



**Workshop:
Property and Social Housing
Work Programme
13 November 2024**

Workshop structure

1. Purpose of the workshop
2. Context
 - Social housing
 - Property
3. What we know and what we need to find out
4. The proposed work programme
 - A. Investigate social housing models
 - B. Review property holdings
 - C. Investigate housing models for Huia St and the depot
 - D. Develop strategic AMP
5. Recommendations to Council



1. Purpose of the workshop

This workshop brings together two areas where further decisions are needed:

1. Social housing
2. Revenue generation from property assets

We have brought these together because there are potentially some independencies between them.

We propose a co-ordinated workplan to:

- maximise efficiencies in our delivery of social housing
- progress the social housing and property objectives agreed through the LTP
- Identify areas of focus for potential revenue generation from property assets

Overview



Workstream A:
Models for social housing

Agree terms of reference

Complete investigation

Workstream B:
Property review for revenue

Agree terms of reference

Complete review

Workstream C:
Models for supporting new housing

Recommendations to Council/consultation

Workstream D:
Strategic delivery plan for property assets

Agree terms of reference

Complete investigation

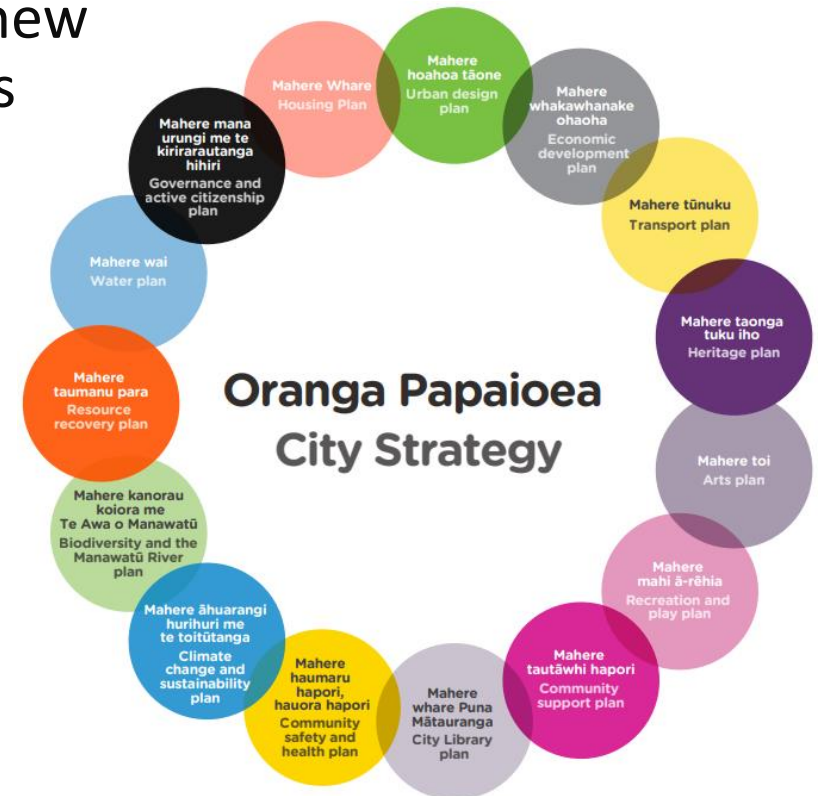
Complete plan (three year AMP cycle) including any changes to social housing delivery model or decisions about land-use

Note: the Council cannot transfer ownership or control of social housing unless it has first consulted with the community through a Long-Term Plan Consultation Document (LG Act s97)

2. Context

Social housing:

Council has established (through the LTP) an extensive new work programme to help achieve our housing objectives





(2. Context - continued)

New housing work programme in the 2024-2034 LTP

1. Build new social housing
2. Develop a community housing partnership programme
3. Support social housing providers through a community housing partnership programme
4. Provide funding to for-purpose organisations, local communities, and communities of interest through Strategic Priority Grants (including support for sector-leadership)
5. Support local community-led housing initiatives in partnership with social services (Housing First model, outreach support, and quick response fund)
6. Investigate models of delivery for Council's social housing
7. Develop or support housing development at
 - 7a. Summerhays Street
 - 7b. Huia Street
8. Investigate repurposing Council depot site for housing
9. Rezone land for housing



(2. Context - continued)

Some of this new housing work programme is in-hand ✓

1. Build new social housing

✓ 2. Develop a community housing partnership programme

✓ 3. Support social housing providers through a community housing partnership programme

✓ 4. Provide funding to for-purpose organisations, local communities, and communities of interest through Strategic Priority Grants (including support for sector-leadership)

✓ 5. Support local community-led housing initiatives in partnership with social services (Housing First model, outreach support, and quick response fund)

6. Investigate models of delivery for Council's social housing

7. Develop or support housing development at

7a. Summerhays Street

7b. Huia Street

8. Investigate repurposing Council depot site for housing

✓ 9. Rezone land for housing



(2. Context - continued)

...but some needs more consideration 

 **1. Build new social housing**


2. Develop a community housing partnership programme

3. Support social housing providers through a community housing partnership programme

4. Provide funding to for-purpose organisations, local communities, and communities of interest through Strategic Priority Grants (including support for sector-leadership)

5. Support local community-led housing initiatives in partnership with social services (Housing First model, outreach support, and quick response fund)

 **6. Investigate models of delivery for Council's social housing**

 **7. Develop or support housing development at**

7a. Summerhays Street

7b. Huia Street

 **8. Investigate repurposing Council depot site for housing**

9. Rezone land for housing

(2. Context - continued)

Property assets:

Council has also decided to consider how revenue could be generated through property assets

Council noted in the LTP that:

“An increased focus on Council’s property holdings will be required over the next three years with an aim to identify further opportunities for revenue generation”





(2. Context - continued)

Types of property

The Property Asset Management Plan identifies eight types of property:

- Operational properties for Council services (e.g. Animal shelter, CAB, libraries, Crematorium, i-site), including resource recovery buildings
- Cultural facilities (e.g. Te Manawa, Globe Theatre, Caccia Birch)
- Social housing
- Community agency facilities (e.g. Hancock Community House)
- Community centres
- Public toilets
- Recreational land and buildings (buildings at parks and sports fields)
- Investment (e.g. Regent Theatre shops, Civic centre shops, Café Esplanade, holiday park) and strategic properties (e.g. for long-term transport projects)

Note 1: Some types of buildings are on restricted land (e.g. reserves and roads)

Note 2: Some property assets are buildings-only (e.g. buildings on crown land) and some are buildings *and* land



3. What we know and what we need to find out

We know:

- What we are trying to achieve overall (more housing in our city)
- The kind of social housing we want to provide
- How to proceed with most of the new actions to achieve our housing goals
- How to manage our property assets





(3. What we know and what we need to find out - continued)

But we don't have a direction for ...

- How to proceed with the remaining new actions for housing (1,6, 7, and 8)
- How to operate our existing social housing properties in the most efficient ways (e.g. expanding housing on some sites, moving out of others)
- Determining which property assets will be the focus of efforts to generate revenue (i.e. housing? public toilets? recreation facilities?)





4. The work programme – four proposed workstreams

- Workstream A.** Investigate social housing delivery models for Council housing
- Workstream B.** Review property holdings to identify opportunities for revenue generation
- Workstream C.** Investigate potential models to support housing outcomes at:
- Huia Street (currently in years 9 and 10)
 - Council depot site for housing (investigation currently in years 1 and 2)
- Workstream D.** Develop a strategic delivery plan for each property asset type (Property AMP-plus), including to:
- Build new social housing (from year 1)
 - Develop or support housing development at Summerhays Street (years 1 to 4)
 - Determine how to best manage social housing assets to deliver social housing outcomes for tenants



(4. The work programme - continued)

Workstream A. Investigate models of social housing delivery

Council last completed a review of possible models for social housing delivery in 2015

14 options evaluated were:

- Status quo
- Trust options (2)
- CCO options (3)
- Other entity options (4)
- Exit options (4)

Criteria for analysis were:

- Deliver of strategic objectives
- Financial implications
- Ability to access IRRS subsidy
- Social impact on the city
- Impact on current and future tenants
- Ability for Council to influence social housing delivery over time
- Opportunity for partnerships
- Risks and barriers



(4. The work programme - continued)

Workstream A. will include:

“That the Chief Executive investigates and reports back on a recommended model for Property CCO/Trust, including Summerhays Street”

(resolved 1 May 2024)

and

“That the Chief Executive provide options to deliver social housing within the current Policy limit, and until such time Council agrees to operate outside of the current policy limit”

(resolved 7 February 2024)

Decisions needed to progress workstream A:

- Options to be considered
- Criteria for evaluation

➤ A terms of reference for the investigation will be proposed for endorsement at the Community Committee meeting on 4 December



(4. The work programme – continued)

Workstream B. Review property holdings to identify opportunities for revenue generation

There is no agreed scope for this work, beyond the general statements in the Long-Term Plan Financial Strategy. The purpose of this workstream is to address decreasing affordability.

Decisions needed to progress workstream B:

- Which types of property asset will be included in the review
- **A terms of reference for the review will be proposed for endorsement through Council**



(4. The work programme – continued)

Workstream C. Investigate potential models to support housing outcomes at:

- Council depot site for housing (investigation currently in years 1 and 2)
- Huia Street (currently in years 9 and 10)

These two actions are currently framed in the LTP as supporting the objective to ‘facilitate new housing development and provide incentives to encourage other housing providers’

We note that Proposed Plan Change I: Medium Density Residential Zone will potentially have an impact on the outcomes possible for the depot site

Decisions needed to progress workstream C:

➤ Endorsement of the overall workstream approach

- We suggest that a terms of reference for this investigation follows the plan change and workstreams A. and B.



(4. The work programme – continued)

Workstream D. Develop a strategic delivery plan for each property asset

We propose this fourth workstream to develop a plan to deliver on Council's housing objectives through its property assets:

- Build new social housing
- Develop or support housing development at
 - Summerhays Street (informed by workstream A.)
- Determine how to best manage social housing assets to deliver social housing outcomes for tenants

Decisions needed to progress workstream D:

➤ Endorsement of the overall workstream approach

- No other decision-making until workstreams A. and B. are completed.

Timeframe



Workstream A:
Models for social housing

Agree terms of reference

Complete investigation

Workstream B:
Property review for revenue

Agree terms of reference

Complete review

Workstream C:
Models for supporting new housing

Recommendations to Council/consultation

Workstream D:
Strategic delivery plan for property assets

Agree terms of reference

Complete investigation

Complete plan (three year AMP cycle) including any changes to social housing delivery model or decisions about land-use



5. Recommendations in the report to Council for each workstream

A. Investigate social housing delivery models for Council housing

- Endorse proposed terms of reference, including options for consideration and criteria for analysis

B. Review property holdings to identify opportunities for revenue generation

- Endorse proposed terms of reference including type of revenue generation within the scope of the review (e.g. fees and charges, partnership funding, asset sales), and which types of property asset will be included in the review

C. Investigate potential models to support housing outcomes (e.g. Huia St and depot)

- None at this stage (agree terms of reference prior to this work beginning)

D. Develop a strategic delivery plan for each property asset type

- None at this stage