
Tuesday, 3 August 2021

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council
Strategy and Policy Committee Meeting

Kaupapataka

Open Attachments – Volume 2

Te Rā Hui:
Meeting date: **Tuesday, 3 August 2021**

Te Wā:
Time: **1.00pm**

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

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TE KAUNIHERA Ā-ROHE O HERETAUNGA

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KEY TARGETS



KEY ACTION

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Vision - Hastings District 2030

The Hastings District is at the heart of the Hawkes Bay region. Our role as the economic powerhouse for the region is critical to our future prosperity. Whether that's as the leading food producing hub in New Zealand, with its related downstream manufacturing activity, through to the industrial and employment hub for the region.

The Hastings district also plays a key role in visitor attraction and cultural fulfilment being the home of the regions many outstanding natural areas, recreation and cultural experience opportunities.

Heretaunga, the home of Ngāti Kahungunu gives us our cultural identity and cultural narratives captured through the following whakatauki and which are embedded in our strategic approach:

- Heretaunga-ara-rau – *myriad of pathways and opportunities to be seized*
- Heretaunga-haukū-nui – *life enriching waters that sustain the region*
- Heretaunga-hārō-o-te-kāhu – *the beauty of our landscape through the eyes of a hawk*
- Heretaunga-raorao-haumako – *the fertile landscape which underpins our prosperity*

- Heretaunga-ringahora – *renowned for warm hospitality and open arms*
- Heretaunga takoto noa – *strong leadership over the challenges ahead*

***We enjoy and treasure our great quality of life.
It's a great balance that gives us some of the
bigger city experience without the hassle and cost.***

There are however challenges. Hastings District is likely to be a highly desirable place to live for some time and managing how we grow effectively will be important; environmental quality cannot be traded for economic gain. Our economy needs to diversify to shift our reliance on land based production and we need to lead in innovation around the food and beverage sector. Not all our people are engaged with the economy, living prosperous lives and fulfilling their

potential and aspirations. The fruits of this place need to be shared more equitably. Climate change will impact on our community and we need to find the best path to mitigating and adapting to those impacts.



Fertile land,
Heretaunga whenua houkura,
prosperous people
Heretaunga hāpori ora

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Our vision for the future is
captured in this proverb:

Fertile land, *Heretaunga whenua houkura,* prosperous people *Heretaunga hāpori ora*

It represents our fundamentals, the fertile land
and life giving waters which support it and the
people of this place fulfilling their aspirations
and prospering together.

To fulfil the vision the
Council has developed
four overriding
community outcomes.
This strategy has been
developed to achieve:





Council Priorities

The Council have established the following priorities which need to be given effect through strategy:

Hastings alive

- Getting more people into the city
- Enhanced CBD vibrancy through the CBD activation plan
- Growing the youth vibe
- Telling our diverse stories to strengthen our identity

Pathways for people

- Development of a Rangatahi Co-lab
- Connecting people, skills and jobs through our connector programme
- Encouraging youth to stay in school
- Connecting the educational/professional sector link by looking at multiple career pathways
- Improving equity in jobs, income and health outcomes

Enhancing where we live

- Flaxmere Town Centre rejuvenation
- Masterplans for Flaxmere and Camberley
- Working with communities on focused initiatives in neighbourhood uplift areas
- Enhancing community safety
- Planning for coastal settlement futures
- Enabling marae-based settlement development

A better way to work

- Maturing Iwi partnerships
- Optimising local collaboration
- Adding to our “open for business” culture
- Central government partnership

Note: particular references to these priorities are made through this document as appropriate.

Great Communities Strategic Overview

A safe and inclusive place and a vibrant place to live, play and visit are two of four community outcomes for our district.

This document has been developed to show how the strategic outcomes will be achieved, through various strategies and action plans.

Our aspiration

A district that values its diversity and uses its cultural strength to create a vibrant urban environment where talented people choose to live, work and play. A district that embraces its iwi heritage and partnership. A district with strong diverse communities which are underpinned by a reputation as a safe place to live, work and play. A place of outstanding and varied arts, cultural and recreational opportunities. A place that supports its people to achieve their aspirations and potential.

Our goals

We will work to make it easy for all Hastings District citizens to connect with each other and to the services, infrastructure, facilities and opportunities that support individual development, health, prosperity and wellbeing, for the greater good of our community as a whole.

The Hastings District will have great places for people with the attractions, recreation, arts and experiences of a bigger city without compromising our lifestyle.

We will build on our growing reputation as a destination of choice for people to work, live and play.

A vibrant, cohesive, diverse, safe and well connected community where every person is given opportunity resulting in equitable outcomes through balanced, sustainable social wellbeing.



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Introduction



As the community grows and changes, Council needs to make sure its services and support networks respond to these changes as they emerge. This means considering diverse needs in the provision of libraries, community centres, cemeteries, arts facilities and the wide range of other community services. Council has an important role in working with community networks to support emerging leaders and to build capacity in communities, empowering and enabling people to take ownership and responsibility for their communities.

Hastings District is made up by a diverse number of communities, both rural and urban, with an increasingly diverse ethnic mix.

Whilst parts of our community thrive and grow the reality is that others are not thriving. Parts of our community underperform in respect of a number of health statistics, crime statistics, education outcomes, levels of income and quality and affordability of housing. These are issues that need to be addressed for our community to reach its potential.

Growing numbers of people are experiencing housing insecurity and demand for housing assistance is increasing. Council's role as a provider and advocate for housing is covered in more detail within the District Development Strategy.

There are an estimated 85,000 residents in the Hastings District. Approximately 22% are under the age of 15, 17% are over the age of 65 and 23% are Māori. There is variation within communities and ethnic groups – for example Flaxmere has 41% under the age of 20, 35% of Māori are under 15 and 40% of Pacific people are under 15.

Looking forward the 65+ age group is projected to increase by 104% by 2043 and the proportion of Māori is projected to increase by 25% by 2045.

The Council along with our partners need to work hard to compete for people, talent and investment, as well as improving how the district is perceived by locals, visitors and potential new citizens and investors. Continued investment in amenity within our community and exciting spaces for people will contribute to making the district a destination of choice.



5 Priority Areas of Council focus as follows:



Note: These priorities are in no particular order.



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Social wellbeing framework – Long Term

Council's Supporting Social Wellbeing Framework 2010 put a stake in the ground to say what Council would focus its resourcing on in order to gain traction in social wellbeing.

The priority areas were identified based on a number of criteria which included severity of any issues, opportunities available for Council to enhance its current input and to partner with central government and the community for greater effectiveness.

Two priorities were identified being the people to focus on, and the issues to address.

- **Our People:** Older and young people, Māori and people living in some areas characterised by high deprivation

- **Focus Areas:**

- A safe and secure community
- A community where people are independent, are able to engage in the economy and add to the prosperity of Hastings
- A community that reduces the prevalence of illness and injuries by creating good environment, activity and great life style choices
- Supporting opportunities for recreation and social connection within the community to reduce isolation and vulnerability and improve individual and community wellbeing
- Supporting lifelong learning and activity to enhance individual and community wellbeing and social engagement

Community Wellbeing Action Plan – Short Term

The COVID-19 pandemic put an immediate focus on community wellbeing recovery. The Community Wellbeing Action Plan was developed to address this and had the following key areas which focused on “Reconnecting” with and “Restoring” our communities.



Whānau Pounamu

Actions focused on reviewing Community Plans, implementing the Camberley Crime Prevention Project, priorities and escalating our understanding of Homelessness, utilising current facilities to develop opportunities for Wellbeing Hubs and distributing and monitoring the Marae Development Fund. Continue to support Councils Senior Housing residents and Social Connection. Supporting community connection by continuing to provide services, programmes, events and activities that keep people connected with each other.

Community Vibrancy

Actions focused on development of a Civic Pride, Arts, Culture and Events Recovery Plan and activation of Community Facilities and Public Spaces under COVID-19 alert levels.

Safe and Secure Communities

Actions focused on the development of a Safer Hastings Plan in partnership with the Safer Hastings Coalition, utilising the Neighbourhood Support Programme network and Street by Street Programme to support COVID-19 recovery and resilience.

Rural Communities

Then and now actions focused on supporting and advocating on behalf of the Rural Support Networks and Rural Halls community.

Youth

Actions focused on ensuring the youth voice is heard and supported through Youth Council, Youth Employment, and Youth Potential programmes and networks.

Community Funding and Grants

Actions focused on developing of a Rapid Relief Fund and reviewing the Community Grants Fund and Operational Budgets to align with COVID-19 recovery objectives. Now the Rapid Relief Fund has ceased and the Community Grants Fund has been reviewed, actions will focus on the implementation of the contestable grants and funding framework.





Safe Communities

Safety is a fundamental human right – the wellbeing of all people is dependent on being free from harm and from the threat of harm. Perceptions of community safety impact on the way people feel and interact in their community.

Hastings District is an accredited Safe Community, and has processes in place to enable communities, businesses, local government, government agencies and others to work together in a coordinated and collaborative way to improve community safety.

The Council is committed to maintaining its Safe Community accreditation by working collaboratively with its coalition partners to continue making the Hastings District a safe place to live, work and play.

However there are challenges within our community, and some people in the community are most at risk of harm. Whilst Council has most influence in aspects such as the design of public places, neighbourhoods, city streets and readiness for natural disaster, other significant issues require a multi-agency approach. Of particular concern are the impacts of drug and alcohol abuse, and gambling addictions on family/whānau wellbeing, and the escalation and changing face of gang activity.

The Safe Communities action plan looking forward has a focus on building community resilience and strengthening neighbourhoods by connecting communities and agencies.

3 strategic priorities guide the 2021-2023 action plan which took effect from 1 July 2021.

These priorities are:

- Safe where I live
- Safe transport
- Safe in my community



SAFE WHERE I LIVE

- Decrease in number of injury hospital admission by age
- Fewer fires resulting in property damage
- Decrease in number of Police responses to Family Harm incidents
- Decrease in the number of ACC Falls Claims
- Understanding characteristics, needs and causes of homelessness

SAFE TRANSPORT

- Reduction in Crashes Resulting in Injury
- Improved driver behaviour
- Improved pedestrian and cyclist safety
- Increased use of child restraints

SAFE IN MY COMMUNITY

- Reduction in victimisation by assault
- People who are surveyed feel safe in Hastings

Positive Ageing Strategy

Older people are valuable resources and fulfil a number of important roles within our community; they are volunteers; paid workers; community leaders; mentors and important family members.

It is important that Council understands how it can best support the wellbeing of older people in our community so that they can live a fulfilling and enjoyable life that enables their active participation in both the economy and community; in ways that they choose.

Key goals of the Positive Ageing Strategy are that services and facilities appropriate to older people are provided, and that older people:

- are valued and respected
- encounter no barriers to mobility
- fully participate in society
- can be financially secure in their retirement
- feel safe, ageing positively in place
- enjoy an active, healthy lifestyle

This strategy was last reviewed in 2014 so is currently due to be reviewed.



REVIEW EXISTING
POSITIVE AGING
STRATEGY AND
DEVELOP A NEW ONE.



Connecting Communities – Community Plans

All of our communities are different, with different issues, different aims and different strengths. The things they have in common are their vibrancy and their people's passion for their neighbourhoods.

Council has been working closely with the people in a number of communities to ensure plans for the neighbourhoods reflect them – their needs, their issues and their hopes through community led planning – Community Plans. Supporting and growing capability and capacity within communities to be independent is Council's objective.

There are a number of common themes that come through all plans; safety, jobs, youth and infrastructure projects and each plan is unique to that community's goals and aspirations.

As new communities come on board with Community Planning Council needs to be in a position to best understand if what the community is asking for is a Community Plan, an Action Plan or a Master Plan.

A review of community plan actions was completed post COVID-19 with community plan groups. The aim was to understand the COVID-19 impacts and to integrate and implement initiatives from response to recovery.

**Council
Priority**

FOCUSSED
INITIATIVES IN
NEIGHBOURHOOD
UPLIFT AREAS



Priority 2



SMART INNOVATION
CONNECTS CITIZENS
AND SERVICES

Smart District Services

'Smart City'- How we can use data and technology to improve the lives of our residents, workers and visitors to our district

The Council, along with its partners need to provide services and facilities that respond to changing community needs and which embrace the advantages that technological advancement provides.

This will require more innovative and joined up approaches in service delivery and facility development in partnership with others to enhance services. It will require a focus on creating a 'smart city' that leverages off technological advancement in the areas of sensor technology and data analytics.

At the heart of this strategy is how we transform data into information to inform decisions, drive improvements and enable new innovations in service delivery.

The Smart Innovation Strategy focuses on four key themes:

Regional Collaboration

- Working together with peer councils
- Pooling resources
- Sharing & learning from each other
 - Shared web services
 - Shared service desk
 - Shared networks
 - Telephony
 - Open Data
 - Shared service models and collaborative consortia e.g. kōtuiti

Digital Services

- Enabling a connected community
- Easy access to online digital services
- Enhanced online customer experience and support
 - Online forms
 - Smartview
 - Public wi-fi
 - Library wi-fi

Information Intelligence

- Using data to drive insights and decision making
- Integrating disparate data
- Translating data into meaningful information
 - Councillor Dashboard
 - Business Intelligence
 - Integrated data reporting

Mobility

- Implementing business solutions to enable mobile working
- Solutions that support workflow efficiencies
 - City Assist
 - Building Inspections
 - Animal Control

There are future opportunities to further explore how innovation can enhance the lives of our residents – ‘Smart communities’. “We must create knowledge not just data”.



KEY TARGETS

ONLINE SERVICES
Growth in digital forms and online processing

PUBLIC WI-FI
Free CBD Wifi – retail boost with increased foot traffic

COMMUNITY CONNECTEDNESS
Smartview mobile APP connects people to services & information

INFORMATION INTELLIGENCE
Dashboards to support operational management & governance

REGIONAL
Expansion in shared services and centres of expertise



Priority 3



THERE ARE GREAT
SPACES FOR
ALL PEOPLE

Hastings City Centre

The shape of city centres continues to evolve through new technology and changing retail trends, such as online shopping and big box retail. We need to respond to these trends and to work with others to get the best out of our city centre and create the type of environment where people want to do business and socialise. Our city centre needs to be people-focused.

Along with facilitating new development and jobs in the CBD other key aspects of the City Centre Strategy are:

- Creating defined areas of concentrated activity
- Outdoor dining enhancement
- Civic Square upgrade
- Creating laneways for linkages
- Enabling first floor apartment conversions
- Façade enhancements
- Development of student accommodation
- Greenspace improvements
- Lighting for amenity and security
- Areas for play activity
- City vibrancy action plan

Hastings City Centre Public Spaces Revitalisation Plan

The goal of the City Centre Revitalisation Plan, together with the City Centre Activation Plan is to develop a 'compact, legible, vibrant, fun, accessible and connected people-centre'. Adopted in 2019, it identifies 23 urban design initiatives to assist with the improvement of the performance, functionality and accessibility of the public spaces in the city centre. These include enhancements to our existing green spaces, including Central Mall and Civic Square, creation of new outdoor public spaces and dining areas and streetscape enhancements.

Projects already completed include:

- Railway Road corridor improvements,
- Eastbourne Street upgrade, and
- Toitoti entranceway improvements.

Projects underway are:

- Eat Street,
- Landmarks Square extension,
- Karamū Road street upgrade,
- Warren Street carpark outdoor dining zone, and
- Planning for Albert Square enhancements, Central Mall and Civic Square.



THE COMPLETION OF THE UPGRADE OF THE CITY CENTRE PUBLIC SPACES BY 2022.

Hastings City Centre Activation Plan

The Hastings City Centre Activation Plan focuses on adding excitement to our city, bringing people into our public spaces to connect, have fun and support our city businesses.

The Activation Plan is put together annually, underpinned by feedback from and collaboration with our iwi partners, residents, business, and the arts community.

Activations can include temporary installations of all sizes, wall art, façade enhancement, performance art and technology that can make our spaces memorable, inclusive and exciting. They can range from small to large; be interactive or static, can tell our stories, historic and contemporary, and bring a sense of fun and surprise and build a sense of connection and belonging.



THE INSTALLATION CAPITAL OF NEW ZEALAND - A NEW ACTIVATION IN THE HASTINGS CITY CENTRE EVERY 8 WEEKS, TO CELEBRATE EVENTS, ENLIVEN OUR CITY AND UPLIFT AND ENTERTAIN OUR COMMUNITY.

**Council
Priority**

PUTTING PEOPLE
IN THE CITY



ENHANCING
CBD VIBRANCY -
THINGS TO DO



GROWING YOUTH
PRECINCT VIBE



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Arts, Culture & Events Recovery Plan

The goal of the Arts, Culture & Events Recovery Plan was to promote community wellbeing by supporting/facilitating events, cultural and artistic activity and practices. Adopted in 2020 post COVID 19 lockdown this plan identified that arts, culture and events could improve social cohesion, community resilience, spirit and pride; develop a stronger identity and sense of place and improve cross cultural awareness and understanding. The Plan was focused on delivering events, performances, installations and exhibitions for our community to enjoy, and feel part of a vibrant and exciting future for Hastings and Hawke's Bay.

Projects already completed include:

- Titiro Mai (look this way) – a community facility day to encourage engagement in our facilities and our CBD
- Lightboxes – art installations promoting community and arts events.

- Heretaunga Stories – collaboration between Hastings City Art Gallery, Hastings Library and Toitū to showcase local artist's response to living in a diverse community.
- Walking Public Art Tours
- EAST 2020 & Education Programmes at the Library
- Stage Fright – scare tours of the Opera House run over Halloween

Projects continuing are:

- Augmented Reality – a tour of Heretaunga East – hearing and seeing digital enhanced stories using your mobile device
- Video – valuing visual arts in the community
- Nerdvana – a comic con style event with onsite and virtual activities, workshops and speakers

This recovery plan will be superseded by a new Arts & Culture Strategy that will be developed in 2021. It will encompass the Opera House Strategy, Toitū, Hastings City Art Gallery, the Munciple building and aspects of Toitū.



Flaxmere

A 2020 Flaxmere Town Centre urban design review guides the Council's future direction, options, and investment choices in respect of rejuvenating the town centre area.

The preliminary development options can be summarised as:

- Enhanced road and pedestrian connections;
- Potential public open spaces, green links using Council land
- Potential 'green social heart' and 'civic heart' using Council land;
- Areas released for housing;
- Options to extend and integrate the Council's pool/library/recreation/ community facility complex;
- Potential entrance enhancement at the intersection of Henderson Road and Swansea Road to express the identity of Flaxmere;
- Potential for land exchange with, and development on privately owned parts of the town centre.



A package of change projects and work streams are currently in development broadly around the following themes through various partnership arrangements:

- Vibrant town centre
- Reserves, facilities and services
- Pride in the community
- Homes for our people



Havelock North

The purpose of the **Havelock North Village Centre: Framework for Future Development** is to guide and manage future growth and development in the Village Centre. The ultimate aim is: 'to create a well-connected Village Centre with a compact form, memorable character and a strong sense of place, a Village which offers a variety of choice, enhances pedestrian experience and promotes creativity and quality design in a collaborative environment.'

The Framework focuses on the commercial areas of Havelock North and the land on its fringes and includes the main shopping area and supermarket, the industrial area including Martin Place and the commercial strip along Havelock Road.

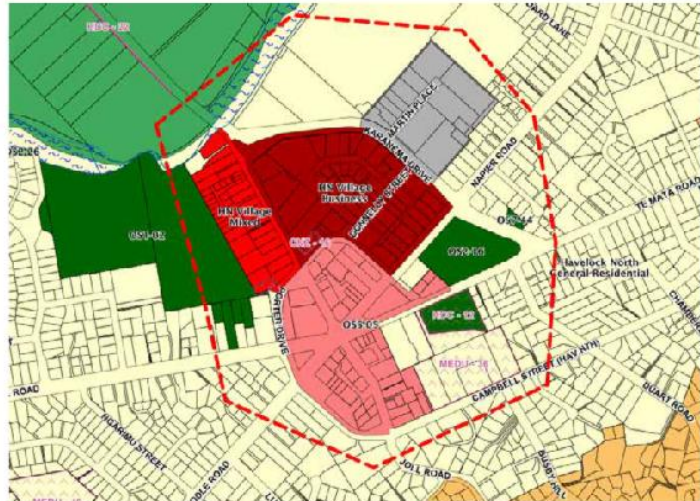
Design Guidelines are an integral part of the Framework which assist Council to manage the design quality of new building development. The intention is to achieve high quality buildings which fit in with and complement the local character of the Village Centre. **This can be achieved by ensuring that new buildings:**

- Are coherently designed and integrate well into their context
- Reinforce valued aspects of the area's local character
- Contribute to an environment that is attractive to all users

- Promote conditions of safety and accessibility
- Enhance the vitality and viability of the Village Centre.

Since 2006 Council has been working in partnership with local businesses to deliver the **Havelock North Streetscapes Programme**. In this time significant improvements have been made including the following areas: - the Havelock North Village Green; St Columba's carpark; Joll Road - stage 1 & 2; Middle and Havelock Roads. **We propose extending this programme for a further 10 years to increase the amenity in the Havelock North Village; street upgrades are being planned for:**

- Treachers Lane footpath upgrade - response to hospitality growth
- Grape climbing frames - additional to hospitality areas - Napier Road
- Joll Road enhancements - to compliment the planned extension to Campbell Street
- Donnelly and Cooper Street - to enhance streets to respond to expanding commercial service and retail uses
- Havelock North Road enhancements
- Miscellaneous enhancements; for e.g. enhanced design elements; lighting; sculpture trail.



Camberley Masterplan

The Camberley Masterplan will overarch the Camberley Community Plan and will incorporate the potential for road design, housing development and zoning as well as economic and social trends for the next 20-30 years. Key Drivers for the Masterplan are: delivering on identified/agreed actions from the Hastings Medium and Long-Term Housing Strategy and delivering on the Camberley Community Vision 2020-2050 as contained in the Camberley Community Plan. A spatial plan is being sought for Camberley that:

- Is developed in partnership with the community, key stakeholders and partners
- Supports community needs and addresses wellbeing inequities in the community

- Creates a well-connected, accessible and safe neighbourhood providing a range of places for social interaction
- Contributes to a strong sense of identity, belonging and wellbeing for Camberley residents
- Provides direction to improving residential outcomes for Camberley, that has the agreement of key partners including Kāinga Ora
- Embeds Māori values within the project processes and design outcomes
- Includes an implementation plan that sets out timeframes, partners and resourcing.



Parks and Spaces

Provide for the Future - Ensure the provision of an adequate open network to meet the needs of future generations.

Our parks and spaces play a vital role in the health and wellbeing of the environment and our community. The needs of the community for space and recreation opportunities will be met through the provision of a diverse and accessible network of spaces that are well-designed, connected, safe and sustainable.

Hastings District Council owns or manages 184 reserves, covering over 650 hectares on behalf of the community. The Council's current strategic intent in respect of the provision and management of our parks and open spaces draws from the 2009 Reserves Strategy (under review), the 2009 District Wide Reserves Management Plan, and the individual Reserve Management Plans that have been prepared for specific reserves.

Our focus is on six key themes:

- **Open Space Function** - Provide a diversity of open spaces across the District with different uses, purpose and values
- **Open Space Quantity** - Ensure that there is adequate open space to meet the current needs of the community
- **Open Space Distribution** - Provide a network of open spaces for communities to socialise and engage in physical activity that are easily accessible (within a ten minute walking distance)
- **Open Space Quality** - Manage, develop and upgrade existing open spaces to create quality and safe environments that meet the needs of the local community
- **Open Space Sustainability** - Develop and manage our open spaces efficiently and in a manner that is sustainable

There are key deficit areas primarily in Hastings and Havelock North where there are gaps in reserve provision. Opportunities will be actively considered when they arise, however, there is limited opportunity to significantly increase the provision of open space within the urban environment. Therefore in order to meet deficits and keep pace with population growth, qualitative improvements to existing open spaces can increase capacity, quality, diversity, usability and accessibility through enhancements of the existing network, while taking opportunities to provide additional open space in deficit areas when they arise. Partnerships with private open spaces such as the A&P Society will also be explored.

The key features of the forward work programme are:



RESERVE ENHANCEMENT PROGRAMME

Continue completion of programmed actions contained within the Reserve Management Plans for Cornwall Park, Havelock North Village Green, Tainui Reserve, Waimarama Reserves, Cape Coast Reserves and Raureka Reserves.

RESERVE MANAGEMENT PLANNING

- Prepare a 2021 Open Spaces Strategy
- Review the 2009 District Wide Reserve Management Plan
- Prepare Individual Reserve Management Plans for Keirunga Gardens; Tainui Reserve; Windsor Park, Frimley Park
- Parks and open spaces have a strong connection with the Eco District Strategy.

RESERVE ACQUISITION

94% of residential properties shall be within 500m of a Local Area Park.



Walking and cycling

Making our great spaces accessible and connecting communities with active transport opportunities is a key strategic focus of the Council. The Hastings District is a leader within New Zealand through its promotion of walking and cycling and development of active transport infrastructure through the iWay programme.

Key aspects of the Council's approach are:

- We acknowledge that all trips begin and end with walking;
- We provide for all types of cycling and micro-mobility;
- We provide for all abilities;
- We have a shared responsibility for supporting public transport;
- We integrate transport with land use planning.

The key features of the forward work programme are:

- A total of 26 enhancement projects rolled out over the next 10 years;
- More than 40% of our key roads will have cycle facilities;
- Over 90% of all schools within Hastings District will get safe and efficient walk-cycle connectivity;
- On-going promotion, training and engagement.

CYCLING STRATEGY



ACTIVE TRIPS
(10% annual increase in walking and cycling trips – 2018 baseline 5 600, 2028 target 14,500)



MODE SHARE
(7% annual increase in walking and cycling share – 2018 baseline 11%, 2028 target 22%)



Playgrounds

The Council's current strategic intent in respect of playground provision and maintenance draws from the 2004 'Coming out to Play Strategy', which is currently under review. Managing community expectations in respect of playground provision and quality is a key ongoing level of service discussion.

Provision

There are 42 formal playscapes within the District, which includes 40 formal playgrounds and two standalone skate plazas. The playgrounds are categorised as Premier, Community or Neighbourhood, which determines their size, number of play components and expected features (such as toilets, BBQ's, furniture, shade and pathways). There are 3 premier, 10 community and 29 neighbourhood playgrounds within the District.

Condition

Regular inspections and maintenance is carried out on our playgrounds, which helps inform renewal prioritisation by condition grading the equipment on a scale of 1-5. The latest condition data

currently shows 24 playgrounds in Excellent or Good condition with 18 playgrounds in Fair or Poor condition that are the priority for renewal or upgrade in the coming years.

Location

Service provision targets currently state that 56% of residential properties shall be within 500m of a Playground.

Between 2013 and 2018 Census the number of urban properties within 500 metres of a playground reduced for both Hastings (53% to 49%) and Havelock North (59% to 51%); but increased for Flaxmere (88% to 89%). There are several areas within both Hastings and Havelock North that do not live within a ten minute walk of a playground.



NEIGHBOURHOOD PLAY SPACE

Residents within 500m are likely to visit as a handy place for a quick play; small playground that may have seats and shade from trees.

COMMUNITY PLAY SPACE

Residents within 800m are likely to visit as there will be enough activities and amenities for a longer stay; medium sized playground that is likely to have toilets, pathways, seats, shade, drinking fountain and carparking.

DESTINATION PLAY SPACE

A premium playground that attracts residents within 800m, the wider community, visitors and tourists; large playground that will have toilets, pathways, seats, shade sails, drinking fountains and carparking.



REVIEW AND UPDATE THE 'COMING OUT TO PLAY' STRATEGY

Aquatics

The Council's current strategic intent in respect of aquatics provision draws from the 2009 strategy which has a 30 year planning horizon and definitive actions through to 2022. That strategy recommended retention and upgrade of the four existing pools along with investigation into a new district pool. A total of \$5.5m was committed to the upgrade of the four existing pools at Frimley, Flaxmere, Clive and Havelock North with these works subsequently being completed. A review of pool management also recommended that the management of the district pools be returned in-house and this has also subsequently occurred.



No provision is currently made for a new district pool and this is subject to ongoing discussion at a regional level as to future regional aquatic needs and facility provision especially due to the development of a pool complex at the Mitre 10 Regional Sports Park.

REVIEW AQUATICS PROVISION IN THE REGION TO INFORM FUTURE STRATEGY



Splash Planet

A 2018 master planning study into splash planet recommended that Council set aside capital funding for reinvestment in Splash Planet, including provision for an indoor aquatics facility and indoor recreation centre, subject to a detailed needs and feasibility analysis.

This matter has not yet been considered by Council, and is contingent on other regional aquatic decisions and a wider strategic review of Windsor Park. The visitor attraction aspect of splash planet is also noted in the District Development Strategy.

100,000 VISITORS TO SPLASH PLANET PER ANNUM

SPLASH PLANET / WINDSOR PARK CATCHMENT REVIEW

Hastings Sports Centre

A 2017 review identified the need for a more focused and targeted service delivery model for the Hastings Sports Centre, which focused less on high value (but sometimes high risk) services and concentrated more on providing a venue for the delivery of low or no cost sports-based programmes for the community.

Utilisation of the facility is high and it provides a venue for basketball and other court-based sports, but development of a long term strategy for the centre will ensure it grows as a first class local sports venue.

DEVELOPMENT OF THE HASTINGS SPORTS CENTRE STRATEGY



Community Centres

Formerly run by a Trust, the **Camberley Community Centre** was taken back under Council management in 2016 and delivers a range of services for the community, with a particular focus on tamariki, rangatahi and older people. Establishment of a community wellbeing hub from the Centre is a priority to bring together a range of providers focused on enhancing whānau and community wellbeing.

Management of the **Flaxmere Community Centre** returned to Council a decade ago. With a strong focus on exercise and health, the centre delivers a range of programmes for the community to build physical and mental wellbeing and to connect with youth.

Long term community needs should be considered in the context of possible redevelopment of the entire complex, including the Library, Community Centre and Pool, in addition to any other agencies. A review of the business model for use of Flaxmere Community Centre spaces would also provide greater transparency and certainty for all parties.



STRATEGIC PLAN FOR BOTH THE CAMBERLEY AND FLAXMERE COMMUNITY CENTRES TO BE DEVELOPED IN 2021.

Hastings District Libraries

Review of its preceding strategic plan showed progress had been made in enabling access to library services and programmes. Community engagement undertaken for the *Libraries' Strategic Plan, 2021-2025* however suggests that ageing physical facilities are constraining the ability to plan and deliver modern public library services, particularly at the Hastings site. Delivering the services, programmes and events expected by modern library users are limited by a facility that was not designed with these activities and uses in mind and a plan for future development is now needed. This

is signalled in the Library Strategic Plan 2021-2025.

This has not yet been considered by Council but with a proposal to better connect the Hastings Library and the Art Gallery in the context of Civic Square redevelopment, it is timely to consider the contribution library services make to community wellbeing. Research shows that investment in libraries positively impacts social engagement; supports literacy, lifelong learning and knowledge development; and provides access, spaces and



services to support social inclusion and connection and contribute to vibrant city centres; literate people who have a strong sense of identity and place based connection, stories and culture.



Hastings City Art Gallery

Te Whare Toi o Heretaunga Hastings City Art Gallery is Hawke's Bay's premier space to engage with contemporary art through exhibitions, programmes, events and a high quality visitor experience. The Gallery ensures the aspirations of tāngata whenua and Te Ao Māori (Māori world view) perspectives are reflected in the Gallery's exhibitions, programmes and activities work in the Gallery's spaces. The exhibitions strategy includes Te Ao Māori and tāngata whenua perspectives and has openings, programmes and activities that support tikanga Māori and other cultural perspectives.

The Hastings City Art Gallery will be part of the Civic Square Redevelopment project.



Mana Whenua Partnerships

Ngāti Kahungunu have held mana whenua status across Heretaunga Hastings District since the 16th century migration from the Tūrangui Gisborne District of Ngāti Rākahikuroa and Ngāti Ngarengare, and conquest and intermarriage with Ngāti Whatumamao and Rangitāne. These historical events resulted in a complex tributary political system of interconnected hapū kinship groups, and a heritage legacy of more than 1000 years settlement across Te Matau-a-Māui Hawke's Bay.

Mana whenua partnerships today are underpinned by Te Tiriti o Waitangi The Treaty of Waitangi as the founding document of Aotearoa New Zealand. For Ngāti Kahungunu more specifically is the East Coast Sheet of The Treaty, carried by the HMS Herald along the Ngāti Kahungunu coastline over June-July 1840.

Te Kaunihera ā-rohe o Heretaunga Hastings District Council recognise that the Territorial Authority area includes the mandated areas of interest for:

- Ngāti Kahungunu Iwi Inc.
- Te Taiwhenua o Heretaunga
- Te Taiwhenua o Te Whanganui-a-Orotū
- Heretaunga-Tamatea Settlement Trust
- Mana Ahuriri Trust
- Maungaharuru-Tangitū Trust
- Ngāti Pāhauwera Development Trust
- Ngāti Hineuru Iwi Trust
- Takitimu District Māori Council

Mana whenua partnerships and engagement with Council operations are guided by:

- Te Kura Nui Māori Relationships Framework
- Heretaunga Ringahora Māori Engagement Framework
- Heretaunga Ararau Te Reo Māori Strategy
- Te Aranga Cultural Design Guide





Te Kura Nui Māori Relationships Framework

Te Kaunihera ā-rohe o Heretaunga Hastings District Council mana whenua partnerships are guided by Te Kura Nui Māori Relationships Framework. Te Kura Nui acknowledges that mana whenua have an innate spiritual connection to whenua land and their respective landscapes unique to Heretaunga. This acknowledgement frames the Heretaunga cultural lens through which all things Māori are viewed and worked through alongside Council policies, procedures and legislation. Te Kura Nui becomes the kahu (cloak) that embraces

and guides Council to an understanding of mana whenua aspirations for achieving positive economic, social, environmental and cultural outcomes.

Te Kura Nui Māori Relationships Framework lays the foundation for positive trusting partnerships to flourish and thrive as we continue to embrace and uphold the articles of Te Tiriti o Waitangi The Treaty of Waitangi. In this way, the 'kura nui' is viewed as the vessel that houses a philosophy, a kahu cloak, as a way of knowing, of being, and of doing.

Whakamārama

Te Kura Nui takes its name from the ancient lullaby 'Pinepine Te Kura', composed in the 17th century by the Chief Whatuiāpiti for his son Te Umurangi, and the lyrics personify him as the 'little tiny treasure' who came from below Awarua, the noble treasure, the famous treasure, the treasure from afar off, the treasure of Tūhaepō.

Heretaunga Ringahora – Māori Engagement Framework

A Māori Engagement Framework, *Heretaunga Ringahora* is being developed to support Council's *Te Kura Nui Māori Relationships Framework*; it will prescribe how Council and staff should move towards a future where it's best practice to view all Council work through a Māori relationship lens.

The Crown requires local government to meet its Tiriti obligations. Consequently, Council operates under a number of statutory regimes that require either 'consultation or 'engagement' with Māori, and to provide opportunities for participation.

Heretaunga Ringahora will emphasise the importance of engagement with Māori that is early, inclusive and broad.

Whakamārama

Heretaunga Ringahora refers to the hospitality and kindness that the district is renowned for. *Ringahora* is a metaphorical representation that symbolises hospitality with open hands and an acknowledgement of the welcome extended by mana whenua to settlers and visitors to Heretaunga since the 1850s.

Te Aranga Cultural Design Guide

As Heretaunga Hastings District continues to shape and grow, it is of importance to mana whenua that the cultural legacy of 1000 years is maintained and promoted through place-based design practice. The identification, articulation, and integrity of mana whenua cultural heritage in the planning and development of Heretaunga Hastings District is driven by our own Te Aranga Cultural Design Guide.

The guide takes its name from Te Aranga Māori Cultural Landscape Strategy developed at Te Aranga Marae Flaxmere by leading Māori designers, architects, and planners, as the first concerted and cohesive effort by Māori to articulate Māori interests and design aspirations in the built environment.

In the spirit of Te Aranga, the guide will be an online toolkit for residents, planners, designers, builders, schools, artists and creatives to connect with mana whenua narratives and cultural design outcomes. The guide sets the process and expectations of cultural inclusion and collaboration as we work together to articulate and strengthen our sense of belonging and connection to Heretaunga Hastings District.

Te Kaunihera ā-rohe o Heretaunga Hastings District Council, alongside mana whenua, will exemplify and lead the implementation of Te Aranga Cultural Design Guide through Council-led projects to unlock the potential of cultural design outcomes in urban

intensification, CBD development, visitor experience, and District wide spatial planning.

Whakamārama

Te Aranga means to arise, to emerge and be made known. Te Aranga design approaches will see the emergence of Māori artform naturally incorporated into buildings, landscape and streetscape design. The emergence of Māori language and artform will become normalised in everyday situations.

Heretaunga Ararau – Te Reo Māori Policy

Heretaunga Ararau recognises the importance and significance of the Māori language as an official language of New Zealand, and provides a framework to support and revitalise the language through the Council's actions, both within the organisation and as well as its dealings with the wider community.

The policy reflects the Council's desire to become accustomed to te reo Māori, local Māori aspirations, to form strong relationships and be consistent in its cultural responsiveness to the community.





Cultural fulfilment

Telling the story of mana whenua in relation to cultural narratives and the arts, alongside those histories of our wider community.

Toitōi – Hawkes Bay Arts and Events Centre sits at the cultural heart of Hastings and Hawkes Bay. Recent significant redevelopment now provides the opportunity to bring life back into this iconic facility for culture, community and commercial to come together to create an energetic, busy welcoming hub of activity.

The strategic approach proposes three priorities in the short to medium term focussed on the following:

Operational Leadership & Sustainability – The focus here is on integrating best practice throughout all operational aspects of the organisation, developing fruitful collaborations and partnerships and providing excellence in customer experience.

Local Pride – The focus here is on ensuring tikanga underpins the organisation and cultural awareness is enhanced, ensuring programming reflects the diverse community and supporting the development of a sustainable performing arts and events community.

Vibrant Hub – The focus here is on growing conferencing and events at the precinct, ensuring diversity in programming and developing key industry sector networks and relationships.



Civic Pride

Council continues to undertake an ongoing programme of work to promote civic pride both within the organisation and amongst the community. The key areas of focus can be broken down to four areas: People; Culture; Environment and Heritage as outlined here.



PEOPLE

- Ambassador
- LMT Challenge
- Staff Awards
- Civic Honours Awards
- Hawke's Bay A&P Show
- Community
- Sports heroes
- Local heroes



CULTURE

- Ngā Pou o Heretaunga
- Landmarks
- Matariki Celebrations
- Treaty of Waitangi Celebrations
- Lighting of the Osmanthus Gardens
- International Cultures Day
- Art in public places
- Heretaunga themes
- Stories



ENVIRONMENT

- Parks
- Splash Planet
- Icons Portrait Project
- Te Mata Peak
- Opera House Project
- Streetscape (trees)
- Shrub bed enhancements
- Chorus Cabinets
- Monuments
- Hanging Baskets
- Sculptures
- City Centre Art Installation



HERITAGE

- Blossom Parade
- ANZAC Day Service
- Poppy Places
- 1931 Earthquake Commemoration
- Architecture/Buildings
- Façade Enhancement
- Industrial history such as Tomoana Freezing works and Watties
- Horticulture and viticulture
- Māori Built Heritage

Te Rautaki Kākano Maha O Heretaunga – The Hastings District Multicultural Strategy

This strategy was created in response to an increasingly diverse Hastings community and will help ensure our services are accessible to all and that everyone is able to participate in our district's democratic services.

These principles of accessibility and participation underpin this strategy; its vision, goals and proposed actions. The vision of the strategy is "Hastings District is an inclusive, welcoming community where everyone belongs."

The goals of the strategy are:

- Multiculturalism and diversity is celebrated in the Hastings District
- Hastings district is a welcoming, inclusive and safe place for all
- People of all cultures have equitable access to Council services and resources
- All residents feel empowered to participate in Council decision-making
- Council to be a role model in terms of cultural diversity in the work force.

Whakamārama

Te Rautaki Kākano Maha o Heretaunga - literal meaning refer to the multiple/ many/lots of 'seeds' of Heretaunga. Metaphorically this refers to the many different people that reside in Heretaunga.





Youth Development

Councils approach to Youth Development is delivered through the Youth Strategy 2012; Youth Employment, Youth Council and Youth Potential.

Youth Employment

The success of the Youth Employment programme has seen further Government investment announced for a further 2 years. The funding has enabled the programme to continue and increase its existing services.

KEY INITIATIVE

The opening of the youth employment pop-up in the Hastings CBD in August 2019 has increased our reach into community. In 2020, satellite Youth Employment spaces were opened in both the Flaxmere and Camberley Community Centres. The Government funding also enabled the team to be more mobile with the purchase of a Youth Employment Caravan in 2021. The focus will now be on getting out and about to our rural communities, attending open days, onsite visits with employers and supporting our satellite spaces.

Councils Youth Employment approach is support by the Youth Futures Trust. The vision of the Trust is "100% of young people into education training and employment". The Trust provides a positive platform and a "Whatever It Takes" to Youth Employment.

According to MBIE figures from June 2020 Hawke's Bay has a NEET (Not in Education, Employment or Training) rate of 14%, down from 17.5% in June 2018, in part due to the efforts of council's youth employment team and its partners through He Poutama Rangatahi.

Youth Council

The Hastings Youth Council plays a vital role in how Council engages with youth. The 2021 Youth Council are strong advocates for youth voice. To this end, they are working hard to ensure that youth representation is across all of Councils' main committees.

KEY INITIATIVE

Another focus for youth council is the development of a virtual Rangatahi Co-Lab - A one-stop shop for young people.



Youth Potential

The Vision of the Youth Potential Action Plan is to "Realise the true potential of all youth at risk in the Hastings district".

This is delivered through supporting those organisations who work with young people and provide leadership, mentoring, life skills and positive pathway interventions for young people.



90 RANGATAHI
ENGAGED OVER
12 MONTHS



80 RANGATAHI
INTO EMPLOYMENT
OVER 12 MONTHS



Toitoti Strategic Plan and Youth

The strategic plan is focused on enabling community access and participation in performing arts and cultural activities and facilitating opportunities for youth employment, cultural expression and pride. This is achieved by facilitating employment pathways by providing a learning environment which includes inclusive educational programming that authentically reflects our diverse community.

Key Initiatives:

- Creative Leaders Programme – students from most high schools in Heretaunga who attend regular workshops over the year with art sector professionals and are involved in the HB Arts Festival Ambassador Programme.
- Three apprentices completing the NZ Entertainment Level 4 Entertainment and Event Technology Certificate.
- Gateway students working at Toitoti learning the production aspects of a Technician role.





Partners



Our partners are important and success depends on collaborative effort on focused priorities. Key strategic partnerships include:

Safer Hastings Coalition

Has the objective of the prevention of deaths and injuries by accidents, violence, suicide or natural disaster by integrating the way of doing business through partnerships and collaboration.

Partners:

ACC • Age Concern • Best Start Education and Care Centres • Brain Injury Hawke's Bay • Department of Internal Affairs • Directions Youth Health Centre • Emerge Aotearoa • Enliven • Family VIP Services Hawke's Bay • Fire and Emergency NZ • Hastings District Council • Hawke's Bay Civil Defence Emergency Management • Hawke's Bay District Health Board • Health Hawke's Bay • Inland Revenue • Kāinga Ora • Ministry of Social Development • New Zealand Police • New Zealand Red Cross • Plunket • Roadsafes Hawke's Bay • Sport Hawke's Bay • Te Kupenga Hauora Ahuriri • Te Puni Kōkiri • Te Rangihaeata Oranga Trust – Gambling Recovery Service HB • Te Taiwhenua o Heretaunga • Te Whare Whānau Pūroto Māori Women's Refuge • Volunteering Hawke's Bay • Waka Kotahi NZ Transport Agency • Wharariki Trust

Youth Development

Council supports the collaboration of all providers who work with young people.

Youth Employment

Partners:

Ministry of Business Innovation and Employment • Ministry of Social Development • Eastern and Central Community Trust

Youth Potential

Partners:

Whaia Te Tika: delivered by Ngahere Trust • Horizons Basketball Academy: delivered by EB Sports • Violins in Schools: Orokohanga Music Trust • Tihei Heretaunga: delivered by Ngahere Trust • Te Aka Trust

Arts and Culture

We will continue to foster and develop our relationships with key local groups and partners which continue to be aligned with supporting the region's events, creatives and creativity, including:

Partners:

Arts Inc. Heretaunga • Takitimu Performing Arts & Kahurangi Dance Theatre • Ngā Toi Hawkes Bay • Keirunga: The Creative Arts Hub • Eastern Institute of Technology

Mana Whenua Partnerships

Partners:

Ngāti Kahungunu Iwi Inc. • Te Taiwhenua o Heretaunga • Te Taiwhenua o Te Whanganui-a-Orotū • Heretaunga-Tamatea Settlement Trust • Mana Ahuriri Trust • Maungaharuru-Tangitū Trust • Ngāti Pāhauwera Development Trust • Ngāti Hineuru Iwi Trust • Takitimu District Māori Council



Plans and supporting strategies



Plans and supporting strategies that contribute to the Great Communities Strategy:

- **Matariki – Hawke's Bay Social Inclusion Strategy** was created by iwi, local authorities, business and central government and its goal is to create a vibrant, cohesive, diverse and safe community where every child is given the best start to life and everyone has opportunities that result in equity of outcomes.
- **Supporting Social Wellbeing Strategic Framework** outlines the Council's approach to the promotion of social wellbeing within our district.
- **Community Wellbeing Action Plan** – outlines the specific approach and range of initiatives to address the impact of the Covid-19 Pandemic on our community.
- **Positive Ageing Strategy** – outlines what Council will do to benefit older people and what collaborative work Council is involved in to meet outcomes for older people.
- **Joint Alcohol Strategy** - outlines where Council has influence and where it can work with others to reduce alcohol related harm.
- **Reserves Strategy** provides an overall framework for the acquisition and development of reserve land within the district.
- **Reserve Management Plans** – outline the Council's general intentions for the use, development and maintenance of its key reserves.
- **Aquatics Facilities Strategy** – outlines the Council's approach to the provision and development of aquatics facilities and opportunities throughout the district.
- **Play Strategy** – outlines Council's broad approach to the provision, development and maintenance of playscapes and play opportunities throughout the district.
- **Youth Strategy** - outlines Council's commitment and contribution to youth in the Hastings District and establishes a strategic framework for the achievement of Council's aims and objectives.
- **Hastings Urban Issues and Urban Design Strategy** sets out the framework to coordinate future streams of work as they respond to both current and future urban issues requiring place-based solutions.
- **Hastings City Art Gallery Strategic Plan** – delivers a year round programme of high quality contemporary art exhibitions and associated public and education programmes.
- **Hastings City Centre Strategy and Vibrancy Plan (Hastings Alive)** outlines the range of interventions to meet the overall goal of "A compact, legible, vibrant, fun, accessible and connected people centre".
- **HB Opera House Strategic Plan (Toitoti)** – sets out the goals and objectives to be pursued within 3 strategic priority areas (operational leadership & sustainability, Local Pride and a vibrant hub).
- **Flaxmere Town Centre Urban Design Framework** – provides a land use planning framework, guiding decisions on urban form, land use and community projects in and around the Flaxmere Village Centre.
- **Havelock North Village Centre Framework** – guides planning and growth of the village centre in a way that is consistent with sustainable development.
- **Toi Tū** – is a strategic framework to support creatives and creativity in Hawke's Bay. Focus areas are identity, creativity and sustainability with the arts.
- **Library Strategy** – outlines future developments and needs for library services.
- **Multicultural Strategy** – has been developed to recognise that Hastings District is increasingly becoming more culturally diverse. The strategy actions focus on celebrating diversity, equitable access to service and resources, participation in decision making.
- **Community Plans** provide a framework to enable communities to outline their vision and aspirations for their communities along with responses to prioritised challenges and opportunities.
- **Smart Innovation Strategy** - At the heart of this strategy is how we transform data into information to inform decisions, drive improvements and enable new innovations in service delivery.
- **Hastings Medium and Long Term Housing Strategy** - aims to deliver sustainable positive change to build affordable housing, social housing, market housing, Māori housing, senior housing, and RSE accommodation, alongside skills training and employment creation.

Under a broader community wellbeing approach integration of the Vibrant, Safe, Connected and Inclusive Place outcomes will be important.

Subcommittee Responsibilities

The Great Communities Subcommittee will advise the Strategy and Policy committee by:

- providing guidance to council officers in respect of the drafting of Council's community strategies, and providing oversight of any relevant special consultation procedures.
- providing oversight of the implementation of councils community strategies.
- providing oversight of the implementation of councils community plans, Fabulous Flaxmere, Safer Hastings, Civic Pride and Events, Youth Pathways, Keep Hastings Beautiful, Health, Cultural, Education, Sports, Arts and Heritage Strategies.



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Under a broader community wellbeing approach integration of the Vibrant, Safe, Connected and Inclusive Place outcomes will be important.

Healthy environment and people

(overseen by the Eco District Subcommittee)

- The spaces we design and the buildings we use and upgrade need to embrace low environmental impact design principles and be fit for current and future uses.
- Success will be more likely if we focus our attention not only on the sustainable transport infrastructure, but on working with our people on making it easy to embrace the uptake of these more environmentally friendly modes of transport.
- Our smart city objectives, if successful will make services to citizens more efficient and assist with carbon reduction objectives. Smart watering through sensor technology being one such example.
- Working with our communities via our place based planning approach provides us the opportunity to explore fit for purpose neighbourhood level interventions that contribute to a more environmentally friendly community.

Sufficient and supportive economy

(overseen by the District Development Subcommittee)

- Business investment and expansion won't happen without other dependent building blocks being in place. This includes attractive urban form, vibrant and multi-functional city centres, a variety of things to do, and a safe environment. We need to be a place where talent want to live.
- Business growth needs to be matched with attaining and developing people locally, and to win the talent war.

Mostly however it is about our people:

- It is people which interact with our environment and that need their aspirations filled;
- It is the people of this district which are undergoing change in ethnic makeup, age and lifestyle preferences;
- It is people that need to meet their educational and skill development needs, and to be able to contribute positively to society and to engage in a growing economy;
- It is people who are our entrepreneurs who will help create economic sufficiency and growth, as well as opportunities for others.

Te mahi tahi kit e
It is our people who ultimately
mana whenua hei taunaki i
hold the key to our recipe for success
te whanaketanga o te ao māori

Success Measures

The success of the Great Communities Subcommittee is through the successful implementation of contributing strategies and action plans. See Great Communities Work plan document.





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TE KAUNIHERA Ā-ROHE O HERETAUNGA
4110720







Havelock North

Hastings

Flaxmere

Vision

Hastings District Libraries will be centres for lifelong learning and recreation. Each library will be a focal point for its own community.

Mission

To enrich the life of the community by providing a library service that meets people's informational, recreational and cultural needs.

The photograph shows two children, a boy and a girl, in school uniforms, sitting on the floor and working on a LEGO Technic robot. The boy is wearing a maroon blazer and glasses, and the girl is wearing a white shirt and a maroon tie. They are both smiling and focused on their task. The robot is constructed from grey and black Technic beams and is positioned on a white surface. There are several orange balloons scattered around the robot. In the background, there are school desks and chairs.



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SECTION A

Mayor's Message

I'm extremely proud, as Hastings Mayor, to be introducing the Hastings District Libraries' Strategic Plan 2021-2026.

This plan will guide the development of library services for our community. To ensure that the plan reflects what the community seeks in a library, wide public engagement was undertaken in 2019/2020.

Hastings District Libraries are Council's most visited community facilities and their usage remains strong, whether it be for traditional reading, through to programmes, events and other social activities.

The changing use of libraries underlines their value as community spaces supporting social connection as well as information and recreational needs.

Because their role is changing rapidly, the development of services and programmes is constantly evolving, with digital engagement being a particular focus.

Covid-19 was challenging for many of us – but there were some silver linings. Lockdown also stimulated growth in digital collections and digital engagements.

It is essential that our three Hastings District Libraries, in Hastings, Havelock North and Flaxmere develop into modern public library facilities.

Key feedback from the community engagement process was our impetus to phase out fines for late items which is occurring in other public libraries around the country.

I would like to acknowledge the work that went into the Hastings District Libraries' Strategic Plan 2021-2026. We are confident it reflects the views of our people who truly value these important facilities in our district.

Now is the time to ensure our community has a modern and fit-for-purpose library service that meets a wide range of needs, both now and in the future.



Kind regards
Sandra Hazlehurst
Mayor

Background

Hastings District comprises 81,537 people at the 2018 census, of whom 71.8% identify as European; 27.3% identify as Māori; 8% as Pasifika and 5.6% as Asian. The population includes a higher than national average proportion of both older and younger people.

The District is 5,200km² and is a large hinterland with small rural communities, with the main urban centres being Hastings, Havelock North and Flaxmere. Hastings District's education statistics show that the level of educational achievement in Hastings District is lower than nationally.

Similarly, employment stats show that fewer people than the national average are in employment. Of those that are in employment, a higher percentage of people in the Hastings District are in semi-skilled or unskilled occupations than the rest of New Zealand and this is reflected in income levels in the Hastings District, which are on average below those across the rest of the country. Supporting young people into education or employment is a key goal in Hastings District Council's *Great Communities Strategy*¹. NEET² figures for young people in the District are high and significant central and local government resources and energy are being expended to address this.

Latest census data³ show a range of outcomes on relevant key indicators for Hawke's Bay. Home ownership in Hastings District is slightly below the rest of New Zealand. At the same time, access to telecommunications show that 83.4% people in Hastings District have access to the internet (below the national average) and 91% have access to a mobile phone (also below the national average), although 68.8% have access to a landline (higher than the national average).

A slightly higher proportion of people have no access to any telecommunication systems.



This illustrates that the Hastings District faces several challenges in achieving best possible social outcomes, impacting on the social support and services that need to be provided by central and local government agencies.

The Government's digital strategy aims to modernise and transform public services, acknowledging that technology touches the way we work, stay in touch with family and friends, move around, shop and learn⁴. The shift towards technology-based solutions to deliver what once was provided in hard copy, or what was delivered face-to-face from bricks and mortar premises impacts vulnerable communities however. Everyday examples include banking, shopping, communication, news delivery, use of government services for everything from assistance applications and payments, passports and immigration applications, tax returns and vehicle registrations, to rates and building consents. The employment supply chain is also now predominantly in the digital space.

The risk for some people is that without the skills, confidence or access to technology that they will be left on the wrong side of New Zealand's digital divide, particularly where one or more factors impacting vulnerability are in play. Affordability is a barrier for many, particularly for households on fixed incomes.



¹ Hastings District Council. (2021). *Great Communities Strategy* [Draft].

² Not in Employment or in Education

³ Data from www.stats.govt.nz

⁴ New Zealand Government. (2020). *Strategy for a Digital Public Service*. www.digital.govt.nz



About Hastings District Libraries

Hastings District Libraries is one library service delivered from three sites at Hastings, Havelock North and Flaxmere, as well as online services from www.hastingslibraries.co.nz

With over 580,000 visitors, over 75,000 visits to the website and a steady social media following each year, Libraries are Council's most-visited community facilities.

Library services provided include:

- access to informational and recreational content in a range of formats from print to digital
- spaces for the community to relax, meet, study, or even read
- access to computing resources that enable people to learn, stay in touch, or be connected
- programmes, events or activities targeted at all ages and interests and delivered onsite, offsite or virtually
- service and support to customers in their use of library services and with their information needs
- outreach to community groups, organisations and individuals who may not be able to access library services physically

In line with national and international trends, use of physical collections is slowly declining over time, while use of technology, facilities and participation in programmes remains strong.

Globally, use of public libraries has shifted from being exclusively about catering for people's reading needs to catering for a diverse range of needs from a need for information, connection and support in a world that is increasingly digital. Public libraries have a significant ongoing role in supporting those who may be less able to navigate a changing and increasingly digital world and who are therefore at risk of being socially, economically, politically and culturally disengaged, disconnected and disadvantaged.



SECTOR CONNECTIONS

In terms of sector collaboration, HD Libraries is an active member of the Kōtuiti Consortium, a shared service partnership between local and central government to deliver shared library infrastructure, products and services, as well as two other regional collaborations relating to purchase of content in both print and digital formats.

As an active member of and participant in regional and national sector groups, several HDL staff represent the public library sector on national boards and councils, working both across the sector and with local and central government organisations.

Public libraries are connected internationally through membership of organisations such as LIANZA (representing the breadth of NZ's library sector) and PLNZ (Public Libraries of NZ) which are both actively connected with international counterparts. HD Libraries holds membership of both organisations and a number of staff are also active in these organisations and networks.



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The changing landscape for libraries

The political landscape has changed significantly since the last *Libraries' Strategic Plan* was written, with New Zealand now led by a government with a strong social agenda.

This has translated to a stronger emphasis on social development investment and initiatives, largely funded by central government. Some libraries have struggled to leverage this policy shift as the

contribution that libraries make to building social capital is not always well understood by decision makers.

New Zealand has also had to respond to several natural hazard challenges in the last decade. The Canterbury earthquakes of 2010-11 continue to have far-reaching impacts for the building code, earthquake strengthening and building design, which has had implications for every local authority.

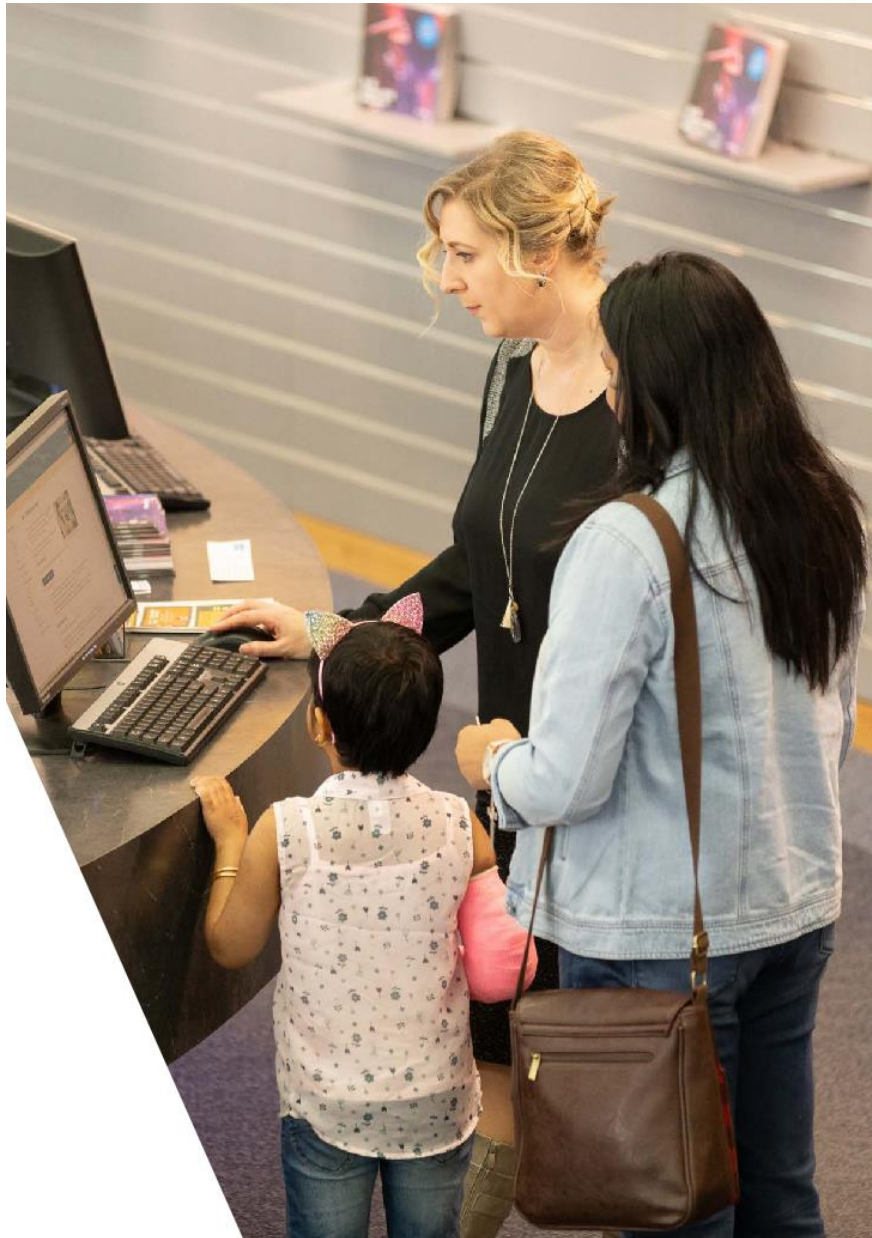
Another recent significant event was the Christchurch Mosque shootings, which has highlighted the contrast between inclusion and inclusivity, diversity and acceptance, against a wider international context of more politically conservative governments.

At the local level Hastings District Council has been affected by diverse but far-reaching impacts. The 2016 contamination of the Havelock North water supply had a very significant impact on Council expenditure, focus and processes. Similarly, increased gang activity and other antisocial behaviour has impacted council resourcing. A series of behavioural incidents in Council facilities in 2018 led to increased expenditure and emphasis on safety and security of Council facilities, their staff and their customers, although the recommendations of the Security review have yet to be fully implemented.

From 2020, the COVID-19 pandemic has directly impacted every country on the planet socially, economically, environmentally and culturally. Both short-and long-term consequences of the pandemic have affected expenditure priorities, public health considerations and service delivery models.

Like others, Hastings District Council has been forced to reconsider expenditure priorities and service delivery models across the organisation.





SECTION B

Purpose of Libraries

Libraries are in a constant state of reinvention, as a response to advances in technology, but more importantly, as a response to the constantly changing needs of their communities. The Future of Libraries Summit (2015)⁵ noted that libraries in the twenty-first century are much less about the consumption of information and moving towards being places of creativity. They are social spaces which are the basis of social interaction, learning skills – including, but not limited to technology – as well as some of the services traditionally delivered by libraries.

International research shows that the conservative return on investment in public libraries is up to five times the level of investment (IFLA, 2020⁶) and includes a range of both tangible benefits (access to library services, information access, ICT resources) and intangible benefits (improved levels of literacy contributing to higher education opportunities and better employment prospects).

⁵ LIANZA. (2015). Future of Libraries: Summit report. Retrieved from: <https://lianza.org.nz/wp-content/uploads/2019/06/Future-of-Libraries-Summit-Report.pdf>

⁶ International Federation of Library Associations. (2020). Library return on investment: Review of evidence from the last 10 years. <https://www.ifla.org/publications/node/193198>



Libraries & literacy

A fundamental role of libraries is to support the development of literacy. Literacy development is not purely the ability to read, but includes the broader concepts of digital literacy, numeracy, financial literacy, social literacy, information literacy, etc. Literacy has been defined as:

[...] listening, speaking, reading, writing, numeracy and critical thinking, interwoven with the knowledge of social and cultural practices. Literacy empowers people to contribute and improve society (Literacy Aotearoa⁷)

The *Public Libraries of New Zealand Strategic Framework (2020⁸)* identifies literacy as the foundation of more resilient, tolerant and participative communities, more socially cohesive and more able to take advantage of enterprise and growth opportunities. The *Framework* articulates a baseline for service development for HDL and other NZ public libraries.

In short, libraries are not only spaces designed to support the development of a range of literacies, but they provide the means of connection and the opportunity for everyone to participate in the digital economy and navigate the digital world regardless of their circumstances or ability to pay.

⁷ Literacy Aotearoa. (n.d.). www.literacy.org.nz

⁸ Public Libraries of New Zealand. (2020). *Public Libraries of New Zealand Strategic Framework 2020-2025*. www.publiclibraries.org.nz



Libraries & the digital divide

Libraries have a pivotal role in helping people mediate the digital divide – they operate in the interface between technology and community. Many people have both the access and the confidence and the skills to navigate an increasingly digital world, but others have neither access, confidence nor the skills and this is having an impact on their ability to participate in and contribute to modern society. In addition to accessibility, skills and confidence, there may also be issues with affordability for many on fixed incomes.

Recent research into the link between internet access and wellbeing shows that Māori; Pasifika; those living in larger country towns; those in social housing; unemployed; disabled; or older persons are less likely to have internet access⁹. The problem intensifies if individuals are affected by more than one of these factors.

Access to the internet is correlated with several wellbeing factors, such as life satisfaction, mental health and civic engagement (*Digital inclusion & wellbeing in NZ*, 2020). With the increasing trend of delivery of services – particularly government services – libraries provide access and support to build skills, confidence to navigate the digital world. This is not the sole responsibility of public libraries, but they are free, neutral and trusted institutions in a unique position to support and advocate on behalf of people who are digitally excluded.

Overall, 12.23% Māori and 10.55% Pasifika have no access to the internet but this disparity is more prevalent amongst school students. 92% Pākehā students have internet access at home, around 86% Māori and Asian students, but less than 74% Pasifika students have home internet access. Pasifika students also spend less time on the internet (whether in or out of school) than other students.



Access to the internet decreases with age and there is a correlation between higher levels of education and internet access. Overall findings show a correlation between internet access and wellbeing – those without access record higher levels of dissatisfaction than do those with access (New Zealand Government, 2020).

With both essential and discretionary activities increasingly going online, it is clear that Hastings has people who lack the access and the skills to access online services. They may be vulnerable for other reasons as well, so experience the “double whammy” of exclusion and vulnerability.

Those with access in their homes and at their fingertips often fail to understand just how wide the divide is for those without the skills, the access or even the confidence to navigate the digital landscape.

Some people's needs may be greater and library services provide a neutral, free space, as well as the only access to the internet and means of assistance to navigate the digital economy. Provision of modern library services are a direct and tangible way in which Council supports wellbeing for those on the wrong side of the digital divide in our community.

⁹ New Zealand Government. (2020). *Digital inclusion and wellbeing in New Zealand*. Retrieved from: <https://www.digital.govt.nz/dmsdocument/161-digital-inclusion-and-wellbeing-in-new-zealand/html>



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Libraries & recreation

Often considered only for their role in providing information, public libraries are also a shared community recreational service and asset. They provide not only spaces for relaxation, play and imagination; programmes that support learning and discovery; a flexible platform on which to extend formal learning; but they also provide access to reading material – enabling people to learn, develop fluency and literacy skills, support lifelong learning and to indulge their love of reading.

Recreational uses of HD Libraries range from casual and informal use; from social outings for those in care facilities to book groups; community talks and speaker events; major events; right through to hiring the library as a venue for after hours' birthday parties.

Libraries support their communities by providing spaces, services and programmes that enhance community wellbeing by promoting social connection; reducing social exclusion; supporting development of a broad range of literacies; promoting skills development and simply having fun – all of which also may relieve stress and promote relaxation and wellbeing. Because they provide free access, libraries also provide access to activities, services and resources to those who might not be able to otherwise access them because they lack the ability to pay. This is particularly an issue for those in fixed or low income households.

Many groups and organisations already use library spaces as well as library resources, programmes and services. Libraries are a recreational space that acknowledges the value of social connection for people of all ages, backgrounds and beliefs in developing more tolerant and caring communities.



SECTION C

Progress on the Libraries' Strategic Plan, 2016-2020

Implementing recommendations from the last *LSP* resulted in an immediate increase of 14 hours across the libraries network at no additional cost to Council. It also saw the removal of charges for use of public internet and wifi.

These changes led to a 14% increase in visitation, while internet use almost doubled. Wifi use increased by more than 18 times compared with the previous year. These initiatives extended the libraries' accessibility for the community, a key theme of the last *LSP*.

Other areas of focus included:

SPACES & BUILDINGS

HD Libraries have been refurbished periodically to update their look and feel; improving the flow into and through the building with new layouts; relocating service points and adding meeting spaces.



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COMMUNITY

The Libraries continue to enable and empower customers, evolving services with customer needs in mind and underpinned by a philosophy of enhancing appeal to diverse communities of interest. The Libraries are confident in experimenting with how to deliver these best and respond nimbly to changing needs and interests. Evidence of this is the development of inhouse summer holiday programmes for children and teens that are more tailored to local needs and which constantly evolve to meet changes in demand and trends. Another example is change to opening hours implemented from 2020 in response to patterns of use and customer preference for more late nights.

LEARNING & DISCOVERY

As appropriate to each person's need, customers are supported to be self-sufficient in their use of library services and technology, while staff are moving towards a role as curators rather than content creators. Programmes, particularly on the heels of the COVID pandemic include more self-driven activities that flex around busy lives rather than requiring physical attendance at a specific time and location to participate. Access to library-held information resources and technology remains free.

Technology offered includes a range of basic software, but balancing community expectations with the level of investment required is challenging. Some library services and content are available online 24/7 and this was boosted in 2020 as the country went into lockdown, with databases, ebooks and downloadable audiobooks both purchased and used more.



PROGRAMMES & OUTREACH

The link between low levels of literacy and social outcomes related to income, health, education through to crime has been well established. HD Libraries offer diverse programmes to support literacy and work with a range of community groups, agencies and government organisations (such as the Hawke's Bay Regional Prison) both on and offsite, but there is limitless opportunity to do more with additional resourcing.

Just as do other public libraries, significant resources have historically been directed towards supporting children and teens, but this is broadening. Furthermore, with an operating model based along functional lines as opposed to geography, these skills and expertise are utilised right across the network, not simply at a single site.

STAFF

A big focus of the last *LSP* was to foster greater skill diversity within HDL staff – a move away from branch-based roles and to support staff to collaborate more on programmes and services for customers. The previous model of staffing has been replaced with a model that emphasises the district-wide team, with all staff now working flexibly across all sites on a regular basis across hours of opening. This creates opportunities for job enrichment, but it also means that all staff have an appreciation for the different needs of each community, as well as an understanding of district-wide library service delivery.

A goal was to ensure greater diversity of staff in terms of better reflecting the communities served. Slow but steady progress has been made on this goal, although feedback from the stakeholder engagement indicates that more work is needed. As at late 2020 the Libraries have specialist resource targeted at older adults and Pasifika engagement, both noted as gaps in the previous *LSP*.

Confidence and competence with technology was a further goal and again, there have been some gains, but there is always more to work on.

SECTION D

What does the community say?

A cross section of community groups and individuals (both library users and nonusers) was engaged with in late 2019 to determine areas where library services are not currently delivering according to community expectations, as well as hear their ideas about their libraries of the future. Over 1500 individuals were engaged with using a variety of assessment methods from intercept surveys to self-completion consultation and focus groups. This means that some confidence can be placed on the views expressed.





Key areas to improve service delivery identified include:

1. SPACES

Several library spaces were described as looking tired and in need of a refresh. There were several comments about the lack of a culturally-appropriate welcome to spaces, especially about the number and location of toilet facilities at entrance points, particularly in Hastings. Council's library facilities were designed several decades ago and have been maintained to a basic level. Major asset maintenance may be delayed pending upgrade of projects involving adjacent facilities or assets, meaning that upgrades or replacements are often done well beyond their programmed timing. Examples are lighting, toilets, HVAC systems, exterior painting, etc – all of which contribute to customers' first impressions of the facility.

The Havelock North Library opened in 1980 and was refurbished in 2017, while the Flaxmere Library opened around 1987 and was refurbished in 2014. The Hastings War Memorial Library opened in 1959 and was extended in 1992 with the addition of two wings and a mezzanine floor. While changes and workarounds have been made, the fact remains that the building is over sixty years old. With the redevelopment of Civic Square, it is timely to consider the investment for future library service development **and** library space development rather than considering these in isolation from each other. The general approach has been to design services that fit within existing spaces but looking ahead, service needs should drive space design. The building now constrains the delivery of services, spaces and programmes that modern public libraries aspire to provide. With different types of use and demands on library spaces, building design needs to be flexible enough to respond to changing needs over time and different types of use.

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Significant feedback has been received relating to noise levels on library premises. Libraries have moved from being the exclusive domain of traditional use with expectations that libraries are places to research, read, reflect and similar quiet activities, to places that are filled with activity, excitement, energy and... noise. This reflects the changing use of libraries and is a significant proportion of general feedback each year. The facilities as they are currently do not provide well for different types of use or different types of users. The challenge is to provide services that meet the needs of users who have vastly different expectations of what libraries are and to accommodate their different needs in ageing facilities that are not easily adaptable. A development plan for current and future library development is needed.

Many comments related to wayfinding in the libraries – knowing where things were and where to queue were frequently-mentioned comments. There are clearly opportunities to improve the orientation and wayfinding experience, while considering signage in the context of navigation and logical co-location of elements.

11.1 Activity, noise and quiet spaces

- 1.1.1. Different and conflicting needs should be able to be accommodated through more flexible design. Many requests for separation of noisier activities from quieter activities were made
- 1.1.2. More meeting rooms were requested, which would go some way towards enabling the separation of different types of activities
- 1.1.3. The open mezzanine in the Hastings Library is challenging from a noise management and temperature control perspective. The low ceilings on both floors are unappealing and inhibit efficient temperature control

1.2 Technology layouts

- 1.2.1 The Hastings Library does not support flexible or easy use of technology – powerpoints can be hard to access (or non-existent) where people want to use devices. Cords can create tripping hazards
- 1.2.2 A large number of requests for computers to be separated out from each other in the Hastings Library were made

1.3 Foot traffic layouts

- 1.3.1 Building design inhibits to varying degrees the staff's ability to monitor customer needs, behaviours and safety, so layouts are generally planned to mitigate these needs
- 1.3.2 The customer desk at the Hastings Library was noted as inhibiting traffic flows through the building and creates confusion about where people should queue

1.4 Toilets

- 1.4.1 Toilets were noted frequently as being insufficient in number, smelly and in poor condition overall. Several noted the cultural inappropriateness of locating the public toilets at the entrance of the Hastings Library, the point at which people are welcomed to the building. Public toilets also significantly affect the air quality of adjacent staff offices at the Hastings Library, as well as for the numbers of people queueing to use them
- 1.4.2 The Havelock North Library toilets are not well designed for people with limited mobility or strength

1.5 Beverage facilities

- 1.5.1 The lack of drinking fountains and addition of a café was seen as a service that would enhance library services by many users. It would also provide a reason for many to visit who would not otherwise do so. A relaxed café culture enjoyed in a space with a pleasant outlook and with access to books, newspapers and social activity is modelled by many modern public libraries

1.6 Comfortable environment

- 1.6.1 Comfortable seating for all age groups and better connection with the outdoor environment, colour schemes and better incorporation of art and cultural elements were all frequently mentioned



2. COMPUTERS & TECHNOLOGY

Library computers and wifi are well used and have brought new user groups to the libraries in recent years, particularly as these services are now completely free. They are an important source of information, recreation and opportunity for many who would otherwise not have had this access, nor the ability to connect and engage online.

Overall, there seems to be a clear preference for smaller clusters of computers and a separation of types of use so that noisier activity can be separated from quieter use, a recurring theme consistent with what library users have signalled more generally elsewhere.

A lot of feedback was given about the Libraries' IT setup:

2.1. Location & privacy

- 2.1.1. Computers have historically been located adjacent to service points so that assistance can be offered conveniently. Interest was signalled in an arrangement of smaller clusters of computers with a specific focus
- 2.1.2. Some users are careful about securing their privacy, while others are less concerned. Smaller clusters of PCs may alleviate some users' privacy concerns

2.2. Queue management & demand

- 2.2.1. At peak times demand exceeds supply and queues form. This appears to have been less of a problem since reopening after the COVID lockdown, but will be monitored
- 2.2.2. Many computer users work collaboratively and the level of ambient noise increases quickly and creates a distraction for other computer users
- 2.2.3. Space can also become overwhelmed by user groups who may be clustered around a single PC, thereby encroaching on other users' space and privacy, which can be irritating and/or intimidating, particularly for older people

2.3. Time limits

Frequent comments made indicate that some types of computer use are viewed by some as being more important than other use and there is an expectation that the "higher value" use should be prioritised over activity deemed of lesser value. Equity of access is a key principle underpinning provision of library services in New Zealand and internationally:

"Libraries shall make materials, facilities and services equally accessible to all users. There shall be no discrimination due to race, creed, gender, age or for any other reason." (IFLA, 1999¹⁰).

- 2.3.1. Time limits on computer use was contentious for some, particularly those with fewer skills. Everyone has the same computer access regardless of activity. Sessions do time out and work can be lost, creating frustration and stress for the customer and staff
- 2.3.2. Comments have also been made about the possibility of users bringing their own device having access to unlimited wifi. This is currently being implemented across all sites and will alleviate pressure on desktop machines, as well as save library staff having to issue access codes



2.4. Technology versions

- 2.4.1. The lack of consistent desktop profiles and access to up to date software versions is problematic for customers and staff. To balance cost with demand, free online versions of software have been made available on desktop PCs and these versions usually have compatibility issues with latest software versions. The result is frustrating and stressful for users and also adds to the pressure already caused by time constraints
- 2.4.2. Council has signalled its policy direction is to support people who lack the means of improving their own lives and rollout of standard software versions is an easy way that Council can practically support the community. This issue will be partly addressed when latest versions of MS Office will be installed, with plans to migrate to an online enterprise model from the next LTP, when budget will be sought
- 2.4.3. A few comments were made about the lack of "interactive technology". By and large this seems to refer to touch screens, which may be easier for some customers.

¹⁰ International Federation of Library Associations. (1999). IFLA statement on libraries and intellectual freedom. Retrieved from: www.ifla.org

3. BEHAVIOURS & SAFETY

Around the world libraries are regarded as a safe space for everyone, regardless of circumstance. While libraries support community wellbeing and connectedness, this means accepting both the highlights and the not-so-highlights. Not all library users are aware of, or even respect the norms of social behaviour. As John Szabo, former Director of the Los Angeles Public Library wrote:

"The most beautiful thing about public libraries is that they're open and free to everyone [...] With that promise, there are unquestionably tough challenges that our library and public libraries across the nation face every day. Of course, they're not unique to libraries - they're big, complicated community-wide issues." (Orlean, 2018, p.244")

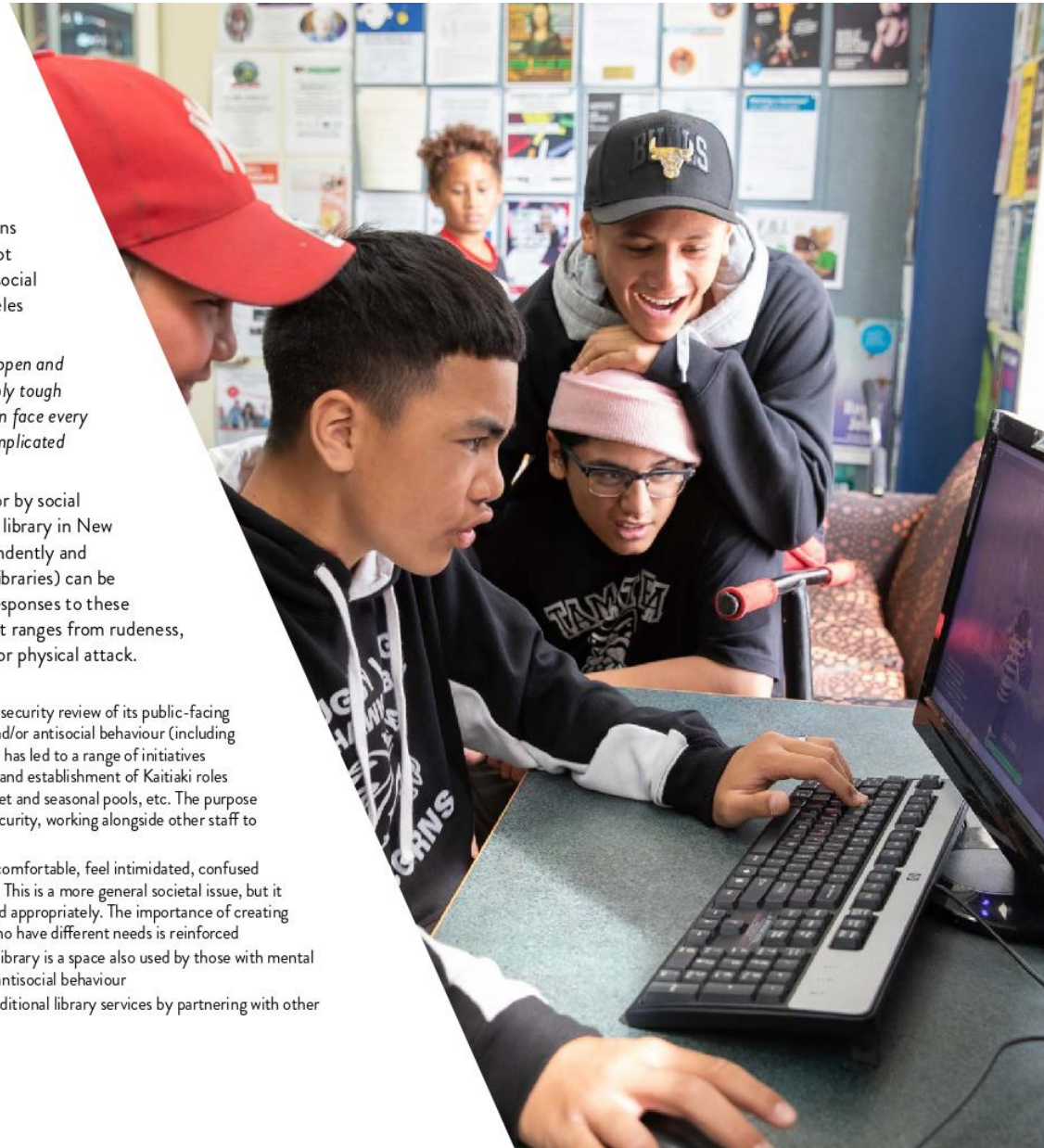
People affected by mental health issues, substance abuse, or by social vulnerability are part of the working reality for every public library in New Zealand. Many customers use services and facilities independently and successfully, but for some use of social services (including libraries) can be challenging, alienating, overwhelming or even fearsome. Responses to these feelings can manifest in a range of antisocial behaviours that ranges from rudeness, verbal aggression and abuse through to threats of violence or physical attack.

3.1. Safety

In response to increasingly antisocial behaviour, Council undertook a security review of its public-facing facilities in 2018, following a number of episodes involving assaults and/or antisocial behaviour (including an increase in gang-related activity) in or near Council premises. This has led to a range of initiatives including (but not limited to) upgrade of security equipment, CCTV and establishment of Kaitiaki roles across Council facilities from libraries to the Art Gallery, Splash Planet and seasonal pools, etc. The purpose of these roles is ambassadorial and monitoring rather than straight security, working alongside other staff to proactively manage situations.

- 3.1.1. Some members of the community indicated that they are not comfortable, feel intimidated, confused or are scared by some of the behaviours they see in the library. This is a more general societal issue, but it is important that both behaviours and expectations are managed appropriately. The importance of creating quieter spaces and creating some separation for library users who have different needs is reinforced
- 3.1.2. There is opportunity to create understanding of diversity - the library is a space also used by those with mental health issues or social vulnerabilities - while also not accepting antisocial behaviour
- 3.1.3. There are opportunities to support those with needs beyond traditional library services by partnering with other agencies which work in this space

¹⁹ Orlean, S. (2018). *The Library Book*. London: Atlantic Books.





4. ACCESS

Access is a key measure the community uses to evaluate library services, with hours of opening being a significant measure as well as ease of access to key services (such as computers or carparking). Post COVID the community voiced their dissatisfaction of reduced hours of opening as well as the reduction of service levels.

- 4.1. Library hours were strongly identified by many stakeholders as not meeting their expectations. Coming out of the last LSP, the Libraries adopted 6pm closure most weekdays. Use between 5-6pm was low and from late 2020 the Libraries are trialling different hours arrangements. Assessing the need for and cost of extended Sunday hours at the Hastings Library will be undertaken, as Sundays are a popular day for family groups and may align well with Hastings City Art Gallery hours, should these return to pre-COVID settings
- 4.2. Furniture and fittings also need to be mobile and multifunctional, especially for seniors.
As a significant library user group and an increasing demographic over time, seniors must be able to safely and comfortably enjoy library spaces using furniture designed with their needs in mind
- 4.3. Lack of carparking was also noted, particularly at some times of the day. It is unclear whether this relates to a specific library site but there are indications that more parking spaces for mobility card holders and new parents are wanted. Secure parking systems for other forms of transport such as bikes was also desired
- 4.4. In 2021 the Libraries will be converting to Radio Frequency Identification (RFID) as the means of managing use and development of the collections. This will enable opportunities for future growth (depending on budget) with kiosks enabling library collections to be available for checkout and checkin at remote locations



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5.COLLECTIONS &
CONTENT

Providing access to collections is a core function of libraries – historically this has been print books, magazines, newspapers and other hard copy media. The formats in which libraries provide access to informational and recreational content now varies from print, audiovisual formats such as CDs, DVDs and other playback media, to online, downloadable and streamed content and services.

5.1. Fines

A key piece of feedback indicated that fines are a cost barrier. Many people expressed a strong view that fines should be removed, particularly for children. This has formed part of the Libraries' LTP budget submission. A significant number of both large and small New Zealand public libraries no longer charge fines for children's material (including Napier) and an increasing number have removed fines altogether.

This marks a shift in understanding that library services contribute to social development and placing barriers is a disincentive in building social capacity and thereby supporting communities. It is also acknowledgement of the low return on investment – weighing up the cost of managing and recovering fines relative to the individual amounts involved, particularly when relatively small sums of money owing then become the reason for people not using library services at all.

Hastings District Council has a focus on addressing poverty, housing, employment, health and wellbeing issues, yet charging for overdue children's material may be considered out of date and incongruous with these goals.

5.2. Loan periods

Other comments made related to extending the loan period on material and increasing the number or accessibility of locations to which material can be returned.

Over time lending of the physical collections is slowly declining in line with international trends, but it remains to be seen what impact of the global pandemic has on this. Library usage generally increases during times of significant financial impact, as austerity measures by households drive up the use of free public services such as libraries. The impacts that a pandemic have on library use are still unfolding today however, as COVID level changes ebb and flow according to the wider public health landscape.

5.3. Streaming services & digital content

Streaming services are now becoming more widely used and thus far the Libraries have not subscribed to streamed content, yet neither have these services been requested. This raises the question whether streaming services are considered a private responsibility. It has been noted that use of audiovisual collections has decreased. CDs are no longer purchased and this collection has now been withdrawn due to declining use. DVDs are still purchased but use of this collection is declining over time and they will also be withdrawn in time.

Stakeholders noted that more ebooks and digital resources are desirable. Digital content has been consciously increased, which has resulted in a slight increase in use, although use of specific digital resources increased substantially during lockdown. Newspapers and magazines are noted as potential areas of the collection to develop. By and large digital use accounts for approximately 5% of total loans annually, but in 2020 this increased to almost 20% due to strong use of digital content during lockdown and constraints around lending of physical items.

5.3.1. Stakeholders noted that education on how to use digital content would be useful. All staff are expected to be able to assist the public with different platforms and content

5.3.2. Some stakeholders indicated that collections need "more of" across a number of specific collection areas. These are not always real gaps in the collection, but indicates that customers may not always find what they expect to and staff assistance maybe needed to explore alternative formats

5.3.3. In 2021/22 with external funding, staff will begin digitising local history material to ensure long term preservation of unique resources that tell stories of local people and places

6. STAFFING

Use of library book borrowing services remains a core service and is a key sustainability initiative – Council funded resources which are used and reused over a long period of time.

RFID will enable time savings for staff and customers, with less manual handling and more streamlined collection management processes, with staff being freed up to work with customers, outreach, programmes and collection promotion.

6.1. Staff diversity

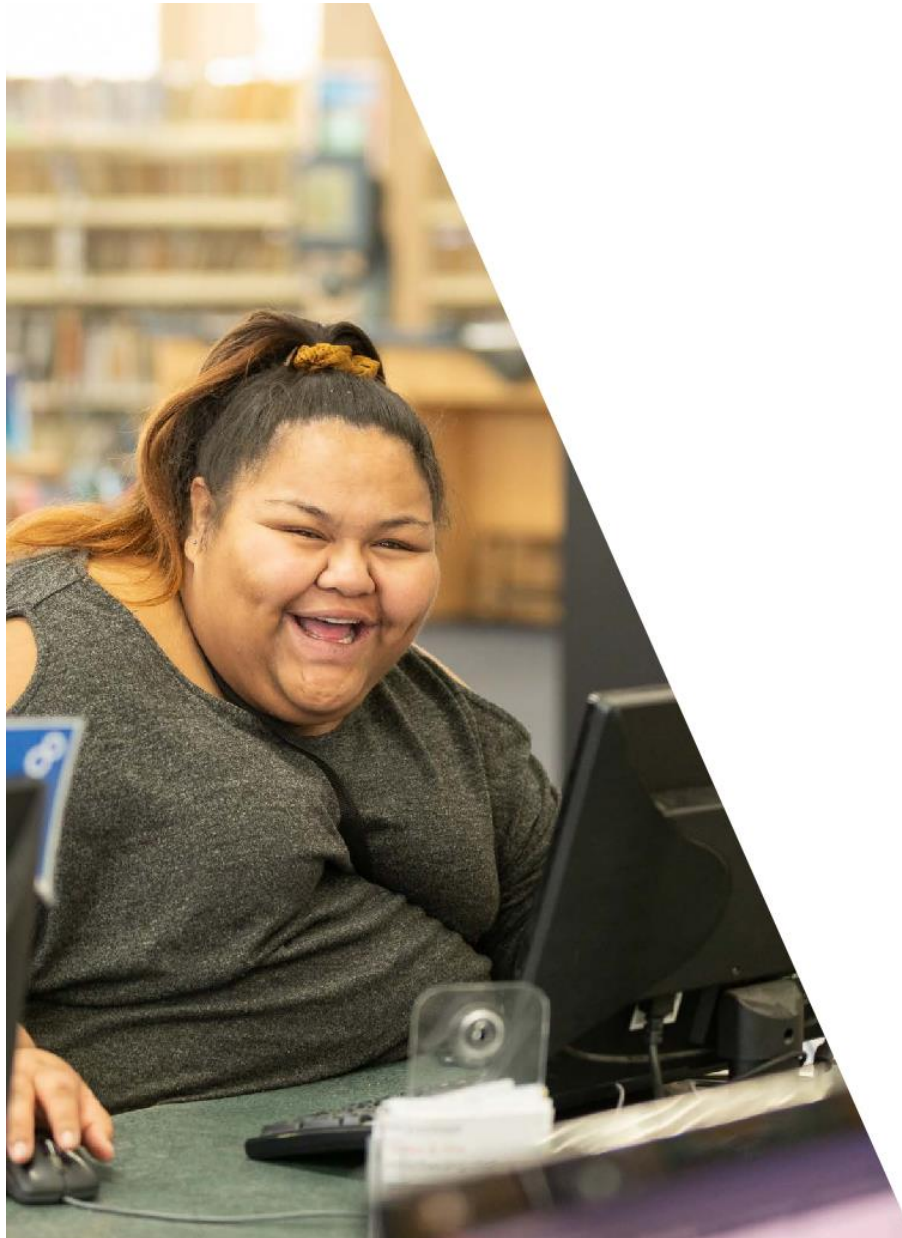
External funding available through the New Zealand Libraries Partnership Programme has enabled the appointment of a specialist to engage with Pasifika communities, which area has not previously been resourced and which remains a common feedback theme.

Library staff are also actively encouraged and supported to grow their awareness and knowledge of Te Reo and Te Ao Māori

6.2. General comments

Stakeholders were otherwise generally satisfied with the level of support and expertise available from staff





7. PROGRAMMES & OUTREACH

2020 marked a shift in the way programmes were delivered, with a global pandemic necessitating a move to more online delivery. This allows greater flexibility - participation at a time that works for each household - while also ensuring that sudden changes in COVID levels are proactively planned for. The mix of virtual programming and onsite activities and events will evolve according to needs and taking account of public health requirements.

The mixed model of programme delivery partly addresses the gap in programme provision for rural communities identified by some stakeholders. With a significant rural hinterland and a local economy based on horticulture and agricultural production it can be difficult to engage this sector and efforts have hitherto focused on engaging with rural schools, but opportunities exist, assuming that internet connectivity is adequate.

7.1. Suggested programme themes

- 7.1.1. Several responses suggested programme ideas, with Māori cultural programmes and activities being of keen interest. This will require greater focus on developing relationships with local iwi and hapū, with the libraries potentially being a venue for activities
- 7.1.2. Other areas of interest for programmes included genealogy/family history, always an area of interest and with plenty of library resources to supplement research, not to mention the range of community groups that may have an interest, there are plenty of collaborative opportunities
- 7.1.3. Further investigation is needed into the needs of rural communities to assess what their needs are and how library services can best meet these
- 7.1.4. Technology classes were also requested and partnership opportunities with providers should be explored. The Libraries have run tech classes in the past but discontinued these due to low demand, opting instead to deliver assistance at point of need
- 7.1.5. Tweens & teens programming was also suggested as an area for development. After children's programming, activities and events for young adults has the most significant investment. This age group can be difficult to engage, but it indicates that there is an ongoing level of interest
- 7.1.6. A desire for "more talks" was also expressed, thus highlighting a later point about the need for "more publicity about what's going on". Many of the talks delivered each month are actually hosted and organised by external parties and the Libraries may be the venue and although as much publicity as can reasonably be provided is offered, the responsibility for publicity lies elsewhere

SECTION E

Desired outcomes

Library services contribute to Council's community priority areas of focus as part of its Great Communities Strategy¹²:

1. **Communities are safe, vibrant and resilient**
2. **Smart innovation connects citizens and services**
3. **There are great spaces for people**
4. **Civic pride, cultural diversity and relationships are strong**
5. **There are pathways for youth**

This Strategy provides a contextual framework for library services. It also points to areas for improvement in the delivery of library services.

¹² Hastings District Council. (2021). Great Communities Strategy [Draft].

In summary, library services, facilities and programmes should be:

Accessible, safe and inclusive

- Uphold Te Tiriti o Waitangi and te reo and tikanga Māori
- Flexible, fit for multiple purposes and responsive to community needs
- Welcoming and safe, easy to navigate
- Delivers beyond the physical space and into the community 24/7 as much as possible and in partnership with others

Responsive and reflective

- Agile, collaborative and responsive, delivering across multiple channels to multiple audiences
- Celebrating, reflecting and delivering to the diversity within our communities
- Anticipating and responding to changing community needs

Connected, collaborative and innovative

- Enables connection through technology solutions
- Working with a wide range of partner organisations to deliver library services – government, NGOs and nonprofits, iwi and mana whenua, community groups, etc
- Working within the library sector

Inspiring and exciting

- Opportunities to play, be curious, experiment, create and have fun
- Opportunities to connect with others
- Resources to support shared and individual learning and discovery

Specific actions have been identified and documented in the accompanying Action Plan to support the *Libraries' Strategic Plan, 2021-2026*.

Planning for the long term future of Hastings District's library services needs to be considered against the context of community expectations, investment opportunities, future developments in the sector and related Council projects and upgrades to ensure that Hastings District residents have access to a modern and exciting library service that is fit for purpose for years to come.

SECTION F

Libraries' Strategic Plan 2021-2026: Action Plan

The Action Plan has been developed from needs identified in stakeholder engagement undertaken both as part of the Strategic Plan review and also more recently as part of engagement work undertaken with various communities within the wider Pasifika community.

The vast majority of the feedback related to library spaces and physical facilities – indicating that library spaces need more than programmed maintenance and asset replacement to be fit for purpose. While physical facilities are not the focus of library services, they do influence what and how services and programmes can be delivered, which in turn influences how people feel about these.

What is lacking is a coordinated overarching conceptual plan that connects long term service development with space needs, internal activity with external environment and current with future needs to deliver the outcomes the community expects. A development plan for library service delivery is needed to ensure future investment decisions are based on a wider understanding of needs and will enable the right outcomes to be delivered for the community.

Based on community engagement as part of its Libraries' Strategic Plan development, a number of outcomes that determine delivery of library services, facilities and programmes have been identified. These are listed below within the wider context of Council outcomes, notably the *Great Communities Strategy*.

Great Communities Strategy outcomes (GCS)	Library services, facilities & programmes outcomes (LSP)
Communities are safe, vibrant and resilient	Accessible, safe & inclusive
Smart innovation connects citizens and services	Responsive & reflective
There are great spaces for people	Connected, collaborative & innovative
Civic pride, cultural diversity and relationships are strong	Inspiring & exciting
There are pathways for youth	

IDENTIFIED NEED	ACTION	TIME	RESPONSIBILITY	DESIRED OUTCOME/S DELIVERED	NOTES
STAFFING					
Community diversity to be reflected in staffing	Recruit greater diversity – eg. age, gender, culture, etc	Ongoing	Libraries	Accessible, safe & inclusive (LSP) Responsive & reflective (LSP)	
Staff proficient with range of technology	Ongoing training to develop confidence & competence	Ongoing	Libraries, Asset Management	Civic pride, cultural diversity & strong relationships (GCS)	
SPACES					
No roadmap of future space development and needs	Develop development plan for future library space development	YR1-2	Libraries, Asset Management	Accessible, safe & inclusive (LSP) Great spaces for people (GCS)	
Spaces do not accommodate different types of library use eg. noisy vs quiet use, communal vs private spaces	Design for flexible spaces that take account of different types of use	YR4			
Spaces look tired and in need of refresh, colour palette is bland	Deliver programmed upgrades according to development plan Modernise colour palette	YR5			
Entry spaces lack culturally appropriate welcome	Upgrade entry spaces incorporating Council's design principles Ensure staff are visible on entry to all sites	YR5		Accessible, safe & inclusive (LSP) Responsive & reflective (LSP) Great spaces for people (GCS)	
Toilets are in poor condition and smelly	Undertake significant upgrade of toilet facilities	YR5		Accessible, safe & inclusive (LSP) Great spaces for people (GCS)	
Not enough toilets for the size of the building	Review number of toilets required for building size/ visitor numbers and upgrade	YR4			
Toilets should not be at the entry (welcome) point	Upgrade entry spaces incorporating Council's design principles	YR2-5			
Insufficient or inaccessible safe power points for public use	Provide more power points in locations where safe and accessible, safe for public use	YR5			

IDENTIFIED NEED	ACTION	TIME	RESPONSIBILITY	DESIRED OUTCOME/S DELIVERED	NOTES
SPACES (CONT)					
Building design inhibits easy monitoring of use, needs, behaviours and safety around the building	Develop development plan for future space development noting layout improvements Lower stacks Increase CCTV coverage inside buildings Increase mobile surveillance by staff	YR1-2	Libraries Asset Management	Accessible, safe & inclusive (LSP) Great spaces for people (GCS) Safe, vibrant & resilient communities (GCS)	
Service desk too big and inhibits traffic flows	Decrease desk size Relocate	YR3			
Confusion about where to queue	Signage Smaller desk to reduce ambiguity	YR3		Accessible, safe & inclusive (LSP) Great spaces for people (GCS)	
Difficult for people with limited mobility/strength to access toilets at Havelock North Library	Review design in relation to Building Code and modify to enhance accessibility	YR3			
Lack of drinking water facilities for users	Install drinking water fountains at each facility	YR4			
Seating options not appropriate for everyone (especially older adults)	Review furniture needs and programme appropriate replacements for each site as short term measure Longer term options include development of an Older Adults' space in the Hastings Library	YR2-3	Libraries	Accessible, safe & inclusive (LSP) Responsive & reflective (LSP) Great spaces for people (GCS)	Will be thoroughly reviewed at Hastings Library as part of the development of a specific Older Adults' space, tentatively programmed for 22/23FY as part of Civic Square redevelopment
Poor connection with outdoor environment	Review provision for indoor/outdoor connection in line with Council's design principles and development plan for future library development	YR4	Libraries Asset Management	Accessible, safe & inclusive (LSP) Inspiring & exciting (LSP) Great spaces for people (GCS) Civic pride, cultural diversity & strong relationships (GCS)	
Lack of art and cultural elements in building	Review provision for arts/cultural elements in line with Council's design principles and development plan for future library development	YR4			

IDENTIFIED NEED	ACTION	TIME	RESPONSIBILITY	DESIRED OUTCOME/S DELIVERED	NOTES
COMPUTERS & TECHNOLOGY					
Different types of computer use lead to tension and overcrowding	Separate computers out into smaller clusters around the building to accommodate different types of use	YR1-2	Libraries IMBT	Connected, collaborative & innovative (LSP) Accessible, safe & inclusive (LSP) Great spaces for people (GCS)	Size of groups and noise level
Location of and privacy at computers	Smaller clusters of computers around the building	YR1-2			Libraries are public spaces so privacy is not assured Security (of personal details/ data) may be an unrecognised issue
Lack of charging stations around the libraries	Provide more power points in locations where safe and accessible, safe for public use	YR5	Libraries Asset Management	Connected, collaborative & innovative (LSP) Great spaces for people (GCS) Smart innovation connects citizens & services (GCS)	
Unlimited free wifi access is available in all libraries	Migrate all three sites on to Council's public wifi networks	Early 2021	IMBT		COMPLETE
Restricted public wifi for people who BYOD	Merge library wifi with Council's unlimited public wifi at all sites	Early 2021			To be rolled out in early 2021
Inconsistent desktop profiles on public PCs with out of date software	Standardise desktop profiles Replace freeware with standard MS Office suite	Mid 2021			To be rolled out in early 2021 Budget for Enterprise version to be sought in 2024/25 LTP bid

IDENTIFIED NEED	ACTION	TIME	RESPONSIBILITY	DESIRED OUTCOME/S DELIVERED	NOTES
BEHAVIOURS & SAFETY					
Some customers do not feel safe in the libraries	Implement recommendations of 2018 Security Review, including (but not limited to): <ul style="list-style-type: none"> • Kaitiaki • Staff training • CCTV • Creation of safe spaces • Personal & fixed alarms • Access controls • Relationship with Police & agencies • Policy/legislative levers (eg. enforcement of the Gang Insignia Act) 	From 2021	Security Libraries	Accessible, safe & inclusive (LSP) Great spaces for people (GSC) Safe, vibrant & resilient communities (GSC)	Ongoing engagement with community about different public library uses and users is needed to ensure realistic expectations Security Review implementation of recommendations: Flaxmere Library – COMPLETE Havelock North Library NOT COMPLETE Hastings Library NOT COMPLETE
Some customers find the libraries too noisy/busy	Plan and separate smaller activity areas around the building to accommodate different types of use	Trial YR1-2 Plan YR4	Libraries IMBT	Accessible, safe & inclusive (LSP) Great spaces for people (GSC)	

IDENTIFIED NEED	ACTION	TIME	RESPONSIBILITY	DESIRED OUTCOME/S DELIVERED	NOTES
ACCESS					
Library hours do not meet user needs	Restoration of pre-COVID hours prioritised Review hours to include more weekday late nights Review possible extension of Sunday hours	YR1	Libraries	Accessible, safe & inclusive (LSP) Great spaces for people (GSC)	
Not enough carparking at some times of the day (especially mobility and new parent parks)	Undertake review of parking needs at each site Include in development plan for future library space development	YR1-2 for plan YR5 for delivery	Planning & Regulatory		
Secure parking systems for bikes and scooters					
Fines are a barrier to library use	Removal of fines on children's materials Removal of fines on all other materials	YR1 (Children) YR4 (Adults)	Libraries	Accessible, safe & inclusive (LSP) Pathways for youth (GCS)	
Greater convenience when returning books	Implement RFID self returns Increase number of locations to which material can be returned – implement RFID remote kiosks	Mid 2021 YR3-5		Accessible, safe & inclusive (LSP) Smart innovation connects citizens & services (GCS)	

IDENTIFIED NEED	ACTION	TIME	RESPONSIBILITY	DESIRED OUTCOME/S DELIVERED	NOTES
COLLECTIONS & CONTENT					
More digital and streamed content	Trial streaming services	YR2		Inspiring & exciting (LSP) Connected, collaborative & innovative (LSP) Responsive & reflective (LSP) Accessible & inclusive Smart innovation connects citizens & services (GCS)	
Customers do not know how to access digital content	Make it easier for customers to access digital content – eg. classes, online videos, one on one tutorials, library download capability	From YR1		Inspiring & exciting (LSP) Responsive & reflective (LSP) Smart innovation connects citizens & services (GCS)	
More Pasifika & Māori resources	Increase purchasing of Pasifika and Māori resources	From YR1		Accessible & inclusive (LSP) Responsive & reflective (LSP)	
Access to vulnerable and unique local history resources	Employ staff with external funding to digitise local history material			Civic pride, cultural diversity & strong relationships (GCS)	
PROGRAMMES & OUTREACH					
More culturally diverse activities/programmes	Investigate collaboration opportunities with other agencies or partners Investigate funding opportunities to assist eg. Ethnic Communities Digital Inclusion Fund Deliver onsite/offsite/online in partnership with others	From YR1	Libraries Partners	Accessible & inclusive (LSP) Responsive & reflective (LSP) Civic pride, cultural diversity & strong relationships (GCS)	
More genealogy & family & local history programmes					
Need technology classes					
Do we understand rural needs and are we meeting these?	Investigate rural opportunities Deliver onsite/offsite/online as appropriate	From YR2			

The blue shaded items relate specifically to the Hastings Library



