group to discharge its powers, functions and duties under the Act and the Group Plan.
- 9.2 Each local authority member of the Group will be responsible for the risk reduction, readiness, response and recovery arrangements required of it under the Act, and under the Group Plan or as otherwise agreed by the Group, to the standards agreed by the Group.

10. Delegated Authority

- 10.1 Power to appoint Group Controller. The Group will appoint one or more suitably qualified and experienced persons or person to be the Group Controller for the CDEM Group pursuant to by section 26 of the Act and in accordance with the Governance and Management section of the current Group Plan. The powers delegated to the Group Controller(s) are as defined in the Group Plan.
- 10.2 Appointment of Local Controllers. The Group may from time to time appoint, in accordance with section 27 of the Act and following consultation with the relevant members, one or more persons to be a Local Controller in accordance with the Governance and Management section of the current Group Plan.
- 10.3 Appoint persons who may Declare a State of Local Emergency. The Group will appoint at least one person as a person authorised to declare a state of local emergency for its area and in accordance with the Governance and Management section of the current Group Plan.

11. Civil Defence Emergency Management Group Plan

- 11.1 The Group will prepare, approve, adopt and review a Group Plan in accordance with sections 48 to 57 of the Act.
- 11.2 For the avoidance of doubt each and every obligation, agreement, covenant, responsibility and liability under the Group Plan is binding on and will continue to bind each and every Member of the Group and is and will continue to be enforceable as between each of the Members, against each of the other Members, and every Member of the Group agrees and covenants to carry out and perform all of its obligations under the Group Plan.

12. Maintain the Coordinating Executive Group

In accordance with section 20 of the Act, establish and maintain a Co-ordinating Executive Group consisting of:

- 12.1. The chief executive officer of each Member or a senior person acting on that person's behalf, and
- 12.2. A senior representative of the Police assigned for the purpose by the Commissioner of Police; and
- 12.3. A senior representative of Fire and Emergency New Zealand assigned for the purpose by their Chief Executive; and
- 12.4. The chief executive of a District Health Board in Hawke's Bay representing the District Health Board in Hawke's Bay, or a person acting on their behalf; and
- 12.5. Any other persons that may be co-opted by the CDEM Group to assist the CEG to undertake its responsibilities.

13. Remuneration

- 13.1 Each local authority member of the Group shall be responsible for remunerating its representative on the Group for the cost of that person's participation in the Group.
- 13.2 Each tangata whenua member will be remunerated \$452 per meeting attended, plus reimbursed mileage to travel to/from meetings at the rate of \$0.83/km. These costs will be divided proportionally among the local authority members.

14. Meetings

- 14.1 The Hawke's Bay Regional Council standing orders will be used to conduct Group meetings.
- 14.2 Other standing orders may be used, subject to the agreement of the Group, and in accordance with section 19(1) of the Act.
- 14.3 The Group shall hold all meetings at such frequency, times and place(s) as agreed for the performance of the functions, duties and powers delegated under this Terms of Reference.

However, there will be at least two meetings per year.

- 14.4 In accordance with clause 23 of Schedule 7 of the Local Government Act 2002 the quorum of the Group is all local authority members.
- 14.5 A representative may attend any meeting of the Joint Committee by means of audio or audio-visual link unless lawfully excluded.
- 14.6 A representative may attend a meeting by means of audio or audio-visual link despite –
 - 14.6.1 clauses 25A(1) and (4) and 27(5)(a) of the Local Government Act 2002, and
 - 14.6.2 any limitation or condition on the use of an audio or audio-visual link, or other contrary provision, that is contained in any standing orders that apply to the meeting.
- 14.7 A representative who attends a meeting by means of audio or audio-visual link in accordance with this Terms of Reference is to be counted as present for the purposes of (the quorum) clauses 23 and 30A of Schedule 7 of the Local Government Act 2002.
- 14.8 In the event that a quorum cannot be achieved, the business at any meeting convened for the Joint Committee may be considered without further notice by a subcommittee of the Joint Committee. The recommendations of this subcommittee will be reported for final decision at the next Joint Committee meeting.

15. Voting

- 15.1 Each local authority member has one vote at a meeting of the Group or when the Group is required at any time to make a decision in respect of an action to be taken by the Group.
- 15.2 All actions (other than the entering into of contracts within the authorised Group budget) to be taken by the Group must first be approved by way of a majority vote of all members that are present and voting.
- 15.3 The National Emergency Management Agency shall have observer status on the Group and also the Coordinating Executives Group.

16. Election of Chairperson and Deputy Chairperson

- 16.1 The Group may elect a Group Chairperson and Deputy Chairperson for the Group at the first meeting following the triennial local government elections, from amongst the local authority representatives, and appoint replacements when any of those offices become vacant between elections.
- 16.2 The Group's Chairperson and Deputy Chairperson shall hold office until the first meeting following the triennial general election.

17. Administering Authority

- 17.1 In accordance with section 23 of the Act, the Administering Authority for the Group will be the Hawke's Bay Regional Council. The Administering Authority is responsible for the provision of administrative and related services that may from time to time be required by the Group.

18. Group Emergency Management Office

- 18.1 The Hawke's Bay Regional Council will establish and manage a Hawke's Bay Emergency Management Group Office on behalf of the Group.
- 18.2 The Group Office shall coordinate technical expertise, planning and operational functions, performance monitoring, coordination of Group wide projects and any other functions as are assigned to it by the Group.
- 18.3 The Hawke's Bay Regional Council will employ staff for the Group Office as authorised by the Group and manage the office's expenditure in accordance with the principles of the Local Government Act 2002 and amendments.

19. Group Funding and Budget

- 19.1 The proposed annual Group work programme and budget will be signed off by the Group no later than 30 November of the year preceding the year to which the programme and budget will apply.
- 19.2 The Group work programme, and administrative and related services pursuant to section 24 of the Act, will be funded by way of a Targeted Rate Uniform General Charge (UGC) across the area of the Group and administered by the Hawke's Bay Regional Council. In order to set the Targeted Rate UGC, the Group will communicate its agreed programme and budget to the Hawke's Bay Regional Council no later than 1 February of the year which the programme and budget applies.
- 19.3 The Joint Committee is responsible for deciding the civil defence and emergency management levels of service and outcomes to be provided to the community. As the Administrating Authority the Hawke's Bay Regional Council is responsible for providing the resources to achieve these outcomes.

20. Good Faith

- 20.1 In the event of any circumstances arising that were unforeseen by the parties at the time of adopting this Terms of Reference, the parties hereby record their intention that they will negotiate in good faith to add to or vary this Terms of Reference so to resolve the impact of those circumstances in the best interests of:
 - 20.1 the members of the CDEM Group collectively; and
 - 20.2 the Hawke's Bay community represented by the members of the Group collectively.

21. Variations

- 21.1 Any member may propose a variation, deletion or addition to the Terms of Reference by putting the wording of the proposed variation, deletion or addition to a meeting of the Group.
- 21.2 Amendments to the Terms of Reference may only be made with the unanimous agreement of all local authority members.

22. Review of the Terms of Reference

- 22.1 The Terms of Reference will be reviewed and if appropriate amended by the Group at its first meeting following the following the triennial local government elections.
- 22.2 The adoption of an amended Terms of Reference revised under clause 22.1 will be undertaken in accordance with section 21 above.
- 22.3 Amendments to the Terms of Reference will come into effect once agreed, by resolution, by all partner councils in accordance with Schedule 7, clause 30A of the Local Government Act.

23. Adopted

_____ by resolution of the
Central Hawke's Bay District Council
Mayor Will Foley

_____ by resolution of the
Hastings District Council
Mayor Wendy Schollum

25 March 2026 by resolution of the
Hawke's Bay Regional Council
Chair Sophie Siers

_____ by resolution of the
Napier City Council
Mayor Richard McGrath

_____ by resolution of the
Wairoa District Council
Mayor Craig Little