



**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL

Strategy, Growth & Community Committee Meeting Agenda

Thursday, 22 May 2025

9.00am

Council Chamber

28-32 Ruataniwha Street

Waipawa

Together we thrive! E ora ngātahi ana!

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- 1 **WELCOME/KARAKIA/NOTICES**
- 2 **APOLOGIES**
- 3 **DECLARATIONS OF CONFLICTS OF INTEREST**
- 4 **STANDING ORDERS**

RECOMMENDATION

That the following standing orders are suspended for the duration of the meeting:

- 21.2 Time limits on speakers
- 21.5 Members may speak only once
- 21.6 Limits on number of speakers

And that Option C under section 22 *General Procedures for Speaking and Moving Motions* be used for the meeting.

Standing orders are recommended to be suspended to enable members to engage in discussion in a free and frank manner.

5 CONFIRMATION OF MINUTES

Strategy, Growth & Community Committee Meeting - 27 March 2025

RECOMMENDATION

That the minutes of the Strategy, Growth & Community Committee Meeting held on 27 March 2025 as circulated, be confirmed as true and correct.

**MINUTES OF CENTRAL HAWKE'S BAY DISTRICT COUNCIL
STRATEGY, GROWTH & COMMUNITY COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBER, 28-32 RUATANIWHA STREET, WAIPAWA
ON THURSDAY, 27 MARCH 2025 AT 9.00AM**

UNCONFIRMED

PRESENT: Chair Kelly Annand
Deputy Chair Pip Burne
Cr Tim Aitken
Cr Gerard Minehan
Cr Brent Muggeridge
Mayor Alex Walker
Cr Exham Wichman
Cr Kate Taylor
Cr Jerry Greer
Pou Whirinaki Amiria Nepe-Apatu

IN ATTENDANCE: Doug Tate (Chief Executive)
Nicola Bousfield (Group Manager People and Business Enablement)
Brent Chamberlain (Chief Financial Officer)
Dennise Elers (Group Manager Community Partnerships)
Dylan Muggeridge (Group Manager Strategic Planning & Development)
Mark Kinvig (Group Manager Community Infrastructure and Development)
Jane Budge (Strategic Governance Manager)
Sarah Crysell (Communications and Engagement Manager)
Debbie Northe (Community Connections Manager Recover)
Christine Renata (Community Development Lead)
Libby Tosswill (Economic Development Manager)

1 KARAKIA

The Chair, Cr Kelly Annand opened the meeting.

2 APOLOGIES 25.1S

Moved: Cr Pip Burne
Seconded: Cr Kate Taylor

An apology was received from Pou Whirinaki Piri Galbraith.

CARRIED

3 DECLARATIONS OF CONFLICTS OF INTEREST

There were no Declarations of Conflict of Interest received.

4 STANDING ORDERS

COMMITTEE RESOLUTION: 25.2

Moved: Cr Gerard Minehan
Seconded: Cr Jerry Greer

That the following standing orders are suspended for the duration of the meeting:

- **21.2** Time limits on speakers.

- **21.5** Members may speak only once.
- **21.6** Limits on number of speakers.

And that Option C under section 21 General procedures for speaking and moving motions be used for the meeting.

Standing orders are recommended to be suspended to enable members to engage in discussion in a free and frank manner.

CARRIED

5 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION: 25.3

Moved: Cr Gerard Minehan
Seconded: Cr Brent Muggeridge

That the minutes of the Strategy, Growth & Community Committee Meeting held on 12 December 2024 as circulated, be confirmed as true and correct.

CARRIED

6 REPORT SECTION

6.1 RESOLUTIONS MONITORING REPORT

PURPOSE

The purpose of this report is to present the Resolution Monitoring Report.

COMMITTEE RESOLUTION: 25.4

Moved: Deputy Chair Pip Burne
Seconded: Cr Kate Taylor

That the Strategy, Growth and Community Committee notes the Resolutions Monitoring Report.

CARRIED

Doug Tate introduced the report which was taken as read, noting on track.

6.2 IMPLEMENTATION MONITORING WAIPUKURAU SOUTH GROWTH PRECINCT STRATEGY

PURPOSE

To provide an update on the progress of the Waipukurau South Growth Precinct programme of work, with a specific focus on the strategic approach.

COMMITTEE RESOLUTION: 25.5

Moved: Cr Kate Taylor

Seconded: Mayor Alex Walker

That the Strategy, Growth and Community Committee notes the Implementation Monitoring of the Waipukurau South Growth Precinct Strategy.

CARRIED

The report was introduced by Dylan Muggeridge as read. Discussion included:

- Social housing perception issues, and working with developers to share our vision.
- Community engagement to occur ahead of a formal process.
- A Cultural Impact Assessment was undertaken through the development of the Structure Plan.
- Ties all the CHB strategies together.

6.3 ENDORSEMENT OF THE SCOPE OF THE ECONOMIC DEVELOPMENT STRATEGY REFRESH

PURPOSE

To endorse the scope of the Economic Development Strategy refresh.

COMMITTEE RESOLUTION: 25.6

Moved: Mayor Alex Walker

Seconded: Cr Kate Taylor

1. That the Strategy, Growth & Community Committee endorses Option 3, Light-touch strategy refresh with a 12-month focus on three priority areas – water security; land-use optimisation and growth & development – followed by a full strategy refresh in the new triennium.

CARRIED

The report was introduced by Dylan Muggeridge as read. Discussion included:

- Ensuring the objectives are clear up front e.g increase housing.
- Include water security and land optimisation, has the Hawke's Bay Regional Council's Tukituki River Catchment Plan made a difference, since it's been in place for 10 years?

6.4 HAWKE'S BAY CIVIL DEFENCE EMERGENCY MANAGEMENT TRANSFORMATION STRATEGY - UPDATE AND NEXT STEPS

PURPOSE

To provide an update to the Committee on the finalised Hawke's Bay Civil Defence Emergency Management Transformation Strategy and to outline the future direction that Council will need to consider in relation to its Civil Defence preparedness.

COMMITTEE RESOLUTION: 25.7

Moved: Deputy Chair Pip Burne

Seconded: Cr Kate Taylor

That the Strategy, Growth and Community Committee notes the Hawke's Bay Civil Defence Emergency Management Transformation Strategy Update.

CARRIED

Doug Tate presented the report and outlined future direction for Council to consider. Discussion included:

- Major change is a less centralised approach aiming for an effective operating date of 1 July 2025.
- It's a statutory requirement on councils to meet the civil defence and emergency management requirements.
- NEMA is currently looking at what good looks like for new national standards.

6.5 PROGRESS ON SOCIAL POU RECOVERY ACTIONS

PURPOSE

To receive an update on the Social Pou actions under the Cyclone Gabrielle Recovery and Resilience Plan.

This report was previously provided as part of a combined districtwide approach to recovery reporting through to August 2024. This report, now being presented to the Committee outlines the social recovery aspects of the Districts Recovery and Resilience Plan from Cyclone Gabrielle that have been achieved or progressed.

COMMITTEE RESOLUTION: 25.8

Moved: Cr Exham Wichman

Seconded: Cr Kate Taylor

That the Strategy, Growth and Community Committee receives the Social Pou update.

CARRIED

Debbie Northe presented the report as read. Discussion included:

- Viewed one of the new Emergency Management Trailers.
- Suitcase digital radios have been purchased and training is to come.
- Further opportunities for other sites to apply for solar.
- The new Sports Building in Porangahau could be considered for another site.

6.6 COMMUNITY FUNDING POLICY REVIEW

PURPOSE

The purpose of this paper is to review the current Community Funding Policy and propose amendments to ensure it continues to meet the needs of our community and aligns with the Council's strategic objectives.

We also propose the establishment of a new CHB Proud Fund, outlined in the updated Policy.

COMMITTEE RESOLUTION: 25.9

Moved: Mayor Alex Walker

Seconded: Cr Kate Taylor

That the Strategy, Growth & Community Committee adopts the revised Community Funding Policy.

CARRIED

The report was presented by Christine Renata as read. Discussion included:

- Can funding be transferred across the funds?
- Consideration of ring-fenced funds? Crossing over FYs.
- Need to build the funds before spending them.
- Options how funds are managed to be brought back for consideration.

7 DATE OF NEXT MEETING

COMMITTEE RESOLUTION: 25.10

Moved: Cr Exham Wichman

Seconded: Cr Brent Muggeridge

That the next Strategy, Growth & Community Committee meeting be held on 22 May 2025.

CARRIED

8 TIME OF CLOSURE

The Meeting closed at 3:03pm.

The minutes of this meeting will be confirmed at the next Strategy, Growth & Community Committee meeting to be held on 22 May 2025.

.....
CHAIRPERSON

6 REPORT SECTION

6.1 RESOLUTIONS MONITORING REPORT

File Number: COU1-1400

Author: Annelie Roets, Governance Lead

Authoriser: Doug Tate, Chief Executive

Attachments: 1. Resolution and Action Monitoring Report - 22 May 2025 [↓](#)

RECOMMENDATION

That the Strategy, Growth and Community Committee notes the Resolutions Monitoring Report.

PURPOSE

The purpose of this report is to present the Resolution Monitoring Report.

SIGNIFICANCE AND ENGAGEMENT

This report is provided for information purposes only and has been assessed as not significant.

DISCUSSION

The monitoring report is **attached**.

NEXT STEPS

An updated Resolution Monitoring Report will be presented at the next Committee meeting.

20250522 - Resolution and Action Monitoring Report - 22 May 2025.xlsx



Strategy, Growth & Community Committee

Resolution Monitoring Report for 22 May 2025

Key	
Completed	
On Track	
Off Track	

Item Number		Item	Council Resolution	Resolution Date	Responsible Officer	Progress Report
1	10.4	Headstone Determination Cemeteries Policy 2021	1. That Council declines the headstone application in accordance with the Cemeteries Policy and direct officers to commence a Policy review within the next 18 months.	14 March 2024	Mark Kinvig	On Track - Work has commenced on an early scope review, with a further update to be presented to the next Committee Meeting.
2	6.2	Economic Development Action Plan - Scope of strategy refresh	1. That the Strategy, Growth & Community Committee notes the 'Economic Development Action Plan – Progress Report'. 2. That the Committee acknowledges the ideas and process for moving forward	12 Dec 2024	Libby Tosswill / Dylan Muggeridge	Completed. Economic Growth Strategy refresh will be presented for adoption on 22 May 2025.
3	6.3	Endorsement of the Scope of the Economic Development Strategy Refresh	That the Strategy, Growth & Community Committee endorses Option 3, Light-touch strategy refresh with a 12-month focus on three priority areas – water security; land-use optimisation and growth & development – followed by a full strategy refresh in the new triennium.	27 March 2025	Libby Tosswill / Dylan Muggeridge	On track - The 'light touch refresh' of the Economic Development Strategy and Action Plan will be presented to the Committee for adoption on 22nd May 2025.
4	6.4	Hawke's Bay Civil Defence Emergency Management Transformation Strategy - Update and next steps	That the Strategy, Growth and Community Committee notes the Hawke's Bay Civil Defence Emergency Management Transformation Strategy Update.	27 March 2025	Doug Tate	Completed.
5	6.6	Community Funding Policy Review	That the Strategy, Growth & Community Committee adopts the revised Community Funding Policy.	27 March 2025	Christine Renata	Completed

6.2 ENDORSEMENT OF THE REFRESHED ECONOMIC GROWTH STRATEGY

File Number:

Author: Libby Tosswill, Economic Growth Manager

Authoriser: Dylan Muggeridge, Group Manager, Strategic Planning & Development

Attachments: 1. Economic Growth Strategy Refresh [↓](#)

PURPOSE

To endorse the refreshed Economic Growth Strategy.

RECOMMENDATION

That the Strategy, Growth & Community Committee endorse the Economic Growth Strategy refresh 2025.

EXECUTIVE SUMMARY

This refreshed Economic Growth Strategy is presented to the SGC Committee for consideration and adoption.

On 27 March 2025, the SGC Committee resolved to endorse a light-touch Economic Growth Strategy refresh with a 12-month focus on three priority areas – water security: land-use optimisation and growth & development – followed by a full strategy refresh in the new triennium.

The goal of this strategy is to contribute to the Council's strategic objectives, with a particular emphasis on fostering a Proud & Prosperous District and promoting Smart Growth. This strategy update focuses on three strategic pillars and key priorities designed to support economic growth and achieving measurable outcomes in Tamatea - Central Hawke's Bay (CHB) over the next twelve months.

The current Economic Development Action Plan ([EDAP](#)) was adopted by Council in 2019. Since then, the economic context has changed, and most actions have been completed. The strategic pillars, contained in the EDAP, with the addition of housing, are still relevant to enabling economic growth in CHB, however, a strategy refresh was needed to ensure it remains fit for the district's prosperity. The pillars identified as having the most potential to achieve tangible outcomes for the community in the short term, and the focus for this strategy are Water Security, Land Use Optimisation, and Growth & Development.

This strategy refresh aligns with the previous strategy, and is designed to be adaptable and right sized for the available resources. By focusing on the three key pillars, the strategy focuses on implementation and ensures that Central Hawke's Bay remains well-positioned to capitalise on short-term opportunities and prepare for future challenges and opportunities.

Planning for a full strategy refresh will commence in the new triennium, in advance of asset and activity management plans being prepared for the Long-term Plan 2027-37 (LTP).

BACKGROUND

On 12 December 2024, a progress update on the actions contained in the current [EDAP](#) was given, outlining that most actions had been completed. The economic context had also changed significantly, and it was agreed it was timely to consider the scope of a strategy refresh.

There was an agreement that the 7 Strategic Pillars contained in the EDAP still align with current issues and support economic growth in CHB. Councillors requested that 'Housing' be added as

an eighth pillar, reflecting the efforts of the Tamatea Housing Taskforce to deliver housing outcomes for the community.

The 8 strategic pillars are now:

1. Water Security
2. Land Use Optimisation
3. Growth & Development
4. Business Attraction
5. Transport
6. Skills
7. Tourism
8. Housing.

Economic reports from 2023 and 2024, analysis of current opportunities, and national, regional and CHBDC strategies, informed the Council's consideration on how to best invest limited resources for tangible economic growth for our community. The three pillars identified as having the most potential to achieve tangible outcomes for the community in the next 12 months are Water Security, Land Use Optimisation, and Growth & Development. The three key strategic pillars are interconnected and consistent with the 2019 EDAP as well as other local, regional and national strategies and objectives.

Three strategic refresh options were considered: a short-term strategy refresh now, a full strategy refresh now or a hybrid strategy, with a 'light touch' strategy refresh now, with a 12 month focus and commitment to a full refresh in the new Triennium. The hybrid strategy was recommended to Council.

On 27 March 2025 the SGC Committee resolved 'to endorse a light-touch Economic Growth Strategy refresh with a 12-month focus on the three priority areas – water security: land-use optimisation and growth & development – followed by a full strategy refresh in the new triennium'.

This option provides a balance between immediate action and long-term planning, addressing urgent needs while setting the stage for a comprehensive strategy update.

A full strategy refresh in the next Triennium is considered timely to align with the next Long-term planning cycle, to ensure that the strategy can adequately make its long-term investment recommendations and be reflected in activity and asset management plans.

DISCUSSION

The strategy aims to support Council's Project Thrive objectives, focusing on a Proud & Prosperous District and Smart Growth. Although it is difficult to establish precise metrics for the short-term objectives of this strategy, the goal is to build on previous momentum and position CHB to surpass long-term expectations. This will be accomplished by enabling new opportunities for innovation, growth, and community welfare, while leveraging our predominantly land-based economy. The Economic Growth Manager will lead implementation over the next 12 months, preparing for a refreshed long-term strategy in the new Triennium ahead of the LTP development.

The three key strategic pillars

Further detail and context around the importance of the key pillars and current priorities is contained in the draft strategy document.

1. **Water security**

As described in the current EDAP, water security is perhaps the most important strategic opportunity for our district in overcoming the environmental, social and economic challenges we face now and into the future. Water security not only ensures resilience for the district in the face of climate change, but it is also one of the keys to unlocking growth both locally & regionally, for land use optimisation, housing and business.

Water security remains a regional priority, as highlighted by the Regional Water Security Strategy and the Matariki Hawke's Bay Regional Development Strategy, which emphasise long-term climate risks, resilience and sustainable freshwater supplies. The water security landscape at local and regional levels is dynamic, making it essential to prioritise this area in conjunction with economic growth and community welfare.

2. Land use optimisation

Central Hawke's Bay's economy is strongly driven by its primary sector. We have the opportunity to lead the way regarding smart and sustainable land use. Optimising the use of land will help lift primary sector productivity and the economic resilience of the district.

With rich natural assets such as fertile soils and proximity to export infrastructure, and local landowners that excel in innovation and productivity, there is an opportunity for growth. However, this sector faces challenges, including climate change, water security, market shifts, and geopolitical risks. To help address these issues, it is proposed that the Council focuses on pursuing and facilitating opportunities to innovate and move from volume to value in food and fibre production, such as the Kaikora Seed drying facility project and collaboration with community groups and industry leaders.

3. Growth & Development

We have the opportunity to take advantage of large infrastructure development projects to deliver on key strategic priorities from Project THRIVE and contained in the Central Hawke's Bay Integrated Spatial Plan 2020 – 2050. These actions could attract new businesses and employers, house our people, support construction and related industries, and enable the capacity needed for industrial and commercial growth.

Our strategic objective is 'Smart Growth'; sustainable development that respects our identity, utilises resources wisely, safeguards productive soils, and strengthens communities. Forward planning is crucial to ensure growth happens in the right places and at the right pace. Our priorities include supporting initiatives such as the Tamatea Housing Taskforce's 'Our Homes Strategy', advancing the Waipukurau South Growth Precinct project, and collaborating with the development community to address the needs of our community.

Connection to broader objectives and Council strategies

Work on the remaining pillars of the current EDAP (Tourism, Skills, Transportation, Housing, Business Development and Attraction) will not cease. It is envisaged that focusing on the 3 key pillars will likely enable levers to be pulled into the other areas of the EDAP.

This strategy is linked to and underpinned by higher order national, regional and local strategies:

- The New Zealand Government ['Going For Growth'](#) strategy (launched February 2025)
- The [Matariki Hawke's Bay Regional Development Strategy](#) and [Regional Water Security Strategy](#)

CHB Strategies:

- [Tūhono mai, tūhono ātu - Maori Engagement Strategy](#) 2020 - 2023
- [Community Wellbeing Strategy](#) 2021 - 2031

- [Tamatea Housing Taskforce 'Our Homes Strategy' 2023](#)
- [Our District Plan](#)
- [Environmental & Sustainability Strategy](#) 2019 - 2023
- [Social Development Strategic Framework](#) 2022 – 2025
- [Land Transport Strategic Framework 2020 - 2025](#)
- Jobs in CHB Strategy 2025 – 2030 (draft)
- [Integrated Spatial Plan 2020 - 2050](#)
- [Town Centre Plans - Waipawa & Waipukurau](#)
- [Community Plans](#).

Next steps and proposed short term priorities and actions

This economic development strategy refresh aligns with the EDAP and has a one-year focus on 3 key pillars of water security, land use optimisation, and growth & development. By addressing these key areas, the strategy is designed to be right sized for the available resource, and adaptable.

Although it is difficult to establish precise metrics for the short-term objectives of this strategy, the aim is to support the strategic goals outlined in Project Thrive, and progress on current priorities that will benefit our community. This approach ensures that Central Hawke's Bay remains well-positioned to capitalise on short-term opportunities and prepare for future challenges and opportunities.

The following short term actions have been identified from the review:

Focus Area	Actions
Water Security	<ul style="list-style-type: none"> • Appoint a Trustee for the Hawke's Bay Community Water Trust. • Assess the economic benefits of various water security options for the district. • Support progress of regional water security work.
Land Use Optimisation	<ul style="list-style-type: none"> • Delivery of the Kaikora Seed Drying Facility Activation Plan: • Assess market opportunities for seed growing. • Engage with the industry and assess potential infrastructure needs. • Promote opportunities for land use optimisation for district & regional benefit. • Engage and collaborate with community groups and Industry Good bodies.
Growth & Development	<ul style="list-style-type: none"> • Progress the Waipukurau South Growth Precinct project. • Prepare an investment proposal for a Retirement Village in the Waipukurau South Growth Precinct. • Engage with and attract retirement village and aged care developers. • Support implementation of the Tamatea Housing Taskforce's 'Our Homes' strategy. • Assess opportunities to enable commercial/industrial development in Waipukurau. • Establish a Strategic Growth Reference Group with senior Council

Focus Area	Actions
	staff, governance, and development community representatives.

DELEGATIONS OR AUTHORITY

The committee has the delegation to make this decision.

SIGNIFICANCE AND ENGAGEMENT

In accordance with the Council's Significance and Engagement Policy, while this matter is of interest, this matter has been assessed as of low significance not requiring formal consultation.

OPTIONS ANALYSIS

Option 1: Adopt refreshed strategy

Option 2: Do not adopt refreshed strategy

Recommended Option

This report recommends **option 1 - adoption of the refreshed strategy**.

NEXT STEPS

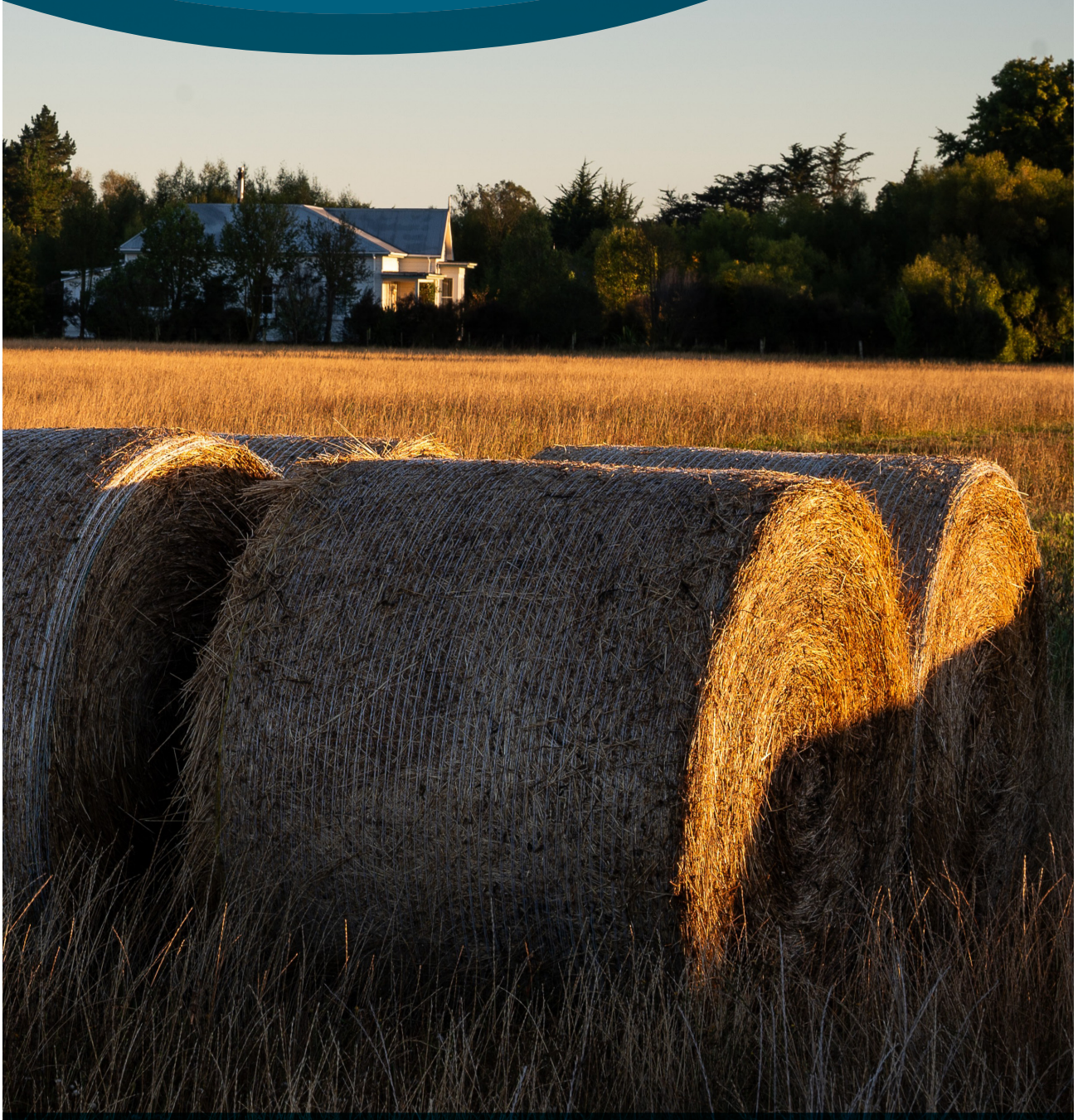
If the strategy is adopted, officers will:

- Proceed with the implementation of the refreshed strategy
- Provide a progress report to the committee on 18 September 2025
- Commence planning for the full strategy refresh in the new Triennium (early 2026).

Economic Growth Strategy Refresh



**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL





Introduction

Delivering on Project Thrive A proud & prosperous district turning opportunities into smart growth.

Economic growth is pivotal to the future social and economic wellbeing of the district. Central Hawke's Bay District Council's current [Economic Development Action Plan \(EDAP\)](#), adopted in 2019, is both comprehensive and ambitious, featuring strategic pillars that link to the [Matariki Hawke's Bay Regional Development Strategy](#) and continue to hold relevance today. Since its adoption, the context has evolved, and most actions outlined in the EDAP have been completed. A strategic refresh was necessary to ensure the plan remains relevant and effective. Economic growth has also transitioned from rapid expansion to more sustainable levels, providing an opportunity for refocusing efforts.

In March 2025 Council endorsed a 'light touch' strategy refresh with a 12-month focus. It committed to a full, long term strategy refresh in the new Triennium (2025 – 2028) and in advance of asset and activity management plans being prepared for the 2027 Long Term Plan.

This strategy refresh focuses on three key strategic pillars and priorities designed to support economic growth and achieve measurable outcomes in Tamatea - Central Hawke's Bay (CHB) over the next twelve months.

The pillars identified as having the most potential to achieve tangible outcomes for the community in the short term are **Water Security, Land Use Optimisation, and Growth & Development**.

These pillars were identified based on analysis of current opportunities, recent economic reports, forecasts, and the district's advantages: quality agricultural land, natural resources, temperate climate, and our central location. The pillars are interconnected and consistent with the 2019 EDAP as well as other Council strategies and objectives.

To contribute to our strategic objectives, in particular a Proud & Prosperous District and Smart Growth, the goal is to build on previous momentum and position CHB to surpass long-term expectations. This will be accomplished by enabling new opportunities for innovation, growth, and community welfare, while leveraging our predominantly land-based economy.



Eight strategic pillars that support economic growth in CHB





Background

State of play for our economy.

Economic headwinds - Central Hawke's Bay's GDP at March 2023 was \$695 million (compared to \$729m in 2022, a decrease of 4.7%).

The economic context is dynamic and in recent years there have been significant global, regional & economic shifts including: Covid, climate change, technological advancement, connectivity, remote working, land use change, population growth, the impact of Cyclone Gabrielle, inflation and recession.

Over the past two years, the 2023 Census and several economic reports have provided evidence to illustrate the change in economic context, where the challenges and opportunities lie, and inform thinking for the future direction of Council's approach to economic growth.

In 2023, Squillions Ltd prepared updated [economic projections](#) for Council titled 'Framing the future of CHB - projecting population and putting it in context,' providing growth forecasts for the district and insights into current economic conditions. In addition, in 2024 the Hawke's Bay Regional Economic Development Agency (HBREDA) released [four reports](#) focusing on the status and opportunities of the Hawke's Bay economy.

The reports provide direction on the greatest opportunities to unlock employment and economic growth in the current context. They also show that despite a vibrant business community, Hawke's Bay is hampered by lower-than-average productivity, a fragile transport system, water and energy constraints, and a skills shortage. The employment outlook for two of our main industries (farming and construction) is poor, and therefore CHB is at risk of subdued activity and must look to maximise opportunities for future growth.

Some key findings regarding CHB are:

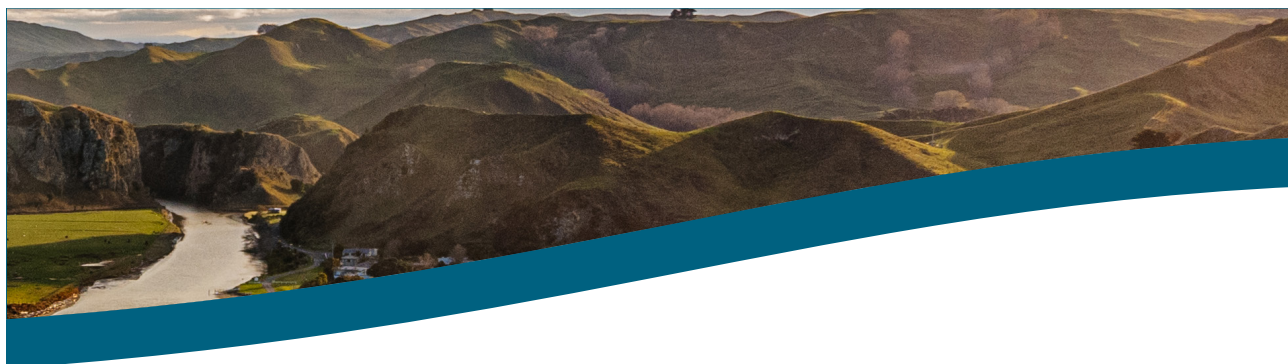
As at March 2023:

- Population 15,480.
- Over 25% of our population identify as Māori, 3% are Asian and 3% are Pacific.
- Our population is ageing:
- 21% are 65+ and a further 15% are nearing this age bracket.
- 8.5% are 75+ (Hawke's Bay population).
- Assuming a medium growth scenario (2% pa):
- By 2033 the population will reach 20,000 and 25% will be 65+ and we will need over 1,000 new homes.
- By 2051 the population will reach 30,000 and 29% will be 65+.
- GDP growth in CHB has been more subdued than Napier & Hastings (2.2% vs 3.3%) over the past 10 years.
- GDP per capita was \$43,000 versus \$62,000 for all of Hawke's Bay, \$79,000 for New Zealand.

In the next 5 years employment growth is expected to be subdued with construction & meat farming industries expected to shed jobs. This trend has already been seen in the past two years across consenting numbers and in decreased stock units on farms - with land use change to forestry, high on-farm inflation and decreased sheep numbers in particular.

Industries identified with the best job growth potential are horticulture, health care & social assistance (related to our ageing population), education, training & meat product manufacturing, including pet food. Our Māori population growth and areas of opportunity for the Māori economy were also highlighted, linking to the [Tūhono mai, Tūhono ātu - Māori Engagement Strategy](#) to support the development of the Māori economy of the future.

Considering the findings and forecasts from the Census and economic reports, current context and analysis of opportunities, the three pillars identified as having the most potential to achieve tangible outcomes for the community in the short term are **Water Security, Land Use Optimisation, and Growth & Development**.



Water Security

Enabling growth and building resilience.

Why are we doing this?

In the development of Project Thrive, the value and importance of water was identified as integral to delivering a thriving Central Hawke's Bay of the future.

Water security is a significant strategic opportunity for our district to address environmental, climate, social, and economic challenges now and in the future. Substantial efforts have been made to address water security issues over the years. It remains a strategic priority for the district and at both regional and national levels, evidenced by the Matariki strategy, the [Regional Water Security Programme](#) and the central Government policy [Local Water Done Well](#).

In response to Project Thrive we started the [Big Water Story](#) and recognised the need to make a significant investment in wastewater, drinking water and stormwater infrastructure. It remains a key priority for the resilience of our community and to enable housing and business growth.

The district's economy and social well-being depend significantly on the primary sector. An ongoing outcome of the EDAP 2019 was to support sustainable produc-

tivity in primary industries through smart water security solutions. This involves working collaboratively on water storage initiatives and security options, to build resilience to climate risks and support shifts from volume to value.

The Regional Water Security Programme set an overarching objective to ensure "Hawke's Bay has long term climate resilient and secure supplies of freshwater, for all". The importance of regional water security is highlighted by the 2023 [Hawke's Bay Regional Water Assessment](#) which projected that by 2040 the region could face a shortfall of nearly 25 million cubic metres of freshwater. This was projected as likely to increase to a 33 million cubic metres shortfall by 2060.

In October 2024 Central Hawke's Bay District Council agreed to establish the [Hawke's Bay Community Water Trust](#) with [Tamatea Pōkai Whenua Trust](#) and Water Holdings Hawke's Bay, who will each appoint Trustees. The purpose of the charitable trust is to explore solutions to water security in Tamatea – Central Hawke's Bay that will last for generations to come, with community ownership and voice at its centre. Once established, the Trust's priority is to develop a strategy, ensuring the trust and its actions are community led. It will then look at water security initiatives, including the Tukituki Water Security Project.





Land Use Optimisation

Creating opportunities to optimise land use by capitalising on natural assets and innovation.

Why are we doing this?

The CHB economy is driven by a strong primary sector. While primary industries contribute [5.8% of New Zealand's GDP](#), they account for 32% of GDP in our district. CHB has natural assets such as versatile and productive soils and a central location near processing facilities and export infrastructure. Our landowners are known for their stewardship, innovation, and productivity. However, the primary sector also faces significant challenges such as water security, climate change, market shifts, investment requirements, price volatility and geopolitical risks.

Land use optimisation ensures strategic, efficient and sustainable use of land, positioning Central Hawke's Bay farmers and growers as leaders in smart land use for high-value food and fibre production into the future. Economic and sustainable growth in the primary sector strongly contributes to our vision of a proud & prosperous district and boosts the local, regional and national economy.

Council's role is to support land use optimisation by identifying and facilitating opportunities for landowners to innovate, build resilience, and capture value. This can be achieved through facilitating research and development, providing access to funding, establishing infrastructure for new industries, and promoting new initiatives. The aim is to leverage natural assets, existing infrastructure, innovation, market opportunities and previous investments, while promoting sustainable land use practices.

Community organisations including the Hawke's Bay Future Farming Trust, Tukituki Land Care, and the Pōrangahau Catchment Group, and industry good bodies such as Beef + Lamb and Dairy NZ have made significant contributions to land use optimisation and environmen-

tal management across the district, and we will continue to collaborate with them.

A current priority project is the potential for a high value, small seed industry in Central Hawke's Bay. In 2023, Kānoa, the Government's Regional Economic Development and Investment Unit, contributed \$650,000 to support the construction, purchase and installation of a seed dryer. The funding was received by Council on behalf of Kaikora Enterprises, a seed company based in Otāne. The specialist infrastructure supports the production of vegetable and cereal crop seeds destined for Asian and European markets, reduces risk, gives farmers more control and the opportunity to grow higher value crops.

The investment by Kānoa included funding for Council to activate the project, ensuring the district and wider region benefit from the facility. To maximise opportunity from the new infrastructure, Council has initiated market analysis and research into potential crops suited to floor drying in CHB, and the feasibility of further development to establish a small seed processing industry in the district. These initiatives aim to support diversification into high-value crops and promote economic growth.



Growth & Development

Capitalising on infrastructure investment to drive smart growth and position our district for a prosperous future.

Why are we doing this?

We have the opportunity to take advantage of large infrastructure development projects to deliver on key strategic priorities from Project Thrive and the [Central Hawke's Bay Integrated Spatial Plan 2020 – 2050](#). These initiatives have the potential to attract new businesses and employers, provide housing for our residents, support construction and related industries, and enable the capacity needed for industrial and commercial growth.

Our strategic objective is 'Smart Growth'; sustainable development that respects our identity, utilises resources wisely, safeguards productive soils, and strengthens communities. Forward planning is crucial to ensure growth happens in the right places and at the right pace.

In 2023 the Tamatea Housing Taskforce adopted the ['Our Homes Strategy'](#). The vision is that 'every person in Tamatea – Central Hawke's Bay lives in a home that enables them to thrive'. Unlocking housing is critical for the long-term success of the district given the challenges of affordability and a growing population. Housing touches on all aspects of economic development, skill develop-

ment and attraction, and our ability to support our elderly and vulnerable.

Our population is ageing. With 21% of the population currently over 65 and projected to reach 30% by 2051, the demand for small unit housing, retirement living, and aged care facilities is growing. The [CHB Older Persons Network](#) has a vision that 'Central Hawke's Bay is a positive place to age, where older people feel safe, valued and connected and where they live in a community that acknowledges their contributions and encourages participation'. The provision of adequate housing is essential to enable seniors to remain in their hometown, supported by family and community.

A significant opportunity for greenfield development is the [Waipukurau South Growth Precinct](#), with 56 hectares of vacant, residentially zoned land located near the town centre. In 2022, \$10.9 million was received from the Central Government's Infrastructure Acceleration Fund to support infrastructure development via the construction of two stormwater attenuation ponds in the central part of the precinct. A priority is to collaborate with the development community to facilitate further development and promote smart growth within the precinct.



Integration with Broader Objectives and Strategies

This strategy is linked to and underpinned by higher order national, regional and local strategies:

- The New Zealand Government 'Going For Growth' strategy (launched February 2025)
- The [Matariki Hawke's Bay Regional Development Strategy](#) and [Regional Water Security Strategy](#)

CHB Strategies:

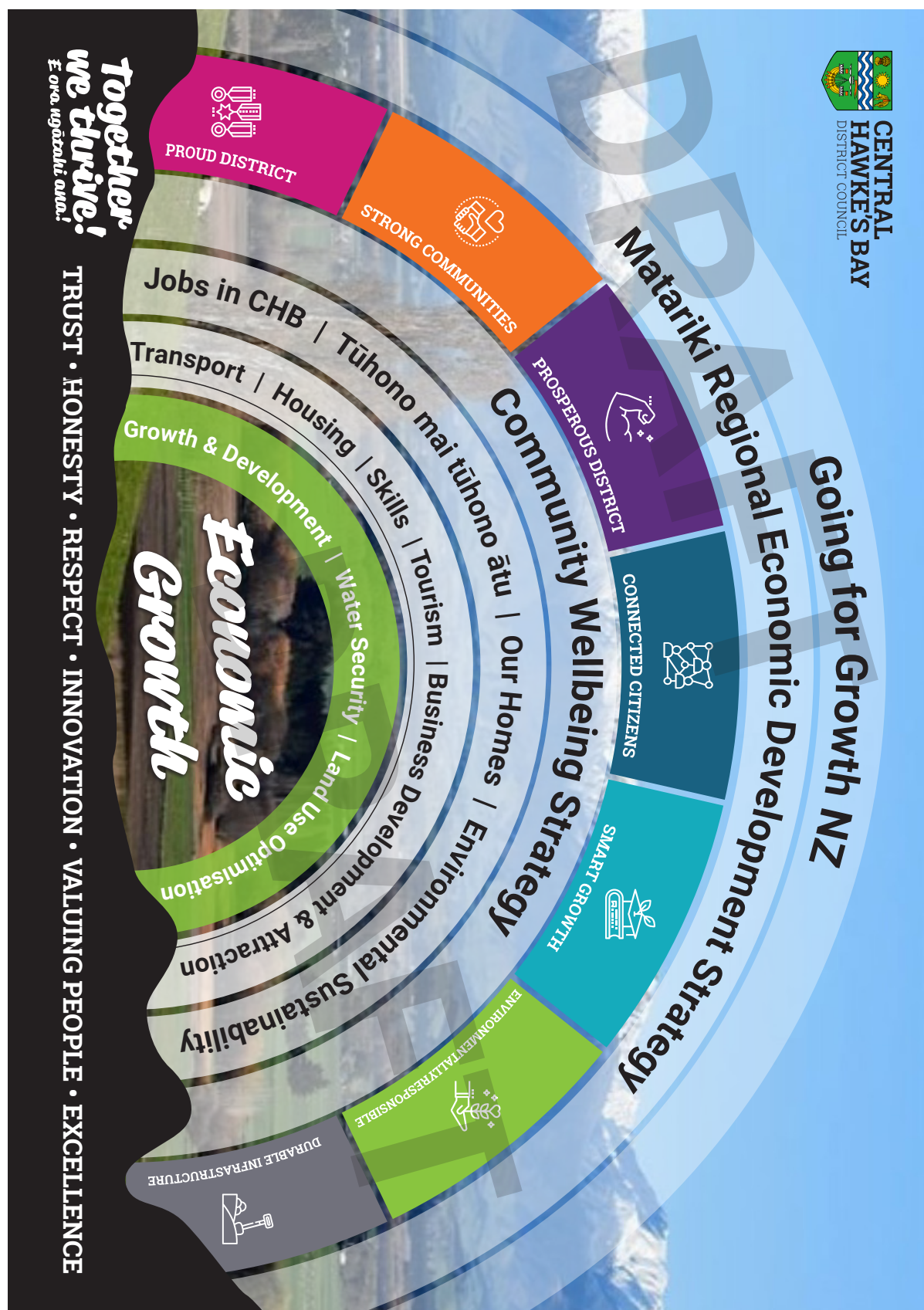
- [Tūhono mai, tūhono ātu - Maori Engagement Strategy 2020 - 2023](#)
- [Community Wellbeing Strategy 2021 - 2031](#)
- [Tamatea Housing Taskforce 'Our Homes Strategy' 2023](#)
- [Our District Plan](#)
- [Environmental & Sustainability Strategy 2019 - 2023](#)
- [Social Development Strategic Framework 2022 - 2025](#)
- [Land Transport Strategic Framework 2020 - 2025](#)
- Jobs in CHB Strategy 2025 - 2030
- [Integrated Spatial Plan 2020 - 2050](#)
- [Town Centre Plans - Waipawa & Waipukurau](#)
- [Community Plans](#)

Work on the remaining pillars of the current EDAP (Tourism, Skills, Transportation, Business Development and Attraction and the recent addition of Housing) will not cease. The pillars are interrelated, and it is envisaged that focusing on the 3 key pillars will likely enable levers to be pulled in the other areas of the EDAP.

Conclusion

This economic development strategy refresh has a one-year focus on 3 key pillars of water security, land use optimisation, and growth & development. By addressing these key areas, the strategy is designed to be right sized for the available resource, and adaptable. Although it is difficult to establish precise metrics for the short-term objectives of this strategy, the aim is to support the strategic goals outlined in Project Thrive, particularly emphasising a Proud & Prosperous District and Smart Growth. This approach ensures that Central Hawke's Bay remains well-positioned to capitalise on short-term opportunities and prepare for the future.

<i>Economic Growth Opportunities and Actions Summary</i>	
Focus Area	Actions
Water Security	<ul style="list-style-type: none"> • Appoint a Trustee for the Hawke's Bay Community Water Trust. • Assess the economic benefits of various water security options for the district. • Support progress of regional water security work.
Land Use Optimisation	<ul style="list-style-type: none"> • Deliver on the Kaikōra Seed Drying Facility Activation Plan: • Assess market opportunities for seed growing. • Engage with the industry and assess potential infrastructure needs. • Promote opportunities for land use optimisation for district & regional benefit. • Engage and collaborate with community groups and Industry Good bodies.
Growth & Development	<ul style="list-style-type: none"> • Progress the Waipukurau South Growth Precinct project. • Prepare an investment proposal for a Retirement Village in the Waipukurau South Growth Precinct. • Engage with and attract retirement village and aged care developers. • Support implementation of the Tamatea Housing Taskforce's 'Our Homes' strategy. • Assess opportunities to enable commercial/industrial development in Waipukurau. • Establish a Strategic Growth Reference Group with senior Council staff, governance, and development community representatives.



6.3 ENDORSEMENT OF JOBS IN CENTRAL HAWKE'S BAY STRATEGY

File Number:**Author:** Bridget Cover, Community & Library Services Manager**Authoriser:** Nicola Bousfield, Group Manager: People & Business Enablement**Attachments:** 1. Jobs in Central Hawke's Bay Strategy [↓](#)

RECOMMENDATION

That the Strategy, Growth and Community Committee endorses the Jobs in Central Hawke's Bay Strategy.

PURPOSE

To endorse the Jobs in Central Hawke's Bay Strategy.

SIGNIFICANCE AND ENGAGEMENT

This report is provided for information and endorsement purposes only and has been assessed as being of low significance, despite having matters of economic importance to Council.

EXECUTIVE SUMMARY

The 2025-2030 Jobs in Central Hawke's Bay (CHB) Strategy, is a transformative approach designed to ensure that every young person in the district has the skills, confidence, and opportunities to succeed in a dynamic job market. By aligning education, training, and industry needs, the strategy sets out clear pathways into sustainable employment while addressing the region's unique workforce challenges.

The key to successfully addressing these challenges lies in working together. This strategy has been developed alongside the community and in particular local youth. It will be delivered in partnership with this community and other key stakeholders.

BACKGROUND

The Mayors Taskforce for Jobs - [Jobs in Central Hawke's Bay](#) Project is an externally funded project.

Built on a strong foundation of youth development in Central Hawke's Bay, Jobs in Central Hawke's Bay was established in August 2020, funded by the Ministry of Social Development (MSD) through the Mayor's Taskforce for Jobs (MTFJ).

Central Hawke's Bay District Council (Council) was one of three pilot councils to commence the Rural Recovery Project, in response to the dual impacts of drought and COVID-19. Over the last 5 years the project has evolved and developed across the country, with Central Hawke's Bay and *Jobs in Central Hawke's Bay* at the forefront.

The current evolution of this MSD funded project is the [Community Employment Programme](#) which now includes 36 councils across the country.

Since its inception, *Jobs in Central Hawke's Bay* has connected with 1,256 unique jobseekers to provide support and connection to employment opportunities. Over 513 of these have secured employment or training pathways, with 318 of these being measurable outcomes for our contracts with MSD (securing 30hrs/week ongoing work).

Over the duration of this project, there have been various iterations of a Business Connector role in the team, connecting with over 950 local businesses via direct visits, the Mobile Employment Hub, email, social media, newsletters, BA5 events, employment expos.

In 2021 the [Growing Great Entrepreneurs](#) course was developed in partnership with the HB Chamber of Commerce. There have been 74 participants complete the training. This has resulted in 40 new small businesses being given additional support to develop and grow their business.

The local Skills, Training and Employment Network is facilitated by the Jobs in Central Hawke's Bay team which allows local providers to collaboratively support job seekers and provide wrap around support.

In 2021, the weekly [Apprentice Support Workshop](#) was piloted and has had 90 different on-the-job learners participate and 35 graduates completing their training. This has also been recognised at our annual [MTFJ Trades Graduation & Rotary Young Employee of the Year Awards](#). Currently 15 learners are attending the workshops and utilising the support offered by the team.

In 2024, and building on this support, with additional Initiative Fundin, was the [Connect to Learn](#) project. This enables after-hours access to Te Huinga Wai- the Knowledge and Learning Hub for local jobseekers and learners to upskill and develop. Currently, there are 58 inducted users and individual visits have grown to over 50 per month.

Along with this there have had a range of training and upskilling after-hours workshops available. This service is providing value to the community by offering a space where they can focus on their studies, meet with people after-hours or use the technology available. Seven jobseekers have been supported into employment via accessing this service.

Future proofing the Jobs in Central Hawke's Bay project has been ensuring its sustainability, which has resulted in the development of the strategy. The strategy's purpose is to ensure Jobs in Central Hawke's Bay can continue to leverage alternative funders and providers in the future.

The development of the strategy was facilitated by a provider through workshops with current MTFJ Staff, Council staff including key governance personnel, local Youth and local providers apart of the Skills Training and Employment Network. These workshops drew on the local needs and possible solutions for the district which has been incorporated into the strategy. This has been a community-led model with Central Hawke's Bay's local voice incorporated into the strategy, particularly youth.

DISCUSSION

The *Jobs in Central Hawke's Bay Strategy* looks to enhance local youth employment by responding to the emerging employment needs of other community members. It intends to align training, work experience, and industry requirements now and into the future.

The approach took a community-led model focused on collaboration, training pipelines, and local employment initiatives. Key initiatives include work experience programmes, youth-focused internships, micro credentials, self-employment support, and local procurement strategies that prioritise local workforce development. The strategy aims to build a resilient, skilled workforce that meets industry needs while fostering economic growth.

To measure its success, indicators will include employment rates, training, completion rates, and youth entrepreneurship outcomes. Continuous improvement will also be built into its key deliverables.

The Council's leadership will ensure this remains a successful programme. Council's endorsement will allow officers to leverage local government resources, partnerships, and strategic planning to ensure a coordinated and sustainable approach to workforce development as key stakeholders will be involved with identifying future opportunities.

STRATEGIC ALIGNMENT

With sustainable resourcing and strong partnerships, the *Jobs in Central Hawke's Bay Strategy* will play a vital role in creating a thriving and inclusive local economy where young people and the wider community can prosper.

This strategy aligns with Council's Economic Development Action Plan which identified 'skills' as a focus area.

RISK ASSESSMENT AND MITIGATION

The risks associated with this strategy are low. However, there is currently limited support for youth employment initiatives and Council's endorsement of the strategy will assist with funding applications.

DELEGATIONS OR AUTHORITY

The Committee has authority to endorse this strategy.

OPTIONS ANALYSIS

The Committee has two options:

1. Endorses the *Jobs in Central Hawke's Bay Strategy*. OR
2. Does not endorse the *Jobs in Central Hawke's Bay Strategy* and makes recommended changes and amendments.

	<u>Option 1</u> Council endorses the Jobs in Central Hawke's Bay Strategy Preferred option	<u>Option 2</u> Council does not endorse the Jobs in Central Hawke's Bay Strategy
Financial and Operational Implications	There are no financial or operational implications associated with this paper.	Should the Committee not endorse the strategy there are potentially financial implications with further work to be undertaken, such as officer time. It also may limit Council's ability to leverage other external funding opportunities.
Long Term Plan and Annual Plan Implications	There are no implications to the Long-Term Plan and the Annual Plan.	There are no implications to the Long-Term Plan and the Annual Plan.
Promotion or Achievement of Community Outcomes	Aligns with Council's strategic goals: <ul style="list-style-type: none"> • Strong Communities • Connected Citizens • Prosperous District • Smart Growth. 	Dependent on recommended changes and amendments potentially does not meet our strategic goals.
Consistency with Policies and Plans	Supports the Economic Development Action Plan with 'skills' being a focus area of this plan.	An opportunity may be missed that links to many Council outcomes, including a focus on skill development.

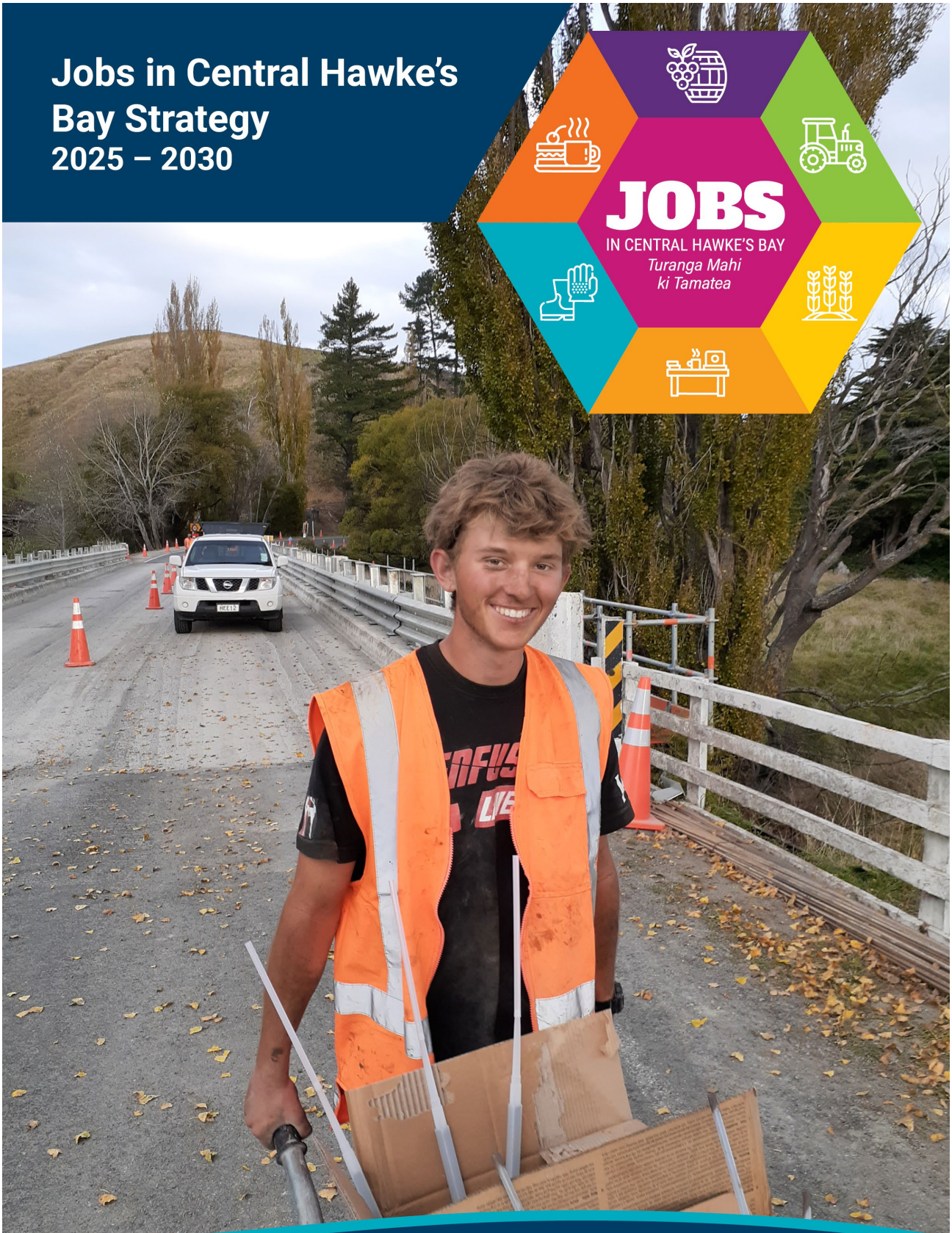
RECOMMENDED OPTION

Option 1 (Council endorses the *Jobs in Central Hawke's Bay Strategy*) is recommended as it ensures alignment with Council strategic goals outlined within its Economic Development Action Plan focusing on skill development for our youth.

NEXT STEPS

-
-
-

Jobs in Central Hawke's Bay Strategy 2025 – 2030



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Vision

“Tūhono - Together, we will create a future where every young person is equipped with the skills, confidence, and opportunities to thrive in diverse, fulfilling work and make a lasting impact on our Tamatea/Central Hawke’s Bay community.”

Executive Summary

The 2025-2030 Jobs in Central Hawke’s Bay (CHB) Strategy, Tūhono, is a transformative approach designed to ensure that every young person in the district has the skills, confidence, and opportunities to succeed in a dynamic job market. By aligning education, training, and industry needs, the strategy sets out clear pathways into sustainable employment while addressing the region’s unique workforce challenges. With Central Hawke’s Bays economy heavily reliant on primary industries and emerging sectors such as construction, tourism, and professional servicesⁱ, this strategy creates a coordinated framework that connects young people and other job seekers with relevant qualifications, work experience, and support systems. By leveraging partnerships with local government, industry, and community organisations, the strategy will strengthen workforce readiness and reduce unemployment while keeping talent within the district.

At the core of this approach is a community-led model focused on collaboration, training pipelines, and local employment initiatives. Key initiatives include work experience programs, youth-focused internships, microcredentials, self-employment support, and local procurement strategies that prioritise local workforce development. The strategy aims to build a resilient, skilled workforce that meets industry needs while fostering economic growth. Measurable indicators such as employment rates, training completion rates, and youth entrepreneurship outcomes will track the strategy’s success, ensuring continuous improvement.

With sustainable resourcing and strong partnerships, the Jobs in Central Hawke’s Bay Strategy will play a vital role in creating a thriving and inclusive local economy where young people and the wider community can prosper.



Overview

This Jobs in Central Hawke's Bay strategy aims to create pathways that give young people in Central Hawke's Bay the skills, experiences, and qualifications to transition smoothly into the workforce.

The strategy looks to enhance local youth employment and respond to the emerging employment needs of other community members, by aligning training, work experience, and industry requirements now and into the future.

Being a Council strategy allows leveraging of local government resources, partnerships, and strategic planning, ensuring a coordinated and sustainable approach to workforce development. This strategy is complementary to aligned strategies and activities being delivered by [Council](#) and key partners as set out below.



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Why Youth Employment?

This strategy focuses on jobs for young people and other community members in Central Hawke's Bay by equipping them with the skills, experiences, and qualifications needed to thrive. From 2020 to 2024, there has been an increase in people from Central Hawke's Bay accessing Ministry of Social Development (MSD) services, including Jobseeker Support and the Sole Parent [Benefit](#), highlighting the importance of targeted actions to reduce unemployment and improve work readiness.

During this time the Jobs in Central Hawke's Bay project was initiated through external funding from the Ministry of Social Development through the Mayors Taskforce for Jobs and has proved to be a successful project in assisting with reducing the number of local job seekers having to resort to a benefit.

Central Hawke's Bay faces unique workforce challenges that make a targeted jobs strategy essential for the district's long-term prosperity. With a population of around 16,000 people, Central Hawke's Bay has a relatively small but growing workforce, with a high proportion of young people aged under 25 who will soon be seeking employment opportunitiesⁱⁱ. However, many school leavers and young job seekers struggle to transition into skilled employment due to limited local training options, work experience placements, and clear pathways into industries that are vital to the region's economy. A strategic approach to workforce development will ensure that young people are equipped with the right skills, experiences, and qualifications to meet employer needs while staying in the district, reducing the loss of talent to larger centres like Napier, Hastings, and Palmerston North.

Central Hawke's Bay's economy is heavily reliant on primary industriesⁱⁱⁱ, with agriculture, horticulture, and forestry being the backbone of employment. Additionally, construction, tourism, and the service sector are growing, requiring a workforce that can adapt to evolving skill needs. A jobs strategy that aligns training programs with industry demands will create a pipeline of skilled workers who can fill vacancies in high-demand sectors such as agribusiness, trades, and infrastructure.

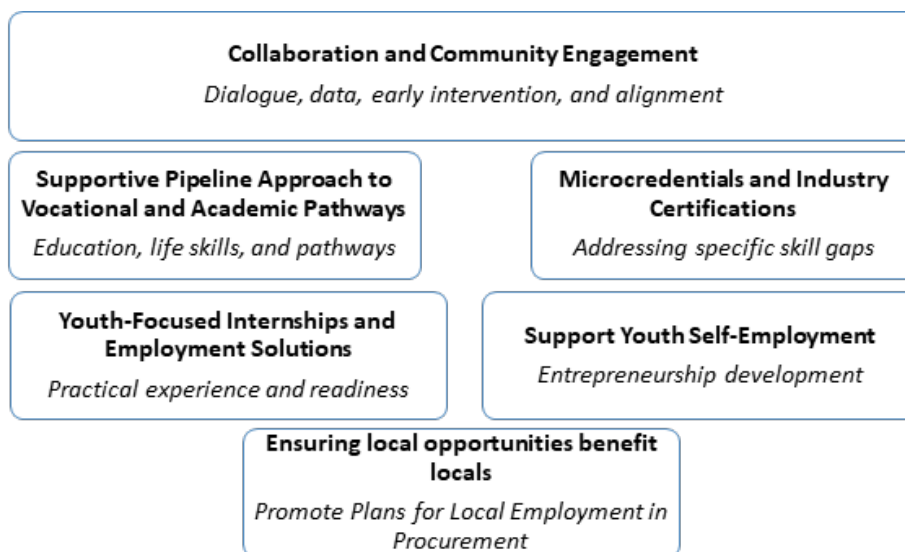
We know that this focus supporting young people into jobs will work well for our community. ImpactLab's 2022 *Good Measure Report for Mayors Taskforce for Jobs* Community Recovery Programme found \$5.60 of measurable good to New Zealand or a \$4.60 social return on investment for every \$1.00 spent on rural NEETs (young people not in education, employment or training), and other unemployed peoples, being engaged in appropriate education, training, work, or other positive activities in their communities^{iv}. This highlights the importance of investing in targeted employment initiatives to improve employment outcomes and reduce long-term social and economic costs to the Central Hawke's Bay community.

This jobs strategy will serve as a building block for a broader economic development approach, which will drive investment, business growth, job creation, and economic resilience.



Community Led Approach to Transforming Jobs Outlook

We will focus on key areas to transform employment and self-employment outcomes in our district.



- **Collaboration and Community Engagement** is the foundation, creating partnerships and ensuring data-evidenced community needs are heard and addressed.
- **Supportive Pipeline Approach** and **Microcredentials** build skills and capabilities to meet market demands.
- **Youth-Focused Internships** and **Self-Employment Support** transition individuals into the workforce or entrepreneurial ventures.
- **Local Employment in Procurement** ensures local efforts feed into economic opportunities that directly benefit the community.



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1. Collaboration and Community Engagement

- **Early Intervention and Support:** Focused on ongoing development of the network of organisations and people delivering employment and related supports in a timely and impactful [way](#). Using data to inform the design and delivery of [initiatives](#).
- **Ongoing Engagement:** With the community on their employment and self-employment needs and aspirations to ensure the right focus of efforts.

Outcomes: A network of local organisations that continue to work towards sustainable employment outcomes through training, support and collaboration. The strategy ensures ongoing dialogue with communities to align initiatives with local needs.

Who benefits: Local service providers, community groups, and community members who will gain access to tailored employment and self-employment services.

2. Supportive Pipeline Approach to Vocational and Academic Pathways

- **Strengthen Education and Training to Respond to Local Opportunities:** Universal work experience (including mentorship)^v, driver licensing, key employability skills, soft skills development and digital literacy.
 - Key Employability and Soft Skills [development](#) – positive attitude, communication, teamwork, self-management, willingness to learn, thinking skills, resilience, aptitude/attendance, problem-solving, workplace etiquette, personal money management, health (mental health, fitness, nutrition), drug free.
 - Scaffold on-the-job learning to support skills development and upward mobility.
- **Develop Local Training Opportunities:** Partner with education and training providers, to offer industry-relevant qualifications and job-focused programmes.
 - **Technology hub** – focused on solutions in horticulture, manufacturing, aged care support, 'green' living, climate resilience, which can link to advanced local manufacturing^{vi}
 - **Higher skills in horticulture** - research and development, management, business skills
 - **Professional services** - health care, aged care, mental health, environmental specialists, renewal energy specialists, food technologists, sustainable agriculture specialists, AI specialists, automation specialists, engineers, planners, financial planners.
 - **"See it, Be it" concept** – offer opportunities for young people to see and explore their potential career pathway, i.e. Career expos, INZONE, Work experience

Outcomes: Improved workforce readiness through enhanced education and training opportunities, including universal work experience, driver licensing, digital literacy, and life skills. Seamless pathways into occupations across horticulture, technology, professional services, aged care, and more.

Who benefits: Youth and job seekers are better equipped for local employment opportunities. Employers gain access to a well-prepared workforce tailored to local economic needs.



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3. Microcredentials and Industry Certifications

- **Employer-Requested Skills:** Work with employers to identify key microcredentials and requirements for local sectors and make these readily [available](#).
- **Microcredential Programmes:** Through an advocacy role, facilitate support for the training sector to meet local employer needs through microcredentials.

Outcomes: Greater access to employer-requested skills and certifications, where local candidates acquire specialised knowledge aligned with local industry needs.

Who benefits: Potential employees have increased employability, and businesses have access to a workforce equipped with relevant skills to drive business growth.

4. Youth-Focused Internships and Employment Solution

- **Establish Industry-Based Internships:** Work with local businesses to coordinate internships and part-time positions for youth, supporting a gradual transition into the workforce.
- **Youth Employment Service:** Explore a youth co-designed employment solution, which could connect young people with casual or seasonal employment, such as in aged care, agriculture, horticulture, and retail. This approach could support both immediate employment needs and longer-term skill-building for young people while managing risks for local employers.

Outcomes: Creation of meaningful entry points into the workforce through internships and seasonal or casual labour opportunities. Young people gain work experience, financial independence, and long-term employability.

Who benefits: Youth gain access to tailored job opportunities and employers are more confident to employ local young people through mitigation of recruitment risks.

5. Support Youth Self-Employment

- **Youth Entrepreneurship Programme:** Working with key partners to continue to evolve programmes and initiatives that provide resources, training, and mentorship for young people interested in self-employment and social enterprise. This could include access to small business grants, financial literacy workshops, and startup [coaching](#).
- Explore a business incubator, where entrepreneurs can prototype products and services to support the development of their business.

Outcomes: Enhanced entrepreneurship culture with young people supported by resources, training, and mentorship to pursue self-employment or social enterprise opportunities.

Who benefits: Aspiring young entrepreneurs and the local economy through innovation and new business ventures.



6. Promote Plans for Local Employment in Procurement

- **Incorporate Youth Employment in Local Procurement Plans:** Work with councils and government contractors to include plans for employing young local people and engaging local businesses in procurement opportunities and resulting contracts.
- **Placement in Local Infrastructure Projects:** Leverage government partnerships to create local internship or apprenticeship opportunities in public infrastructure projects.

Outcomes: Increased local employment through procurement practices which prioritise local hires and businesses. Infrastructure projects become significant employment drivers.

Who benefits: Local community members gain employment opportunities and local businesses participate in government contracts. Council has a positive local economic impact and strengthened community relationships.

Strategic Partners

Strategic partners will be critical to the success of the strategy, particularly mana whenua. The Māori economy is thriving in the district^{vii}, with Māori-owned assets and whānau-based enterprises in sectors such as agriculture, forestry, tourism, and fisheries offering opportunities for growth and job creation.

As such, key partners to support the implementation of this strategy include:

- Mana whenua and Māori organisations
- Central Hawkes Bay Skills, Training and Employment Network (STEN) members
- Ministry of Social Development
- Hawkes Bay Chamber of Commerce
- Industry Training Organisation's
- Tertiary Education Commission
- Secondary Schools – CHB College, Te Aute, Te Kura
- Homeschoolers Network

Council will actively engage with strategic partners through ongoing collaboration, co-designing initiatives that align with local employment needs and leveraging shared resources to maximise impact. Regular forums (such as STEN), data-driven decision-making, and joint initiatives will ensure strong partnerships that drive sustainable workforce development and job creation benefiting young people in Central Hawke's Bay.



Outcomes and Indicators

If this strategy is successfully implemented, the Central Hawke's Bay District Council can expect outcomes that align with its vision and priorities as set out in the *Organisation Performance Roadmap* and other key strategic goals, including:

Youth: Enhanced employability, life skills, job pathways, further education and sustainable occupations.

Employers: A skilled and local workforce meeting sector-specific needs, employees that contribute to increased innovation and enhanced productivity.

Community: Stronger local economy, reduced unemployment, increased businesses.

Council: Recognition for driving equitable growth and community-centric development.

The following Indicators will be tracked to effectively determine impact of the strategy:

- **Employment Rates:** Track placements into sustainable employment, changes in employment and income support rates in Central Hawke's Bay.
- **Completion Rates for Microcredentials:** Measure the uptake and completion of industry-relevant microcredentials.
- **Participation in Work Experience Programmes:** Count the number of youth participating in internships, apprenticeships, and work experience programmes.
- **Local Procurement Impact:** Track the number of contracts with local employment clauses and the number of local people employed and local businesses contracted as a result.
- **Youth Self-Employment:** Measure the number of young entrepreneurs or self-employed youth starting businesses in the region.

Youth will be involved in monitoring implementation and ongoing community engagement, either through existing mechanisms such as the STEN or through another approach.

Resourcing

Taking a longer-term view requires sustainable funding to ensure ongoing delivery of local employment initiatives.

Council will continue to work alongside the Mayors Taskforce for Jobs national team and where appropriate put in place long-term funding partnerships for this strategy by developing relationships with key government agencies such as the Tertiary Education Commission, Ministry of Social Development, Ministry of Education, Te Puni Kōkiri, and Ministry of Youth Development, as well as philanthropic organisations.

By leveraging local strengths and embracing innovation, the *Jobs in Central Hawke's Bay* strategy aims to create a resilient local workforce that supports sustainable economic growth and enhances community well-being.

Nāu te rourou, nāku te rourou, ka ora ai te iwi
With your basket and my basket, the people will thrive



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ⁱ<https://static1.squarespace.com/static/6705ff37bcae61a88c1126/t/6711ca213b56a57e1a8aa58a/1729219108002/Infometrics+HB+economy+-+historical+performance+and+trends+200824.pdf> and <https://static1.squarespace.com/static/6705ff37bcae61a88c1126/t/672ad1ecb91b177dc1703daa/1730859502524/Infometrics+employment+outlook+for+Hawke%27s+Bay+TLAs+Oct+24+FINAL.pdf>

ⁱⁱ See pages 12 to 15

<https://static1.squarespace.com/static/6705ff37bcae61a88c1126/t/6711ca213b56a57e1a8aa58a/1729219108002/Infometrics+HB+economy+-+historical+performance+and+trends+200824.pdf>

ⁱⁱⁱ<https://static1.squarespace.com/static/6705ff37bcae61a88c1126/t/6711ca213b56a57e1a8aa58a/1729219108002/Infometrics+HB+economy+-+historical+performance+and+trends+200824.pdf> and <https://static1.squarespace.com/static/6705ff37bcae61a88c1126/t/672ad1ecb91b177dc1703daa/1730859502524/Infometrics+employment+outlook+for+Hawke%27s+Bay+TLAs+Oct+24+FINAL.pdf>

^{iv} Mayors Taskforce for Jobs Community Recovery Programme, ImpactLab *GoodMeasure Report* October 2022

^v See pages 10 to 13 <https://www.mbie.govt.nz/dmsdocument/6613-our-youth-employment-action-plan#:~:text=The%20lack%20of%20work%20experience,employment%20will%20also%20be%20clearer>.

^{vi} See from page 67

<https://static1.squarespace.com/static/6705ff37bcae61a88c1126/t/675a6345e9dbf53d1396cd9d/1733976934719/HBR+EDA-Understanding-opportunities-and-challenges-for-the-hawkes-bay-economy.pdf>

^{vii} See page 35

<https://static1.squarespace.com/static/6705ff37bcae61a88c1126/t/6711ca213b56a57e1a8aa58a/1729219108002/Infometrics+HB+economy+-+historical+performance+and+trends+200824.pdf>



6.4 SOLID WASTE REVIEW - ADOPT TERMS OF REFERENCE

File Number:

Author: Robert Hon, Environmental Waste Manager

Authoriser: Mark Kinvig, Group Manager - Community Infrastructure and Development

Attachments: 1. Solid Waste Terms of Reference Waste Management and Minimisation Plan (WMMP) Review [↓](#)

RECOMMENDATION

That the Strategy, Growth & Community Committee:

1. **Adopts the draft Solid Waste Terms of Reference for the Waste Management and Minimisation Plan (WMMP) review project..**

PURPOSE

This purpose of this report is to seek the adoption of the Terms of Reference (ToR) for the review of Councils Solid Waste Activity, including a Section 17a Review of the Districts Landfill and updates to the Council's Waste Management and Minimisation Plan (WMMP). Having confirmed these.

EXECUTIVE SUMMARY

Updating a Council's Waste Management and Minimisation Plan (WMMP) following a Section 17A review is both considered best practice and a legislative requirement.

Officers propose a draft term of reference (ToR) to clarify the scope, breadth, expected outputs, and governance procedures for the project. This includes an updated draft ILM problem statement and associated strategic objectives.

Endorsement of both will provide clarity and alignment to both elected members and officers.

BACKGROUND

In 2019, Central Hawke's Bay District Council reviewed its Waste Management and Minimisation Plan (WMMP), which serves as a strategic framework for managing waste in the district. Councils must review and update their WMMP every 6 years under the Waste Minimisation Act 2008, involving public consultation and elected member approval. Section 17a Reviews must also be completed every six years.

For the District this means an updated waste assessment must be completed and its Council's intention is to update the current WMMP by September this year. However, the required public consultation and formal adoption of the WMMP is likely to occur after September 2025 but this remains compliant with legislation.

In support of the WMMP, at its 18 November 2020 Council Meeting, a Section 17a Review of Councils Solid Waste services was completed and adopted. That report is available [here](#).

The 2020 Section 17a Review primarily only explored the delivery of waste services to residents and did not test the wider waste network, including the operation of Councils landfill or inter-connection to other waste services. This review sought the introduction of a number of new waste services that were to be introduced to residents which were consulted on as part of the Long Term Plan 2021 -2031. While aspects of this review have been implemented, other aspects of the

review were unable to be implemented in Year 2 of the Plan due to price escalation and affordability challenges.

Due to timing, Council is now required to review its WMMP. Subsequently it is also timely to review parts of Councils Solid Waste Activity not considered at the time of the 2020 Section 17a Review, being the operation of the District Landfill. This is particularly pertinent amidst a shift in central government policies, uncertain regulatory landscape, challenging economic conditions, and evolving community attitudes and expectations regarding solid waste services. The landfill also requires a new consent by 2030, and a newly consented landfill is likely to have new financial and operational impacts on waste services.

Through mid-2024 and early 2025 Officers have begun to workshop with Councillors the proposed work programme for both the updating of the WMMP and the beginning of the Section 17a Review.

Ensuring that the project is successful, Officers are seeking to ensure that the scope of the project and its interrelated programmes is clear, and Council can be clear on the outputs and what the critical success factors are.

The next section of the report provides an outline of the Terms of Reference and the next steps for the project.

DISCUSSION

Officers have updated the draft ILM Problem Statement and sought to more clearly define the Phases and Workstreams of the project. Officers have updated the ILM problem statement as follows:

‘How do we continue to provide affordable community waste services while protecting our environment?’

Officers propose 3 updated strategic objectives that align with the problem statement:

- **Objective 1:** *Solid Waste Services are affordable and financially viable for the long term.*
- **Objective 2:** *Waste management solutions will reduce the impact of waste on the environment*
- **Objective 3:** *Solid Waste options that are supported by community, stakeholders and partners.*

The problem statement and these strategic objectives will be the focus of the WMMP review and subsequent action over the next 6 years. The draft ToR is attached to this paper.

The Terms of Reference outlines that the project will be split over three phases:

Phase 1 – Preliminary work to inform the WMMP review

Phase 1 of the project is made up for four workstreams as listed below:

- Workstream 1: Investment Logic Mapping
- Workstream 2: Updated waste assessment
- Workstream 3: Section 17A review on waste services (focussed on landfill)
- Workstream 4: Landfill Economic Viability review.

The deliverables of these workstreams will inform the drafting of the updated WMMP and the associated action plan. In this phase, elected members will be asked to consider the outcomes of each workstream through a series of workshops and relevant Council papers produced to note or endorse the findings.

Phase 2 – Drafting the Updated WMMP

Phase 2 will include the drafting of an updated Waste Management and Minimisation Plan (WMMP), considering Phase 1 outputs. The WMMP will identify key waste-related challenges for the district over the next six years, reassess goals, revise strategies, and possibly amend, retain, or introduce new objectives and targets.

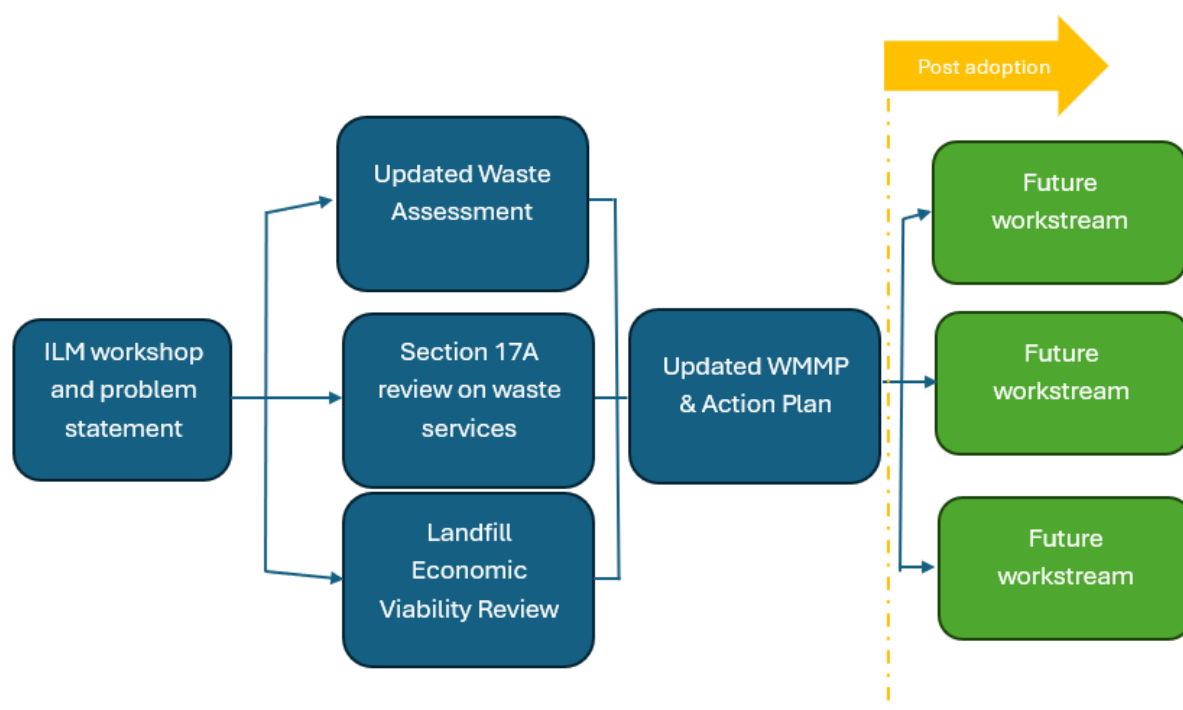
An updated Action Plan will outline future work programmes to achieve these goals. Elected members will review the draft WMMP before public consultation.

Phase 3 – Consulting and adopting the Updated WMMP

Phase 3 involves consulting on the updated WMMP and action plan through a Special Consultative Process. It is expected that this will occur after the Local Elections. A communications plan will support this consultation.

The draft WMMP will be refined based on submissions until the final version is ready. Elected members will then endorse and adopt the final updated WMMP.

A visual representation of the project is shown below:



Role of Elected Members

There had previously been the endorsement of using an advisory group of Councillors for the project. Based on feedback from Councillors, the project will be reported and updated with the wider Council, rather than the previously identified advisory group.

Councillors can expect updates on the project in accordance with the project programme set out in the Terms of Reference and the next steps section of this report.

Progressing with the Project

Officers now seek the adoption of the Terms of Reference to enable the project to progress. The adoption of the Terms of Reference ensures Council can be clear on the key objectives of the project, what will be delivered and the timing for this.

RISK ASSESSMENT AND MITIGATION

The Terms of Reference identifies three risks that the Project Manager will seek to implement risk mitigation strategies for.

The most notable risk for the project is timing. Council must meet legislative requirements in order to draw on future waste minimisation funding.

Similarly, there are certain requirements that must be met to appropriately consider future funding decisions on the extension and reconsenting of the District's landfill. This will require funding in the Long-term Plan 2027-2037.

Approving the terms of reference begins to address this key risk, enabling the project to progress and ensure mandated timelines are met.

STRATEGIC ALIGNMENT

The WMMP review project will outline future workstreams for managing and reducing waste in the district.

The project also aligns with the outcomes identified in Project Thrive, and its WastefreeCHB vision, and Environmental and Sustainability Strategy aspirations.

DELEGATIONS OR AUTHORITY

The committee has the authority to make decisions on this matter.

SIGNIFICANCE AND ENGAGEMENT

This report is provided for information purposes only and has been assessed as of low significance. The matters discussed will be of high interest to community as work progresses and is expected to trigger significance as the programme develops, however for this early phase it has been assessed as low significance.

OPTIONS ANALYSIS

Two options are available for the Council to consider:

Option 1: Adopt the Terms of Reference

Option 2: Reject the Terms of Reference and make amendments.

	<u>Option 1</u> Adopt the Terms of Reference	<u>Option 2</u> Reject the Terms of Reference and make amendments
Financial and Operational Implications	No impact	Depending on the significance of the amendments it could have a negative financial and timeline impacts on the project.
Long Term Plan and Annual Plan Implications	No impact	Relative to the amendments there are no impacts.

	<u>Option 1</u> Adopt the Terms of Reference	<u>Option 2</u> Reject the Terms of Reference and make amendments
Promotion or Achievement of Community Outcomes	An updated WMMP aligns with: <ul style="list-style-type: none"> Project Thrive's objective of being Environmentally responsible. Project Thrive's Focus on Planning for tomorrow to future proof Central Hawkes Bay. The Elected member's key focus of being Right Sized for the Future. 	An updated WMMP aligns with: <ul style="list-style-type: none"> Project Thrive's objective of being Environmentally responsible. Project Thrive's Focus on Planning for tomorrow to future proof Central Hawkes Bay. The Elected member key focus of being Right Sized for the Future.
Statutory Requirements	Complies with legislation.	Depending on the significance of the amendments, it could impact statutory requirement timelines.
Consistency with Policies and Plans	Adopting a WMMP is consistent with the Council's Environment and Sustainability Strategy.	Adopting a WMMP is consistent with the Council's Environment and Sustainability Strategy.

Recommended Option

Officers recommend Option 1 to allow officers to progress the project in accordance with statutory timelines and ensure compliance with legislation.

NEXT STEPS

Officers will complete the WMMP review in accordance with the agreed terms of reference.

The table below summarises the workshop timelines and proposed governance approvals.

Outputs	Workshop	Council Paper for Committee approval
Terms of Reference for the Project	8 May 2025	22 May 2025
Workstream 1: Draft Problem Statement	27 March 2025	
Workstream 2: Updated Waste Assessment	Early July 2025	Mid-August 2025
Workstream 3: Section 17A review	July 2025	Mid- September 2025
Workstream 4: Economic Viability Review	10 April 2025	Not applicable - This review provides high level finances and context only. Final decision will be made in 2028.
Draft updated WMMP	September 2025	September 2025
Receive and summarise public submissions on draft WMMP	February 2026	Submissions will be used to refine draft WMMP.
Refine WMMP considering submissions and endorse and adopt the updated WMMP.	March 2026	March 2026



**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL



Solid Waste Terms of Reference Waste Management and Minimisation Plan (WMMP)

Review

22 May 2025

Terms of Reference (ToR)

For the Waste Management and Minimisation Plan (WMMP)
Review – An updated Waste Strategy for Central Hawke's Bay and
associated inputs.

1. Introduction

Territorial authorities are required to adopt a Waste Management and Minimisation Plan (WMMP) under the Waste Minimisation Act 2008. Under the Act, territorial authorities are required to review and update their WMMP every 6 years.

The Local Government Act 2002 requires territorial authorities to complete a Section 17A no later than 6 years following the last review; with exceptions.

The purpose of this terms of reference is to set out the scope of the various workstreams including a Section 17a review, the economic feasibility of the District's landfill that will inform a the WMMP review.

2. Project Description

2.1 Project Background

The current WMMP was drafted and adopted in 2019. This was done in conjunction with a waste assessment and a Section 17A review to inform the WMMP in line with best practice.

The Council is currently operating under challenging economic and social conditions. Since 2019, the district has seen significant growth, followed by an extraordinary weather event. This has been further compounded by challenging economic conditions due to high inflation, recovery efforts amidst a volatile global economy, and a shift in central government priorities.

The district faces the challenge of maintaining affordable waste-related services and providing future-focused waste-related infrastructure in the next 6 years, most notably a reconsented landfill. The district's landfill will require a new consent by 2030 with a decision required by early 2028 at the latest to enable the landfill to continue operating beyond 2030.

The reconsenting process and subsequent enabling works will require further investment considering new planning and compliance requirements. This impacts the long-term economic viability of landfill operations and as downstream effect, impacts how the districts funds waste-related services. These challenges must be resolved while considering the communities long term goal of minimising waste to landfill.

2.2 Project phases

The project will be split into 3 phases:

Phase 1 – Preliminary work to inform the WMMP review

Phase 1 of the project is made up of four workstreams as listed below:

- Workstream 1: Investment Logic Mapping
- Workstream 2: Updated waste assessment
- Workstream 3: Section 17A review on waste services (focussed on landfill)
- Workstream 4: Landfill Economic Viability review.

The deliverables of these workstreams will inform the drafting of the updated WMMP and the associated action plan. In this phase, elected members will be asked to consider the outcomes of each workstream through a series of workshops and relevant Council papers produced to note or endorse the findings.

More details on the scope and deliverables can be found in Section 3 of this Terms of Reference document.

Phase 2 – Drafting the Updated WMMP

Phase 2 will include the drafting of an updated Waste Management and Minimisation Plan (WMMP), considering Phase 1 outputs. The WMMP will identify key waste-related challenges for the district over the next six years, reassess goals, revise strategies, and possibly amend, retain, or introduce new objectives and targets.

An updated Action Plan will outline future work programmes to achieve these goals. Elected members will review the draft WMMP before public consultation.

Phase 3 – Consulting and adopting the Updated WMMP

Phase 3 involves consulting on the updated WMMP and action plan through a Special Consultative Process. It is expected that this will occur after the Local Elections. A communications plan will support this consultation.

The draft WMMP will be refined based on submissions until the final version is ready. Elected members will then endorse and adopt the final updated WMMP.

3. Project Scope

3.1 Project Objectives & Success Criteria.

The project team has formulated the following project objectives and the success criteria.

- A project programme that ensures compliance with legislation and enables access to funding to be maintained.
- A Section 17A review focussed primarily on future land fill operations that outlines the future workstreams or actions to consider, to inform the 2027 – 2037 Long Term Plan (LTP) process
- An updated WMMP that:
 - provides a strategy towards the preferred service delivery model(s) based on the Section 17A review recommendations and/or outlines further work to occur
 - enables waste reduction within the district
 - considers strategic and mutually beneficial partnerships
 - explores innovation pathways for future waste management
 - unlocks external waste minimisation levy funding
 - updates current targets or introduce new targets to track our progress
- Identifies future workstreams for the activity to further explore.

3.2 Project Deliverables.

The key project deliverables are as follows

Phase 1

- Workstream 1: Define a clear problem statement updated through the ILM that WMMP seeks to address over the next 6 years.
- Workstream 2: Complete an updated waste assessment
- Workstream 3: Complete a Section 17A review on all current waste services, with a specific focus on the District's Landfill
- Workstream 4: Complete a high-level Landfill Economic Viability Assessment

A breakdown of each of these workstreams includes:

Workstream 1: An ILM workshop

- Define key challenges for waste related matters
- Draft a problem statement for the WMMP to address

Workstream 2: An Updated Waste assessment

- Desktop review of the most recent waste assessment from peer councils
- Consider if there are any material changes to the CHBDC waste assessment in 2019
- Forecast of future waste demand in the district.
- Draft an updated CHBDC waste assessment.

Workstream 3: A Section 17A Review

- Consider the best delivery model for all existing waste services. This will not fully explore the detail of delivery – i.e. kerbside bins/bags.
- Options for delivery models are:
 - Status Quo
 - Fully privatised/Licensed Operators
 - Multi-Council Controlled Organisation (CCO)
 - Joint venture model for all services
 - Insource
- Multi criteria analysis to identify a preferred service delivery model(s)
- Complete a Section 17A report with recommendations.

Workstream 4: Economic Analysis of the District landfill

- Identify likely capital and operational requirements for a reconsented landfill
- Build a financial assessment tool for modelling
- Model financial impact on various scenarios
- Determine high-level key parameters e.g. minimum tonnages and set target prices for a newly consented landfill to remain viable.

3.4 Out of Scope

The following are considered out of scope:

- A major review, including community consultation of kerbside waste collection services.

4. The ILM Problem Statement

The Investment Logic Mapping (ILM) produced the following problem statement, that the project seeks to resolve:

How do we continue to provide affordable community waste services while protecting our environment?

The strategic objectives derived from the problem statement the project will seek to achieve are as follows:

Objective 1: Solid Waste Services are affordable and financially viable for the long term.

Objective 2: Waste management solutions will seek to minimise the impact of waste on the environment

Objective 3: Solid Waste options that are supported by community, stakeholders and partners.

5. Project Timeline

5.1 Timeline.

The project started in December 2024 and is due for completion by March 2026.

5.2 Summary Milestone Schedule

The following milestones have been identified for the project:

Project milestone	Anticipated Completion Date
Confirm Terms of Reference	May 2025
ILM including problem statement and key objectives	May 2025
High level Landfill Economic Viability Assessment	Completed – 10 April 2025
Updated Waste Assessment	End of June 2025
Section 17A review draft outputs	End of July 2025
Draft WMMP and Action Plan	End of September 2025
Special Consultation process	February 2026
Final draft and adoption	March 2026

6. Budget Estimate

6.1 Funding sources

The budget for this work is \$100k and is included in the current 3 Year Plan as follows:

- \$70k in FY 2024/2025
- \$30k in FY 2025/2026
- 60% of budget from Waste Minimisation Levy returns.

7. Project Organisation

7.1 Roles and Responsibilities

The following table summarises the key roles and responsibilities of the project

Name	Role
Mark Kinvig	Project Sponsor
Robert Hon	Project Manager
Themba Ncomanzi	Project Support
Ashley Mertens	Project Comms Support
Pam Kupa	Mana Whenua Liaison support
Alice Grace & Stefan Borowy -Morrison Low	Technical Advisors for ILM, Waste assessment and Landfill Economic Review
Esther Croft - Height Project Management	Technical Advisors for Section 17A Review
Heather Bosselman - Tamatea Pokai Whenua	Mana Whenua Engagement Facilitator

7.2 Stakeholders

The following stakeholders have been identified for the project:

- Elected Members
- Central Hawke's Bay residents
- Mana Whenua
- Relevant asset managers and activity leads
- Waste service providers
- Local construction businesses
- Local waste minimisation advocates
- Local commercial waste producers e.g. Ovation

8. Risks & Assumptions

8.1 Key Assumptions.

The Project's key assumptions are as follows:

- Territorial Authorities will continue to receive waste minimisation levy funding
- Central Government continues its carbon reduction plan
- Central Government will continue to favour waste reduction and a possible future organic collection but at a slower pace.

8.2 Key Risks

The following project risks have been identified. The Project Manager will determine and employ the necessary risk mitigation strategies to minimise the likelihood of these risks:

- Not having a mandate to update the WMMP based on an updated waste assessment within the legislative timeframe.
- Lack of support from for the draft WMMP.
- Councillor support for the draft WMMP – The Triennial elections in October may result in a different mix of Councillors that do not support the draft WMMP direction.

9. Governance

9.1 Proposed approval methodology

All workstream outputs will be workshopped with the Council through the relevant committee or Council.

Elected Member input will be considered through the workshops and outputs refined. Where applicable, these outputs will be provided to Council through a formal council paper for endorsement.

The table below details the workstream outputs that will follow this methodology.

Outputs	Workshop	Council Paper for Committee approval	Commentary
Confirm ToR	May 2025	May 2025	
Workstream 1: Draft Problem Statement	March 2025	May 2025	
Workstream 2: Updated Waste Assessment	July 2025	August 2025	Noting paper and a decision to continue to work towards an updated WMMP.
Workstream 3: Section 17A review	July 2025	September 2025	

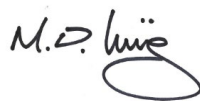
Outputs	Workshop	Council Paper for Committee approval	Commentary
Workstream 4: High level Landfill Economic Viability Review	10 April 2025	Not applicable	The initial review provides high level finances and context only, a final decision on the matter will be made in 2028
Draft updated WMMP	September 2025	September 2025	Decision is to have Council confirm its intent to adopt this draft WMMP and approve it for public consultation in March 2026.
Receive public submissions on draft WMMP	February 2026	Not applicable	The public submissions will be inform and used to refine the draft WMMP
Refine WMMP considering submissions and endorse and adopt WMMP.	March 2026	March 2026	

10. Project Approval

Approval is sought for:

1. Acceptance of the Terms of Reference.
2. That the project proceeds.

Approved:



Project Sponsor: Mark Kinvig, GM Infrastructure and Asset Management

6.5 ENDORSEMENT OF REGIONAL HOUSING MEMORANDUM OF UNDERSTANDING

Author: Dylan Muggeridge, Group Manager, Strategic Planning & Development

Authoriser: Doug Tate, Chief Executive

Attachments: 1. Draft Regional Housing Memorandum of Understanding [↓](#)

PURPOSE

To consider the Memorandum of Understanding for the Hawke's Bay Regional housing collaboration.

RECOMMENDATIONS

That the Strategy, Growth and Community Committee:

1. **Notes and endorses the direction and intent of the Draft Hawke's Bay Regional housing collaboration Memorandum of Understanding.**
2. **Delegates to the Chief Executive the authority to finalise and agree to amendments to the Memorandum of Understanding.**
3. **Notes the Chief Executive as the current delegate on the Leadership Group.**

EXECUTIVE SUMMARY

Supporting housing outcomes has been a key strategic focus of Council. This has included supporting the development of land through the District Plan, identifying infrastructure investment initiatives and developing local strategies including the Housing Strategic Framework 2019 and the Our Homes Strategy for the district in 2024.

A key focus in all these approaches to housing growth has been the need for co-ordinated leadership, across the range of initiatives and actions to address investment in housing – whether private or public.

Officers have been working regionally with Post Settlement Governance Entities (PSGEs), Taiwhenua and Councils to identify approaches to work together on housing initiatives.

Significantly, most of the district's aspirations for housing require the partnership and co-ordinated leadership of others – Council cannot do this work alone. A regional approach to housing supports this.

Officers are now at a point where endorsement of a regional MOU for housing is sought from the Committee, noting housing is a key work programme priority. The Committee can expect further updates and a more formalised approach to housing to emerge as the regional work continues to progress.

BACKGROUND

The Hawke's Bay Regional Recovery Agency (RRA), in a coordinating capacity, has been working alongside councils, PSGEs, Community Housing Providers and others to explore a regional approach to deliver housing outcomes for the region.

This follows the Matariki Governance Group (Matariki) identifying housing as a priority for the region (in the Briefing to the Incoming Minister and in the Cyclone Recovery Plan 2.0). There is also strong drive from PSGEs, Taiwhenua and by some Councils, to coordinate on housing issues for the region.

The work being coordinated by the RRA is aimed at addressing the housing needs and aspirations in Hawke's Bay, including:

- A shortage of housing overall and a shortage of affordable housing (ownership and rental) for those who are housing insecure
- A tight housing market made worse by the impact of Cyclone Gabrielle and its displacement of several hundred households
- Strong growth pressure and pressure on housing demand (current and forecast)
- High numbers of people seeking or receiving housing assistance from central government
- A desire among Māori entities and community organisations to contribute to and deliver housing solutions across the housing spectrum.

An overarching objective is to manage and develop the Hawke's Bay housing spectrum to deliver better social and financial outcomes for tenants, whānau, homeowners, housing developers and providers, as well as for central and local government.

The work has been given particular focus in recent months in the context of central government's recent review of Kāinga Ora and their strong signals to see the region build on the success of the Hastings place-based work. The Kāinga Ora review has recommended the Government address barriers to greater delivery of social housing by Community Housing Providers (CHPs), Iwi, Māori and other providers, and increasing place-based social housing management.

Over the past few months, the RRA has coordinated meetings with Matariki partners to progress work at a regional level. This will in time contribute to delivering housing outcomes across the Hawke's Bay's housing spectrum.

To date, this work has taken place organically, with a leadership role taken by PSGEs and a coordinating role by the RRA, with regular reports provided to Matariki.

There is an opportunity now to formalise this work through a Memorandum of Understanding (MoU) between the partners of the work to date. This now requires Council's consideration for approval.

DISCUSSION

Housing is a complex and long-term issue for New Zealand, Hawke's Bay and Central Hawke's Bay. As described in the Tamatea Housing Taskforce's 'Our Homes' Strategy, unlocking housing is critical for the long-term success of the district. This is due to the challenges of:

- a growing population.
- the lowest unemployment rate of the region, leading to businesses needing employees; and
- the recent loss of housing and land resulting from Cyclone Gabrielle.

All of which have exacerbated the housing challenges in our district.

Council has for many years taken a leadership role to address some of the issues associated with housing and working collaboratively to deliver housing outcomes for the people of Central Hawke's Bay. This leadership has been demonstrated through the following activities.

Housing Strategic Framework 2019 – 2029

In 2019, Council adopted its 10-year Housing Strategic Framework to help guide its role and contribution to housing in the district. The Framework was based on the vision of 'supporting our community to Thrive through access to a home', and focused on the following four strategic goals:

1. Increasing Social Housing Leadership.

2. Working together to improve housing.
3. Provide access to suitable housing.
4. Retirement housing is provided in the most efficient way.

The intent of this framework was to work alongside partners to make aspirations around housing a reality and provided the basis for advocacy in this area.

Retirement housing section 17a

At Council's meeting of 22 October 2020, Councils Section 17a Review into Retirement Housing was adopted, [here](#). It identified a number of actions to address some of the issues Council faced regarding its Retirement Housing Portfolio.

While there were aspirations to see the portfolio expanded, and greater services provided to tenants, the review concluded the Council should re-establish small operational surpluses to fund renewals and upgrades required of the units.

Having set solid foundations in place, this approach would then provide the opportunity to explore future opportunities for initiatives such as access to Community Housing Providers and initiatives to expand services to tenants.

Better-Off Funding project – Driving Housing Outcomes in Tamatea Central Hawke's Bay

In 2023, Council approved using part of its Central Government Better-Off Funding, through the Three-Waters reforms, to establish a project specifically aimed at the delivery of housing outcomes in Central Hawke's Bay. The purpose of this project was to explore the most appropriate structure to coordinate and deliver housing outcomes, with a locally based approach in partnership with mana whenua.

This project was however not progressed after the Better Off Funding was reduced by Central Government and re-allocated by Council to other projects.

Tamatea Housing Taskforce – 'Our Homes' Strategy

In 2022, Council and Te Taiwhenua o Tamatea established the Tamatea Housing Taskforce to provide strategic leadership and guidance and provide a place to 'land' housing initiatives in Central Hawke's Bay. The Taskforce's three focus areas when it was established were:

1. **Placed-based decisions:** to create a place-based housing opportunities for Tamatea in partnership, that reflects the diversity of our community and helps more people into homes.
2. **Achieving Investment opportunities:** identify long-term sustainable investment opportunities for our people, that will create wellbeing wealth and long-term beneficial outcomes for our people.
3. **Māori Housing – Papakainga:** provide opportunities for our people to come home, by providing support to our local community to support housing.

These focus areas echo some of the principles included in the draft regional Memorandum of Understanding attached.

The 'Our Homes' Strategy was adopted by the Taskforce and endorsed by Council following Cyclone Gabrielle, which exacerbated some of the housing issues that already existed in our district.

The Strategy identifies a number of local initiatives that could be progressed to deliver housing outcomes. A number of these local initiatives, including progressing Māori land and housing initiatives, could be delivered through the regional housing approach.

Memorandum of Understanding

Councillors received the draft MOU in workshop on 8 May 2025 to provide feedback on its general purpose and content. Its purpose begins to formalise the arrangements between the parties on regional housing initiatives.

Council is currently represented on the Leadership Group by the Chief Executive and Group Manager Strategy, Policy and Planning.

The MOU is a non-binding agreement that outlines the intention to develop a work programme through a technical working group. It may include further formalisation of the group relative to the work proposed. An opportunity to further develop more detailed programmes is also included in the terms of reference.

In workshop, several changes were noted, and these have been shared regionally amongst our partners for feedback. As such further changes are expected. It is recommended the Chief Executive be delegated to make these changes.

It is also recommended that Council formalises the Chief Executive remaining the delegated appointment on the Leadership Group and further progress on regional initiatives be made. As outlined in the next steps, to support this, further reporting back into this Committee is proposed.

RISK ASSESSMENT AND MITIGATION

There is currently no material risks associated with this MOU. However, should the Committee not endorse this MOU, Council may lose the opportunity to participate in this regional initiative.

STRATEGIC ALIGNMENT

This MOU aligns with our Project Thrive objectives with strong communities and Smart Growth.

It formalises outcomes for the delivery of housing outcomes, in Central Hawke's Bay. It also aligns with both the CHB Housing Strategic Framework 2019 – 2029 and with the Tamatea Taskforce's 'Our Homes' Strategy, to create a sustainable pathway for housing our people of Tamatea.

DELEGATIONS OR AUTHORITY

The Strategy, Growth and Community Committee has the delegation to make this decision.

SIGNIFICANCE AND ENGAGEMENT

In accordance with the Council's Significance and Engagement Policy, this matter has been assessed to be of low significance.

OPTIONS ANALYSIS

The Committee has three options:

1. Adopt the MOU (Recommended)
2. Adopt the MOU with changes, OR
3. Do not adopt the MOU

<u>Option 1</u>	<u>Option 2</u>	<u>Option 3</u>
Adopt the MOU	Do not adopt the MOU	Adopt the MOU with changes

	<u>Option 1</u> Adopt the MOU	<u>Option 2</u> Do not adopt the MOU	<u>Option 3</u> Adopt the MOU with changes
Financial and Operational Implications	There are no financial implications associated with this decision.	There are no financial implications associated with this decision.	Depending on the changes, it is unlikely there will be any financial implications associated with this decision.
Long Term Plan and Annual Plan Implications	There are no LTP or Annual Plan implications.	There are no LTP or Annual Plan implications.	Depending on the changes, there are unlikely to be LTP or Annual Plan implications.
Promotion or Achievement of Community Outcomes	This option would likely support the delivery of housing outcomes.	This option would mean that the delivery of housing outcomes through a regional approach might be unlikely.	Depending on the changes, this option may or may not support the delivery of housing outcomes.
Statutory Requirements	There are no statutory requirements with this option.	There are no statutory requirements with this option.	Depending on the changes, there are unlikely to be any statutory requirements with this option.
Consistency with Policies and Plans	This option is consistent with policies and plans, in particular the CHB Housing Strategic Framework and the Tamatea Housing Taskforce's 'Our Homes' strategy	This option may not be consistent with policies and plans.	Depending on the changes, this option may be consistent or not with policies and plans, in particular the CHB Housing Strategic Framework and the Tamatea Housing Taskforce's 'Our Homes' strategy.

Recommended Option

This report recommends **option 1, adopt the MOU**, to ensure the outcomes of the regional approach can be realised for Central Hawke's Bay and its residents.

NEXT STEPS

Should the MOU be endorsed, and pending any further regional changes, a signed copy of the MOU will be reviewed and finalised amongst the members of the working group.

Work will also continue to be progressed on regional initiatives on housing through the working group and more locally through the Tamatea Housing Taskforce.

It is anticipated that a progress report will be provided to the Committee in about 6 months if there is any new relevant information, or at such a point as required.

MEMORANDUM OF UNDERSTANDING

Hawke's Bay Matariki 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 Hawkes 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; and
 - l. Wairoa District Council.

Te Tiriti o Waitangi – The Treaty of Waitangi

3. 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.
4. 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

5. 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
6. Housing data indicates that housing challenges are affecting Māori whānau disproportionately compared to the broader population.

7. 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.
8. 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.
9. 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.
10. 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.
11. 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.
12. 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.

Principles

13. The parties acknowledge that their partnership in respect of 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. 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

14. 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;
 - 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;
 - 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

15. 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

16. 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

17. The parties acknowledge that they may individually or collectively make applications to various Government funding sources to support housing initiatives in the region.
18. 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.
19. 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

20. 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.
21. 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.
22. The Parties agree that information shared under this collaborative partnership will be held and used for the purposes for which it was shared.

Limitations

23. 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

24. 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.
25. This work will be supported by a Working Group, consisting of staff of several of the parties' organisations and staff from the Regional Recovery Agency. The Working Group carry out programme work as commissioned by the Leadership Group and provide advice to the Leadership Group on how best to advance the work.

Term of agreement

26. 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.

DRAFT

Signatures

Signed on _____ 2025 on behalf of Hastings District Council by

[Name, Title]

Signed on _____ 2025 on behalf of Napier City Council by

[Name, Title]

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

[Name, Title]

Signed on _____ 2025 on behalf of Wairoa District Council by

[Name, Title]

Signed on _____ 2025 on behalf of Tamatea Pōkai Whenua Trust by

[Name, Title]

Signed on _____ 2025 on behalf of Mana Ahuriri Trust by

[Name, Title]

Signed on _____ 2025 on behalf of Tātau Tātau o te Wairoa Trust by

[Name, Title]

Signed on _____ 2025 on behalf of Maungaharuru Tangitū Trust by

[Name, Title]

Signed on _____ 2025 on behalf of Te Taiwhenua o Heretaunga
Trust by _____

[Name, Title]

Signed on _____ 2025 on behalf of Ngāti Kahungunu Iwi
Incorporated by _____

[Name, Title]

Signed on _____ 2025 on behalf of Ngāti Pāhauwera
Development Trust by _____

[Name, Title]

DRAFT

6.6 SMART GROWTH REVIEW UPDATE

Author: Nicola Bousfield, Group Manager: People & Business Enablement

Authoriser: Doug Tate, Chief Executive

Attachments:

1. Smart Growth Review Recommendations – Action Plan [↓](#)
2. Smart Growth Review - Final Report [↓](#)

PURPOSE

To provide an update on the progress of the Smart Growth Review recommendations.

RECOMMENDATION

That the Strategy, Growth & Community Committee notes the Smart Growth Review Update.

SIGNIFICANCE AND ENGAGEMENT

In line with Council's Significance and Engagement Policy, this report has been assessed as having low significance in accordance with the policy. While it may be low in accordance with the policy, the reports present further updates on the barriers and opportunities to enable Smart Growth in the District.

BACKGROUND

The Smart Growth Review was initiated following varying issues from the significant uplift in consents experienced in the district between 2017 and 2022 across the development community. The review sought to take a proactive and systematic approach to addressing the issues, barriers and opportunities to enable Council's strategic objective of "smart growth" in Central Hawke's Bay.

While Central Hawke's Bay may currently be experiencing lower levels of growth and development due to economic conditions, the aim of the review was to take a future focussed system-based approach, that ensures Council is well placed to respond and successfully lead in future uplifts in development.

The Smart Growth Review (the Review) was initiated in early 2024 and the first report to the Strategy Growth & Community Committee (the Committee) meeting was in October 2024. This provided visibility to the Committee on the scale of recommendations in the short, medium and longer-term.

Some early successes following the Review was the appointment of the Development Relationships Manager to coordinate the Smart Growth Review recommendations with a focus on client relationships (more recently changed following the organisation restructure, further explained below), opening the water connections process to non-Council appointed contractors, significant improvements in the Resource Consenting processes and connecting back with the development community at the development industry event.

DISCUSSION

The Smart Growth Review's summary of recommendations was split into two sections - Council as a "development enabler" and Council "as a regulator". The attached Action Plan provides status update to the Committee, on each of actions and tracks progress of implementation. This covering report provides a summarised update on progress from each section and sets out next steps.

As a regulator

The summary of key findings and recommended actions “as a regulator” focused on process development and improvement, relating to the Resource Consents processes including consent processing, District Plan interpretation documenting systems, a focus on staff training, and information availability for customers. These recommendations are largely complete, with a small number noted “in progress”, or planned for “future” state.

As a development enabler

The summary of key findings and recommended actions “as an enabler” are largely future-focused and strategic planning related. As they are longer-term by nature, the progress over-all on these is generally “in progress” or planned for “future” as we work towards the 2027 Long Term Plan.

A summary of the “as an enabler” recommendations was for Council to align its infrastructure delivery with strategic growth and district planning, releasing more information on infrastructure constraints and data, explore opportunities for “innovative” development contributions solutions and working with developers to unlock servicing capacity as a form of contribution.

As noted above, an early success was the introduction of the Development Relationships Manager role, which, following the role being disestablished in the recent organisational restructure, the developer relationship aspect of the role has been incorporated into the Resource Consents Manager, keeping customer/developer relationships as a key priority. The rescoping of the Director – Regulatory & Customer Experience role through the restructure, also formalises the customer focus on the regulatory activities (Resource Consenting, Building Consenting and Animal Services & Compliance). Unfortunately, the lead on coordinating the Smart Growth Review recommendations was traded off through this process. Officers are currently considering the best way to ensure these recommendations continue to be moved forward as part of Council’s role as an enabler of Smart Growth, as further detailed in the “next steps” section below.

IMPLICATIONS ASSESSMENT

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

- Council staff have delegated authority for any decisions made.
- Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter.
- Any decisions made will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
- Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan.
- Any decisions made are consistent with the Council’s plans and policies; and
- No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council or would transfer the ownership or control of a strategic asset to or from the Council.

NEXT STEPS

The Strategy, Growth and Community Committee will continue to receive updates for visibility on the progress of recommended actions from the Smart Growth Review.

Officers plan to introduce a “Strategic Growth Unit” later in the year, made up of key senior staff that work across the development activities. This Unit will incorporate the “as an enabler” recommendations from the Smart Growth Review into its scope, which are the future focused,

strategic decision-making conversations that aim to see Council better placed to enable future growth in Central Hawke's Bay. This Unit shifts the development focus away from the day-to-day operational improvements and takes a longer-term strategic focus that is now needed. The coordination of this work was previously led by the Development Relationships Manager but was a trade-off during the recent organisational re-structure. This Unit will instead collectively lead a pathway forward for the development of these recommendations.

It is also intended to introduce a Strategic Growth Reference Group that will complement the "Strategic Growth Unit" above. The intent would be for this group to be made up of governance membership from the Strategy, Growth & Community Committee, as well a key development industry partners to support the strategic direction to enable Smart Growth into the future.

Planning is also underway for the next development/industry event with builders and designers – with a focus on the implementation of the district plan rules and upcoming building reform legislative changes.

Smart Growth Review Recommendations – Action Plan

Summary of key findings - As a development enabler (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Status
Smart growth risk appetite	There is a question about how much risk Council should take on to enable growth.	Current	A clear pathway forward to enable development by Council is communicated and well understood by the development community and Council staff.	Council	<ul style="list-style-type: none"> Review and investigate the strategic and policy direction to help confirm or address questions about how comfortable Council are about taking on more risk to enabling growth. 	Future Consideration of Integrated Spatial Plan needed and connection to Infrastructure Strategy Long-Term Plan 2027.
					<ul style="list-style-type: none"> Council should take the experiences of this review process to set themselves up both strategically and through internal/ external processes to support how to enable growth. 	In progress/Future Consideration of Integrated Spatial Plan needed and connection to Infrastructure Strategy Long-Term Plan 2027 strategically and process improvement trackers provided below.
Infrastructure delivery alignment with strategic growth	There is no coordinated strategic look across the District about what is serviceable in the future. It is unclear when services will be available or upgraded to enable development, making it unpredictable for a developer to plan their future work in the District.	Current	Council's strategic delivery plan for infrastructure upgrades and extensions is clear and is timed to support development activity.	Council	<ul style="list-style-type: none"> Ensure infrastructure funding and delivery is aligned with strategic growth and district planning. 	In progress/Future Structure plan is being created for Waipukurau South Growth Precinct and we are monitoring our capacity for growth. Consideration of Integrated Spatial Plan needed and connection to Infrastructure Strategy Long-Term Plan 2027.
Pre-application/, consenting information/ client relationships	Development can be expensive and risky for first time or inexperienced developers. Because of the considerable cost and level of knowledge now required to understand and engage in the development process, it is becoming more difficult to deliver a successful (profitable) development.	Current	Developers who intend to develop land are well-informed of the consenting and development processes, have ready access to good information about the constraints and opportunities of sites they are considering, and can establish and rely on realistic timeframes.	Developers	<ul style="list-style-type: none"> Provide introductory information online/ web page and/or to send customers covering development considerations, risks and realities. This could include a basic outline of the steps in the process, including pre-application considerations, consenting, subdivision, infrastructure connections and construction. 	In progress Website information for Resource Consenting has been done, some remaining specific information to add. Widening to full development life cycle (inc water) still to be done.
				Council	<ul style="list-style-type: none"> Establish a client/ development relationship manager within Council to navigate the development process for developers and staff. 	Complete Development relationship role formerly incorporated into the Resource Consents Manager role and Director – Regulatory & Customer Experience following recent re-structure changes.

Infrastructure planning for development sites	Council and developers both acknowledged that most easy-to-develop land has now been used and what's left is complex and challenging to develop. More design, construction complexity and mitigation works are required, and this incurs higher cost and time to resolve.	Current	<p>Developers and Council are on the same page about what the specific constraints are in identified areas and have a good, open relationship to work through challenges and ways to address constraints on site.</p> <p>Council's strategic delivery plan for infrastructure upgrades and extensions is clear and is timed to support development activity.</p>	Council	<ul style="list-style-type: none"> Provide more up-front information on known land constraints and tools to support developers on which areas have constraints, identify the issue and explain what this means for developing the land (i.e. geotechnical reports, or design solutions to mitigate flooding). 	<p>Complete/In progress GIS mapping showing infrastructure available is publicly available on the website and constraints covered in pre-application meetings.</p> <p>Developers can also request property and consent information and reports.</p> <p>Support provided to developers on constraints through the pre-application process.</p> <p>Continuously updating all water modelling (drinking, stormwater and waste water) that will be made readily accessible for developers. In lieu of website info, this information is readily available on request.</p>
					<ul style="list-style-type: none"> Provide mapping to indicate areas that have known development constraints in the District. 	<p>Not implemented Would require significant resourcing, funding and mapping processes introduced. Mapping water constraints will not be actioned. It is not linear is currently modelled on a case-by-case basis. Pre-app meetings are an essential tool in lieu of this mapping.</p>
					<ul style="list-style-type: none"> Ensure infrastructure funding and delivery is aligned with strategic growth and district planning. 	<p>Future Consideration of Integrated Spatial Plan needed and connection to Infrastructure Strategy Long-Term Plan 2027.</p>
					<ul style="list-style-type: none"> Release the stormwater attenuation calculator for developers to use. 	<p>In progress Calculator being released to website in near future following internal review which is underway.</p>
					<ul style="list-style-type: none"> Staff training is provided to those new or external consultants engaged to support development. 	<p>Complete New staff/contractors are provided with appropriate support. Internal processes updated for future training.</p>

Industrial stormwater and wastewater capacity	Infill development and some industrial areas have stormwater or wastewater capacity issues.	Current	Asset management planning delivers increased stormwater and wastewater capacity within areas where there is significant demand for infill and industrial development.	Council	<ul style="list-style-type: none"> Provide more up-front information on known land constraints and tools to support developers on which areas have constraints, identify the issue and explain what this means for developing the land (i.e. geotechnical reports, or design solutions to mitigate flooding). 	In progress GIS mapping showing infrastructure available is publicly available on the website and constraints covered in pre-application meetings. Developers can also request property and consent information and reports. Support provided to developers on constraints through the pre-application process. Continuously updating all water modelling (drinking, stormwater and waste water) that will be made readily accessible for developers. In lieu of website info, this information is readily available on request.
					<ul style="list-style-type: none"> Provide mapping to indicate areas that have known development constraints in the District. 	Not implemented Would require significant resourcing, funding and mapping processes introduced. Mapping water constraints will not be actioned. It is not linear is currently modelled on a case-by-case basis. Pre-app meetings are an essential tool in lieu of this mapping.
					<ul style="list-style-type: none"> Ensure infrastructure funding and delivery is aligned with strategic growth and district planning. 	Future Consideration of Integrated Spatial Plan needed and connection to Infrastructure Strategy Long-Term Plan 2027.
Water connections	The mains for water connections in some areas such as Waipukurau are two or three metres underground, making connections very expensive to access, which is not always well understood by developers.	Current	Developers understand the full cost of infill development connection to services, especially where there are complexities in connecting to water mains that are across carriageways or metres underground and require technical sign off and in some cases traffic management to do the connection.	Council	<ul style="list-style-type: none"> Provide information to developers about why mains connections for water are more expensive and explain the risks on opening connections to water supply, that are compromised when a new connection is required. 	Complete This information is provided through the consenting process informing developers the requirements to connect to Councils networks and the process required.
					<ul style="list-style-type: none"> Provide network map with locations and depth to services. 	In progress GIS mapping available internally but needs to be made publicly available.

					<ul style="list-style-type: none"> Asset management planning to investigate future options for relocating services during renewals. 	Complete It's considered during renewals but is considered on a case-by-case basis.
Water connections	Until recently Council has generally engaged one contractor to undertake water service connections, which resulted in long wait times and expensive connections. This has left developers without options to engage alternative contractors at a competitive price or at an early date.	Current	There is choice and access in the market for developers to have options about who they contract to undertake service connections and there is confidence by Council that those service providers are achieving the level of service appropriate for the asset.	Council	<ul style="list-style-type: none"> Opportunity to review current quoting process from Council contractor for new connections and open the possibility for competitive tension (i.e. More than one contractor able to complete this work). 	Complete New suppliers can complete work and have it signed off by Council.
Development contributions	Some in the development community see development contributions as discouraging to development and make it hard to sell the opportunity to invest in the area.	Current	Development contributions are calculated and provided in ways that respond to the circumstances of each development. Development contributions are provided in ways that ensure the Council is able to fund necessary infrastructure and asset delivery to service new development.	Developers	<ul style="list-style-type: none"> Commission research to identify innovative development contribution solutions to support infrastructure and services requirements. 	In progress Requires funding, could be considered as part of Long-Term Plan 2027. Needs to consider government changes with development levies etc. Internal development contributions team investigating possible alternate solutions and best practice seen elsewhere around the country.
				Council	<ul style="list-style-type: none"> Explore opportunities for larger developers to help to unlock servicing capacity within an area as form of contribution. 	Future Requires review of the Development Contributions Policy, could be considered as part of Long-Term Plan 2027.
					<ul style="list-style-type: none"> Review and update the development contributions policy to provide for appropriate innovation, including guidance on calculating relative contributions to ensure equity. 	Future Requires review of the Development Contributions Policy, could be considered as part of Long-Term Plan 2027.
Enabling growth and customer focus	Some developers feel like Council are unwilling to help solve problems or explain the constraints to deliver housing solutions.	Current	Council is an active participant in addressing challenges with developments where those challenges are related to the Council's functions.	Council	<ul style="list-style-type: none"> Establish and maintain a set of organisation-wide values and principles to be applied by staff when dealing with customers/applicants. 	Future Can be incorporated as part of the set-up of the Strategic Growth Unit.

Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
District Plan	A more restrictive District Plan has led to cautious and sometimes contradictory decisions, depending on who is processing a resource consent application.	Current/transition to historical	Council, external consultants and developers all have the same understanding about how the District Plan is interpreted and applied, including the likely supporting evidence required to demonstrate the policy outcomes are being satisfied.	Council Consultants Developers	<ul style="list-style-type: none"> Set up a registration system and process to document and escalate plan interpretation queries quickly with the Council planning team to minimise time and cost through debate. 	Complete This happens on case-by-basis with feedback given from Resource Consenting through to District Plan Policy.
					<ul style="list-style-type: none"> Develop a registration sheet to document which provisions have contentious interpretation. 	In progress Process has been developed.
					<ul style="list-style-type: none"> Provide public information on common issues with plan interpretation rules or definitions. 	Not implementing Each application is specific and needs to be considered on a case-by-case basis. Where appropriate will consider providing information on the website for commonly asked questions.
Staff resourcing	High staff turnover with internal staff, especially planners, caused an issue for Council as customers can receive inconsistent information about what is required to support development applications or how to interpret rules.	Historical/potential in future	Workload, technical support and workplace values mean staff remain working in the Council.	Council	<ul style="list-style-type: none"> Provide induction packages for new staff to they are trained on process, interpreting the plan and key issues and constraints to development in the District. 	Complete Training provided to new starters and interpretation has become easier with the development community in time.
					<ul style="list-style-type: none"> Ensure the recruitment process when filling roles considers team fit, including what experience they hold and how they may fit with others in the team. 	Complete Already incorporated into current recruitment processes.
					<ul style="list-style-type: none"> Develop a work overflow policy and have external support pre-engaged to ensure efficient management of workload surges. 	Complete Have completed a review of external consultants for consent processing.
					<ul style="list-style-type: none"> Develop a shared set of team values to promote and support staff delivery of customer service and applications. 	In progress Introduced for the Resource Consenting team but needs to be widened across the full development activities of Council.
Staff training and escalation	Staff reputation and risk of legal consequences make people overly cautious about making	Historical	All staff are clear on the scope and legal boundaries of their job that they are supported to make decisions and	Council	<ul style="list-style-type: none"> Provide staff with regular training on the scope and boundaries of their role. 	Future Needs to be planned across the development teams.

	decisions about applications relating to development.		are provided with the right training and information to make sound decisions.		<ul style="list-style-type: none"> Ensure there is an accessible senior staff member that is available where matters need to be escalated or checked. Develop a shared set of team values to promote and support staff delivery of customer service and applications 	Complete Currently fully resourced with manager in appropriate roles.
Staff resourcing	When external consultants are engaged to process resource consent applications, there has been times that they don't follow the same assessment approach as internal staff and are less contactable to applicants.	Historic	Both internal and external consent processing is consistent, including expectations around communication, and they use the same approach. This approach is consistent over time.	Council	<ul style="list-style-type: none"> Develop a process to work with external consultants and contractors. Prepare a process handbook that is used by all staff and consultants. Provide induction training for all new staff and new consultants that describes the Council's preferred process and the expectations around the teams values for delivering quality, reliable and consistent services. 	Complete Have completed a review of external consultants for consent processing.
Pre-application	Applicants have expectations that duty planners can give a level of certainty about whether a proposal is likely to gain resource consent or not during this time.	Current	Developers and Council both understand the purpose, process and outcome of a pre-application meeting.	Council Developers	<ul style="list-style-type: none"> Develop an information sheet on pre-application meetings so everyone is clear about what they are (and aren't), what's involved and what it costs. A pre-check list for pre-application meetings could be sent to the customer to provide as much information to the council staff as possible so they can provide the best advice on the activity and have the right technical support at the meeting. Set up a process for pre-application meetings for all staff to follow. Develop a template and procedure for documenting discussions and advice given at pre-application meetings. 	Complete Information updated on website
	No standardised way for staff to undertake pre-application meetings and lack of record	Current	All staff will know how to prepare for and undertake a pre-application meeting, including good	Council	<ul style="list-style-type: none"> Set up a process for pre-application meetings for all staff to follow. 	Complete Process implemented

Pre-application	keeping meant it was unclear who spoke to applicants and what was discussed or advised/ agreed on.		communication in advance with the relevant staff to attend. Up-to-date records will be kept in the right locations for all relevant staff to access and pick up if they need.		<ul style="list-style-type: none"> Set up systems, templates and folders to encourage good record keeping for pre-application meetings and file them in the right place. 	Complete Process implemented.
					<ul style="list-style-type: none"> Set up a timetable for who and when pre-application meetings will be held. 	Complete Process implemented
					<ul style="list-style-type: none"> Set up a duty planner box for inquiries where planners can call and arrange meeting times with customers. 	Complete Process implemented
Pre-application	The opportunity to include technical council staff at pre-application meetings such as the development engineer is being missed, reducing the amount of information the applicant may have to provide a robust application. And the full picture is not provided to the planner or applicant.	Current	All staff will know who and how to prepare and undertake a pre-application meeting, including good communication in advance with the relevant staff to attend. Relevant information such as maps or rules will be printed or sent to customer to facilitate the meetings.	Council	<ul style="list-style-type: none"> Set up a process for pre-application meetings for all staff to follow. 	Complete Process implemented
					<ul style="list-style-type: none"> A pre-check list for pre-application meetings could be sent to the customer to provide as much information to the Council staff as possible so they can provide the best advice on the activity and have the right technical support at the meeting. 	Complete Process implemented
					<ul style="list-style-type: none"> Create a list of what type of helpful information the customer may require for the meeting. 	Complete Process implemented
Resource consent processing	There are a range of ways that consent applications were approached for processing and there was no coordinated way to determine who should process certain resource consent applications, or a standardised approach on how to go about it.	Current	Council staff and consultant or contractors engaged by Council all follow the same set of process, including how they communicate, meet timeframes and record information in the council file system.	Council	<ul style="list-style-type: none"> Set up a process for staff and consultants to process resource consent applications in the same way. 	In progress Continuing to work on improving current process with both staff and consultants.
					<ul style="list-style-type: none"> Define roles to coordinate processing applications and signing off. 	Complete Process implemented
					<ul style="list-style-type: none"> Create templates that include who the application will need input from and by when, circulate early and file on a shared system. 	Complete Process implemented
					<ul style="list-style-type: none"> Provide guidance on when processing planners should adopt parts of the applicant's AEE. 	Complete Process implemented
					<ul style="list-style-type: none"> Take time at team meetings to talk about how the team works together, not just what the applications are on the books. 	Complete This is incorporated into team meetings.
					<ul style="list-style-type: none"> Create a registration system to document improvements for internal staff process and 	Complete Process introduced to identify and implement improvements.

					systems; and another for planning and development improvements. Both can support Councils requirement under section 35 of the RM	
Development information	Gaps in record keeping can result in lost information about the development and missed opportunity to provide key information to applicants. I can also be a risk if evidence, costs or communication is not documented correctly.	Current	All staff and external consultants engaged to process consents will know where to access applicant and development records on conversations, minutes or agreed processes etc. Staff will follow a clear and coordinated record keeping practice for development activities.	Council	<ul style="list-style-type: none"> Set up systems, templates and folders to encourage good record keeping. 	In progress Process is underway, but some record tidy up to be finished to complete this action.
					<ul style="list-style-type: none"> Set expectations for keeping good records in induction packs for new staff and as training for existing staff. 	Complete Incorporated into working processes
					<ul style="list-style-type: none"> Make sure staff records are up to date and saved in the appropriate location. 	Complete Record keeping process implemented for development enquiries.
Resource consent processing	Timeframes to process resource consent applications have not always been met within designated timeframes.	Historical	All timeframes to process resource consents will be met, on an ongoing basis.	Council	<ul style="list-style-type: none"> Set up internal timeframe trackers for applications 	Complete Consent timeframe tracking system implemented. Also investigating consent processing software options.
					<ul style="list-style-type: none"> Set up timesheets 	Complete Time recording implemented.
Resource consent processing	Costs incurred by staff members during the resource consent process have not been well recorded, leading to questions about time spent and being unable to justify the invoice.	Current/historical?	An accurate record of time by processing officer and technical staff will be recorded in a coordinated system	Council	<ul style="list-style-type: none"> Set up systems to track time. 	Complete Time recording implemented.
					<ul style="list-style-type: none"> Make sure all staff record their time accurately and it is saved in the appropriate location. 	Complete Time recording implemented.
Resource consent processing	At times communication between staff/ consultants and applicants has been disconnected and inconsistent depending on who the application is taking with about the resource consent.	Historical/ongoing	Open, early and responsive communication will be practices by all staff members and consultants, whether a phone call, email or face-to-face discussion. Resource consent application processes from Council/ consultants will be undertaken in a consistent way.	Council	<ul style="list-style-type: none"> Set up what the expectation is for staff and consultants engaged by Council so there is consistency with customers. 	Complete Incorporated into current recruitment processes and on-boarding of consultants.
					<ul style="list-style-type: none"> Team or individual training may be an opportunity to develop expectations and behaviour that everyone will deliver on. 	Complete Undertaken at the start of the year and will be revisited 6 monthly.
					<ul style="list-style-type: none"> Provide training and information to staff and consultants to ensure there are expectations on how to process, communicate and interpret plan provisions and information. 	Complete Incorporated into current recruitment processes and on-boarding of consultants.

District Plan	Zone boundaries were carried over from the old plan do not necessarily line up with the related activity provisions for that area for example there are productive type rules in rural lifestyle zones.	Current	Zones will reflect the right type of rules to encourage or restrict particular activities in the appropriate locations.	Council	<ul style="list-style-type: none"> Review planning zone and rules are accurate and reflect the intent of the plan. 	Future The feedback from specific issues is recorded and will be considered as part of the rolling District Plan reviews.
District Plan interpretation	Processing planners are taking an extreme interpretation of a rule instead of understanding it within the context of the site, or the wider intention of the policy outcome.	Historical	Developers and Council will have a shared and clear understanding of the plan rules and interpretation in how they are applied.	Council	<ul style="list-style-type: none"> Develop a registration sheet to escalate urgent queries on plan/ rule interpretation issues. 	Complete There's less of these issues being raised now the new plan has been implemented for some time. Process implemented to record feedback and considered as part of the rolling District Plan reviews.
					<ul style="list-style-type: none"> Provide induction and training to new staff on rule and plan interpretation. 	Complete Training undertaken with new starters.
					<ul style="list-style-type: none"> Provide public information sheets on website or as documents to demonstrate common rule/ plan interpretations and definitions. 	In progress Need to first determine what/if any common issues that could benefit from further explanation.
District Plan	Setback rules can be difficult to understand and there are a lot of them that need to be met.	Current	Setback rules will be easy to understand and interpretation for a give situation.	Council	<ul style="list-style-type: none"> Develop a registration sheet to escalate urgent queries on plan/ rule interpretation issues. 	Complete There's less of these issues being raised now the new plan has been implemented for some time. Process implemented to record feedback and considered as part of the rolling District Plan reviews.
					<ul style="list-style-type: none"> Develop a registration sheet to review difficult rules so they can be tidied up at the same time as a plan change a chapter. 	Complete Process implemented to record feedback and considered as part of the rolling District Plan reviews.

Smart Growth Review

OPPORTUNITIES TO BETTER SUPPORT SMART GROWTH

CENTRAL HAWKES BAY DISTRICT COUNCIL

31 MAY 2024



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Executive summary

The Central Hawke's Bay District ("the District") has experienced considerable growth in recent years. Market and regulatory drivers have created a surge in demand for subdivision and development in the District that, for a long period of time, had relatively low and stable growth.

Central Hawke's Bay District Council ("the Council"), in its roles as development enabler and regulator, has had to ride the wave and respond. This intense period of development has highlighted the challenges it faces in meeting its various obligations. This has provided an opportunity to learn from and do things better to support future development in the District.

In April 2024, Council had an open and honest conversation with people who are involved in the development sector, to hear directly from them about issues and concerns they have with what the Council does (or had done) and how it delivers its services. The process involved four focus group workshops that provided an opportunity for people to describe what's going well, what the barriers to development are, and where there are opportunities for improvement. The facilitated workshops provided a lot of valuable information, feedback and insights, which are set out in this report. A summary of the key findings and opportunities is set out in Table 1.

Many of the issues around resource consenting and engineering approvals that occurred prior to 2024 are now resolved or in the process of being resolved. The resource consents team, which relied heavily on external consultants to fill internal capacity gaps, is now fully staffed and a new Resource Consents Manager is in place and is implementing a number of procedural improvements. People involved in the workshops were generally satisfied with the building consents team and other individuals who were helpful and responsive to inquiries, indicating that Council overall is working well. The Council has an experienced team, with a lot of institutional knowledge, drive and willingness to help enable development in the District.

Two core areas emerged as opportunities for the Council to improve how it facilitates Smart Growth, being:

Council as development enabler

There are some significant challenges that the Council and the development community face in resolving infrastructure capacity and natural hazard constraints that are making development in urban and some rural areas very challenging. There was a general consensus that the 'easy' development has been completed and now most development sites have more complex challenges to address. This consequently adds to the cost of development which, in a market with housing affordability challenges, impacts on viability.

The Council, as the owner and manager of infrastructure that serves development (like wastewater, drinking water and stormwater networks), has a direct role in responding to these development challenges. However, the solutions will be complex, expensive and will take planning and time to implement. This will require innovation and creativity from the Council and the development community to work together to resolve these challenges.

Council as regulator

For Council's role as a regulator of planning, building and engineering design, the common view was that most service delivery challenges and most of the regulatory interpretation issues that the development sector and Council experienced during the high-demand period have largely been resolved.

Certainty, consistency and timeliness were the commonly referenced attributes that the development community would like to see from the Council. There are opportunities to improve information sharing between Council teams, to document accurate records about development activities, and to set up systems and processes that ensure consistency and certainty occurs around 'how Council do things'. This will improve efficiency and consistency for developers and allow for smoother transitions when new staff come into the organisation or when external suppliers are used to support in busy periods.

These adjustments can support how Council is seen to function externally by developers and help to deliver what they want to see from Council.

Table 1 below presents a high-level summary and reference point to easily identify key challenges, what Council could aim for to deliver 'good' services and outcomes for development, and reflect on opportunities to address these issues.

Summary of key findings - As a development enabler (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Status
Smart growth risk appetite	There is a question about how much risk Council should take on to enable growth.	Current	A clear pathway forward to enable development by Council is communicated and well understood by the development community and Council staff.	Council	<ul style="list-style-type: none"> Review and investigate the strategic and policy direction to help confirm or address questions about how comfortable Council are about taking on more risk to enabling growth. Council should take the experiences of this review process to set themselves up both strategically and through internal/ external processes to support how to enable growth. 	Future
Infrastructure delivery alignment with strategic growth	There is no coordinated strategic look across the District about what is serviceable in the future. It is unclear when services will be available or upgraded to enable development, making it unpredictable for a developer to plan their future work in the District.	Current	Council's strategic delivery plan for infrastructure upgrades and extensions is clear and is timed to support development activity.	Council	<ul style="list-style-type: none"> Ensure infrastructure funding and delivery is aligned with strategic growth and district planning. 	Future

Summary of key findings - As a development enabler (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Status
Pre-application/, consenting information/ client relationships	Development can be expensive and risky for first time or inexperienced developers. Because of the considerable cost and level of knowledge now required to understand and engage in the development process, it is becoming more difficult to deliver a successful (profitable) development.	Current	Developers who intend to develop land are well-informed of the consenting and development processes, have ready access to good information about the constraints and opportunities of sites they are considering, and can establish and rely on realistic timeframes.	Developers Council	<ul style="list-style-type: none"> Provide introductory information online/ web page and/or to send customers covering development considerations, risks and realities. This could include a basic outline of the steps in the process, including pre-application considerations, consenting, subdivision, infrastructure connections and construction. 	Future
					<ul style="list-style-type: none"> Establish a client/ development relationship manager within Council to navigate the development process for developers and staff. 	Completed
Infrastructure planning for development sites	Council and developers both acknowledged that most easy-to-develop land has now been used and what's left is complex and challenging to develop. More	Current	Developers and Council are on the same page about what the specific constraints are in identified areas and have a good, open relationship to work through challenges and ways to address constraints on site.	Council	<ul style="list-style-type: none"> Provide more up-front information on known land constraints and tools to support developers on which areas have constraints, identify the issue and explain what this means for developing the land (i.e. geotechnical reports, or 	Future

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Summary of key findings - As a development enabler (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Status
	design, construction complexity and mitigation works are required, and this incurs higher cost and time to resolve.		Council's strategic delivery plan for infrastructure upgrades and extensions is clear and is timed to support development activity.		<p>design solutions to mitigate flooding).</p> <ul style="list-style-type: none"> • Provide mapping to indicate areas that have known development constraints in the District. • Ensure infrastructure funding and delivery is aligned with strategic growth and district planning. • Release the stormwater attenuation calculator for developers to use. • Staff training is provided to those new or external consultants engaged to support development. 	
Industrial stormwater and wastewater capacity	Infill development and some industrial areas have stormwater or wastewater capacity issues.	Current	Asset management planning delivers increased stormwater and wastewater capacity within areas where there is significant demand for infill and industrial development.	Council	<ul style="list-style-type: none"> • Provide more up-front information on known land constraints and tools to support developers on which areas have constraints, identify the issue and explain what this means for developing the land (i.e. geotechnical reports, or 	Future

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Summary of key findings - As a development enabler (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Status
					design solutions to mitigate flooding). <ul style="list-style-type: none"> • Provide mapping to indicate areas that have known development constraints in the District. • Ensure infrastructure funding and delivery is aligned with strategic growth and district planning. 	
Water connections	The mains for water connections in some areas such as Waipukurau are two or three metres underground, making connections very expensive to access, which is not always well understood by developers.	Current	Developers understand the full cost of infill development connection to services, especially where there are complexities in connecting to water mains that are across carriageways or metres underground and require technical sign off and in some cases traffic management to do the connection.	Council	<ul style="list-style-type: none"> • Provide information to developers about why mains connections for water are more expensive and explain the risks on opening connections to water supply, that are compromised when a new connection is required. • Provide network map with locations and depth to services. • Asset management planning to investigate future options for relocating services during renewals. 	Underway/ Future

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Summary of key findings - As a development enabler (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Status
Water connections	Until recently Council has generally engaged one contractor to undertake water service connections, which resulted in long wait times and expensive connections. This has left developers without options to engage alternative contractors at a competitive price or at an early date.	Current	There is choice and access in the market for developers to have options about who they contract to undertake service connections and there is confidence by Council that those service providers are achieving the level of service appropriate for the asset.	Council	<ul style="list-style-type: none"> Opportunity to review current quoting process from Council contractor for new connections and open the possibility for competitive tension (i.e. More than one contractor able to complete this work). 	Underway/ Future

Summary of key findings - As a development enabler (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Status
Development contributions	Some in the development community see development contributions as discouraging to development and make it hard to the sell the opportunity to invest in the area.	Current	<p>Development contributions are calculated and provided in ways that respond to the circumstances of each development.</p> <p>Development contributions are provided in ways that ensure the Council is able to fund necessary infrastructure and asset delivery to service new development.</p>	Developers Council	<ul style="list-style-type: none"> Commission research to identify innovative development contribution solutions to support infrastructure and services requirements. Explore opportunities for larger developers to help to unlock servicing capacity within an area as form of contribution. Review and update the development contributions policy to provide for appropriate innovation, including guidance on calculating relative contributions to ensure equity. 	Future
Enabling growth and customer focus	Some developers feel like Council are unwilling to help solve problems or explain the constraints to deliver housing solutions.	Current	Council is an active participant in addressing challenges with developments where those challenges are related to the Council's functions.	Council	<ul style="list-style-type: none"> Establish and maintain a set of organisation-wide values and principles to be applied by staff when dealing with customers/applicants. 	Future

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Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
District Plan	A more restrictive District Plan has led to cautious and sometimes contradictory decisions, depending on who is processing a resource consent application.	Current/transition to historical	Council, external consultants and developers all have the same understanding about how the District Plan is interpreted and applied, including the likely supporting evidence required to demonstrate the policy outcomes are being satisfied.	Council Consultants Developers	<ul style="list-style-type: none"> Set up a registration system and process to document and escalate plan interpretation queries quickly with the Council planning team to minimise time and cost through debate. Develop a registration sheet to document which provisions have contentious interpretation. Provide public information on common issues with plan interpretation rules or definitions. 	Underway
Staff resourcing	High staff turnover with internal staff, especially planners, caused an issue for Council as customers can receive inconsistent information about what is required to support development	Historical/potential in future	Workload, technical support and workplace values mean staff remain working in the Council.	Council	<ul style="list-style-type: none"> Provide induction packages for new staff to they are trained on process, interpreting the plan and key issues and constraints to development in the District. Ensure the recruitment process when filling roles 	Completed

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Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
	applications or how to interpret rules.				<p>considers team fit, including what experience they hold and how they may fit with others in the team.</p> <ul style="list-style-type: none"> • Develop a work overflow policy and have external support pre-engaged to ensure efficient management of workload surges. • Develop a shared set of team values to promote and support staff delivery of customer service and applications. 	
District Plan/staff training	Staff reputation and risk of legal consequences make people overly cautious about making decisions about applications relating to development.	Historical	All staff are clear on the scope and legal boundaries of their job that they are supported to make decisions and are provided with the right training and information to make sound decisions.	Council	<ul style="list-style-type: none"> • Provide staff with regular training on the scope and boundaries of their role. • Ensure there is an accessible senior staff member that is available where matters need to be escalated or checked. • Develop a shared set of team values to promote and support staff delivery of 	Future

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Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
					customer service and applications.	
Staff resourcing	When external consultants are engaged to process resource consent applications, there has been times that they don't follow the same assessment approach as internal staff and are less contactable to applicants.	Historic	Both internal and external consent processing is consistent, including expectations around communication, and they use the same approach. This approach is consistent over time.	Council	<ul style="list-style-type: none"> Develop a process to work with external consultants and contractors. Prepare a process handbook that is used by all staff and consultants. Provide induction training for all new staff and new consultants that describes the Council's preferred process and the expectations around the teams values for delivering quality, reliable and consistent services. 	Future

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Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
Pre-application	Applicants have expectations that duty planners can give a level of certainty about whether a proposal is likely to gain resource consent or not during this time.	Current	Developers and Council both understand the purpose, process and outcome of a pre-application meeting.	Council Developers	<ul style="list-style-type: none"> Develop an information sheet on pre-application meetings so everyone is clear about what they are (and aren't), what's involved and what it costs. A pre-check list for pre-application meetings could be sent to the customer to provide as much information to the council staff as possible so they can provide the best advice on the activity and have the right technical support at the meeting. Set up a process for pre-application meetings for all staff to follow. Develop a template and procedure for documenting discussions and advice given at pre-application meetings. 	Underway

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Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
Pre-application	No standardised way for staff to undertake pre-application meetings and lack of record keeping meant it was unclear who spoke to applicants and what was discussed or advised/ agreed on.	Current	All staff will know how to prepare for and undertake a pre-application meeting, including good communication in advance with the relevant staff to attend. Up-to-date records will be kept in the right locations for all relevant staff to access and pick up if they need.	Council	<ul style="list-style-type: none"> Set up a process for pre-application meetings for all staff to follow. Set up systems, templates and folders to encourage good record keeping for pre-application meetings and file them in the right place. Set up a timetable for who and when pre-application meetings will be held. Set up a duty planner box for inquiries where planners can call and arrange meeting times with customers. 	Completed
Pre-application	The opportunity to include technical council staff at pre-application meetings such as the development engineer is being missed, reducing the	Current	All staff will know who and how to prepare and undertake a pre-application meeting, including good communication in advance with the relevant staff to attend. Relevant information such as maps	Council	<ul style="list-style-type: none"> Set up a process for pre-application meetings for all staff to follow. A pre-check list for pre-application meetings could be sent to the customer to provide as much information to the Council 	Completed

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Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
	amount of information the applicant may have to provide a robust application. And the full picture is not provided to the planner or applicant.		or rules will be printed or sent to customer to facilitate the meetings.		<p>staff as possible so they can provide the best advice on the activity and have the right technical support at the meeting.</p> <ul style="list-style-type: none"> • Create a list of what type of helpful information the customer may require for the meeting. 	
Resource consent processing	There are a range of ways that consent applications were approached for processing and there was no coordinated way to determine who should process certain resource consent applications, or a standardised approach on how to go about it.	Current	Council staff and consultant or contractors engaged by Council all follow the same set of process, including how they communicate, meet timeframes and record information in the council file system.	Council	<ul style="list-style-type: none"> • Set up a process for staff and consultants to process resource consent applications in the same way. • Define roles to coordinate processing applications and signing off. • Create templates that include who the application will need input from and by when, circulate early and file on a shared system. • Provide guidance on when processing planners should adopt parts of the applicant's AEE. 	Underway

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Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
					<ul style="list-style-type: none"> Take time at team meetings to talk about how the team works together, not just what the applications are on the books. Create a registration system to document improvements for internal staff process and systems; and another for planning and development improvements. Both can support Councils requirement under section 35 of the RM 	
Development information	Gaps in record keeping can result in lost information about the development and missed opportunity to provide key information to applicants. I can also be a risk if evidence,	Current	<p>All staff and external consultants engaged to process consents will know where to access applicant and development records on conversations, minutes or agreed processes etc.</p> <p>Staff will follow a clear and coordinated record keeping</p>	Council	<ul style="list-style-type: none"> Set up systems, templates and folders to encourage good record keeping. Set expectations for keeping good records in induction packs for new staff and as training for existing staff. 	Underway

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Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
	costs or communication is not documented correctly.		practice for development activities.		<ul style="list-style-type: none"> Make sure staff records are up to date and saved in the appropriate location. 	
Resource consent processing	Timeframes to process resource consent applications have not always been met within designated timeframes.	Historical	All timeframes to process resource consents will be met, on an ongoing basis.	Council	<ul style="list-style-type: none"> Set up internal timeframe trackers for applications Set up timesheets 	Completed
Resource consent processing	Costs incurred by staff members during the resource consent process have not been well recorded, leading to questions about time spent and being unable to justify the invoice.	Current/historical?	An accurate record of time by processing officer and technical staff will be recorded in a coordinated system	Council	<ul style="list-style-type: none"> Set up systems to track time. Make sure all staff record their time accurately and it is saved in the appropriate location. 	Completed

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Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
Resource consent processing	At times communication between staff/ consultants and applicants has been disconnected and inconsistent depending on who the application is taking with about the resource consent.	Historical/ ongoing	Open, early and responsive communication will be practices by all staff members and consultants, whether a phone call, email or face-to-face discussion. Resource consent application processes from Council/ consultants will be undertaken in a consistent way.	Council	<ul style="list-style-type: none"> Set up what the expectation is for staff and consultants engaged by Council so there is consistency with customers. Team or individual training may be an opportunity to develop expectations and behaviour that everyone will deliver on. Provide training and information to staff and consultants to ensure there are expectations on how to process, communicate and interpret plan provisions and information. 	Underway
District Plan	Zone boundaries were carried over from the old plan do not necessarily line up with the related activity provisions for that area for example there are productive	Current	Zones will reflect the right type of rules to encourage or restrict particular activities in the appropriate locations.	Council	<ul style="list-style-type: none"> Review planning zone and rules are accurate and reflect the intent of the plan. 	Future

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Summary of Key findings - As a regulator (detailed in Section 3)						
Focus area	Issue or challenge	Current/historic	What does 'good' look like	Action needed from	Opportunities to address the issue	Action Status
	type rules in rural lifestyle zones.					
District Plan interpretation	Processing planners are taking an extreme interpretation of a rule instead of understanding it within the context of the site, or the wider intention of the policy outcome.	Current	Developers and Council will have a shared and clear understanding of the plan rules and interpretation in how they are applied.	Council	<ul style="list-style-type: none"> Develop a registration sheet to escalate urgent queries on plan/ rule interpretation issues. Provide induction and training to new staff on rule and plan interpretation. Provide public information sheets on website or as documents to demonstrate common rule/ plan interpretations and definitions. 	Underway
District Plan	Setback rules can be difficult to understand and there are a lot of them that need to be met.	Current	Setback rules will be easy to understand and interpretation for a give situation.	Council	<ul style="list-style-type: none"> Develop a registration sheet to escalate urgent queries on plan/ rule interpretation issues. Develop a registration sheet to review difficult rules so they can be tidied up at the same time as a plan change a chapter. 	Future

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1 Introduction

Central Hawke's Bay District Council ("CHBDC" or "the Council") is committed to enabling smart growth in the District and supporting development in the community. The Council is aware that there have been some issues around how it has delivered its services to enable development. Development in this context primarily relates to activities such as subdivision, servicing of lots and site preparation for constructing housing.

To gain a full and comprehensive understanding of the detail, scale, and urgency of these issues, the Council brought together people from the development sector to help define what the key concerns are and explore options to address them. These conversations took place in a series of facilitated workshops, held in April 2024.

This report records the key findings from the workshops and presents opportunities for the Council to consider as part of its on-going commitment to enabling smart growth in the District.

1.1 Background

Since 2020, the Council has been operating in an environment of rapid change. Most significantly, the Council has had to respond to the following major events and influences including:

- A major surge in demand for, and delivery of, new residential property. This surge began around 2013 and has since grown by an average 2.1% per year. In 2021, the population hit over 15,500 residents, which was a level of growth not seen since the 1960's¹. It has increased significantly where from 2022, the District added 950 people over the previous four years². This growth was accompanied by a steady increase in house prices throughout New Zealand which, in part, incentivised people to buy property in relatively cheaper regional areas such as Central Hawke's Bay.
- The Covid 19 pandemic, which drove significant short and long-term changes to where and how people worked.
- The introduction of national policy direction influencing where and how land development occurred. This included National Policy Statements for urban development and highly productive land.
- The review and notification of the Central Hawke's Bay District Plan ("District Plan"). Early in the review process, the Council signalled a major change in rural subdivision to reduce the ability to subdivide rural land for lifestyle living. This prompted a surge in subdivision applications ahead of the rule change.
- Major natural events, including Cyclone Gabrielle, had major impacts on communities and Council infrastructure. They highlighted the vulnerability of some areas to natural

¹ <https://www.chbdc.govt.nz/our-district/economic-development/responding-to-growth/>

² <chrome-extension://efaidnbmnnnibpcajpcgclefindmkaj/https://www.chbdc.govt.nz/assets/Document-Library/Responding-to-Growth/Growth-at-a-Glance-2022-Update-Snapshot.pdf>

hazards and have prompted local and central government to review how and where development should occur.

While these events and influences have had direct impacts on the Council's delivery of its functions and services, they have also had secondary pressures. This included effects on staff retention and replacement in key Council teams due to the high workload pressures and a shortage of people in key professions.

2 Methodology

This review focused on gaining feedback on the experiences from people who are engaged in development in CHB. The aim was to understand challenges to development from a range of perspectives. Four in-person focus groups were invited to attend separate workshops.

The four focus groups were:

- Central Hawke's Bay councillors
- Central Hawke's Bay staff
- The development sector (including surveyors, planners, social housing providers, developers)
- Trades people

Prior to the workshops, an introduction email was sent to a list of people by the Group Manager - People and Business Enablement/Kaiwhakahaere - Whakamana Tāngata & Pakihi, inviting them to attend a workshop. The email asked participants to provide their top five concerns or issues across their development interactions with Council, along with a brief explanation.

Each focus group discussion centred around defining the development problems people had experienced and what options or solutions they felt would address their issues. Time was spent understanding what was going on, when it was occurring, why, and who was impacted or involved. Knowledge gaps were also identified.

These workshops were recorded for note taking purposes only. The audios were referred to if notes from the sessions were not sufficient to understand the points of discussion. The audio's were deleted upon completion of the workshop summaries.

Discussion points were written up and pre-feedback comments consolidated as qualitative data. The data was then thematically analysed and key findings drawn and defined challenges to development. A range of ideas that had been tabled during the workshops were developed into options to support future opportunities to investigate and address development issues.

3 Key findings

"Council is in the tricky position of being both the regulator and the enabler of growth." Two key themes emerged from the data. These are that Council has two critical roles where it influences development:

1. as the owner and provider of infrastructure and community assets
2. as the regulator of planning, building and development activities

Both roles interact. For example, the Council controls where urban growth can occur through zoning and rules in the District Plan, and it also controls the investment in infrastructure upgrades and extensions to service development in those areas. If the implementation of those two functions is disjointed (e.g. land is zoned for residential development, but infrastructure capacity is unavailable), this frustrates or restricts the development delivery potential of an area.

These two key themes are expanded on below to discuss what the challenges are and what the opportunities may be to address them.

3.1 Council as development enabler

"We need to provide the balance between risk mitigation and enabling development".

Development feasibility is largely influenced by how 'easy' (cheap, accessible, serviceable) it is for land to be developed. Setting aside the regulatory elements of the development process, individual sites vary in their physical suitability for development. Sites that are more challenging to develop – those with more constraints that need to be resolved – tend to be more costly to develop, both in terms of time and financial cost. Where the costs of development increase, either developer margins decrease or the sale price of the developed land increase (or both). There are fundamental limitations to how much property sale prices can increase. Similarly, there are limitations to how much developers can reduce their margins.

While many of the factors that influence development costs and timeframes are outside the Council's control (the cost of labour, building product availability and cost, market demand, etc), there are a number of areas where the Council can have a significant influence. The feedback from the workshops identified several areas where the Council has opportunities for improvement, which will influence development feasibility and delivery.

The sub-sections below firstly examine the challenges that have been identified, then discuss the opportunities the Council has available to resolve some or all of the challenges.

3.1.1 What are the challenges?

"Are they open for business or not?"

3.1.1.1 How much risk should the Council accept to enable growth?

There has been a strong message from Council that it wants to enable growth. However, the development community is unclear about how Council expects them to deliver on this, including uncertainty about the current state of developable land and the ability to service it.

As the owner, manager and provider of network infrastructure and community assets, the Council has control over how those assets are futureproofed to enable development but there are risks to investing in it. Early Council investment to increase where and how much capacity networks have, will enable future growth. For example, installing larger capacity pipes to existing networks, extending new network into future development areas ahead of development, and investing in wastewater treatment plant upgrades all minimise constraints and prepare for future demand. However, this will require extremely high costs in the short-term and Council is significantly constrained by funding these investments.

Therefore, those investment decisions are difficult for a District with a relatively small rating base and, consequently, a constrained capacity to borrow, to fund large infrastructure projects. The risks of over or under investment in infrastructure are significant. The signal from the development community was to understand Council's risk appetite for investing early in infrastructure.

3.1.1.2 There is uncertainty around future serviceable areas

Participants acknowledge there is no coordinated strategic look across the District about what land is serviceable in the future. As outlined above, key infrastructure investments are needed to unlock future development areas, but these require large upfront costs and upgrade to existing three water infrastructure may be required if more infill development is allowed.

Because the development contributions are taken at a catchment level (i.e. money pooled for certain areas) and planning for services happens at a district level, there are restrictions to strategically invest in key infrastructure.

It is unclear when services will be available or upgraded to enable develop, making it unpredictable for a developer to plan their future work in the District.

3.1.1.3 Development can be expensive and risky for the (in)experienced

Workshop participants identified two main types of developers. The first are the professional developers, who's core business is to identify land and development opportunities, engage in a process and deliver a result for a profit. The second are small-scale developers; the so-called 'mum and dad' developers. These are typically individuals who may hold land or have skill sets relevant to housing development, but who are not experienced in development or associated processes. They will often be engaging in the development process for the first time.

As discussed above, the constraints and complexity associated with development sites in the District is higher than it was previously. The considerable cost and level of knowledge now required to understand and engage in the development process means it is becoming more difficult and riskier to deliver a successful (profitable) development.

First time developers may not be well informed of the process and its associated costs and timeframes. Often, they have not engaged the services of an experienced development professional (a planner or surveyor) and are 'learning on the job'. It is common that these developers have underestimated costs and timeframes, including budgeting for things like payment of development contributions. In some cases, it has become unsustainable for the small-scale developers to engage in development activities.

3.1.1.4 Existing land is challenging to develop

Council and developers both acknowledged that most easy-to-develop land has now been used and what's left is complex and challenging to develop. Sites can have one or more of the following constraints: flooding issues, natural hazards and fault lines, steep land and infrastructure availability and capacity restraints. This means that a greater degree of design, construction complexity and mitigation works are required, and this incurs higher cost and time to resolve.

3.1.1.5 Infill development and some industrial areas are met with stormwater or wastewater capacity issues

Infill development provides significant opportunities for efficiency as it provides for better utilisation of existing urban infrastructure and assets. It also reduces the need to use productive rural land for urban growth and provides for better functioning urban environments. However, infill and industrial development within existing urban serviced areas in the District are often impacted by capacity limitations in existing stormwater and wastewater networks. The infrastructure that requires upgrades is invariably Council-owned and may be some distance from that actual development site, which makes it difficult for the developer to do the upgrade work as an integrated part of their development works.

3.1.1.6 The mains for water connections in some areas are expensive and hard to access

Places such as Waipukurau have water mains two or three metres underground, making connections very expensive to access. Council highlighted that each time a water connection is required, the water mains are compromised so the certification to install new connections and inspect this is done correctly can be time consuming and costly. This is not always well known or understood by those embarking on developments, or their clients who may need to pay the bill.

In addition, Council has historically engaged one contractor to undertake water service connections, which resulted in long wait times and expensive connections. This left developers without options to engage alternative contractors at a competitive price or at an early date.

3.1.1.7 Development contributions are seen as disabling development

Development contributions are a key tool for supporting infrastructure growth in the District. Although necessary, some in the development community see these as discouraging to development and hard to sell the opportunity to invest in the area. Most understand that it's about growth paying for growth, but it is unclear how development contributions are distributed, leading to uncertainty in how fairly they are being applied.

Putting aside from the way in which development contributions are collected and distributed, it was however generally agreed that the development contributions were set adequately when compared across other councils.

In addition, it was noted that there are potential gaps in funding some service requirements, such as development contribution provision for roading to new developments. A piece of work to investigate what development contributions are funding, how much is set aside for infrastructure and identifying any shortfalls in funding delivery may be required.

3.1.1.8 Some developers feel like Council is unwilling to help solve problems or explain the constraints to deliver housing solutions

There are instances where developers who are working through the development process, during resource consent application stage, felt Council was putting up barriers to achieving the development outcome in an *ad hoc* and inconsistent way. For example, Council requesting information through a section 92, and the applicant addressing the concern to then be expected to address different additional issues with a site. It was noted that this is more common when land has already been purchased to undertake a development. Some developers feel Council is unable to provide a comprehensive and clear viewpoint about what the development constraints are and what they need from developers to address them.

3.1.2 Opportunities to address challenges

"What is Council's position in creating that pathway for growth?"

3.1.2.1 Reviewing Council's strategic and policy direction may help confirm or address questions about the tension between risk and enabling growth

A lot of work has been completed on the Spatial Plan, the new District Plan and other strategic documents to plan for growth needs and development in the District. However, it was unclear if there is a common understanding of how these strategic directions are to be translated and delivered. This included when it comes to funding decisions and integration across District planning (in terms of zoning), asset management planning and the Long Term Plan. There were some questions around whether the strategic outcomes are clear, that the objectives are understood, and a plan was there on how to deliver it.

There is an opportunity to further investigate into these questions including reaching out to other councils or researching case studies to help uncover ways to address this complex tension. There is also an opportunity to review the suite of strategic documents over time in an integrated way, particularly given the rapid changes to the operating environment that has occurred over the last few years.

There is an opportunity to develop a more structured approach to monitoring required under s35(2) of the Resource Management Act.

3.1.2.2 Establish a client/ development relationship manager within Council to help navigate the development process for developers and staff

A client relationships manager would work closely with developers to understand their proposal and help inform, educate or communication information between their aspirations and Council's needs or process. The role would likely be the first point of contact in the Council for prospective developments and would actively coordinate pre-application input from all relevant Council teams.

This role will likely have insight into what development proposals may soon be submitted to Council and be able to raise this with Council staff to avoid a bottle neck in applications and pre-prepare additional resourcing. The objectives of the role would include maintaining a strong focus on communication with the development sector, ensuring a level of consistency across Council teams on development matters, and building trusted relationships between staff and the development sector to facilitate working together.

3.1.2.3 Provide information about the risks and what's required to land

An introductory information sheet/web page on the development risks and realities may help those thinking about developing a piece of land, especially for first-time developers. It could provide guidance on what things to consider when undertaking due diligence on a development opportunity and help set the scene about what opportunities and common pitfalls to look out for. This may include case studies that explain how different development situations are viewed by Council. It may include a short explanation on development contributions (when and why they apply).

It could include the development process at CHB and what Council's role is and is not within that process. This will provide clarity for developers on what is realistically involved, and what to expect when they engage in the process of developing land in CHB.

There would be value in asking members of the development sector, including experienced consultants, to provide input into the information resource.

3.1.2.4 Manage the development sectors expectation about land development potential

There is an opportunity to provide more up-front information and tools to support developers to understand how easy or difficult sites may be to develop and fill in knowledge gaps on constraints and opportunities in certain areas.

Although it is not Council's role to identify exactly how land should be developed, nor is there an expectation to provide answers upfront on whether a development is suitable or not, there are known situations that will be more challenging than others.

Hawke's Bay Regional Council, CHBDC and other online sites provide a range of tools that help developers to build an understanding of the key constraints and planning considerations that will need to be addressed. However, more detail about what is constraining certain areas or enabling land development in locations will provide greater certainty about what's happening in CHB. For example, Council could provide mapping to indicate areas that have known infrastructure constraints in the District. This is supported by feedback from the development sector, who would like to understand service constraints in more detail.

Another action could be for Council to release the stormwater attenuation calculator that was developed (but not made available to the public). The stormwater bylaw indicates there is an online calculator available, however designers have highlighted none exist. This action is currently being progressed through the building consent process but could easily align with other council processes as well, such as resource consenting.

Council staff should be trained to recognise known development issues, have support from the Council organisation to provide helpful information, and confidence to outline expectations to address identified risks. Induction packs could collate and share this institutional knowledge.

3.1.2.5 Maintain options for developers to choose contractors

Until recently, the Council has required that connections to three waters networks are to be completed by a single council-appointed contractor. This created issues with connection bottlenecks and concerns about cost competitiveness.

The Council has addressed this issue by providing for alternative approved contractors to be used.

3.1.2.6 Consider innovative ways that developers can contribute development contributions

The existing Development Contributions Policy sets the expectations for developers to follow. The development sector has called for more innovation solutions to support infrastructure and services requirements. For example, rather than pay a development contribution, an equivalent cost could be negotiated for upfront infrastructure investment by developers that better enable land development in surrounding areas (instead of it being pooled into the district wide investment 'pot' for distributions).

Council could commission research to identify innovative development contribution solutions to support identified infrastructure and service needs. Christchurch City Council was mentioned as a council to approach regarding working with the development community on development contribution initiatives.

The investigation could explore opportunities for larger developers to help unlock servicing capacity within an area as a form of contribution. Other aspects to investigate include the risks or benefit of taking development contributions at the end of development, versus up-front levies or exploring options for a combination where Council and developers can align around jointly resolving a certain constraint to enable growth.

Following the research, review and update the development contributions policy to provide for appropriate innovation, including guidance on calculating relative contributions to ensure equity.

3.2 Council as regulator

"It's about building the culture and attitude that we (developers and staff) are all in it together to solve the issues of the community".

Council staff are in the business of providing development services to the community through processing resource and building consents in a clear and consistent way and monitoring compliance on how activities are undertaken. These processes and their associated timeframes are usually prescribed by legislation.

Staff want to be helpful, but there can be tensions between trying to enable growth, manage the demand of applications and maintain the standards and legislative requirements needed to achieve community and environmental outcomes.

During the recent high-demand period, the development sector has felt frustrated after experiencing inconsistency in decision making, extended timeframes and costs, as well as ad hoc information required for applications. There is an expectation for consistency and level of certainty they want from Council. However, at times there has been a lack of communication about how development activities are being managed within Council. This has led to some mistrust in how Council is processing resource consent applications in particular. No concerns were raised during the workshops about the building consent process.

During the workshops, it was clear that many of these concerns were now historical, remedied, getting better, or currently being addressed. So, the findings below highlight reflections around

how council process can be maintained or improved to avoid expectations falling short in the future.

3.2.1 What are the challenges?

"We need a clearer understanding of where interpretations sit and how it [developments] will be processed so we all have the same set of understanding going into the potential development".

3.2.1.1 A more restrictive District Plan and additional legislation has changed how Council can consider development

With a significant shift in the rules and policy direction in the new District Plan, processing planners have been cautious about setting decision precedents that may undermine the new District Plan. There was some concern that this led to cautious and sometime contradictory decisions depending on who was processing the application.

Concern was raised that some Council decisions on the interpretation of particular rules have been made to avoid contradicting a rule at the expense of the better planning outcome. In addition, new rules with more stringent activity status triggered resource consent for activities that required assessment against the National Policy Statement for Highly Productive Land (NPS-HPL), creating further complexities to enabling development. There has been inconsistency in how Council interpreted technical information relating to new policy as well. These interpretation issues appear to largely be resolved and are expected to become less prominent as familiarity with the new District Plan and clarity around national policy direction occurs over time.

It was acknowledged that there was good engagement with applicants when new legislation such as NPS-HPL first came out. This helped to resolve many interpretation issues and most problems with plan interpretation were worked through on specific applications.

3.2.1.2 Finding staff to fill internal planning roles has been an ongoing issue

High staff turnover, especially planners, has been an issue for Council. The Council struggled to recruit a Resource Consents Manager, which made it difficult to establish a consistent direction in how to process resource consent applications and interpret planning rules.

Most planning roles have now been filled including a Planning Manager and Resource Consents Manager to support the team and coordinate internal planning processes.

3.2.1.3 Staff reputation and risk of legal consequences make people overly cautious about making decisions about the development

Staff, especially new or inexperienced staff may be less certain about making a decision about development that is seen as risky either to Council or from a personal reputation perspective. They may be overly cautious about how to make a decision about development. This is more prominent in the context of implementing the new District Plan and when senior staff roles were not filled.

3.2.1.4 Engaging external consultants has resulting in lack of communication and in some cases, contradictory decisions on development

Lack of experienced council resource for consenting staff has resulted in a high reliance on consultant planners and external technical support. With the high level of change in people processing resource consents, some applications have been processed differently from others, including requiring different information or additional information from applicants. This sometimes happened as applications were handed over to new processing officers mid process. This caused frustration in the development community.

Although most internal Council planning roles have now been filled, external consultants will likely always be needed for some complex consent applications and overflow demand, so Council needs to find ways to manage how external consultants are coordinated and cohesively respond in the same way as internal Council staff.

3.2.1.5 Misunderstanding by some developers about pre-application meetings and inconsistency in how meetings are conducted by staff

Pre-applications are the first opportunity for Council to understand what a developer intends to do and where they wish to develop land. There has been an expectation by applicants that duty planners are able to give a level of certainty about whether a proposal is likely to gain resource consent or not during this time.

There was no standardised way identified for staff to undertake pre-application meetings and a lack of record keeping meant it was unclear who spoke to applicants and what was discussed or advised/ agreed on.

In addition, the opportunity to include technical Council staff at pre-application meetings such as the development engineer is being missed, reducing the amount of information the applicant may have to provide a robust application and the full picture may not be provided to the planner or applicant.

3.2.1.6 Inconsistent internal staff approaches on how resource consent applications are processed risks poor decision making

Council staff identified a range of ways that resource consent applications were approached for processing, and there was no coordinated way to determine who should process certain resource consent applications, or a standardised approach on how to go about it.

A lack in consistent process can be a risk if Council staff do not understand development constraints, miss gaining important information or approach development activity decisions differently.

3.2.1.7 Gaps in record keeping can result in lost information about a development and missed opportunity to provide key information to applicants

Records regarding discussions related to a development proposal have not always been completed or filed. Records such as what was discussed at pre-application meetings, information about land use constraints, or current applications are not held in one central database. This risks information not being passed on to the right people or conversations not documented to support future processing or conversations about a specific development.

In addition, there are some staff members who have a large degree of experience and hold a lot of contextual knowledge about the development constraints and landscape in the District such as the Council's development engineer and building consents officer. Not documenting this 'institutional knowledge' risks significant knowledge loss should experienced staff choose to move on from the role.

3.2.1.8 Missing processing timeframes can be a financial and reputational risk to Council

During the period of high resource consent processing demand, the Council was not consistently meeting statutory consent processing timeframes. There was also concern about incorrectly automatically extending processing timeframes in response to the high processing workload.

Not meeting timeframes can have cost implications on Council (having to remit application fees) and developers who may incur holding costs while awaiting decisions. Peer review to sign off decisions can also further extend timeframes while decisions are checked for accuracy and completeness.

3.2.1.9 Costs incurred during the resource consent process have not been well recorded by Council staff

Recording time spent processing resource consent applications helps to understand the true cost for processing consents and provides evidence for processing costs to be accurately billed to applicants. Charging for pre-application meetings rarely happens.

There was concern that applicants have been asked to pay a high fee for processing resource consent applications when the recommendation reports have largely re-written material from the application. This was particularly an issue where applicants have paid a consultant to prepare a comprehensive and complete application, and that the RMA makes provision for resource consent decisions to reference application material instead of repeating it.

Fees for processing applications have been questioned, including why there are higher charges for activities over certain thresholds (this was identified for building consents relating to farm sheds over or under 150m²).

When new or inexperienced staff are less confident or do not have the level of support needed, there has been a tendency to act more cautiously. For example, seeking additional legal clarification, which can lead to greater cost to applicants. Questions about who bears the cost of clarifying plan interpretation for future use, was highlighted as a consideration that needs to be addressed.

3.2.1.10 Communication can be unreliable and inconsistent when processing resource consent applications

When clear communication about timeframes and information required in an application is not provided to applicants in a timely or coordinated way, developers can become frustrated and can cause considerable stress. This can be more frustrating when small pieces of information are communicated sequentially over a long period of time.

At times communication between staff/ consultants and applicants has been disconnected and inconsistent depending on who the applicant is talking with or what was discussions at pre-application or by various staff members.

3.2.1.11 Identified rules seen as confusing to understand

Feedback on specific rules is important for Council to review and work through those seen as problematic or difficult to interpret. The rules identified to provide clarity on are:

- There are too many setback rules, and they are difficult to understand.
- The Rural Production Zone requires resource consent for a minor dwelling within 25m of an existing dwelling, but because of some sites sizes this cannot be avoided.
- Boundary adjustments need to consider the bigger picture and potentially better planning outcome it seeks to achieve.
- Zone boundaries were carried over from the old plan do not necessarily line up with the related activity provisions for that area for example there are productive type rules in rural lifestyle zones.

3.2.2 Opportunities to address challenges

"We need to identify the systems, structure and processes Council should put in place to provide the development and wider community with consistency".

3.2.2.1 Support framework for individual staff

As individuals take on roles in Council, especially those making legal decisions, they may need support behind them from the Council organisation to ensure they are consistent with the Council's position about development and that it legally meets the requirements of legislation. Provide staff with regular training on the scope and boundaries of their role.

This may require staff training on specific topics, induction processes or handbooks that are used by all staff and consultants. It would also be helpful to establish a set of competencies for specific roles to maintain or develop.

Ensure there is an accessible senior staff member that is available when matters need to be escalated or checked. Putting in place a contingency for circumstances when the usual senior staff member is unavailable will be important for managing future staffing gaps and workload surges.

3.2.2.2 Develop a shared set of team values to promote consistency and certainty from staff

Establish and maintain a set of organisation-wide values and principles to be adopted by staff when dealing with customers/applicants.

For individuals to be supported in their Council roles and given the confidence to make decisions, a strong and supportive team environment is invaluable. Along with key technical

competencies, personalities play a significant role in whether people feel supported, confident to engage in work, and willing to speak out if they see improvement, or gaps in how the team could work together better. Internal relationships can also reflect how external customers feel when they engage with staff across the organisation.

There is an opportunity for an organisation-wide values setting exercise. This should actively involve staff to maximise buy-in and relevance.

3.2.2.3 Set up registration sheets to document issues and improvements for staff process and information to communication

Council could set up an internal registration system as a single point of call to coordinate all development or planning questions, concerns, or ideas about how staff could improve processes, systems and share information. The registration system could include:

- Internal staff process and systems: where all staff can identify gaps in systems, process or information and suggest useful ways to improve, update and deliver work.
- Information queries: document questions, queries and interpretation issues by staff or the public that need to be clarified or advice given.
- Escalated queries: urgent inquiries on rule, interpretation or other development issues should be recorded and a process set up to quickly address issues within a short period of time, and which minimises cost through debating.
- Communications log: to internally document and coordinate all staff members communication with developers on particular sites and development proposals.
- Public material: where topics relating to develop are identified, such as council process, changes or new legalisation, common issues, or clarification on interpretation or definitions, a listed of topics to develop short information sheet would support the development sector and provide consistent communication from Council. Council currently has a lot of important information so build on and promote existing information.
- Planning and development improvements: this list can collate the points where continuous or problematic rules, gaps in information or tools to assist people in the development space are identified but require legal process such as plan change or more investigation, such as projects to investigation problems. Review planning zone and rules are accurate and reflect the intent of the plan.

For this tool to work, it needs to be regularly used and actively managed. It could also be an opportunity to assist with monitoring required by Section 35 of the Resource Management Act.

3.2.2.4 Produce a series of public information documents on development

Short, accessible information sheets that are written in Plain English are a good way to communicate useful development information to a wide variety of customers, and fast. It is a helpful resource for staff to share information, even if they aren't the expert. The same message about a topic or process will provide clarity and consistency to the public and could be shared as a response to a question by the public and accessed on the Council website. A good way to

communication information is to use a case study to demonstrate good practice or suggest alternatives to avoid problematic situations.

Council has good information on the resource consent process and other development related information on the website. An information sheet on pre-applications would be helpful to complement this information for both staff and customers, so everyone is clear about what they are (and aren't), what's involved and what pre-application meetings costs. Information like:

- Why it's a good idea
- What information would be helpful to send in advance for review
- The process from pre-application to resource consent application and timeframes
- A checklist of information to bring
- Expectations around costs for staff time and a Council process for example building or resource consent process.
- Expectations on what you will receive from Council (i.e. minutes, additional documents etc. basic advice versus engaging professional services)

Council also has good information on development contribution (and can direct people to the DC policy), however this can still be confusing for some developers so it may need to be included in pre-application meetings to discuss in more detail.

3.2.2.5 Record information internally to improve how people perform each Council role

An up-to-date record of conversations with applicants is critical if others need to pick up work, meaning staff don't have to start again or try to distinguish what the proposal is about. This may include records such as a discussion over the phone to clarify rule interpretations which is followed up with an email and filed in a folder to document what was clarified with an applicant. Or it could be minutes from a pre-application meeting to record what information was provided to a potential applicant. It can take a little extra time in the moment but save a lot of time if a matter needs addressing later.

It also provides proof if there are any disputes about what was agreed. Records should document timeframes and time spent on jobs to justify charges for applicants fees, so create the system and keep records to reduce risk to Council.

Record keeping that is easily understandable will save time, and stress or confusion for other staff if a matter needs to be addressed without the original person there. Building on good record keeping will support Council process and improve staff practice as people shift in and out of Council roles.

Documenting institutional knowledge such as first-hand experience with service or land issues that people have witnessed or know exist, such as water levels during a flood or repeat erosion can be an important resource to justify further investigation for development activities.

3.2.2.6 Set up a process for pre-application meetings

Pre-applications are an important exercise for staff to understand what developments may be applied for in the future, while also providing useful information to applicants about process, plan interpretation and/ or any concerns the Council may have about the activity, and expectations on what to do about it (for example engaging technical services). Develop an information sheet/ web page on pre-application meetings so everyone is clear about what they are (and aren't), what's involved and what it costs.

Some pre-applications may be drop-in's, but others will be pre-arranged meetings which provides an opportunity to prepare for the meeting and gain information in advance to ensure the right staff members are in the room. For example, the development engineer may need to be present.

A pre-check list to the customer would be helpful to ensure they are able to provide as much information as possible and give the planner the best chance to provide the best advice on the activity.

Set an expectation that staff will follow the same process. For example:

- Inquiry comes in over email or phone and a time is arranged.
- The checklist is sent and encouraged for the applicant to send information two days prior to the scheduled date.
- The high-level information is circulated to the appropriate staff who indicated if they need to attend, and an invite is extended.
- A pre-application template could be used during the meeting for clarity and consistency, and to ensure standard questions are answered and detail is not missed. It can be documented as the minutes to record what was discussed and agreed.
- Information sheets or maps can provide helpful information on the activity, which could be pre-prepared.
- Following the meeting, appropriate charges and the meeting minutes can be sent to the customer and filed in an internal folder.

Develop a template and internal procedure for documenting discussions and advice given at pre-application meetings. Council staff also highlighted a system may be set up to put a duty planner box at the front desk with a calendar of available times to meet the planner.

3.2.2.7 Set up a process and define roles to coordinate and process resource consent applications

Council staff and external contractors both need to follow the same process for processing resource consent applications and all staff involved in land development need to know their role in the process. New staff could be trained with an induction package (if not already occurring) on how Council work together on processing consents for development activities, including how the buildings team, engineering team and planning teams all fit together and how to work with them.

Define roles to coordinate processing applications and sign off. Guidance should clearly document the process from first receiving the application, through to approval of the decision, including key personal, timeframes and expectations around communication both internally and externally to the applicant. The process should be filed in a client folder so all information on the application is coordinated in the same place.

Create templates to support this process and save time and work, such as the standard conditions template that was developed by The Property Group for CHB conditions. Additional templates to support the application process are helpful for example listing the name of technical staff that may require input and checking all key staff are aware of their inputs early. Technical input needs to be communicated within a certain number of days of processing and identify dates that information is needed back to continue the decision-making process.

Set up systems to internally track time and make sure all staff record their time accurately and it is saved in the same location.

The process could also guide when processing planners should adopt parts of the applicants Assessment of Environmental Effects (AEE). This would save time and allow Council to focus on the points of contention or information that needs confirmed by staff. It also allows Council staff to focus on any gaps in the application to the applicant and processing officer are working together to achieve the best outcomes.

Lastly, in group meetings, take time to talk about how well the team is working together, not just what work the team has on. Discuss how well processes, systems, templates and communication between the team is going, and the registrar list could be consulted, so that steps can be taken to continually improve Council process and systems and the outcomes of development for applicants and ultimately the District.

3.2.2.8 Develop a process to work with external consultants and contractors

External consultants who are engaged to support workloads or provide technical support for development applications need to be held to the same expectations and follow the same process as Council staff. When they work for the Council, they are acting on behalf of, and therefore a representative of the organisation. Consider updating contracts to ensure consultants/ contractors meet certain expectations around communication, timeframes and working with internal Council staff to gain important information to assist the work or project.

They should adhere to the same set of values and approach Council staff take to development in the District. This may require new consultants or their staff to be inducted by the Council and the same 'handbook' provided, so that rules are interpreted consistently, and the same type of information is required for specific activities. There could be a clause around engaging with socially conscious practice, a common requirement in Request for Proposals is social procurement.

As part of any review on external support, expectations may include tracking metrics to support performance. Communication with consultants or contractors on the agreed time/ cost of a particular job is also good practice and this should be recorded, filed and meet to remain transparent about how external companies support Council in development activities.

3.2.2.9 Do the small things well to communicate and provide good customer service

All the process, templates, systems and record keeping will support good customer, but communication provides the greatest assurance to the development sector and applicants that their proposal is being well considered and in the right way.

Open communication should be practices by all staff members, whether a phone call, email or face-to-face discussion, the act of working together is an exchange of information, ideas or points of view that help the process of enabling growth and development in the District.

Communication needs respect, clarity and accuracy, so make sure Council staff have support to engage in good communication. Team or individual training may be an opportunity to develop expectations and behaviour that everyone will deliver on.

3.2.2.10 Prepare now for future demand surges

The District has seen a lot of growth and change in recent years, but this may not continue, and transitions to a new planning environment will settle. The trades have noticed that work has slowed, indicating that development may have cooled in the area, anecdotally. Council should take the experiences of meeting the demand of high growth to date and use this review process to set themselves up both strategically and through internal/ external functions and process to support the development sector as the market and the directive from central government continues.

4 Conclusion

Central Hawke's Bay District Council has undertaken a series of four workshops with people involved in development in the District, with the aim of improving how it supports smart growth. The Council wanted to understand what issues and concerns there were in the development sector and what options and opportunities there are to address them.

A lot of great work has already happened or is happening, and the Council team has progressed many of the historical concerns that were raised, such as filling staff roles and resolving interpretation issues. There are other opportunities for improvement that the Council can consider addressing.

Details of the challenges and opportunities are set out in this report. As a quick reference, Table 1 at the beginning of this report provides a summary of the key findings and opportunities.

Disclaimer

We have used various sources of information to write this report, however most information directly reflects the feedback from the four focus group workshops or pre-meeting feedback. Where possible, we tried to make sure that all third-party information was accurate. However, it's not possible to audit all external reports, websites, people, or organisations. If the information we used turns out to be wrong, we can't accept any responsibility or liability for that. If we find there was information available when we wrote our report that would have altered its conclusions, we may update our report. However, we are not required to do so.

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VERSION	DATE	AUTHOR	REVIEWER	COMMENTS
1	31 May 2024	Pip Mackay	Phil Percy	
2				
3				
4				

7 DATE OF NEXT MEETING

RECOMMENDATION

That the next Strategy, Growth & Community Commiittee meeting be held on 24 July 2025.

8 TIME OF CLOSURE