
Thursday, 24 February 2022

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council

Council Meeting

Kaupapataka

Open Attachments

Te Rā Hui:
Meeting date: **Thursday, 24 February 2022**

Te Wā:
Time: **1.00pm**

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

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TE KAUNIHĒRA Ā-ROHE O HERETAUNGA

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Proposed Amendments to Raureka Parks Reserves Management Plan

That the Raureka Parks Reserves Management Plan be amended by deleting text shown as struck out; and adding text shown in red italics.

1.0 Introduction & Background

Status of the Plan (page 3)

All of the Raureka Parks Neither Ebbett Park, St. Leonards Park, nor Whenua Takoha Reserve are currently legal 'reserves' ~~are vested and~~ held subject to the provisions of the Reserves Act 1977, rather they are *and* administered by Council as 'parks' under the Local Government Act 2002. ~~The District Wide Reserve Management Plan, however, includes those parks/reserves not vested or classified as reserves in its policies and objectives, so all reserves, vested or not, are given the same due processes within Council.~~

Whenua Takoha Reserve is classified as Recreation Reserve under the Reserves Act 1977; St. Leonards Park and Ebbett Park are both classified as Local Purpose Reserves. The Raureka Parks Reserves Management Plan was prepared in accordance with Section 41 of the Reserves Act 1977.

Legislation (page 4)

Reserves Act 1977

Not all parks and reserves within the Hastings District are vested, however; Council treats all of its parks as though vested. Therefore, it is the intention of this Plan that the lands occupied by *All of* the Raureka Parks be *are* vested and classified under *and subject to* the *provisions of the* Reserves Act 1977. This Management Plan will therefore incorporate and ensure compliance with the purpose of the Reserves Act 1977 and public consultation requirements.

About the Raureka Parks (page 7)

Park	Land Status	Reserves Act Class
Ebbett Park	No Legal Reserve Status <i>Held Subject to Reserves Act 1977</i>	N/A <i>Local Purpose Reserve</i>
St. Leonards Park	No Legal Reserve Status <i>Held Subject to Reserves Act 1977</i>	N/A <i>Local Purpose Reserve</i>
Whenua Takoha Reserve	No Legal Reserve Status <i>Held Subject to Reserves Act 1977</i>	N/A <i>Recreation Reserve</i>

2.2 Buildings and Structures (pages 30 - 31)

The primary purpose of the Raureka Parks is for the provision of *community facilities*, recreation and leisure with St. Leonards Park having a focus on organised sport *and community facilities*. Buildings and structures that facilitate the enjoyment and full utilisation of the park for such recreation, *or consistent with the purposes for which each park is classified*, are permitted and encouraged.

The construction of new buildings or use of existing buildings that have no direct relationship with the sport and recreation, *or local purpose of the park*, will not be supported.

Objectives

- 2.2.1 To allow for the provision of appropriately located buildings and structures on the Raureka Parks where they are ~~necessary for the use and enjoyment of the parks and~~ *consistent with purposes for which the relevant land is classified under the Reserves Act 1977 and* do not detrimentally affect their amenity or *use of the reserves*.

Policies

- 2.2.4 Assess proposals for the construction of new buildings or structures against the following criteria in addition to those rules and standards in the District Plan:

- (a) Any new building or structure is needed to facilitate public enjoyment of the Raureka Parks;
or is consistent with the purposes for which the Park is classified under the Reserves Act 1977
- (b) It positively responds to and enhances the amenity of the Raureka Parks
- (c) It is in scale and suited to the character of the area

2.2.9 Permit the construction of a purpose built playcentre facility at St. Leonards Park, adjacent to the playground, subject to the proposal meeting the provisions of this Reserve Management Plan, and obtaining any consent necessary under the Operative Hastings District Plan.

5.3 Leases, Licences & Permits (page 41)

Objectives

- 5.3.1 To control the use of the Raureka Parks facilities by granting leases, licences and permits only where the use is associated with their sport and recreation purposes *or consistent with the purposes for which the Park is classified under the Reserves Act 1977*, and will not detract from their use or amenity.
- 5.3.3 Require all groups, clubs or organisations requesting to have the exclusive use of any of the land and/or buildings on the Raureka Parks to obtain Council approval. Such approval is at the discretion of Council *and shall be consistent with the purposes for which the Park is classified under the Reserves Act 1977.*
- 5.3.6 Support an application to lease part of St. Leonards Park to build a purpose built playcentre facility, adjacent to the playground, with access off Southampton Street without a requirement for public notification as would otherwise be required under Policy 5.3.7 of the District Wide Reserve Management Plan. If resource consent is required for the facility, whether notification is required shall be assessed in accordance with the Resource Management Act 1991.*

5.6 Title & Reserve Classification (page 42)

The Reserves Act 1977 requires all reserves to be classified to reflect the nature of the activities occupying them.

~~None~~ *All* of the Raureka Parks are vested as reserves *subject to the provisions of the Reserves Act 1977*. ~~It is the intention to vest all of~~ Whenua Takoha Reserve *is vested and classified* as a Recreation Reserve and renamed ~~it~~ Whenua Takoha Park as this small community space provides a range of recreation opportunities to the local area.

St. Leonards Park ~~should be~~ *is* vested *and classified as a Local Purpose Reserve* given its sportsgrounds are a key element to the sport offerings in the Hastings District, *as well as the presence of existing buildings used by community groups.*

~~Council will vest all of~~ Ebbett Park *is vested and classified as a Local Purpose Reserve* under the Reserves Act 1977 to recognise the intent of the Deed of Trust 1927 and generous gift of land from Eliza Maud Ebbett and George Ebbett to the Borough of Hastings, *and to reflect the recreation and community purpose and use of the land.*

Policy

- 5.6.2 ~~Declare the~~ *Manage the* Raureka Parks: Whenua Takoha, St. Leonards Park, and Ebbett Park ~~as Reserves under the Reserves Act 1977~~ *in accordance with their classification and the provisions of the Reserves Act 1977.*

Appendix 2 (pages 52 - 53)

Amend Concept Landscape Plan: St. Leonards Park.



RAUREKA PARKS

RESERVE MANAGEMENT PLAN

FEBRUARY 2019

FEBRUARY 2019

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PART 1

INTRODUCTION & BACKGROUND

Introduction & Purpose

This document is a Management Plan for the parks and reserves within the Raureka area of Hastings City: Ebbett Park, St. Leonards Park, and Whenua Takoha Reserve (the Raureka Parks). Hereafter, this document is referred to as the Plan. The Plan contains objectives and policies for the future management, protection and development of these reserves, and has been developed with park users and stakeholder groups. It provides Council with a clear framework for the day-to-day management and decision making for these reserves over the next ten years. In addition, it will provide a basis for assigning priorities in works programming and budgeting through the identification of a Concept Plan and Action Plan. The process aims to ensure that management is based on sound principles and that, through consultation, the aspirations and requests of the public have been clearly identified and addressed.

Ebbett Park is a 3.4ha community park. It is situated just north of the Hawke’s Bay Racecourse. St. Leonards Park, a sport and recreation park of 4.9 ha, is situated on the edge of the commercial area of Stortford Lodge (West Hastings City). Whenua Takoha Reserve, is one of Hastings newer community parks and was built on a 0.16ha (1600m²) site on the north corner of Cobham Street and Cobham Place. As part of the development of this plan, Council agreed to rename the park to Whenua Takoha Park. Hereafter, this document will refer to it as Whenua Takoha Park.

Status of the Plan

Overall ownership, management and administration of these parks is the responsibility of the Hastings District Council (Council).
All of the Raureka Parks Neither Ebbett Park, St. Leonards Park, nor Whenua Takoha Reserve are currently legal ‘reserves’ *are vested and held* subject to the provisions of the Reserves Act 1977, rather they are *and* administered by Council as ‘parks’ under the Local Government Act 2002. The District Wide Reserve Management Plan, however, includes those parks/reserves not vested or classified as reserves in its policies and objectives, so all reserves, vested or not, are given the same due processes within Council.
Whenua Takoha Reserve is classified as Recreation Reserve under the Reserves Act 1977; St. Leonards Park and Ebbett Park are both classified as Local Purpose Reserves. The Raureka Parks Reserves Management Plan was prepared in accordance with Section 41 of the Reserves Act 1977.

Strategic Context

The Plan is informed and supported by legislation, planning documents and associated policies.

LEGISLATION

Local Government Act 2002

The Local Government Act 2002 empowers councils to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost-effective for households and businesses.

Reserves Act 1977

As an administering body, the Hastings District Council (Council) has the responsibility of preparing policy for the management of reserves that it controls. ‘Reserve Management Plans’ are required under the Reserves Act 1977 for all vested reserves to outline the general intentions for their use, development, maintenance, protection and preservation. Not all parks and reserves within the Hastings District are vested; however, Council treats all of its parks as though vested. Therefore, it is the intention of this Plan that the lands occupied by *All of the Raureka Parks be are* vested and classified under *and subject to the provisions of the Reserves Act 1977*. This Management Plan will therefore incorporate and ensure compliance with the purpose of the Reserves Act 1977 and public consultation requirements.

The Reserves Act requires that Reserve Management Plans be prepared in order that Council can outline its intentions for the use, enjoyment, maintenance, protection and preservation of reserve. The aim of the legislation is to ensure that reserve management and development is based on sound principles, and that there are adequate controls for the purpose of the reserve. Section 41 of the Act sets out the purpose and procedure for preparing a Reserve Management Plan:

‘The Management Plan shall provide for and ensure the use, enjoyment, maintenance, protection and preservation, as the case may require, and, to the extent that the administering body’s resources permit, the development, as appropriate, of the Reserve for which it was classified...’

This Management Plan has been prepared under the provisions of this Act.

Resource Management Act 1991

The role of Council under the Resource Management Act 1991 is to promote sustainable management of resources. This affects the way people can behave and controls the effects they can have on other people and the environment.

As an administering body of a reserve, under the Reserves Act, Council is concerned with acting on behalf of the beneficiaries of the reserve (the public) and must act in the best interests of them.

COUNCIL PLANS AND POLICIES

The Plan is also informed by, and aligns to, Council’s current plans and policies, including the following:

Hastings Operative District Plan

Council is required to prepare a District Plan under the Resource Management Act 1991 to promote the sustainable management of natural and physical resources. The Proposed Hastings District Plan as amended by decisions on submissions had legal effect from September 2015. Section 13.1 identifies all parks and reserves within the District (whether vested or not under the Reserves Act) within a new ‘Open Space Zone’. The purpose of this zone is to ensure that the effects of activities, established on public open spaces, on adjoining activities, are mitigated, while enabling the reserve to meet the needs of the community. Within the Open Space Zone, there are seven open space categories, which reflect the primary characteristics and functions of each open space. These categories are consistent with those in the amended Reserves Strategy 2006 and are as follows: (1) Sport and Recreation; (2) Community; (3) Public Gardens; (4) Open Space; (5) Cultural Heritage; (6) Civic Space; and (7) Linkages. The Raureka Parks have the following categories under the District Plan:

Table 1

PARK/ RESERVE	CATEGORY	DISTRICT PLAN OPEN SPACE ID	RESERVES STRATEGY ID
EBBETT PARK	Community	OS2-08	C08
ST. LEONARDS PARK	Sport and Recreation	OS1-14	SR14
WHENUA TAKOHA PARK	Lot 1 DP 10127	OS2-43	C43

Permitted and Controlled activities within the two categories represented by Raureka Parks are found in Appendix 4.

Long Term Plan (LTP)

A key function of the Local Government Act 2002 is to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for the community. The Act specifically provides for ‘libraries, museums, reserves, recreational facilities and other community infrastructures’ as core services. These services are required to be ‘efficient; effective; and appropriate to present and anticipated future circumstances’. The LTP is Council’s method for outlining the activities and services it is planning to provide over the coming ten years. It states the vision for the district, the community outcomes, the service and activities Council is planning to undertake to contribute to those outcomes, and the likely costs of Council providing those services and activities over the next ten years.

The LTP is reviewed every three years. The current LTP has just been approved for the 2018-2028 period. The provision, management and development of reserves and open spaces is an essential component of ensuring the safety and health of our people and the environment, along with making our communities where people want to live, as identified in the LTP. The specific outcome is ‘safe, healthy and liveable communities’, through the ‘provision of a range of accessible social, cultural and recreational activity’.

This is achieved by the provision of:

- places and spaces for recreation; and
- fostering recreation participation.

Annual Plan

Associated with the LTP, Activity Plans provide business plans for each area of Council, including service levels and asset management information. The Annual Plan is produced each year and sets out the services and activities the Council will deliver, what it will cost, and how it will be paid for.

District Wide Reserve Management Plan 2009

The District Wide Reserve Management Plan identifies objectives and policies which apply to all reserves throughout the District, including those not vested or classified as reserves under the Reserves Act. This will ensure consistency, transparency and enable greater community awareness of Council’s intentions on all reserves throughout the District. The Policies and Objectives contained within the District Wide Reserve Management Plan will apply to the Raureka Parks where relevant. The Policies and Objectives contained within the District Wide Reserve Management Plan will apply to Raureka Parks where relevant.

Reserves Strategy 2006

The Council Reserves Strategy identifies the importance of green space in the District, and identifies existing provision and deficit areas, types of reserves as well as guiding principles and goals to address future demand, challenges and use of open space in the District. The purpose of the Strategy is to set the direction for provision of an open space network that will meet the District’s needs for the following ten years, taking into consideration existing Council provision and levels of service. The 2006 Strategy is currently under review, and for consistency with the District Plan and NZ Recreation Association Park Categories classifies each of the District’s 181 reserves into seven categories as mentioned under the District Plan. Two categories have a further two sub-categories. The categories are as follows: (1) Sport and Recreation; (2) Community; (3) Public Gardens; (4) Open Space (with sub-categories of Maintained and Natural); (5) Linkages (with sub-categories of Urban and Ecological); (6) Cultural Heritage; and (7) Civic Space. The Raureka Parks reserve categories are listed beside those of the District Plan in Table 1.

Play Strategy 2004 and 2008 Review

The initial ‘Hastings: Coming out to play’ set out to provide clear direction and guidance for the provision of play in public spaces and to focus on planning, partnership, and promotion rather than solely on asset replacement strategy. The 2008 document furthers the breadth of play planning in our public parks, provides guidelines for the “7p’s” and utilises a play value assessment to help inform playground performance and provision. It also established an activity plan for both renewing and establishing new playspaces. Its activity plan is reviewed annually especially for renewals and provides a level of service hierarchy of playspaces: Premier, Key Urban, and Local with key objectives that should be addressed through each category.

Landmarks Development Plan 2011

The purpose of the Landmarks Development Plan is to promote the District’s image, identity and sense of place and to foster civic pride. The visual character of a place contributes to the physical environment and influences the performance of economic activities within that place. It is part of the Landmarks philosophy that the overall distribution and quality of open spaces contributes significantly to visual amenity, image and civic amenity. A well-developed open space network integrates town and country with a key outcome of connectivity.



About the Raureka Parks

Ebbett Park is a 3.4ha community park. It is situated just north of the Hawke’s Bay Racecourse. It is almost entirely bordered by residential housing with four road front entrances: the main entrance on Gordon Road, a service entrance on Southland Road, and two access points on Oliphant Road. It is not known widely, but those that visit the park know it for its mature trees and open spaces. It has a small playground and is a favourite local dog walking space. GirlGuiding NZ have a building in the central section and the old tennis clubrooms and courts at the northwest end is utilised by Raureka Community Trust with tennis activity supported by members of the former Westend Tennis Club.

St. Leonards Park, a sport and recreation park of 4.9 ha, is situated on the edge of the commercial area of Stortford Lodge (West Hastings City). Its sportsfields and a small

playground neighbour the Hastings saleyards and is bordered by Southampton Street and Francis Hicks Avenue. Two buildings at the northwest entrance off of Francis Hicks are home to the Western Rangers Football Club and the Hawke’s Bay Woodturners Guild.

Whenua Takoha Park, is one of Hastings newer parks and was built on a site previously owned by Housing New Zealand. This 0.16ha (1600m²) local community park is situated in a corner lot and provides a playground and a small green meeting and playspace for those living nearby.



PARK	LAND PARCEL	CERT OF TITLE	LAND STATUS	RESERVES ACT CLASS	AREA (HA)
EBBETT PARK 3.4 HA	Lot 6 DP 4778	HB154/93	No Legal Reserve Status	N/A Local Purpose Reserve	.0812
	Lot 7 DP 4778		Held Subject to Reserves Act 1977		2.5559
	Lot 9 DP 7352				.7276
ST. LEONARDS PARK 4.9HA	Lot 1 DP 16239	HBH4/1204	No Legal Reserve Status Held Subject to Reserves Act 1977	N/A Local Purpose Reserve	.2826
	Lot 7 DP 20671	HBL2/1264			.1964
	Lot 9 DP 20671	HBL2/1268 PROC 102442			4.2562
	Pt Heretaunga Block (SO 2568)				.1396
WHENUA TAKOHA PARK 0.16HA	Lot 1 DP 10127	K1/1163	No Legal Reserve Status Held Subject to Reserves Act 1977	N/A Local Purpose Reserve	.1553

History of Raureka Parks

History of the Area

The area that today includes the Raureka Parks is bounded by Maraekākaho Road on the north end, Wall Road on the south end which is also the west city boundary in this area, Southland Road on the south end and Southampton Street on the east side.

Geographically the area is low lying with rivers, streams, and lagoons. The rivers have changed course over the millennia with earthquakes and flooding. The most recent flood of 1867 changed the course of the Ngāruroro which once flowed from mountain to sea on a route south of Raureka and its path has since been north of this area.

The area has been peopled since the 9th century A.D. with most settlements found on the foothills around this low lying swamp-like area. They hunted moa in the forests, but also caught eels and gathered plant products such as raupo and flax from the low lying areas. This site and situation between sea and mountains provided lots of food and resources and many migrating peoples spent time in the area.

Ngāti Awa, Rangitane, and Ngai Tara had lived in the area at different times. Around 1500 A.D. Taraia of Ngāti Kahungunu arrived and displaced the dominance of other Māori in the area. This large area (80,000 plus acres) was known as the Heretaunga Plains. Most people tended to settle on adjacent hills with their crops and the low-lying area was mainly a source for foraging food and plant materials. Now descendants of Ngāti Kahungunu and Rangitane hold the mana whenua.

Hawke’s Bay was made a provincial government in 1858, but despite early European settlement, Hastings was one of the last settlements to occur. This was mainly because the land was swampy and horses and carts could easily get bogged down.

The Heretaunga block of which the current day Hastings sits was comprised of 17,000 acres which was broadly bounded by the old and the new Ngāruroro River. The 1862 Native Lands Act allowed settlers to lease land on the edge of the plains, but the majority of the land remained in Māori hands. The slow settlement was also partly due to Tanner and the 12 apostles which had acquired the majority of the land beginning in 1864 and legitimised in 1867 by the Crown court with a lease for 21 years. Slowly the land was then purchased by the these men and there was little for the small landholder to come by. Much of the swamp lands were drained to make favourable agricultural land. The plan of original subdivision of Hastings Township laid out for sale by auction was in 1873 and the provincial government was abolished three years later.

The Government purchased 427 acres in 1894 at Raureka to lease for dairy farming. Fruit growing and mixed farming also filled the area. As Hastings grew in trade and industry so did the subdivision of the land. It was also around this time that the Stortford Lodge Saleyards were developed (1903) by the Auctioneers Association. There were and had been numerous saleyards throughout Hastings, but they fought off fierce competition and brought big business to the area. They survive

to this day, when other provincial saleyards have closed. The first 15-20 years they also had pressure to relocate and alter stock routes, The Housewives’ Union declared the saleyards “a menace to the health of the community...and a traffic hazard.”

In 1905 there was a concerted effort to sell some of the leased land in Raureka, but many of the leasees preferred to be “crown tenants.” The Mākirikiri stream which means shingly stream ran through what is present day St. Leonards Park and Ebbett Park, the lowest lying land of the area and lends to why it was not earlier subdivided and sold. It was also during this time that the Government developed State Housing blocks and scattered them through these suburbs. This growth led to Hastings West School (later Raureka School) which opened on Gordon Road in 1914.

Post World War II there was an increase in small holdings known as “Rehabilitation” which broadened the pastoral and horticultural base of the Hastings area. This also helped drive more subdivision. In 1949 Hastings identified six suburbs as the central business area became more differentiated from suburban housing. Raureka (previously known as part of ‘Mahora South’ and ‘Hastings West’ was one of those six suburbs. Hastings was proclaimed a City in September 1956.

Present day Raureka has seen further subdivision and population growth. The population sits around 5,000.

Socioeconomically the area is considered high deprivation with a score of 9 out of 10. Compared to the majority of Hastings where the population is aging, Raureka is primarily comprised of young families with pre-school and primary school-aged children. It is also considered more physically active than other parts of the Hastings District. It is ethnically diverse with 25.5% Māori, 6.5% Pacific, and 3.1% Indian. The area now has two primary schools (Raureka and Ebbett), a number of churches, and small businesses and dairies.

References:
Boyd, M.B. (1984), City of the Plains, A History of Hastings
Ebbett, G. (1948) Notes on Early Hastings published in Hawke’s Bay Herald Tribune
Wilson, J.G. (1930),History of Hawke’s Bay
Wright, M. (1994), Hawke’s Bay, The History of a Province



Entrance gateway to Ebbett Park, Hastings, created from carvings from different Māori buildings. Donated by George Ebbett, an early mayor of Hastings. Photograph taken by Albert Percy Godber, circa 1930s. Alexander Turnbull Library, Wellington, NZ

Ebbett Park



The land for Ebbett Park was donated in 1924 by Eliza Maud Ebbett (nee Neal, daughter of a Napier merchant) and was named for her husband George Ebbett. He served as a councillor for the Hastings Borough, and was later Mayor from 1919 to 1921. He was also a sheep farmer and sportsman. Born in 1872 when the population of Hastings was well under the 100 mark, he lived in the Hastings area all his life (1872-1954).

George had represented many Māori at his legal practice and had a special interest in local Māori history. He developed quite a collection of artifacts over time including the large carvings he purchased through an agent in Auckland in 1917 (and at the time were thought to have originally come from the Rotorua area). NB: a report by the National Museum in 1979 states that the carvings were made by at least three groups of carvers in the 1870's-1880's and had come from three different houses (whare). They are of high quality and represent the Mātaatua-style (Ngāti Awa and Tūhoe) and Arawa-style (Ngāti Tarahai) this links to the geographic regions of Waikato, Ngāruwahia, and Rotorua.

After the Hastings West Development Association started filling in the old Mākirikiri Stream and levelling the land, the Park opened in the 1927. It included a childrens' playground and trees planted around the boundary. Several machine guns from WWI were placed under the gum trees. Three tennis courts were built sharing the cost between the Westend Tennis Club (£45), the Basketball Association (£35), and Council (£25). The distinctive entrance to the park was a gift from George Ebbett himself. The Māori carvings he had initially purchased for his own garden were given to the city for the park. He even supervised their installation at the entrance along Gordon Road.

- The deed gifting Ebbett Park was also subject to the following conditions:
- That for not more that 3 days in any year shall the public not be entitled to have admission to the said piece of land unless on payment of a charge.
 - That the Council provide separate conveniences for men and women of the said piece of land and also drinking taps at two places on the said piece of land.
 - That the Donors of the land or their heirs shall have full and free right of direct access from lands owned or occupied by them to the said piece of land, and shall also have the right at their own expense to connect any footpath on their land to the footpath in the park.
 - That Council may from time to time erect such buildings and make improvements as it sees fit, provided that no such buildings erected so as to interfere with the rights provided for the donors of the land and their heirs.



Circa 1930. Young Māori tennis team and trophy, probably Napier/Hastings district. Alexander Turnbull Library, Wellington, New Zealand.

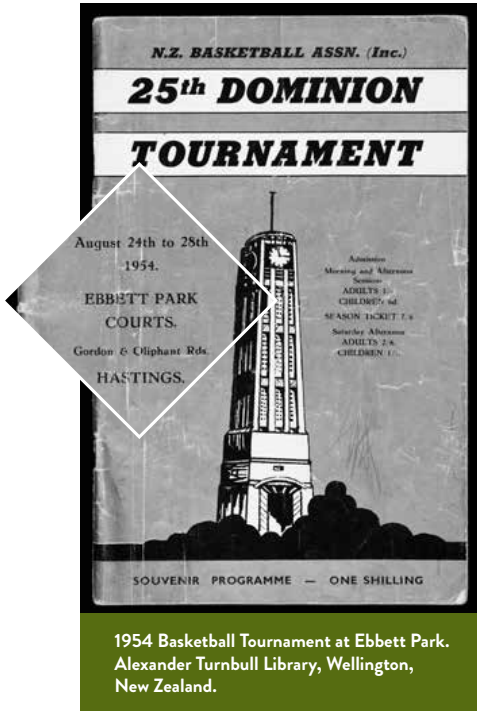
In 1973 the Daily Telegraph reported on the Hastings City Council meeting where a letter from Mr. R.T. Dixon brought to the Council's attention the deteriorating Māori carvings. He recognised their value and requested they be restored and relocated to an indoor location suggesting the cultural centre. Mayor of the time, Mr. R.V. Giorgi, confirmed their value and noted that exposure to weather had caused the deterioration. Council J.G. Seton said that, while he favoured the rehousing of the carvings, he was concerned it would take away the longstanding atmosphere of the entrance of the park. He also suggested that local Māori carvers be invited to create some carvings for the entrance of the park. Councillor E.J. Velvin, chairman of the parks and reserves committee stated that the park entrance would be widened and the implement shed removed. In 1975, a Bay Herald-Tribune article published a photo of the park entrance with the limestone boulders that exist to this day.

Controversy erupted over the removal and the lack of maintenance over the previous years. Then nearly ten years later (1984) a story was published in Country People telling the story of the intervening years whereby the carvings were first sent to Hawke's Bay Community College for restoration, but came back unrestored and deteriorating further. Meanwhile an elder of a marae in Pōrangahau (Central Hawke's Bay) had enlisted the National Museum to give advice on the work they wanted to do on their own meeting house carvings. Noting the experience of Ngāti Kere carvers at the Pōrangahau marae it was recommended that they take on the Ebbett carvings as well. This was done. Council contributed around \$4500 in the form of a shed, transportation, and other expenses. The PEP scheme paid for the labour. Six months later, on 23 October 1983, the restored carvings were returned to Hastings and have been on display in the Council foyer and public library ever since.

A 1977 Memo to the Community and Cultural Committee of Council adds more information on changes within the park. The pavilion was 'rebuilt' in 1932 again sharing the costs among the same three entities as the initial setup and to the plans prepared by the two clubs. Westend Tennis Club added two more tennis courts in 1936 and four more were added in 1939 again sharing the costs among the same three entities as before plus Central Government subsidy (Over half the cost was borne by Council).

Over the years Council increased maintenance of the area: agreeing to take care of the exterior of the building, maintaining the lawn and edges of the courts, top dressing the courts and later adding fencing. This was all at a nominal fee of \$10/annum for ground rent and \$10/annum for maintenance. Requests continued to flow to Council for more assistance. In 1975 Council requested information on club financial information and membership numbers. Council felt the cost of sealing nine tennis courts for the number of players served was unwarranted.

The 1977 memo also reports that the building suffered vandalism even back then. Windows were broken regularly until shutters were fitted. Then when those were vandalised the windows were boarded over.



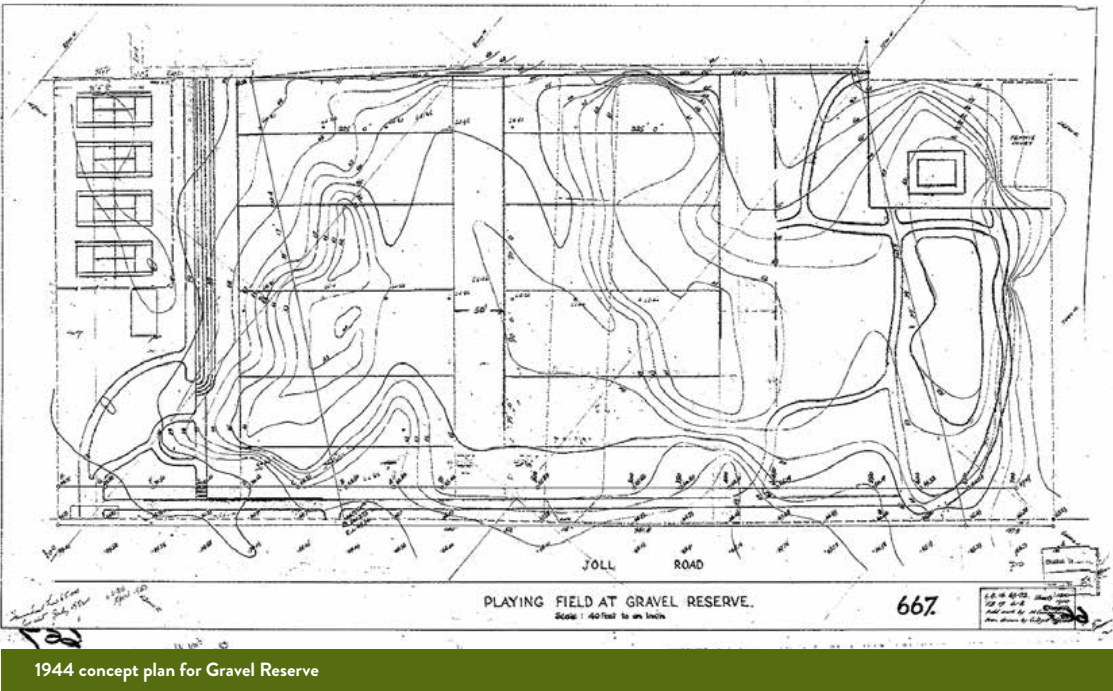
1954 Basketball Tournament at Ebbett Park. Alexander Turnbull Library, Wellington, New Zealand.

St. Leonards Park

The land that is now St. Leonards Park became Joll Road Reserve in 1945. Various parcels of the land were purchased between 1889 and 1919 and were used as a metal quarry and identified on early maps as 'gravel reserve'. When the quarry became exhausted it was used as the Borough Rubbish Dump. A large majority of the debris from the 1931 earthquakes was deposited there. It also held the borough tar plant. A 1944 landscape plan referring to the park as "Gravel Reserve" shows the topography and planned sites for two football fields, tennis courts, and pathways.



- A report to Council by the Borough Engineer and the Superintendent of the Reserves reported on the site works and future plans:
- Two acres were filled to road level with bricks and concrete, three and a half acres was levelled and top dressed with six inches of soil. The balance of the area (remaining five and a half acres) is "pure shingle" and is covered with water during a wet season.
 - Plantations of Acacias and Gum trees were planted along the road front and the south eastern boundary.
 - Immediate plans included one football (soccer) ground on the recently levelled ground with a future second field after considerable more filling.
 - Plans included tennis and basketball courts in the northern corner
 - The southern part of the reserve to be beautified by the planting of trees and formation of lawns and paths around a small lake.
 - A playground was planned for the southeastern corner.
 - Retaining walls to be built to hold the shingle banks on the boundary of the sports area which would lend itself to seating spectators.



Whenua Takoha Park

A 2009 letter from the "Cobham Street/Cobham Place Tamariki Taskforce" to Housing New Zealand (HNZ) refers to letters sent by the local children to HNZ wanting to create a play area on the empty section on this corner. HNZ was being invited to a hui to identify ways to make this a reality. This was driven by the desire to create an environment where the "tamariki feel safe and secure to play" and stating that the nearest existing playground (Ebbett Park) is often used by "undesirable people, is isolated from the view of others and is a prime location for bullies and predators..."

In March 2011 the Parks and Properties Asset Manager reported to Council the desire of two communities in HNZ housing areas wanting neighbourhood playscapes that were safe play options for younger children and conveniently located with easy walking distance from their homes. This had come out of a range of local multi-agency community engagement programmes aimed at enhancing neighbourhood safety, increasing civic pride and the reduction of crime. Both communities were in areas of lower socio-economic index where HNZ was the primary landlord.

As the corner lot of Cobham Street and Cobham Place was the only site being considered for sale by HNZ, the report requested that Council make provision in its 2011/12 Annual Plan to purchase and develop it as a neighbourhood reserve with a playground. This was approved and Council authorised the purchase of 1003-1009 Cobham Street, Raureka, Hastings in October 2011 for the price of \$70,000, substantially less than the 2010 rating valuation and market valuations.

The park was completed in the first half of 2012 with the community suggesting the name "Whenua Takoha" the linguistic accuracy of the suggested name was confirmed by Dr. Timoti Karetu, KNZM, bastion of Te reo Māori. A mural project completed in January 2013 uses a different spelling, but both mean the "land gift."

Current use of the Parks



Ebbett Park

Entering Ebbett Park today will either be from the main entrance on Gordon Road, the opposite entrance on Oliphant Road (the two most popular), the unpaved drive from Oliphant Road at the west end, or the service entry along the frontage of Southland Road. From either of the two main entrances there are large mature trees, some open flat grassed areas, a winding pathway that goes by an older playground, and the Arahura GirlGuiding NZ Hall. The path northwest heads to the Westend Tennis building in a fenced area with three tennis courts and a concrete volley wall.

Frequency of use by survey respondents reported that 40% visit the park daily, 33% visit occasionally, and 17% visit weekly.

The west end is currently being utilised by former members of the Westend Tennis Club in conjunction with the Raureka Community Trust (RCT) to provide activity for local rangatahi. Tennis lessons with provision of equipment are provided and the building is utilised for some youth services and informal community activity.

Arahura Hall holds weekly meetings for Girl Guides, Brownies, and Pippins. GirlGuiding NZ have a desire to hire out the hall more, but lack of close parking has made this difficult.

The playground equipment is from two time frames. The swings are from the mid-70's and the combination unit (now in two segments) was installed in the mid-90's. It had been set on fire and vandalised a few times. Repaired, it is now in two components. The equipment is a bit tired, but does get used – especially the swings.

The park has been a limited “off-lead dog exercise area” since the October 2013. Dogs may be off-lead during daylight saving hours between 7:30pm and 7:00am the following day and 6pm to 7am during the remainder of the year. This has added to use of the park by a number of responsible pet owners increasing the overall activity in the park.

A private motel that accommodates Regional Seasonal Employees (RSE workers) from Thailand has gate access to the park. The motel is at full capacity seven and half months over summer and approximately 20 people are in residence over the winter. These tenants have tended to kick a soccer ball around and have also scratched out a petanque court in a shady area near the gate.

The desire line and lighting line for those just passing through is from Gordon Road to Oliphant Road. The other internal path from central to the northwest end of park is not lighted. A number of people report on the misuse by motorbikes and not feeling secure, but there are fewer incidents reported to police as compared to some other parks in District.

St. Leonards Park

A bollard and chain fence, some trees, and a few pieces of older play equipment are what is noted driving on Southampton Road just south of the Māraekakaho intersection and Hastings saleyards. There is limited roadside parking along this busy road frontage. From the Francis Hicks Avenue side of the park there is a large sportsground with mature trees encircling the area. At the west end is a parking area and two buildings. The two-story building has shared ownership. Council owns the changing rooms and toilets on ground level and the Western Rangers Football Club own the club rooms upstairs. The Woodturners Guild operates out of the other building. They have recently renovated the building and made it accessible to other community groups. Both have a lovely outlook to the sportsfields in the foreground and Te Mata o Rongokako on the southeast horizon.

Frequency of use by survey respondents reported that the largest user group visits the park weekly (41%) which would fit with a sportsground, 28% visit occasionally, and 22% visit daily.

Besides Western Rangers Football Club, the Hastings Hibernian Football Club also utilise St. Leonard’s sportsgrounds but specifically for practice in the winter.

Seasons have lengthened over the years and the winter season is now March–August. The summer season is mid-October to late February. Touch has played at St. Leonards for the last seven years but has split and is playing at the Regional Sports Park or has gone to “roll ball” at Windsor Park. The perimeter of the sportsfield is undeveloped but is used as a running/walking track.

The park is not a designated dog exercise area, but a number of people walk their dogs on-lead (and some off-lead) around the perimeter of the sportsground. Reports of dogs not on lead (or picked up after) affect other users from time to time.





Whenua Takoha Park

Turning off of Oliphant Street onto Cobham Street you would never know a small corner park awaits at the next intersection (with Cobham Place). Since 2012, both single and two-story dwellings look down at the corner park providing great passive surveillance. A colourful playground, footpath with garden beds, and a few mature trees as well as the mural and open green space make this a great community gathering spot.

Frequency of use by survey respondents reported that the majority of users (55%) visit the park daily, 25% visit occasionally, and 20% visit daily. This is the smallest of the Raureka parks, but due to its site and situation its users visit it more frequently. This is also not an identified dog exercise area, but neighbourhood dogs also regularly visit the park without supervision.

A number of events are held in the park, and recently, the Raureka Community Trust celebrated their full year of incorporation by holding a movie night in the park with a sausage sizzle and birthday cake. This “land gift” continues to be well received by the community.

Issues & Opportunities

A number of considerations and opportunities have been taken into account in the preparation of the Plan that have been identified following the preparation of safety audits and feedback from park users and stakeholders.

Positive comments were recieved on all parks relating to the green spaces, places to play and walk their dogs. Opportunities exist to do more as medium density developments are planned along Gordon Road between all three of these parks. This has great potential to increase active use of the parks if the right amenities are in place.

Ebbett Park

POOR PASSIVE SURVEILLANCE

The majority of Ebbett Park is surrounded by private residential properties and high boundary fencing. Not only was this highlighted in the recent Crime Prevention through Environmental Design (CPTED) assessment of the park, but the majority of those surveyed during consultation felt that security needed improvement. This reiterates what was stated when the request for the park at Whenua Takoha was made in 2011: (Ebbett Park has) “undesirable people, is isolated from the view of others and is a prime location for bullies and predators...”

Opportunities that have already begun to improve this situation include the off-lead dog walking activities that have activated the park in the early morning and evening and the efforts of the Raureka Community Trust in conjunction with the former Westend Tennis Club that are reactivating the westend court area. Further ways to improve the passive surveillance at Ebbett Park include:

- Increase daytime patronage and encourage visitors to stay longer. Renewing the old playground; providing more seating and picnic tables (survey item ‘most in need of improvement’), build internal parking lot and a public toilet; and increasing the dog off-lead hours are seen as positive steps to activate the area.
- Manage or change some of the shrubbery to minimise ‘hidey holes.’
- Close-off access to the area behind the Arahura Hall.
- Locate the renewed playground with good line of sight.
- Improve the existing lighting on the main pathway between Gordon and Oliphant Roads, but discourage night-time use of the rest of the park.

THE LONG CORRIDOR

The length of the area between the central pathway and westend opening is over the length of a block. It is not recommended to light this area as that would create more shadows among the trees and possibly the appearance of safety when it is not. People can use the Oliphant Road footpaths. This also tends to be the area where other safety and public nuisance issues occur such as: cars and motorbikes driving across the park, roaming dogs, alcohol use, and rough sleeping in the park. Some of this is already being addressed by adding new bollards and signage. Working closely with the community and the police as well as improving the overall prosocial use of the park will help in this area but may be difficult to fully eliminate.



The long corridor

Ebbett Park Continued

EXISTING FACILITIES

The Westend Tennis Club (WTC) building is located at the far northwest end of Ebbett Park. This building and courts have been managed by the WTC. Beginning in 2015 the Club renewed its efforts to increase numbers as well as seek incorporation. Two new posts were concreted in to make the courts playable for competition and coaching, a push-button lock was installed on the gate, and roof and courts cleaned. The inability to get sustained membership and sufficient volunteer resources led to disaffiliation with Tennis New Zealand.



Westend Tennis building and courts

WTC initiated the Raureka community usage and agreed to a set of protocols by which the complex would be used and maintained by the two parties ensuring continued tennis access and focus on the grounds whilst allowing other extensions for a return to netball/basketball. Tennis coaching has been provided and the building used for rangatahi services.

With no current lease and a change in usage the site has returned to Council ownership. WTC would like to continue a foothold with tennis continuing to be a part of what is on offer at the west end.

GirlGuiding NZ built and own the Arahura Hall, but their licence to occupy the land has expired. GirlGuiding NZ continues to use the building, but it is more important for them to have a place for meetings and activities than it is to own a building. They would like to hire out the hall more often, but lack of parking nearby is the reason other groups decline to use it.

There is an opportunity for more shared use of the Arahura Hall between GirlGuiding NZ, RCT, and wider public.



Large mature trees at Ebbett Park rise above the surrounding area

AGING TREES

An assessment of the Ebbett Park trees was undertaken to determine potential risk of harm and recommend any remedial pruning for the health of the trees. 122 trees were surveyed with 28 trees being identified for remedial works and two have been identified for potential removal. All trees assessed fell within the acceptable annual risk of harm threshold (ARoH) via Quantified Tree Risk Assessment (QTRA) which quantifies the risk of harm from tree and branch failure under prevailing weather conditions.

The age structure of the park was found to be 57%, Mature trees, 37%, Semi Mature trees and 6% Juvenile trees. Within the dominate species groups of Platanus (plane trees) and Eucalyptus (gum trees) only one tree was found to be other than mature, this has the potential to have a long term impact on the canopy of the park.

Identifying areas for new planting as well as a removal and replacement strategy will ensure that Ebbett Park maintains the canopy cover that that it currently has.

There are 27 species of tree within the park, with a number of different genus within the majority of the species. However there is a dominance for trees that are exotic to New Zealand, whilst this reflects the historical settling of the Hawkes Bay area, native flora will encourage greater biodiversity and attract wildlife to the park.



Arahura GirlGuiding NZ Hall



St. Leonards Park

From a CPTED point of view St. Leonards Park is low risk for safety and security. The main year around activity focuses on the playground, football, and the Woodturners Guild. Visitors and length of stay could be increased with some amenity and facility improvements. The local service level playground is old and tired but recommended for an upgrade to a key urban playscape.



ACTIVATION

- Issues identified during consultation relate more to activating the park and having visitors stay longer.
- Public toilets was the number one item (74% of respondents to consultation survey) that would improve their enjoyment of St. Leonards Park.
 - Seating and picnic tables were identified as most needing improvement.
 - Several individuals indicated that they or their children would use a perimeter fitness trail.

ENHANCE ACCESS

There are real opportunities to enhance access at this park with off-street parking from Southampton Street next to the proposed new playground. This is especially true with St. Leonards Park being so close to Stortford Lodge commercial area and located on Southampton Street, a major connector route. Currently there is only roadside parking along busy Southampton. This is also identified as an i-Way on road path. Getting children in and out of cars along here is a concern of parents and grandparents.

It is also a long distance between Māraekakaho and Townsend Streets thereby increasing the foot traffic across the park. An accessible footpath between Southampton and Francis Hicks along with the perimeter pathway would allow more people into and through the park. An opportunity to work with the football club around using their light poles for additional lighting across the park may also be a win-win situation since they are needing to raise funds to renew their lighting.

SALEYARDS

The saleyards have been a part of Hastings for 115 years. They are St. Leonards Park's largest neighbour. There is a real opportunity to capture this farming history through interpretive signage as well as utilise the stockyard theme in the playground and other design elements. Southampton Street would also be an excellent location for lit basketball or multi-use court complex. This would need additional land for the courts and more carparking and could potentially be separate from Council, but would still aid in activating St. Leonards Park.

Whenua Takoha Park

COMMUNITY GATHERING SPACE

This park needs to be celebrated! This well used park has community buy-in and the Raureka Community Trust organises a number of community events in the Park. Its location and aspect gives it great passive surveillance. Families in the surrounding neighbourhood allow their children to make their way independently to the park. It is the communities wish that this is a community gathering space.

There is an opportunity to support this park even more, by adding new facilities such as a community barbecue and water fountain. The barbecue will also have a shelter with picnic tables. Shade was the number one request for this space with seating and picnic tables number two. Immature trees planted when the park was developed have not survived this playspace. One or two new trees would provide future shade in the park, but should have a tree guard until they reach a semi-mature status.



Whenua Takoha
Movie Night

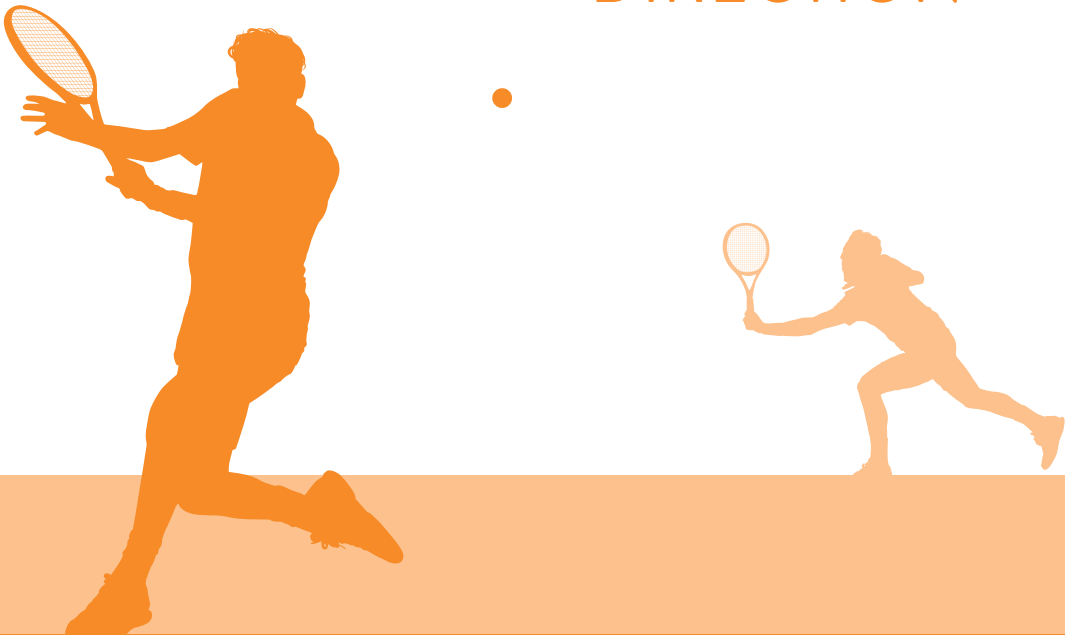
YOUTH ACTIVITY

There are a lot of youth in this community and nothing for this age group at this local park. To truly make it a whānau space the park would benefit from youth activity. In the survey question ‘How else would you like to use this park?’ The most common answer was ‘basketball.’ A halfcourt could provide opportunities for prosocial behaviour and physical activity for this group in an area that they can be seen. Youth seating in this area would also add value.



PART 2

STRATEGIC
DIRECTION



Strategic Direction

The strategic direction for Hastings District Council Parks and Reserves is identified in the Parks Asset Management Plan and stems from our community aspirations for safe, healthy, liveable communities through the provision of a range of accessible places for recreation and interaction. The focus of Parks services is to provide public open space for the preservation and management of areas for the benefit and enjoyment of the public. This not only addresses safe, healthy, and liveable communities now, but Parks services contribute to sustaining and improving the District's environmental quality, landscape character, cultural values and heritage for future generations to enjoy.

The strategic direction and vision specific to the Raureka Parks has been developed through consultation with the local residents, park users and stakeholders.

This long term view is a balance of community aspirations for the future of the Raureka Parks, while maintaining those aspects that make each park unique and functional for their primary uses. The strategic direction provides a framework for the Plan which includes the identification of an overall vision for the future of the parks, a series of desired outcomes that will guide and inform the overall management of the Parks, and key actions to deliver on these.

The decision on whether the actions will be implemented will depend on funding and ongoing community will with improvements progressively implemented over the next ten years.

Park Visions

Ebbett Park

Ebbett Park remains true to the desires of the benefactors while meeting the needs of current and future users for a safe, attractive parkland that balances active with passive leisure use.

St. Leonards Park

St. Leonards Park is an active and safe urban park where the community can come together to enjoy sport and a range of physical activity.

Whenua Takoha Park

Whenua Takoha Park is the local park for getting together, community building, play and informal sport.

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PART 2: STRATEGIC DIRECTION

PART 2: STRATEGIC DIRECTION

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Goals & Key Actions

Recreation & Leisure

Raureka Parks are well used by the local community for a wide range of activities encouraging them to visit more often and stay longer.

- Provide and maintain informal recreation and leisure opportunities on the park
 - Renew Ebbett Park playground with increased play value
 - Renew and upgrade St. Leonard's playground to a key urban playscape
 - Add basketball half court to Whenua Takoha Park
 - Develop perimeter fitness trail at St. Leonards Park
 - Extend dog off-lead hours at Ebbett Park
 - Install a BBQ and shelter at Whenua Takoha Park and St. Leonards Park.
- Provide and maintain sportsgrounds for football and other sports as required at St. Leonards Park
- Increase amenity by
 - Adding more seating, picnic tables, rubbish bins to all Raureka Parks
 - Providing a public toilet at St. Leonards and Ebbett Parks
 - Installing drinking fountains at all Raureka Parks
- Enhance the parks for peaceful respite

KEY ACTIONS

Development & Facilities

Raureka Parks are developed to ensure they are safe and accessible and that facilities meet the needs of people of all ages, abilities and interests.

- Improve lighting on existing Ebbett Park pathway as a main pedestrian link between Gordon and Oliphant Roads
- Increase safe access to St. Leonards Park by
 - developing a carpark with access from Southampton Street
 - working with the transport team to determine safe pedestrian crossing of Southampton Street to access St. Leonards Park
- Passive surveillance/safety is increased by
 - Managing vegetation to minimise 'hide outs' and entrapments
 - Increased activity/visitors to Ebbett Park
 - Developing a parking lot adjacent to GirlGuiding NZ Hall off Gordon Road entrance of Ebbett Park
 - Relocating Ebbett playground in line of sight between the Gordon Road and Oliphant main entrances
 - Increasing road frontage access to Ebbett Park on south or west end
- Work with GirlGuiding NZ to close off access behind Arahura Hall
- Partition Ebbett Park into specific activity zones and provide wayfinding signage at entrances
- Provide toilet facilities at Ebbett and St. Leonards parks
- Continue the current use of the Westend Tennis building for a period determined by the Council but not to replace the building at the end of its useful life
- Ensure the parks are accessible and provide facilities to meet the needs of users of all ages and abilities

KEY ACTIONS

Natural Values

The landscape, open space values and natural character of the parks are recognised and protected.



Exemplar border in Ebbett Park

- Planning and development does not detract from the initial and existing character of the parks
- Conserve and enhance the open space character of the Raureka Parks
 - Enhance Ebbett Parks shared boundaries where appropriate by replacing oleander 'hide outs' with successful camellia and mini agapanthus border that appears on the shared boundary
- Manage existing trees to maintain and strengthen character within the parks
- Develop a tree succession plan that strengthens parkland character.

KEY ACTIONS

Social & Cultural Values

The park is rich in cultural and natural heritage. The landscape character and heritage features will be recognised, protected and preserved for future generations. Park users will feel connected to the Park through stories of the past which will be acknowledged and shared.

- Be effective kaitiaki to ensure the protection and conservation of the historic values and features of the parks
- Reflect the legacy of Eliza and George Ebbett at Ebbett Park
- Provide story boards to interpret cultural, educational, historic and environmental information to promote the Park's significance and importance by reflecting
 - At Ebbett Park the pre-European use of area as well as the era of the Ebbett bequest
 - At St. Leonards capture the role of 'Gravel Reserve', post earthquake, and the sale yards
- Design themes capture cultural heritage of area
 - Local Māori design is incorporated into future development of Ebbett Park
 - St. Leonards Park incorporates history of saleyards and local farming history

KEY ACTIONS

Ebbett Park circa 1930s. Alexander Turnbull Library, Wellington, NZ

Management & Partnerships

The park is managed and maintained to meet community needs and aspirations.

- Work collaboratively with the community to achieve the vision for the Park and aspirations of the Plan
 - At St. Leonards Park
 - Western Rangers Football Club at St. Leonards
 - Hawke's Bay Woodturners Guild
 - At Ebbett Park
 - GirlGuiding NZ
 - Raureka Community Trust
 - At Whenua Takoha Park
 - Raureka Community Trust
 - Additional groups as appropriate
- Formalise lease agreements between community groups and Council
 - At Ebbett Park
 - GirlGuiding NZ
 - Raureka Community Trust
- Work with community and police to manage park issues like anti social behaviour and driving of motor bikes in parks

KEY ACTIONS



1.0 RECREATION & USE



1.1 PARK & RESERVE USE

The Raureka Parks primarily serve their local community. St. Leonards Park has a greater geographical draw due to having sportsfields and being located on Southampton Street, a major arterial route through Hastings. Its park category is Sport and Recreation. Ebbett Park and Whenua Takoha Park are categorised as Community Parks. Ebbett Park is largely enclosed by residential housing with limited road frontage. There is an older tennis complex at the northwest end of the park. Whenua Takoha Park sits on a street corner of local neighbourhood roads. Besides football (soccer) and sometimes touch rugby at St. Leonards Park all three parks are utilised for their green space and playgrounds.

Objective

- 1.1.1 To encourage and facilitate the public use of the Raureka Parks in a way that is compatible with the purpose of the Parks.

Policy

- 1.1.2 Ensure that activities on the Raureka Parks are primarily related to community sport and recreation.

1.2 ORGANISED SPORT

St. Leonards Park is the home of the Western Rangers Football Club. The Hastings Hibernian Club also uses St. Leonards Park as practice grounds.

Winter Sports: Currently winter is marked for three senior fields with the third primarily used as a practice field.

Summer Sports: Four summer fields are laid out over the top of the two winter fields for football. Touch Rugby uses a similar field layout.

Objectives

- 1.2.1 To continue the provision of sports on St. Leonards Park.
- 1.2.2 To manage the sportsfields to meet the need of Western Rangers Football and other codes where appropriate.
- 1.2.3 To manage sportsfield use to minimise any adverse effects on neighbouring properties.
- 1.2.4 To restrict access to sportsfields where required to protect the asset.

Policies

- 1.2.5 Provide the St. Leonards Park sportsfields for football (soccer) and other codes as appropriate.
- 1.2.6 Restrict the use of sportsfields when weather or ground conditions are unsuitable; or to carry out renovation or replacement of turf surfaces.
- 1.2.7 Ensure that Western Rangers Football Club and others booking the sportsgrounds have an agreed Level of Service with Council.

1.3 DOGS

Dog walking is a popular recreation activity in Ebbett and St. Leonards Parks due to their size, attractiveness, and location in a residential community. Unless otherwise stated, owners must keep a dog under leash control at all times within the Raureka Parks.

Sportsfields and playgrounds are “dog prohibited” areas due to soiling and being around small children. All three parks have these restricted areas.

St. Leonards Park allows dogs on-lead at the Townshend Street entrance and perimeter of the sportsfields.

Ebbett Park (excluding playground and sport court area) is a “dog exercise area for limited hours”. This means that dogs may be exercised off leash during daylight saving hours between 7.30pm and 7.00am the following day, and between 6.00pm and 7.00am the following day during the remainder of the year. Having this off-leash area has increased use of the park. There is a desire to extend the off-lead hours, but this needs to be weighed against a need to then fence the playground area.

Whenua Takoha Park often has unsupervised dogs, which needs to be addressed to ensure safety of park users.

Objective

- 1.3.1 To allow dogs in the Raureka Parks in accordance with Council policy and bylaws.

Policies

- 1.3.2 Require dogs to be retained on a lead at all times when in designated areas of St. Leonards Park, Whenua Takoha Park, and Ebbett Park (outside of dog exercise timeframe).
- 1.3.3 Dogs may be exercised off leash at Ebbett Park during designated times.
- 1.3.4 Support an amendment to the Council bylaw regarding the provision of dog exercise areas within Ebbett Park; and consult the community on the provision of a permanent fenced dog off-lead in this park.

1.4 HORSE RIDING

The use of the Park for riding horses is not appropriate or permitted, given its location and use for formal sporting activities and passive recreation by the community.

Objective

- 1.4.1 To prohibit horse riding on the Raureka Parks.

Policy

- 1.4.2 Restrict horse riding on the Raureka Parks as specified in the relevant Council bylaw.

1.0 RECREATION & USE

1.5 CYCLING

The Hastings Cycling Strategy was adopted in 2001 and advocated the provision of an integrated cycle network, which included the creation of convenient alternative cycle routes through parks and open spaces to separate the cyclist from busy roads. This was supported in the District Wide Reserve Management Plan adopted in 2009, which encouraged the creation of cycle paths through a number of identified parks where this would assist in the provision of continuous links to the existing network, and where cycling would not conflict with the existing use or users of the park. The walking and cycling programme was branded the iWay in 2011 after significant injection of NZ Transport agency and Council funding.

The iWay on-road cycle lanes run adjacent to both St. Leonards (on Southampton Street) and Ebbett Park (on Southland Street). None of the pathways within the parks link up to these cycle lanes. Future pathway development and pathways which currently exist within the Raureka Parks encourage shared use by the planned development, retention and maintenance of sealed, shared use pathways in order to provide a safe route to school for children, and for general recreation use.

Objectives

- 1.5.1 To provide for cycling and mountain biking on Council parks and reserves where the activity does not create unnecessary conflict with other users or have adverse effects on the environment.
- 1.5.2 To encourage shared use of cycling and walking within and through the Raureka Parks.

Policies

- 1.5.3 Allow for cycling and mountain biking on open areas which have adequate space for both bike riders and other reserve users, and where the risk of environmental degradation can be minimised.
- 1.5.4 Develop future paths considering use by both pedestrians and cyclists.

1.6 MOTORHOMES & CAMPING

Council currently allows no overnight camping on parks or reserves, except on licensed campgrounds, on reserves that are designated as campsites for limited overnight stays by certified self-contained vehicles, or where a Council approved permit allows for the activity.

Objective

- 1.6.1 To protect the character and general amenities of the Raureka Parks.

Policy

- 1.6.2 Overnight camping is not permitted in the Raureka Parks due to the lack of parking facilities on the Parks and the potential impact of such an activity on park users.

1.7 RESTRICTED ACTIVITIES

There are a number of activities that are not permitted on parks and reserves due to their impact on amenity and the enjoyment of other users. These activities are restricted through Council bylaws. Breaches of bylaws can result in court imposed fines, confiscation of equipment or court orders for various purposes. All of Council’s Bylaws are contained in the Hastings District Council Consolidated Bylaw. The relevant Chapters are Chapter 2 (Public Places) and Chapter 3 (Dog Control).

Ebbett Park has had both safety and noise issues with public motor vehicles accessing the park. Bollards and signage have been installed. Eliminating motorbikes from the park requires a collaborative approach between the Public, Council, and the Police.

Objective

- 1.7.1 To prevent activities from occurring that have an adverse impact on the natural environment and amenity values of the Raureka Parks or significantly detract from the enjoyment of other reserve users.

Policy

- 1.7.2 Ensure that activities on the Raureka Parks are consistent with the relevant Council bylaws. Namely: *A person must not undertake any activity in a public place in a manner which may result in damage to property, injury to another person in that public place or unreasonably interfere with that other person’s use and enjoyment of that public place. For the avoidance of doubt, this obligation applies notwithstanding that the activity might otherwise be able to be lawfully undertaken in a public place under this bylaw (2016 Hastings District Council Consolidated Bylaw).*

2.0 DEVELOPMENT & FACILITIES



2.1 DEVELOPMENT

There is scope for further development on the Raureka Parks to provide enhanced facilities to increase the enjoyment of users, provided that any development is in keeping with the purpose of the reserves and has no impact on adjoining neighbours or the reserves themselves.

The Raureka Parks vary in their development. Ebbett and St. Leonards Parks have been a part of the Hastings landscape for a long time; over 90 years and 70 years respectively, while Whenua Takoha Park was established in this decade. All three have areas of flat green space for play. Ebbett Park has had up to nine courts used or tennis and basketball over the years. The sportsground at St. Leonards Park is at a lower elevation than the rest of the park and due to settling needs occasional resurfacing. All three have playgrounds with St. Leonards and Ebbett scheduled for renewal. The older parks also have building on site used by community and sport organisations.

Objectives

- 2.1.1 To ensure that any development meets the needs of approved use without significant adverse effects on other users, the reserve, or adjoining property owners.
- 2.1.2 To ensure that any new development is sympathetic to, and compliments the character and purpose of the Raureka Parks.

Policy

- 2.1.3 Ensure that any future development on the Raureka Parks is consistent with the Concept Plans in the appendices.

2.2 BUILDINGS & STRUCTURES

The primary purpose of the Raureka Parks is for the provision of *community facilities*, recreation and leisure with St. Leonards Park having a focus on organised sport *and community facilities*. Buildings and structures that facilitate the enjoyment and full utilisation of the park for such recreation, *or consistent with the purposes for which each park is classified*, are permitted and encouraged.

The construction of new buildings or use of existing buildings that have no direct relationship with the sport and recreation, *or local purpose of the park*, will not be supported.

There are two buildings each on St. Leonards and Ebbett Park with different arrangements with Council.

Ebbett Park:
Building 1: GirlGuiding NZ Arahura Hall
Building 2: former Westend Tennis Club Building and Courts

St. Leonards Park:
Building 1: Western Rangers Football Club, Change rooms, and Sport Toilets
Building 2: Hawke's Bay Woodturners Guild

GirlGuiding NZ Arahura Hall
The Girl Guides Association of NZ took possession of their "hut" on the 8th of December 1974. The City of Hastings provided a licence to occupy the 694m² site and an access way at annual peppercorn rental.

GirlGuiding NZ hold meetings and provide activities there. Their license to occupy is not current. Consideration should be given to the future use of the building and opportunities it might offer in activating the park.

The Former Westend Tennis Club Building and Courts
A pavilion was erected in the 1920's and rebuilt in 1932. On both occasions the cost was born by Council, Westend Tennis Club and the Hastings Basketball Association.

At time of writing the building and courts were without a formal lease. It is used informally by the Raureka Community Trust and former members of the Westend Tennis Club.

The building is in poor condition and unless a group is found to undertake the necessary building improvement works it will be removed per Council policy.

Similarly, the courts need a lot of maintenance and an organisation to activate the space for wider community use.

Western Rangers Football Club, Change Rooms, and Sport Toilets
Council owns the ground floor of this building. It includes the changing rooms and sport toilets (toilets only open by the club during sporting events). The first level is owned by the Western Rangers Football Club. They pay an annual fee to lease the site from Council. Their lease is current through 1 July 2022.

Hawke's Bay Woodturners Guild
The Woodturners Guild owns and occupies the former Boy Scout Hall on St. Leonard's Park. Their lease runs from 15 July 2014 to 1 July 2022. Subletting is not allowed, however the lease clearly states that they can hire out the premise for functions or by community groups or for exercise or educational purposes. This fosters more recreation opportunities in the community.

Objectives

- 2.2.1 To allow for the provision of appropriately located buildings and structures on the Raureka Parks where they are *necessary for the use and enjoyment of the parks and consistent with purposes for which the relevant land is classified under the Reserves Act 1977* and do not detrimentally affect their amenity or *use of the reserves*.
- 2.2.2 To ensure that all existing buildings and structures within the Raureka Parks are maintained to a high standard so as not to detract from the amenity of the park.
- 2.2.3 To encourage the efficient use of existing and future buildings.

Policies

- 2.2.4 Assess proposals for the construction of new buildings or structures against the following criteria in addition to those rules and standards in the District Plan:
 - (a) Any new building or structure is needed to facilitate public enjoyment of the Raureka Parks; *or is consistent with the purposes for which the Park is classified under the Reserves Act 1977*
 - (b) It positively responds to and enhances the amenity of the Raureka Parks
 - (c) It is in scale and suited to the character of the area.

2.0 DEVELOPMENT & FACILITIES

- 2.2.5 Keep the use and condition of buildings on the Raureka Parks under review to ensure they meet the needs of park users and the community and that they remain relevant to the Raureka Parks. Where buildings are no longer well utilised, an alternative compatible community use will be found or the building removed.
- 2.2.6 Negotiate leases with GirlGuiding NZ and Raureka Community Trust for use of facilities within Ebbett Park.
- 2.2.7 Maintain and upgrade existing buildings and structures where practical and feasible to meet the current national building standards including criteria for access for people with limited mobility.
- 2.2.8 Provide public toilets within Ebbett and St. Leonards Parks.
- 2.2.9 *Permit the construction of a purpose built playcentre facility at St. Leonards Park, adjacent to the playground, subject to the proposal meeting the provisions of this Reserve Management Plan, and obtaining any consent necessary under the Operative Hastings District Plan.*

2.3 FENCES & WALLS

Reserves adjoin a variety of land uses, private or commercial land or other reserve or government administered land. The Fencing Act 1978 details how adjoining land occupiers equally share the cost of erecting and maintaining an adequate boundary fence. It also identifies the procedures whereby a decision is reached.

Raureka Parks have various types of fencing and walls that border the parks.

The majority of Ebbett Park is enclosed by residential housing with limited road frontage. The main entrance on Gordon Street has a wooden rail fence in segments between limestone boulders with an opening at the central pathway. Southland Road bollard and chain fencing provides a service entrance as well as pedestrian access. The Oliphant entrances are similar with removable bollards. The last one of these serves as driveway access to the Westend tennis area. The bollard is being replaced and bollards have recently been erected next to the tennis court fencing to keep motor vehicles off of the park. Shared boundaries in Ebbett Park total over 1,300m and range from high security type fencing to short fences that allow resident to have passive surveillance of park. Some fences have barbed wire on top and a few boundaries are completely open. Some have been planted with tidy hedges while others have bushy shrubs and trees.

St. Leonards Park utilises bollard and chain fencing with regular intervals of pedestrian access along its road fronts of Francis Hicks, Southampton, and Townshend and the Clubrooms carpark to keep motor vehicles off of the sportsground and playground areas. A chainlink fence comprises the border behind the Woodturners Guild. The majority of the shared boundary is with the stock saleyards and is fenced with a timber rail fence that is used throughout the saleyards. The southeast shared border of the park has just over 300m of fencing. All but two properties have selected a high privacy fence that limits or all but obscures their view

of the park. There is one retaining wall that provides a flat viewing area above and next to the sportsfields. It has come to the end of its life and plans are for it to be demolished when a portion of the grounds are upgraded with irrigation and levelled with more top soil.

Whenua Takoha Park is unfenced on two borders with the local streets providing easy access to the park from the local neighbourhood. The other two sides have high privacy fencing on the shared boundary except where the wall of a concrete block shed makes up part of the boundary and displays a mural.

Council recognises that people have the right to develop their property and erect fences to their own preference. While Council will respect this right, it is also important that any fencing erected does not detract from the reserve itself or neighbouring properties. Council will, therefore, work with neighbouring properties to encourage the use of appropriate materials or planting to minimise the visual impact of boundary fences. Wherever possible, Council will encourage low and permeable fences on reserve boundaries.

Objectives

- 2.3.1 To define the boundary of the Raureka Parks to ensure the protection of the landscape qualities and sportsfields.
- 2.3.2 To erect fences, barriers or walls where required to ensure that the parks can be used safely.
- 2.3.3 To achieve the appropriate type of shared boundaries to protect the amenity of the parks and to provide passive surveillance.

Policies

- 2.3.4 Install fencing where required to restrict access or protect amenity features of the Raureka Parks.
- 2.3.5 Ensure that any fence or barriers are designed and located so as to retain the open character of the Raureka Parks.
- 2.3.6 Contribute to the cost of any private boundary fence in accordance with the Fencing Act.
- 2.3.7 Liaise with neighbouring properties to determine the type of fence appropriate to the character and use of the Raureka Parks.
- 2.3.8 Encourage the construction of either low permeable fences or, where possible, no fences adjoining reserves to enhance the visual amenity of the area and increase security in accordance with the Hastings District Council Residential Fencing Guide.

2.0 DEVELOPMENT & FACILITIES

2.4 LIGHTING

Lighting is an important design component of parks, allowing people to use and enjoy spaces into the evening hours. Lighting is however mostly requested for safety reasons. Unfortunately, lighting is unlikely to provide improved safety, and in some cases actually provides a false sense of security. The lack of lighting on many reserves is actually a strategic Council decision to discourage visitors from using these areas at night where safety problems exist. It is therefore the stance of the Council that lighting only be provided on reserves where there is clear public benefit. It will only be provided at key access routes through parks, sports fields, civic spaces or around public buildings, or where certain amenity features within reserves would benefit from being lit at night. This is true in the case of Ebbett Park where some community members have asked for lighting in the long corridor from the central pathway to the northwest end. Night-time lighting is not recommended as this would encourage use through an isolated area with a number of large trees. Lighting would create shadows and, if there was an encounter, there are no practical exit opportunities. St. Leonards currently only has sport lighting and should consider adding additional lighting when a connector path is built. Currently this is a large, open, and low-risk space (albeit somewhat dark) that serves as a desire line from shops and cafés on Southampton Street across to Francis Hicks Avenue and the residential area beyond. Whenua Takoha Park is not a park where regular use after dark is encouraged; however, people will continue to cut through using the path as a shortcut. Street lighting exists but is softened by the trees. Pruning may help improve the general lighting of the area.

Objective

- 2.4.1 To provide appropriate lighting in areas of the Raureka Parks where night time use is appropriate, including selected recreation areas and facilities, pathways and carparks.

Policies

- 2.4.2 Improve amenity lighting along the central pathway in Ebbett Park between Gordon and Oliphant Roads.
- 2.4.3 Provide for lighting along the desire line through St. Leonards Park.
- 2.4.4 Require any requests for sportsground lighting to take into consideration any effects to neighbouring properties with regard to intensity, light spill and duration of illumination. Any cost of sport lighting of sports fields will be borne by the code.

2.5 PLAYGROUNDS

Hastings District Council’s Play Strategy ‘Hastings: Coming out to play’, identifies opportunities for play in the District over a ten year period. It identifies three service level categories of playscapes: Premier, Key Urban and Local. The Raureka Parks playgrounds are all considered ‘local’ service level playgrounds and address a need in their local area. Due to the location of St. Leonards Park on a major connector route, near a major shopping area (Stortford Lodge), and co-located with sportsgrounds it is ideally suited to be upgraded to a key urban playground when it is renewed in the near future. A farming theme can capture imagination of the children and the history of the saleyards. Ebbett Park’s playground will be renewed to improve on the existing play value thereby encouraging more participation.

Objectives

- 2.5.1 To provide play opportunities that enhance childhood development.
- 2.5.2 To have a have a key urban playground in Raureka area at St. Leonards Park.
- 2.5.3 To ensure that there is play equipment in the Raureka Parks that meets the needs of users of all abilities, and is in keeping with the characteristics and amenity of the surrounding area.
- 2.5.4 To include the provision of shaded areas within the upgraded children’s playgrounds.

Policies

- 2.5.5 Upgrade St. Leonard’s playground to a key urban playscape.
- 2.5.6 Renew Ebbett Park as a local level playground.
- 2.5.7 Maintain Whenua Takoha as a local level playground.

2.6 INFORMAL SPORT & RECREATION FACILITIES

Informal sport and recreation is an important part of Hastings’ and more specifically Raureka’s physical activity. The 2017 Sport NZ activity survey demonstrates that the expected participation rates are highest for the informal activities of walking, jogging and playing games. For secondary-aged youth, basketball comes in as third most popular. None of the parks in Raureka currently have any separate facilities where youth can participate in informal recreation such as basketball courts or skateparks. To encourage prosocial youth behaviour it is recommended that a basketball halfcourt be built at Whenua Takoha. This would allow the park to provide activities for this age group so that more of the community see it as their community gathering space. St. Leonards Park would benefit from a perimeter fitness trail which would increase usage for a wide range of ages and for those seeking informal training opportunities. Clubs might also access for training. Longer term a full basketball court and amenities neighbouring St. Leonards Park could possibly be a public/private partnership. The area adjacent to the planned carparking would be visual and away from residences even encouraging organised lunchtime and evening use.

2.0 DEVELOPMENT & FACILITIES

Ebbett Park courts may be utilised more if a local community group manages and keeps it activated. The access code is available at no cost from the Raureka Community Trust. They are also considering putting up a basketball goal on the volleywall. Basketball fits with former use of the park. Other groups such as those playing pickle ball may also be interested in using this space. Either way a multi-use space is recommended. In the longer term and without an organisation activating the tennis court space, other uses should be considered for this area. If the west end no longer served as desirable parkland, more open space that is safe and accessible to the public should be created. Council must take into account the potential impact of these activities on the parks, other users, and park neighbours while ensuring that the needs of the community are met.

Objectives

- 2.6.1 To provide a range of facilities on appropriate reserve land that allows a wider range of the community to participate in a variety of informal sporting activities.
- 2.6.2 To provide facilities for prosocial youth activity.
- Policies
- 2.6.3 Develop a basketball halfcourt at Whenua Takoha Park.
- 2.6.4 Develop a perimeter fitness trail at St. Leonards Park.
- 2.6.5 Consider a public/private partnership for sport courts adjacent to St. Leonards Park.
- 2.6.6 Remove portions of tennis court fencing to encourage wider community use on a trial basis.
- 2.6.7 Add basketball hoop to Ebbett Park west end volleywall.
- 2.6.8 Develop a longterm plan for the courtspace at Ebbett Park.
- 2.6.9 Ensure that the use of the Raureka Parks for informal sporting activities will consider the appropriateness of the activity to the area and take into account any possible impact this activity may have on the parks themselves, other reserve users and reserve neighbours.

2.7 TOILETS & CHANGING FACILITIES

Clean and well-maintained public toilets that are accessible, safe and strategically located are an important amenity to encourage visitors young and old to stay longer. None of the Raureka parks have public toilets. St. Leonards’ clubrooms have ‘sport toilets’ that are made available during games, but are not in a suitable location to be made public. A key urban playscape at St. Leonards would warrant a small toilet block situated near the playground. Activating Ebbett Park’s central area also warrants a single public toilet that is visible from Gordon Road and next to off-street parking. Note per the original deed that Council was to provide ‘conveniences’. Whenua Takoha is a local community park surrounded by the neighbourhood. A toilet is not recommended at this site.

Objectives

- 2.7.1 To provide toilet amenities at St. Leonards Park in proximity to the children’s playground encouraging longer visits to the park.
- 2.7.2 To provide toilet amenities at Ebbett Park to encourage more activation of park by people staying longer and using the appropriate facilities.

Policies

- 2.7.3 Develop toilet facilities at St. Leonards and Ebbett Park.
- 2.7.4 Maintain all toilets in the park in a clean and hygienic state in keeping with users’ expectations.
- 2.7.5 Ensure that access routes to toilets are clearly defined and direct to enhance natural surveillance and reduce the risk of creating areas of entrapment.

2.8 SIGNS

The Reserve Sign Guidelines Policy ensures consistency of sign design. Unless specifically stated in the District Wide Reserve Management Plan, all signs shall be in accordance with the policies included within this Plan when adopted. Remote advertising is generally not acceptable; however, Council will consider applications on a case by case basis. Advertising without Council consent will be classified as an encroachment (See Section 5.10).

Objectives

- 2.8.1 To provide and facilitate interpretive information on sites of interest and facilities throughout the Raureka Parks.
- 2.8.2 To minimise visual clutter while maximising necessary and useful information to users of the Raureka Parks.

Policies

- 2.8.3 Provide information and location signage to facilitate the public enjoyment use of the park.
- 2.8.4 Provide interpretive signage on the Ebbett Family bequest and the history of Ebbett Park.
- 2.8.5 Provide interpretive signage on the history of St. Leonards Park and the Saleyards.
- 2.8.6 Prohibit the use of the Raureka Parks for the remote advertising of events that are not being held on the Raureka Parks without the consent of Council.



2.0 DEVELOPMENT & FACILITIES

2.9 PARK FURNITURE

The provision of park furniture such as tables and seating, rubbish bins, and drinking fountains enhance the visitor experience allowing them to stay longer. Council has a standard bin and seat design that gives consistency in the furniture being installed. All new and replacement furniture will be in this standard design, that incorporates stainless steel for its endurance and robustness, unless a unique design that is similarly robust is adopted to fit with the theme of the park.

A few years ago Council made a concerted effort to reduce rubbish bins to minimise residents dropping off their bagged home rubbish. Areas where people tend to picnic fill up quickly with pizza and take-away boxes quickly. Where more capacity for rubbish bins exist, proper placement must be considered.

Ebbett Park had only three basic timber slat seats installed before the design standard was implemented. There are no picnic tables and only three rubbish bins. The furniture was installed in 1998. The community desires picnic tables, a water fountain, and more bins.

St. Leonards Park also uses the timber slat seats that have install dates that are 29-43 years old. Picnic tables were one of the top items requested in the consultation. There currently are none. There are five rubbish bins. There used to be more; however to minimise residents dropping off their bagged home rubbish, a few were removed. The plan for a water fountain would be incorporated into a new toilet block.

Installed in 2012, Whenua Takoha furniture incorporates the standard seating and bin design. The plan is to install additional picnic tables, a bin, and water fountain along with a BBQ further activating this community gather space. A youth seating area is also recommended in a funky/design and colour that matches the playground and sits adjacent to planned basketball halfcourt.

Objectives

- 2.9.1 To provide new and replacement reserve furniture of the approved standard design to facilitate the public use and enjoyment of the Park.
- 2.9.2 To allow for unique furniture where the theme and use of an area justifies a different approach.

Policies

- 2.9.2 Provide additional seats, picnic tables, barbeques, rubbish bins and drinking fountains as identified on the Proposed Concept Plans to enhance the use and enjoyment of the Raureka Parks.
- 2.9.3 Locate reserve furniture in appropriate settings with regard to orientation to the sun, shelter from sun and wind, and user safety and surveillance.

2.10 VEHICLE PARKING

Recreation use of parks can generate demand for carparking spaces. Carparks can increase the capacity of a park by making it more accessible for those that live further away, but if located within the park, can reduce the amenity and available greenspace for recreation use. The District Wide Reserve Management Plan states, that where possible, streets will be used to provide for carparking needs.

Western Rangers lease parking space and it is available by the Clubrooms and Woodturners Guild off of Francis Hicks Avenue. This area, together with parking along Francis Hicks Avenue, serves the sportsgrounds. The playground is accessed from roadside parking along busy Southampton Street. The plan recommends off-street parking be built adjacent to a new upgraded playground for safe access.

Parking at Ebbett Park is primarily along the main entrance on Gordon Road. Roadside parking is also available on Southland and Oliphant Roads. There is access to the Westend Tennis building and courts by those with a key to the removable bollard. The nature of the park being enclosed by residential homes warrants a parking area to bring people into the park and closer to the GirlGuiding NZ Arahura Hall.

Most users walk to Whenua Takoha Park. It has roadside parking along Cobham Street and Cobham Place. Additional parking is not needed and would impact on the limited park space.

Objectives

- 2.10.1 To maintain existing vehicle access and parking for the benefit of reserve users.
- 2.10.2 To improve the safety and experience of park users.
- 2.10.3 To provide a formal carpark at St. Leonards Park adjacent to the saleyards off of Southampton Street to increase safe access.
- 2.10.4 To provide a formal carpark adjacent to Arahura Hall at Ebbett Park accessed from Gordon Road to increase active use and passive surveillance.

Policies

- 2.10.5 Develop a new carpark adjacent to Arahura Hall at Ebbett Park accessed from Gordon Road.
- 2.10.6 Develop a new internal carpark at St. Leonards Park adjacent to the upgraded playground.
- 2.10.7 Recognise the limited on street parking available when considering the development of new facilities.

2.0 DEVELOPMENT & FACILITIES

2.11 ACCESS

The Raureka Parks should be available to all members of the community and visitors alike; therefore, provision should be made to ensure their accessibility to users of all ages and abilities.

Access to and through features of interest is an important consideration in the management of the Raureka Parks. Pedestrian access and circulation needs to be appropriate and safe as well as allow access to the variety of facilities that are located within the Raureka Parks. Many people have restricted mobility (such as walkers, wheelchairs and prams) that make it difficult to gain access to and through the Raureka Parks. Council will ensure there are facilities within the Raureka Parks to cater for people with restricted mobility.

If there is an opportunity in the future to increase access via the road frontage of Ebbett Park by purchasing land it should be considered.

Objectives

- 2.11.1 To provide access to people of all ages and abilities to and through the Raureka Parks.
- 2.11.2 To increase the road frontage of Ebbett Park to improve the openness and passive surveillance of Park.

Policies

- 2.11.3 Provide safe access to and through the Park.
- 2.11.4 Upgrade and seal existing pathways to ensure they are accessible for people of all ages and abilities.
- 2.11.5 Consider the purchase of additional land bordering Ebbett Park should an acceptable opportunity arise in the future.

2.12 PATH NETWORKS

The pathway networks within each of the Raureka Parks is varied. Whenua Takoha has a simple path that cuts across the corner by the playground and is the desire line between Cobham Street footpath and Cobham Place footpath. Ebbett Park has two narrow pathways. One that is lit and is a desire line between the main entrance on Gordon Road directly across to Oliphant Road. Another path diverges off of this to the Arahura GirlGuiding NZ Hall and continues diagonally to the west side and then runs parallel with the park boundary through to the tennis court area at the west end and links to Oliphant Road by a driveway. St. Leonards Park currently has no pathway network. The concept plan for St. Leonards includes developing a pathway network. This includes pathways from the carpark to the planned playground and also connects Southampton Street, Townshend Street and Francis Hicks Avenue. A perimeter fitness trail is being considered around the sportsfields in the longer term.

Objective

- 2.12.1 To encourage pedestrian and cycling use by providing safe and accessible pathways through the Park.

Policies

- 2.12.2 Develop pathways to a high standard to encourage use and provide safe and easy access to and around the Park.
- 2.12.3 Increase the width of the existing pathway in Ebbett Park.
- 2.12.4 Develop a pathway system in St. Leonards Park to improve access.
- 2.12.5 Develop a perimeter pathway in Ebbett Park.
- 2.12.6 Consider a perimeter fitness trail around the sportsfields in St. Leonards Park.



3.0 NATURAL VALUES



3.1 TREES & GARDENS

Ebbett Park’s character is in large part due to its mature trees. Many were planted when the park was established in 1927. It is unclear on how many of these remain. Early pictures of the entrance in the 1930’s show a number of native cabbage trees. Since the late 1990’s, a few new trees have been planted each year. Today, however and other than a totara, the trees are all exotics. These trees form a large canopy distinguishing the park from the surrounding area. Shared boundaries are mostly fenced and the Council and park neighbours have a variety of shrubs along the park boundaries. A notable example that should be repeated is a camelia hedge with mini-agapanthus that provides a safe and tight border. St. Leonards Park, despite its large sportsgrounds has 125 trees. The majority are planted in parallel lines along the perimeter of the fields providing nice shady areas for those needing an escape from the sun. The remainder provide a border between the saleyard carpark and the boundary with Southampton Street or are spread park-like through the playground area. The oldest tree was planted in 1940 with a number of trees planted in the 1950’s and 60’s. For the remainder there was a concerted effort to plant trees in the park approximately every 5 years. There are no formalised gardens.



Trees along Francis Hicks Avenue bordering St. Leonards’ sportsfields

Whenua Takoha has fewer than 10 trees and are along the border. Some were existing street trees while several were planted in 2012 when park was developed. Those not along the border no longer exist due to the nature of play within this small greenspace. Low maintenance shrub beds on either side of the footpath entrances soften the landscape.

- Objectives**
- 3.1.1 To maintain existing planting and landscaping to retain the formal park environment that is attractive to all users and contributes to the amenity of the Raureka Parks.
 - 3.1.2 To provide a range of natural shade and shelter opportunities within the Raureka Parks.
 - 3.1.3 To maintain, manage and protect trees in the Raureka Parks in a balanced and measured way.
 - 3.1.4 To plant and establish appropriate trees and garden environments on reserves for the benefit of park users.
- Policies**
- 3.1.5 Ensure that any planting, replacement or removal of any trees or shrubs within the Park is consistent with the aims of the Concept Plans in Appendices 1-3.
 - 3.1.6 Ensure that native indigenous New Zealand species are used within reserve plantings, with exotic species only selected due to:
 - (a) an historical association
 - (b) a connection to a place or an individual
 - (c) the desirability of providing food and shelter
 - (d) a need for a deciduous species
 - (e) a requirement for the continuation of an established landscaped theme.
 - 3.1.7 Maintain existing trees in good condition and remove only in accordance with the Tree Removal Policy.
 - 3.1.8 Trees on reserve land will not be pruned or removed to create or maintain private views of adjoining landowners. Council will consider any request from the public for the pruning or removal of trees located on reserve land on a case by case basis in accordance with Council’s Tree Removal Policy.
 - 3.1.9 Council is responsible for all maintenance of trees, shrubs and vegetation in parks and reserves, and will undertake regular inspections and corrective pruning in accordance with an approved Tree Management Plan.

3.0 NATURAL VALUES

3.2 LANDSCAPE

A key feature of many urban parks can be their visual and natural open space qualities and the views that can enhance user experience and enjoyment. Development, natural growth and revegetation programmes can diminish and obliterate these views and need to be sensitively managed to retain the open space vistas of parks. The Raureka Parks are characterised by park-like views and wide open green spaces. The two larger parks have a number of large mature trees. Park development and additional landscaping will work to enhance these views, retain open playspaces, and be maintained so that growth does not obstruct natural surveillance.

- Objective**
- 3.2.1 To maintain and enhance the essential qualities and characteristics of the landscape character of the Raureka Parks.
- Policies**
- 3.2.2 Protect and enhance the vegetation in the Raureka Parks, particularly, that which is characteristic and has become an identifiable feature of the Raureka Parks.
 - 3.2.3 Ensure that all new buildings and structures are designed and sited to compliment the landscape character of the Raureka Parks.

3.3 WATER

The Hawke’s Bay Regional Council is primarily responsible for the management of our water resources, including the coast, streams, lakes, and wetlands. None of the Raureka Parks have open water channels or ponds. Both St. Leonards and Ebbett Park are low lying and have filled in the channels that once formed the Mākirikiri Stream. Council manages the District’s assets and services that relate to water supply, wastewater and stormwater. Quality water supply is a growing concern and water should be utilised conservatively. Water is primarily used to irrigate sportsfields, trees and gardens and supply toilets, changing rooms, and water fountains. With plans to install water fountains and some toilets, consideration should be on appropriate technical advances that help conserve water in our parks.

- Objectives**
- 3.3.1 To manage natural drainage patterns.
 - 3.3.2 To use water wisely in the irrigation of parks and reserves.
 - 3.3.3 To ensure the Raureka Parks are good stewards of the water supply.

- Policies**
- 3.3.4 Ensure potential adverse effects of stormwater on landscape amenity of the reserves is avoided, remedied and mitigated.
 - 3.3.5 Conserve water using only as necessary for the health of green assets and provide safe sporting grounds.
 - 3.3.6 Consider water saving devices for ablution blocks, water fountains, and irrigation.

3.4 BIODIVERSITY

The reserves of the District contain a variety of ecosystems and natural habitats that are unique to the area. The enhancement of these areas is required to maintain a balance between public use and protection. The Raureka Parks are not identified by the Department of Conservation as a Protected Natural Area or a Recommended Area for Protection. However, these parks with their mature tree stands are recognised for contributing to Hastings’ biodiversity corridors. Future succession planting should enhance the biodiversity while maintaining the recreation needs of the parks.

- Objective**
- 3.4.1 To ensure the Raureka Parks contribute to Hastings’ biodiversity corridors.
- Policy**
- 3.4.2 New plantings will endeavour to enhance biodiversity while maintaining the character of the parks.



3.0 NATURAL VALUES

3.5 PLANT & ANIMAL PESTS

Being located within the urban environment, the impact of plant and animal pests on native flora and fauna is less of an issue in the Raureka Parks than those reserves surrounded by rural land uses where goat and possums represent a large threat. Council will work in conjunction with the Hawkes Bay Regional Council and control any pest species when they do represent a threat to the native flora and fauna within the Park.

Objectives

- 3.5.1 To identify and assess plant and animal pest threats and prioritise their management in accordance with the Hawkes Bay Regional Council Plant Pest Management Strategy.
- 3.5.2 To control other animal, plants or pests where reserve values are threatened.

Policy

- 3.5.3 Ensure adherence to the Hawkes Bay Regional Plant Pest Management Strategy.

3.6 NATURAL HAZARDS

In order to manage the use, protection and development of reserves within the District, Council needs to be aware of natural hazards, and their potential impact on the use and safety of these areas of public open space. Flooding, coastal inundation and erosion/land instability are the main natural hazards that can occur in Hawkes Bay that can have an impact on reserves. While this plan does not specifically address these issues, the emphasis is on avoidance rather than protection. In relation to strong earthquakes, the Raureka Parks all fall into the medium liquefaction vulnerability zone.

Objectives

- 3.6.1 To assess the risks of natural hazards on Council facilities and visitors to the Park.
- 3.6.2 To identify and minimise the effects of natural hazards on the Park.

Policies

- 3.6.3 Require the siting of facilities and planting on reserves to have regard to avoiding natural hazard threats.
- 3.6.4 Ensure that the development or use of any reserve does not exacerbate the adverse effects of natural hazards.

4.0 SOCIAL & CULTURAL VALUES



4.1 CULTURAL & HERITAGE SIGNIFICANCE

A number of parks within the District contain sites of heritage significance such as buildings, landscapes, structures, archaeological sites and trees. Many of these are listed in the Historic Places Trust Register and include: registered historic places, historic areas, registered Waahi Tapu sites, and recorded archaeological sites. Trees of outstanding heritage value are also identified under the Notable Trees registration scheme held by the Institute of Horticulture. Many of these heritage resources have protection under the Historic Places Act and/or the District Plan. None of the buildings or trees located within the Raureka Parks are deemed of heritage significance to be protected under the Act or the District Plan.

Objective

- 4.1.1 To identify, maintain and protect any historic sites and features of special community interest so as to preserve and enrich public awareness of our heritage.

Policy

- 4.1.2 Ensure that any identified sites of heritage and cultural significance are protected and maintained and, where appropriate, display information as to their significance.

4.2 TANGATA WHENUA

The Council recognises the significance of the Raureka Parks to mana whenua. There are no identified Waahi Tapu or sites of significance to tangata whenua within the Raureka Parks that are identified in the District Plan.

Objective

- 4.2.1 To consult relevant hapu in the future development and management of the Raureka Parks.

Policy

- 4.2.2 Ensure that tangata whenua participation is sought and their advice taken into account regarding the information provided for historical and cultural interpretation and use of the Park.

4.3 ART

The Landmarks philosophy has been adopted by the Council to promote civic pride through the enhancement of the natural and built environment. Part of this philosophy is to use art, especially within the urban environment, to develop an element of style within the District and, in turn, foster civic pride. Art is a great mechanism to attract community response and develop civic pride by creating an environment of diversity, vibrancy, and cultural sophistication. It is generally associated with permanent installations like paintings, sculptures or carvings. Art within the Raureka Parks can also increase community interest and enjoyment of the environment and is proven to be effective in the reduction of graffiti.

Council will work with the community and local artists on the provision or commission of further public art installations within the Raureka Parks. The only art currently in the Raureka Parks is the mural in Whenua Takoha Park. Ebbett Park was known for the Māori carvings at its entrance until the 70's when it was determined that the artworks were deteriorating and should be displayed indoors. There was a public outcry at the time. Local consultation should occur to see if local Māori artwork should be a part of new developments within Ebbett Park.

Objective

- 4.3.1 To provide opportunities for the community to contribute to creating unique features within the Raureka Parks such as artworks, carvings, local history markers or information boards.

Policies

- 4.3.2 Consult with the community to determine if local Māori art should be incorporated into new developments at Ebbett Park.
- 4.3.3 Identify the appropriate sites for the installation of artwork within the Raureka Parks.

4.4 COMMEMORATIVE FEATURES

Occasionally members of the public make requests to place commemorative features on parks and reserves. Whilst such commemorations can assist in enhancing amenity, strengthening community values and marking important historic events, the location and number of such features must be managed. Commemorative features can add cost to the on-going maintenance of reserves and can cause difficulties when the features are damaged, vandalised or require significant maintenance. Council needs to be in a position to control the nature, number, and location of such features.

Objective

- 4.4.1 To consider any request for bequeathed land, gifts and commemorative features to ensure that they are managed in a sustainable manner and are beneficial to the Raureka Parks and wider community.

Policies

- 4.4.2 Consider any request for a bequest or commemoration against:
 - (a) The compatibility of the proposed feature in relation to the character and use of the Raureka Parks
 - (b) The benefit to the community using the Raureka Parks
 - (c) The ease and cost of maintenance.
- 4.4.3 Consider the acknowledgement of significant gifts through the attachment of a small engraved plaque. As a rule this will not be considered for gifts of trees.
- 4.4.4 Require gifts of memorial seats or park benches to be in the adopted standard design for consistency throughout the Park and District.
- 4.4.5 Acknowledge the carvings within the Council foyer with a copy of the original photo of Ebbett Park and a plaque of the Ebbett gift.



5.0 ADMINISTRATION & MANAGEMENT

5.1 MANAGEMENT & MAINTENANCE

Council has the responsibility to manage and maintain the Raureka Parks in a cost effective, socially responsible, and environmentally sound manner. The management and operation of the Raureka Parks have been undertaken collectively between the Parks Asset Management Team and the Maintenance Group (parks service delivery unit). From 2019, maintenance will be undertaken by Recreational Services, an external contractor to Council. The management of the Raureka Parks must take into account the objectives and policies of this Plan and the agreed service levels.

The primary mechanism by which the provisions of this Plan will be implemented is through the Council Long Term Plan and more specifically the Parks Asset Management Plan. This specifies the works and actions which will be undertaken in any financial year.

Objectives

- 5.1.1 To maintain the Raureka Parks to a standard that meets the recreational needs of the community and user groups.
- 5.1.2 To ensure that the costs of managing and developing the Raureka Parks are acceptable when compared to national benchmarks.
- 5.1.3 To implement the provisions and actions of this Plan in a structured and integrated manner through the Parks Asset Management Plan and Long Term Plan.

Policies

- 5.1.4 Maintain the Raureka Parks to an agreed level of service.

5.2 SUSTAINABILITY

Council will endeavour to incorporate sustainable practices into the development and management of the Raureka Parks. The key management objective for these parks is about maintenance and enhancement of the existing area and protection of natural values; not only environmental and economic sustainability, but social and cultural as well. Protecting the Raureka Parks for future generations and sustainably managing partnerships are important to the ongoing community benefit of these Parks.

Objective

- 5.2.1 To incorporate sustainable practices into the provision, management and development of the Raureka Parks wherever practicable.

Policy

- 5.2.2 Ensure that sustainable management practices are taken into account in the design, operation, maintenance and development of the Raureka Parks.

5.3 LEASES, LICENCES & PERMITS

The Council provides leases and licences of land and/or buildings at a subsidised rental to a wide range of community and recreation groups. As Council-owned land and buildings are a limited resource, the Council needs to allocate this resource in a way that maximises the use of its assets and responds to changing demands. Council will ensure that maximum community benefit is derived from Council-owned land and buildings, which strengthen participation and engagement in community and recreational activities on parks.

Any person, organisation or company wishing to occupy any part of the Raureka Parks requires permission from Council. In undertaking its role in providing recreational opportunities to the community, Council provides leases, licences and permits of land and/or buildings to a wide range of groups undertaking a variety of activities on the reserve.

A Lease is issued where a person or organisation requires the exclusive long-term use of a building or land on the Park. The granting of a lease confers rights of exclusive use with associated maintenance and insurance responsibilities.

A Licence is issued for the non-exclusive use of a building or land on the Park. Both leases and licences can be issued for a maximum of 18 years.

A Permit is issued for activities or events to occur on the Park where the use is non-exclusive and temporary. Local community and Commercial Permits will be issued for a maximum of three consecutive days. Further information on the types of concessions is provided in Section 5.3 of the District Wide Reserve Management Plan.

The use of the Raureka Parks for temporary events is controlled via rules in the District Plan. This allows for up to 12 temporary events of a commercial nature per year, and up to 24 temporary events of a local community nature per year. The number of people permitted to attend such events is unlimited.

EXISTING LEASES

There are two existing leases on St. Leonards Park: (1) Western Rangers Football Club and (2) the Hawke's Bay Woodturners Guild. Both of these organisations leases with Council are current until 1 July 2022.

There are no current formal leases within Ebbett Park. GirlGuiding NZ own and occupy Arahura Hall. Their peppercorn licence to access and occupy Ebbett Park has expired.

The Westend Tennis Club had an arrangement with Council to occupy the building and manage the courts. They have de-incorporated which means that any formal or informal lease is now null and void.

There are no leases at Whenua Takoha Park.

Any new applications for ground or building leases; or requests to extend existing leases will be assessed against the policies included in Section 5.3 of the District Wide Reserve Management Plan.

5.0 ADMINISTRATION & MANAGEMENT

PERMITS

Few permits are sought for the Raureka Parks. Western Rangers Football Club organise three to four club days per year at St. Leonards Park. Ebbett Park has had practically nil organised activities over a number of years. Raureka Community Trust organises community activities like movie nights and barbeques within Whenua Takoha Park.

Objectives

- 5.3.1 To control the use of the Raureka Parks facilities by granting leases, licences and permits only where the use is associated with their sport and recreation purposes *or consistent with the purposes for which the Park is classified under the Reserves Act 1977*, and will not detract from their use or amenity.
- 5.3.2 To allow the use of the Raureka Parks for special activities and events where compatible with its primary purpose.

Policies

- 5.3.3 Require all groups, clubs or organisations requesting to have the exclusive use of any of the land and/or buildings on the Raureka Parks to obtain Council approval. Such approval is at the discretion of Council *and shall be consistent with the purposes for which the Park is classified under the Reserves Act 1977*.
- 5.3.4 Review and re-negotiate all expired lease arrangements on Ebbett Park to ensure they meet current lease terms and conditions.
- 5.3.5 Permits will be issued for commercial or local community activities to occur on the Raureka Parks where the use is non-exclusive and temporary and for a maximum period of three consecutive days.
- 5.3.6 *Support an application to lease part of St. Leonards Park to build a purpose built playcentre facility, adjacent to the playground, with access off Southampton Street without a requirement for public notification as would otherwise be required under Policy 5.3.7 of the District Wide Reserve Management Plan. If resource consent is required for the facility, whether notification is required shall be assessed in accordance with the Resource Management Act 1991.*

5.4 RENTALS & CHARGES

In granting leases, licences and permits, Council has a right to charge those who benefit from the Raureka Parks and its facilities. There is a rental policy for buildings on Council parks and reserves. This identifies three categories of lessees: 1) Sporting/Recreation Groups, 2) Community Groups, and 3) Commercial Users.

The Council also sets fees and charges for Council reserves on a regular basis as part of its annual planning process.

Objectives

- 5.4.1 To recover costs to the Council and community for the processing of applications and managing the Raureka Parks.

- 5.4.2 To ensure that all leases on Council buildings are identified and being charged in accordance with Council policy for consistency and transparency.

Policies

- 5.4.3 Charge an annual rental for the use of all buildings on the Raureka Parks in accordance with Council policy.
- 5.4.4 Ensure that all lease arrangements on the Raureka Parks are being charged in accordance with Council policy and amend or create new lease arrangements to ensure consistency.
- 5.4.5 Identify the annual fees and charges for licences and permits on the Council website.

5.5 NETWORK UTILITIES

Parks are often seen by Utility Operators as convenient places to locate infrastructure such as drains, water supply and electricity substations. Such infrastructure can however have an adverse impact on the character of a park and its open space qualities and make the maintenance of it more difficult and costly.

Given the use of the Raureka Parks for sport and recreation, it is not considered to be a desirable location for the location of network utilities.

Objectives

- 5.5.1 To only allow network utilities to locate on the Raureka Parks where the effects can be remedied or mitigated and they will have no impact on the recreation and sporting use of the Raureka Parks by the community.
- 5.5.2 To minimise the impact of utilities on the public use, enjoyment or general visual amenity of the Raureka Parks.

Policies

- 5.5.3 Require any external infrastructure on the Raureka Parks to be via an easement, and only where:
 - (a) All other options have been investigated
 - (b) There will be no adverse effects on the use or enjoyment of the Raureka Parks
 - (c) There will be no adverse effects on the amenity or cultural significance of the Raureka Parks
 - (d) There will be no increased cost to Council on the maintenance of the Raureka Parks
 - (e) All utility structures that involve pipes, cables, lines or similar shall be placed underground, except where this is not practicable
 - (f) The location of the easement will not result in any lost opportunities for Council in terms of the future development of the Raureka Parks.
- 5.5.4 Permit utility services necessary for the servicing of the Raureka Parks, its buildings and other facilities within the Raureka Parks.

5.0 ADMINISTRATION & MANAGEMENT

5.6 TITLE & RESERVE CLASSIFICATION

The Reserves Act 1977 requires all reserves to be classified to reflect the nature of the activities occupying them.

~~None~~*All* of the Raureka Parks are vested as reserves *subject to the provisions of the Reserves Act 1977*. ~~It is the intention to vest all of~~ Whenua Takoha Reserve is *vested and classified* as a Recreation Reserve and renamed it Whenua Takoha Park as this small community space provides a range of recreation opportunities to the local area.

St. Leonards Park ~~should be~~ *is* vested *and classified as a Local Purpose Reserve* given its sportsgrounds are a key element to the sport offerings in the Hastings District, *as well as the presence of existing buildings used by community groups*.

~~Council will vest all of~~ Ebbett Park is vested *and classified as a Local Purpose Reserve* under the Reserves Act 1977 to recognise the intent of the Deed of Trust 1927 and generous gift of land from Eliza Maud Ebbett and George Ebbett to the Borough of Hastings, *and to reflect the recreation and community purpose and use of the land*.

Objective

5.6.1 To protect the future management and development of the Raureka Parks under the Reserves Act 1977.

Policy

5.6.2 Declare the *Manage the* Raureka Parks: Whenua Takoha, St. Leonards Park, and Ebbett Park as ~~Reserves under the Reserves Act 1977~~ *in accordance with their classification and the provisions of the Reserves Act 1977*.

5.7 FUTURE RESERVE ACQUISITION

Acquisition of new park land can be considered through purchase, reserve contribution funding, or resource consent subdivision. The Reserves Strategy identifies existing reserve resources, analyses current and future demand for reserves, public amenities and open space, and identifies current deficiencies and future needs for each type of reserve by community.

Hastings District has a low provision of park and reserve land (8.7ha/1000 population). Hastings City’s open space provision is only half that (4.13ha/1000 population). Its provision is the least compared to Flaxmere (6.16ha/1000) and that of Havelock North (12.1/1000).

Any future opportunity to acquire land along the Raureka Parks boundaries to increase their size would be assessed against its ability to provide for enhanced community recreation space, accessibility and connectivity.

Objective

5.7.1 To acquire future reserve land that provides for enhanced community recreation space and improved accessibility and connectivity.

Policy

5.7.2 Pursue the acquisition of land where it will provide for linkages, or additional open space land for recreation and sport, or improve visibility, sightlines or accessibility for park users.

5.8 SALE OF PARK LAND

Public submissions received to the 2004 Council Long Term Plan raised concern over the potential sale of Council parks. Sale of any parkland should be given thorough consideration.

Objectives

5.8.1 To ensure that any revocation and sale of reserve land follows the due process as outlined in the Reserves Act 1977.

5.8.2 To retain the Raureka Parks for the benefit to the community for the provision of sport and recreation.

Policies

5.8.3 Meet the provisions of the relevant legislation and District Wide Reserve Management Plan prior to the revocation or sale of any part of the Raureka Parks (non vested parks require that Council have 75% majority support).

5.9 PARK BOUNDARIES

Council will work actively with owners of land adjoining the Raureka Parks to ensure its efficient and effective management, to encourage surveillance, and to protect the parks against any potential adverse effects from unauthorised park use.

Objectives

5.9.1 To encourage neighbours to be responsive to park issues.

5.9.2 To give approval for any adjoining land use proposal where there is no adverse effect on the parks’ amenities, values or uses.

Policy

5.9.3 Liaise with neighbouring landowners with a view to co-operating on matters of mutual interest or benefit including public access, security issues and fences, maintenance of amenity values and surveillance.

5.0 ADMINISTRATION & MANAGEMENT

5.10 ENCROACHMENT

An encroachment is the use of a park or reserve for private purposes which have not been authorised by Council. This includes structures, earthworks, gardens, plantings, access ways and any other uses that give the appearance of private ownership, such that the public are discouraged from using that portion of the reserve.

There are currently no formal agreements authorising any adjoining property owners to use any part of the Raureka Parks for private purposes. There is known encroachment on approximately 240m² unused land on St. Leonards (see concept plan)

Objective

5.10.1 To allow no new encroachment on Raureka Parks from adjoining properties without Council consent.

Policy

5.10.2 Prohibit any encroachments onto the Raureka Parks, or private vehicle access through the Park from private property, except where a formal written agreement exists with Council.

5.11 SAFETY & VANDALISM

Raureka Parks are used by responsible members of the community who use if for the purpose for which it is intended. It can, from time to time, be an area where anti-social behaviour occurs, particularly in Ebbett Park due to its lack of passive surveillance.

It is important that the Raureka Parks remain safe and enjoyable for all; therefore, Council does all it can to reduce incidents of anti-social behaviour.

Crime Prevention and Safety Audits of the Raureka Parks were carried out in 2018 to identify safety issues and operational recommendations to alleviate them where possible. The report largely recommended activating spaces to increase numbers and surveillance within the parks. Improved lighting was recommended: upgrade lighting on the main path in Ebbett Park, lighting a path through St. Leonards connecting Southampton Street to Francis Hicks Avenue, and prune trees to access light from street lights at Whenua Takoha. Finally, pruning and removing vegetation was recommended to eliminate hiding spots.

Safety also includes maintenance; regular inspections are undertaken by Council to ensure that playground equipment and other reserve infrastructure meets safety standards.

Objectives

5.11.1 To maintain the integrity and safety of the Raureka Parks assets and structures.

5.11.2 To ensure the personal safety of the Raureka Parks users as far as practicable through the implementation of crime prevention design initiatives.

5.11.3 To ensure activities undertaken on the Raureka Parks are done so in a manner to appropriately ensure the health and safety of park users.

Policies

5.11.4 Require events being held on the park to provide a Health and Safety plan.

5.11.5 Require the holders of leases, licences and permits to be responsible for the health and safety of users of their facilities

5.11.6 Adhere to NZ Standards and timeliness of inspections of Council assets.

5.11.7 Apply Crime Prevention Through Environmental Design (CPTED) strategies to developments within the Raureka Parks.

5.11.8 Remove the Oleander hedges within the Raureka Parks and replant with a more appropriate species to eliminate hiding spots.

5.0 ADMINISTRATION & MANAGEMENT

5.12 COMMUNITY PARTNERSHIPS

The management of the Raureka Parks must be responsive to the community, with respect to a sense of place and identity in order to account for:

- A sense of community ownership
- Appreciation of the Raureka Parks and fostering civic pride
- The development and management of the Raureka Parks to acknowledge social diversity within the community

Council will actively work with those school and community groups who use the Raureka Parks to ensure that it caters for the needs and values of the whole community. Council will encourage representatives of the community to take an active part in supporting the Concept Plans to embed and sustain community identity, interest, and ownership in the Raureka Parks.

Objective

- 5.12.1 To facilitate and support community groups and volunteer involvement in the management and use of the Raureka Parks.
- 5.12.2 To partner with funding organisations and donors to add value to the Raureka Parks.

Policies

- 5.12.3 Encourage and support the active participation of the community in the ongoing management, maintenance and development of the Raureka Parks.
- 5.12.4 Provide opportunities for individuals, groups and businesses to be involved in activities in the Raureka Parks.
- 5.12.5 Report regularly to community groups on progress towards key objectives in the Raureka Parks.
- 5.12.6 Encourage visitors to become involved in the Raureka Parks as volunteers.
- 5.12.7 Develop the Plan in consultation with the local community to reflect their current and future aspirations for the Raureka Parks where possible.
- 5.12.8 Seek external funding sources to partner with Council to enhance the Raureka Parks.
- 5.12.9 Advertise the availability of the tennis building for suitable community use. If suitable tenant is not found the building will be demolished.



5.13 PROMOTION

To ensure that the Raureka Parks are used and enjoyed by the community it is important that Council promotes its use and the recreational, social, sporting and cultural opportunities it provides. Promotion can be undertaken a number of ways such as on the Council's website, social media platforms, press releases, the development of information brochures, providing maps and interpretation panels. Signage is also an important method to advertise the location and facilities within the Raureka Parks.

Objective

- 5.13.1 To promote the Raureka Parks and their attractions and facilities to the community and wider District.
- Policy
- 5.13.2 To provide quality promotional communication and information about the facilities and recreational and sporting opportunities within the Raureka Parks.

5.14 REVIEW & MONITORING

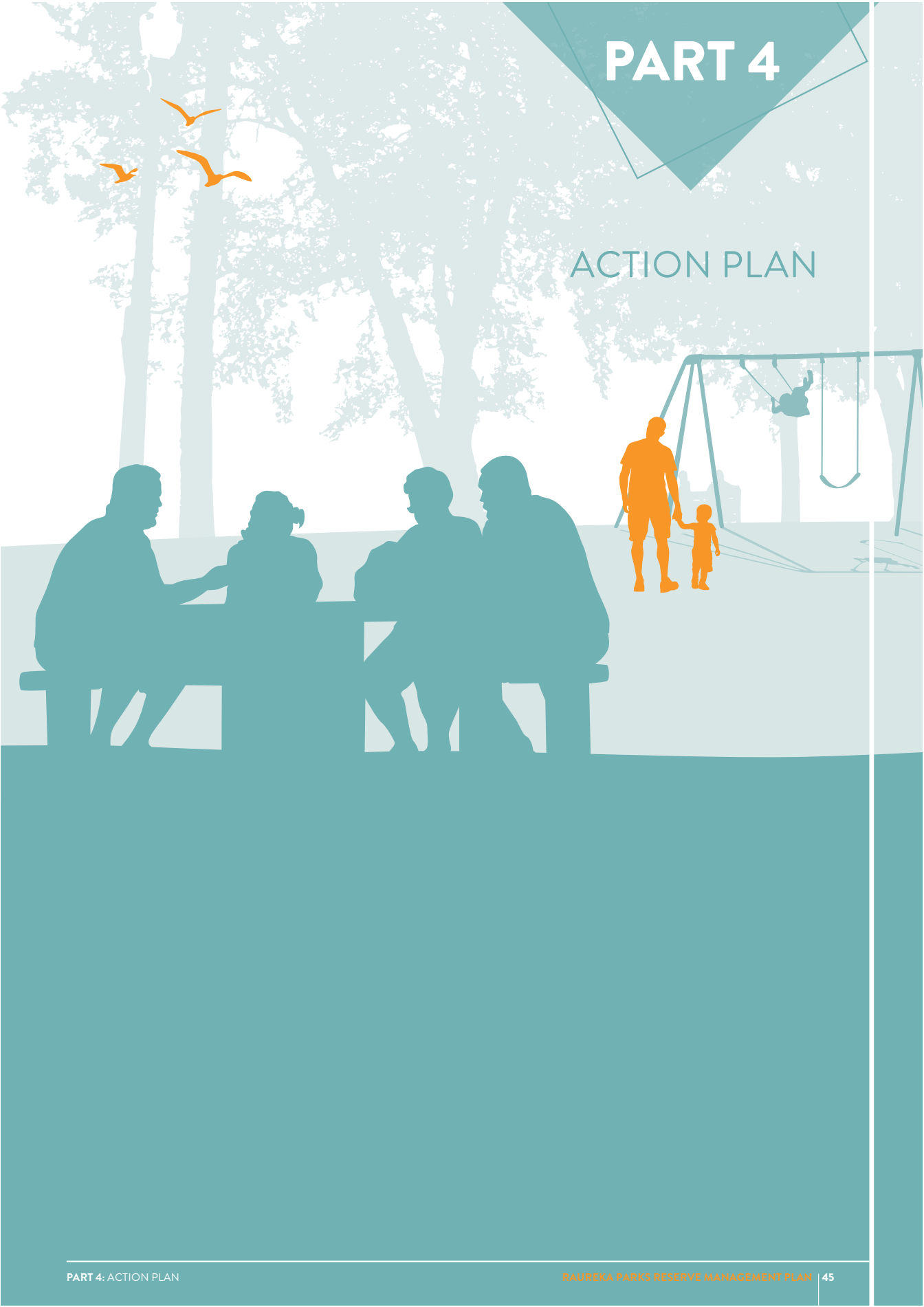
All parts of this Reserve Management Plan will be kept under continuous review in order to be able to adapt to changing circumstances or to adapt in accordance with increased knowledge. Notwithstanding this, a full review will be undertaken ten years from the final date of approval by Council of this Plan.

Objective

- 5.14.1 To review this Plan regularly in order to conserve, maintain and enhance the values and character of the Raureka Parks.

Policies

- 5.14.2 Review this Plan every ten years. In the interim, Council may determine to review part of, or the entire plan, in response to:
- (a) information from monitoring which indicates the need for a review or change;
 - (b) the identification of new management issues or problems for which policy is required;
 - (c) changes in national policy including new or amended laws, regulations or other actions.





4.0 ACTION PLAN

NO.	ACTION	SHORT TERM 1-3 years	MEDIUM TERM 4-7 years	LONG TERM 8-10 years
-----	--------	-------------------------	--------------------------	-------------------------

Ebbett Park

1	Upgrade lighting on central pathway Gordon Road to Oliphant Road			
2	Park furniture (picnic tables, seats, and bins)			
3	Renew playground into more central location and fence			
4	Increase dog off-lead hours and dog bag dispenser			
5	Internal carpark			
6	Toilet and drinking fountain			
7	Historical and Interpretive signage and commemorative plaque			
8	Enhanced landscape planting			
9	Develop perimeter footpath & improve existing pathway			
10	Develop petanque court			

St. Leonards Park

1	Upgrade playground with saleyard theme and fencing			
2	Internal carpark			
3	Park furniture (picnic tables, seats, barbeque and bins)			
4	Interpretive Signage			
5	Toilet and drinking fountain			
6	Pathway network form Southampton & Townsend to Francis Hicks			
7	Light pathway from Southampton to Francis Hicks			
8	Landscape planting			
9	Perimeter Fitness Trail plus equipment			

Whenua Takoha Park

1	BBQ and Shelter			
2	New and additional park furniture (picnic tables, seats, and bins)			
3	Water fountain			
4	Basketball halfcourt			
5	Trees			

PART 5

APPENDICES

5.0 APPENDICES



APPENDIX 1A: EBBETT PARK PROPOSED CONCEPT PLAN



Date:
15.08.2018
Scale:
1:nts @ A3

Job Name:
EBBETT PARK
HDC Reserve Management Plan

Plan Name:
Landscape Plan

Issue:
CONCEPT
Sheet No:
EP 1





It is also proposed to amend Appendix 2 (St. Leonards Park Proposed Concept Plan) of the Raureka Reserves Management Plan as follows:





APPENDIX 4: DISTRICT PLAN PERMITTED AND CONTROLLED ACTIVITIES
IN OPEN SPACE ZONES

P=Permitted activity, RDNN=Restricted Discretionary, Non-notified and RD = Restricted Discretionary

RULE	ACTIVITY	OS1	OS2
OSZ1	Activities identified within the adopted Reserve Management Plan under the Reserves Act 1977.	P	P
OSZ2	Recreation Activity	P	P
OSZ3	Places of Assembly	P	P
OSZ4	Conservation Management Activities	P	P
OSZ5	Temporary Events	P	P
OSZ6	Temporary Military Training Activiity	P	P
OSZ7	Established Campgrounds	P	P
OSZ8	Any building with a maximum gross floor area of 50m ² Note 1 & 2	P	P
OSZ9	Any building with a gross floor area greater than 50m ² Note1 & 2	P	RDNN
OSZ10	Relocated Buildings	RDNN	RDNN
OSZ11	Permanent Commercial Activity including new campgrounds	RDNN	RD
OSZ12	Sale of Liquor	RDNN	RD
OSZ13	For all Open Space categories any Permitted Activity not meeting one or more of the General Performance Standards and Terms in Section 13.1.6 and or Specific Performance Standards and Terms in Section 13.1.7.		
OSZ15	Or all Open Space categories any activity not provided for as a Permitted, Controlled, Restricted Discretionary, or Discretionary Activity by Table 13.1.5.1.		

NOTE 1: Rules OSZ8 and OSZ9 shall apply to all buildings in the Open Space Zone (except Relocated Buildings where OSZ10 applies) irrespective of the status of the activity listed in Table 13.1.5.1.

NOTE 2: The gross floor area thresholds in Rules OSZ8 and OSZ9 apply to each building and are not a cumulative measure.

NOTES



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TE KAUNIHERA O HERETAUNGA

3251121



Hastings District Council

Enterprise Risk Management

Policy & Framework

Policy expert	Risk and Corporate Services Manager
Policy owner	Council
Owner Department	Corporate
Approval date	XXX 2022
Version	5.1
Review date	XXXX 2023

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Change history

Amendment (s)	Date	Updated by and authority
First Release	12 Sep 2012	Updated by Business Service Manager. Authorised by Leadership Management Team
Annual Review V1.1 Minor changes to text for clarification	16 Sep 2013	Updated by Business Service Manager.
Full Review V2.0 Overview of risk management updated to reflect ISO 31000 standard. Guiding principles from the ISO 31000 standard included in risk framework. Roles and responsibilities, and conflict of interested included in Policy section. Need for risk management to be integrated in to all business activities reinforced throughout.	9 Feb 2017	Updated by Business Service Manager.
Audit & Risk V2.1 Protection of personal safety added to policy objectives. Risk matrix included as Appendix 1.	28 Feb 2017	Updated by Business Service Manager. Confirmed by Audit & Risk Subcommittee.
PWC feedback incorporated V2.2 CE commitment statement added Reference to Risk Handbook included. Enhancements include; <ul style="list-style-type: none"> - Annual policy review, principles moved to Policy section, risk process overview included, Additional guidance relating to consultation and treatment plans. Risk register management and monitoring Glossary of Terms added.	11 May 2017	Updated by Business Service Manager.
Purpose amended to include community outcomes	21 Jun 2017	Updated by Business Service Manager. Confirmed by Council
Draft removed. Version published	13 Jul 2017	Updated by Business Service Manager. Approved by Council 13 July 2018
Annual review. Moved to new policy template: <ul style="list-style-type: none"> - Add Architecture section. Include Council responsibilities in Purpose and Roles & Responsibilities. - Updated risk principles to match ISO31000:2018 - Updated Risk Appetite and Tolerance. - Risk Impact and matrix revised. - Minor amendments to Risk Process Analysis and Evaluation sections. 	3 Aug 18	Updated by Risk and Corporate Services Manager. Approved by Council 31 January 2019
Annual review: <ul style="list-style-type: none"> - Architecture section updated to reflect current structure. - Risk appetite section added and tolerance statements included. 	10 July 20	Updated by Risk and Corporate Services Manager. Approved by Council 8 December 2020
V5 changes include: <ul style="list-style-type: none"> - Supporting documentation listed 3 LOD model included in the framework. - Reference to the HDC Water Safety Plan included. - Opportunity risk descriptions added and community impact scale added. - Risk Appetite statement updated to match LTP. 	17 Nov 21	Updated By Risk and Corporate Services Manager.

Note: Changed sections are indicated by a vertical bar in the margin.

1. Purpose

The purpose of this document is to describe the Hastings District Council (HDC) Enterprise Risk Management (ERM) framework, including the architecture, strategy and protocols, and how ERM is used to manage significant risks that affect successful achievement of the organisation's objectives.

Note: A Risk Management Handbook that includes a summary of the strategy and protocols described in this document is provided as a quick reference for staff.

1.1. Background

"Organisations of all kinds face internal and external factors and influences that make it uncertain whether, when and the extent to which they will achieve or exceed their objectives¹". The effect this uncertainty has on the organisation's objectives is 'risk'.

Risk management provides a structured approach that can be applied to any discipline or undertaking to reduce uncertainty and enhance value.

Risk management achieves this by creating visibility of operational risk (including assumptions and uncertainties), and by describing consequences to be avoided or opportunities to be pursued.

Successful implementation of risk management relies on informed and engaged staff, and incorporation of risk management into 'business as usual' activities. Risk management within HDC is supported by senior leadership in a 'no blame' reporting culture. All staff are expected to engage in identifying and communicating risks associated with their work.

1.2. Governance Oversight

Collectively the Councillors are responsible for setting risk management tone and objectives, and for oversight of the organisation's strategic risks. This includes determining acceptable levels of risk exposure (refer to Risk Appetite and Tolerance) and confirming that management operate within the limits defined.

1.3. Chief Executive Commitment

To ensure we can deliver the Council's long term plan and work programme safely and effectively, it is important we understand and address the risks we may face. Through the application of good risk management we can minimise the possibility of harm and loss, whilst taking advantage of opportunities to innovate. I am committed to ensuring that all Council staff are well equipped to follow good risk management practices. This is particularly important when it comes to protecting our people, our community and our environment.

Risk management enhances our service culture and should be engrained in our DNA. Risk management is a continuous journey of learning and its application underpins our ability to deliver positive outcomes for our community.

Nigel Bickle, Chief Executive

¹ ISO 31000:2018 Risk Management –Guidelines, Introduction, Page v.

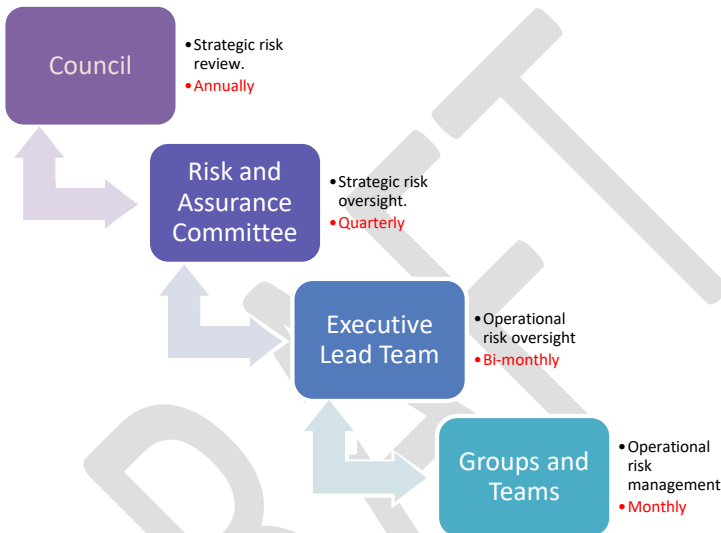
2. Architecture

2.1. Reporting Structure

The overarching responsibilities for managing risk within HDC are as follows:

- Overall responsibility for ensuring risks are mitigated resides with the Council as the governing body.
- The responsibility for ensuring robust risk management practices are in place is delegated to the Risk and Assurance Committee.
- The Executive Lead Team (LT) is ultimately responsible for ensuring risk are effectively managed.

Risk information flows down from the Council, and is reported up from Groups and business teams as shown in the diagram below:



In addition to this regular information flow, issues that arise between reporting cycles will be raised with the appropriate forum in a timely manner to allow effective treatment decisions to be made.

Business units and underlying teams may adopt or adapt this framework to meet their needs as deemed appropriate by the line manager. However, in all cases high risk issues identified by these teams must be escalated to LT or Risk and Assurance Committee as described in this framework.

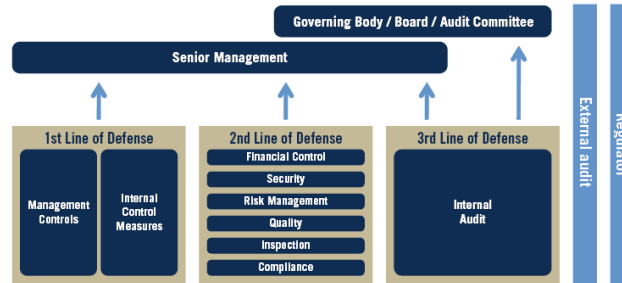
2.2. Supporting Documentation

This Framework is supported by the Risk Assurance Charter and Risk Management Handbook.



2.3. Roles and Responsibilities

Roles and responsibilities within this framework are based on the 3 lines of defence model as outlined in the image below (taken from *The Institute of Internal Auditors, Position Paper on The Three Lines of Defense in Effective Risk Management and Control, 2013*).



Adapted from ECIIA/FERMA Guidance on the 8th EU Company Law Directive, article 41

Role	Responsibility
All Staff	Actively involved in managing risk. Consult with and keep line managers informed about risk as appropriate.
Risk Owners	Accountable for management of assigned risks. Consult with and keep LMT informed about risk as appropriate.
Risk Assurance Advisor	Provide advice and support to Risk Owners and staff, as well as undertaking Assurance Reviews as defined in the Risk Assurance Charter.
Group Manager	Have practices in place within their Group to: <ul style="list-style-type: none"> - Identify, assess and monitor risks. - Assign responsibility for managing risks. - Develop and implement treatment plans to reduce risk exposure. - Regularly review risk controls and treatments. - Appropriately communicate and escalate risks as required. - Consider new, emerging and changing risks. - Support and encourage staff to engage in risk identification and response actions.
Lead Team (LT)	Assess and monitor the organisation wide risk profile. Regularly review risk controls and treatments. Set priorities and allocate resources for risk mitigation.
Councillors (Elected Members)	Responsible for setting risk management tone and objectives. Define the organisation's risk appetite. Confirm that risk is managed within prescribed tolerance. Review the Tier 1 strategic risk register and seek assurance that adequate controls are in place and effective.

2.4. Conflict of Interest

Any conflicts of interest identified through the risk management process shall be handled in accordance with the Conflict of Interest and Gifts policy in the HDC Operations Manual.

3.Strategy

HDC is committed to managing risk to the organisation and community in an on-going and proactive manner.

Effective risk management enhances the ability of HDC to achieve the strategic objectives defined in the Long Term Plan (LTP) and meet its statutory obligations.

HDC manages risks in order to:

- Improve decision making.
- Identify innovations.
- Clearly document risk exposure.
- Appropriately communicate and report on risks.
- Integrate risk management culture into our business.

This framework and policy, supported by the HDC Risk Management Handbook, outlines the organisational risk management objectives and commitment in order to achieve proactive identification and mitigation of risks that arise as part of the organisation's activities.

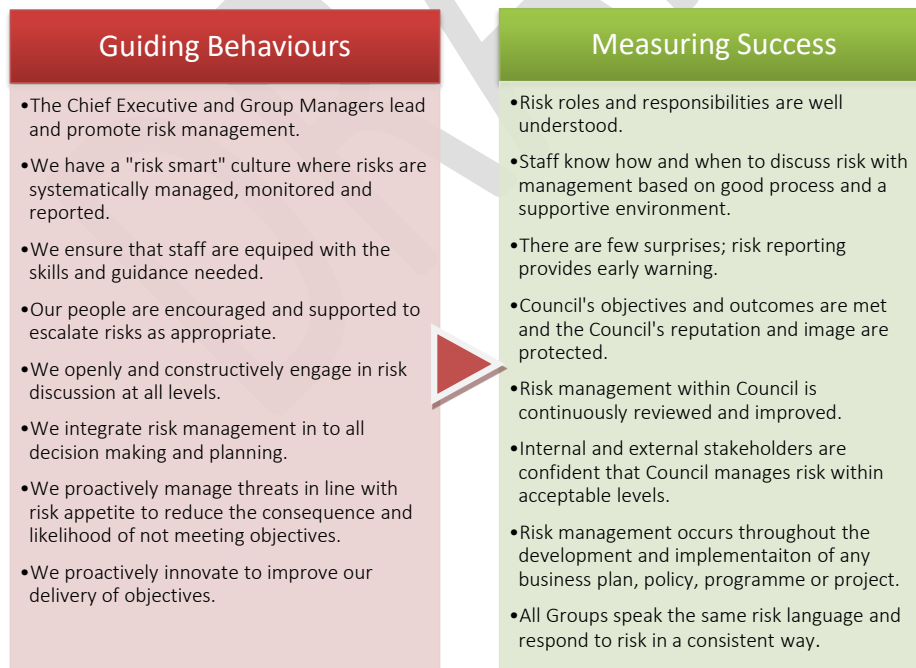
3.1. Scope and Applications

The scope of the Risk Management framework and policy is organisation wide and will be fully integrated into the organisation's strategic, operational and project planning activities. The development of the framework and process has been informed by the approaches used in these activity and planning areas.

3.2. Guiding Behaviours and Measures

In line with organisation's risk management principles and industry best practice, the framework guides staff to:

- Identify, assess, treat and monitor risks.
- Appropriately communicate and escalate risks.
- Consider new and emerging risks.



4. Policy Statement

In setting our objectives HDC will consider and take into account the risks associated with achieving those objectives.

HDC recognises that it is prudent to systematically manage and regularly review its risk profile at a strategic, operational and project level. The organisation does this by applying this risk management policy and protocols, which defines the management practices required to support the realisation of Council objectives. Not only does HDC wish to minimise relevant threats, but also to maximise its opportunities through innovation.

4.1. Mandate and Commitment

Elected members and senior leadership support the use of risk management as a key management tool, and expect risk management to be an integral part of decision making. Managers and staff in roles responsible for managing risk will be provided with adequate training and systems to support the open and honest communication of risk information.

The risk management system will be monitored on a frequency considered appropriate by elected members and senior leadership.

4.2. Objectives

The Council's risk management objectives are:

- Protection of personal safety is ensured in all undertakings.
- HDC has a current comprehensive understanding of its risks.
- All sources of risk are assessed before undertaking any activity.
- The organisation's risks are managed within the risk criteria (appetite) that have been established for the particular activity.

4.3. Principles

For risk management to be effective, the following principles should be applied at all levels within HDC:

- a) Integrated part of all organisation activities.
- b) Structured and comprehensive approach.
- c) Customised and proportionate to the organisation's needs.
- d) Inclusive to achieve timely involvement of stakeholders.
- e) Dynamic so that appropriate changes are made in a timely fashion.
- f) Best available information applied to risk analysis.
- g) Human and cultural factors are considered at each stage.
- h) Continual improvement achieved through learning and experience.

4.4. Risk Appetite and Tolerance

Risk appetite refers to the amount of risk Council is willing to accept in pursuit of its goals. Depending on the nature of the activity there will be a range of outcomes that the Council could accept, this range in outcomes is organisation's risk tolerance.

In this sense risk management is about finding an acceptable balance between the impact on objectives should a risk be realised and the implications of treating the risk (i.e. financial cost, potential service level impacts and other consequential risks associated with a different approach must be considered). It should be recognised that all actions and approaches come with their own risks which should be considered throughout the risk management process.

4.4.1. HDC Risk Appetite Statement

The Council's over-arching risk appetite statement is as follows:

The Hastings District Council is responsible to the rate payers of the district to enable democratic local decision-making and action by, and on behalf of, communities to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

To achieve these outcomes Council has a **conservative** appetite toward risk that would adversely affect core services. In contrast, there is a desire to leverage opportunities that enhance outcomes for the community. As a result there is a more open approach to considering innovation or solutions that create long term benefits.

Accordingly, whilst the overarching risk appetite may be conservative, Council recognises that it is not possible, or necessarily desirable, to eliminate all of the risks inherent in its activities. In some instances acceptance of risk within the public sector is necessary due to the nature of services, constraints within operating environment or a limited ability to directly influence where risks are shared across sectors.

Therefore, in relation to the Long Term Plan strategic priority areas Council's risk appetite may vary depending on the circumstances and trade-offs implicit in the specific context. Resources are aligned to priority outcomes based on the specific risk appetite, and arrangements are in place to monitor and mitigate risks to acceptable levels.

The risk appetite for each of the key focus areas in the current Long Term Plan is stated in Appendix 2.

4.4.2. Risk Appetite Terminology

Rating	Philosophy	Tolerance for Uncertainty Willingness to accept uncertain outcomes or variations.	Choice Willingness to select an option puts objectives at risk	Trade-off Willingness to trade off against achievement of other objectives.
5 Flexible	Will take justified risks	Fully anticipated	Will choose option/s with highest return; accepting possibility of failure.	Willing
4 Justified	Will take strongly justified risks	Expect some	Will choose to put at risk, but will manage impact	Willing under right conditions
3 Measured	Preference for delivering expected outcome.	Limited	Will accept if limited and heavily out-weighted by benefits	Prefer to avoid
2 Conservative	Extremely conservative	Low	Will accept only if essential, and limited possibility/extent of failure	With extreme reluctance
1 Averse	Avoidance of risk is a core objective	Extremely low	Will always select the lowest risk option.	Never

5. Risk Process

Risk management at HDC is based on each team, business unit and all levels of management identifying, recording and assessing risks to their area of work.

5.1. Integrated Risk Management

Each team must integrate the following risk assessment process in to existing planning and decision making processes so that risk management principles can be applied. This will normally involve undertaking risk assessments as early as possible in a business process so that the greatest opportunity exists to mitigate potentially negative outcomes, or take advantage of innovations (e.g. all Asset Management Plans should contain a robust risk assessment).

The type of risk assessment used should be matched to the potential consequences. So where risk of failure is high a structured risk assessment process should be applied (i.e. bow tie), whereas for low risk activities a simple register could be sufficient.

5.2. Risk Process Overview

The following diagram provides an overview of the risk management process. The risk management process should be a logical progression from establishing context, risk identification and assessment through to treatment of these risks. Recording and reporting, communication and consultation, and regular monitoring and reviews are required throughout the process.



5.3. Risk Process Map

To support the risk process shown in 5.2 a process map has been developed to provide step-by-step guidance. The diagram below shows the high-level activities that form this process. For further detail refer to the [Promapp process](#) or the HDC Risk Management Handbook.



5.3.1. Communication and Consultation

Effective risk management is based on continuous communication between internal and external stakeholders, and should include open two-way communication at all levels. This will help to ensure that individual risks are well understood so that robust risk ratings, risk treatment plans and monitoring requirements are established to increase confidence in successfully achieving Council goals

5.3.2. Establish Context

An important part of the risk management process is to consider the context for the activity being undertaken. Most importantly this involves developing a clear understanding of the key goals and objectives, and that the performance measures for these outcomes are considered.

When defining the context for a risk assessment, it is important to consider:

- The nature and type of hazards and consequences that might arise.
- How likelihood and impact are defined.
IMPORTANT: By default the corporate standard definitions should be applied. However, in special cases it might be appropriate to define a tailored approach (e.g. for a major strategic project). If this is required the Risk & Corporate Services Manager or Strategic Projects Manager must be consulted.
- Whether combinations of risk should be taken into account, and if so, how they should be considered.
- The level at which risk becomes acceptable or tolerable.
IMPORTANT: By default the Tolerance statement in this framework should be applied. Any variation from this should be approved by LT.

At this stage of the process communication and consultation is important. To fully understand the context consideration should be given to consulting other affected parties or stakeholders and wider management.

5.3.3. Risk Identification

Risk workshops are considered an effective way to initially identify risks associated with HDC business and operations. Workshops should include a wide range of internal and external stakeholders to uncover the full scope of risks that may exist.

When considering the source of risk each of the factors on the impact scale (People Safety, Financial, Service Level, Compliance, Reputation and Environment) should be considered for potential threats or opportunities.

Risks are recorded in a risk register held by each group. Risk details will record an accurate description of the risk, cause and effect to provide clarity for analysis and preparation of treatment plans. Ownership for each Risk should be allocated to a member of the team responsible for the Risk Register on which the risk is recorded

5.3.4. Risk Analysis

Risk score is based on the likelihood and impact of an identified risk occurring. An inherent assessment of the risk should be made based on the assumption that no measures are in place to control the risk. This establishes the raw risk to which the organisation is exposed. A subsequent risk analysis should then be performed to understand the current risk considering all the controls in place to mitigate the issue. The difference between these two assessments provides an indication of the degree of risk mitigation achieved and effectiveness of controls.

To determine the impact rating for a risk analysis the normal practice is to use the impact category (i.e. personal safety, financial, service level, compliance, reputation or environment) that has the greatest/highest level of impact to combine with the likelihood assessment.

As any risk analysis is subject to the state of knowledge at a specific point in time it is good practice to regularly update the assessment as the environment and state of knowledge changes.

The default organisation wide impact and likelihood definitions are included in Appendix 1. These definitions provide a consistent language to encourage consistent assessment of risk. However, they are not absolute and should be used as a guide to validate the intuitive assessment of risk.

Approved specialised likelihood, impact and risk matrixes can be found in the following documents:

- HDC Risk Management Handbook.
- HDC Project Management Framework.
- HDC Health & Safety Manual.
- HDC Water Safety Plan

Note: There may be slight differences between the descriptions used in each area. This is intended so that the risk management tool is appropriately matched with the activity.

5.3.5. Risk Evaluation

The current risk score established during the risk analysis is then used to determine whether the risk is tolerable by comparison with the Council risk appetite. Any risks that are not tolerable should then be prioritised based on the risks score in order to identify the most important issues for treatment. This allows for effective allocation of resources to achieve the greatest benefit.

Threats classified as High or Extreme cannot be tolerated and treatments must be put in place to reduce the risk. In those situation where there is a low risk tolerance, all effort should be made to ensure the residual risk of the event occurring is As Low As Reasonably Practicable (ALARP). Refer to the Risk Tolerance statement and Escalation section for further guidance on tolerable risk and risk treatment requirements.

5.3.6. Risk Treatment

Development of risk treatments and action plans is key to the success of risk management, as this is how an increase in confidence for achieving key objectives is delivered.

When choosing a treatment option it is important to recognise that a new approach is likely to introduce new risks that need to be considered. The aim should be to achieve a balanced outcome for HDC and the customer/community using the service (e.g. the decision to require specific technical information for a type of consent may unduly slow the decision making process for all consents, and cause unnecessary frustration for the applicant for little overall reduction in risk).

In general there are four options to consider when treating a threat risk known as the 4Ts (refer to Appendix 3 or the Risk Management Handbook for further information):

- *Tolerate*: Accept or retain the risk and its likely impact.
- *Treat*: Take action to control or reduce the risk.
- *Transfer*: Move the risk to another party, for example through insurance.
- *Terminate*: Stop performing the activity to avoid or eliminate the source of risk.

IMPORTANT: The Health and Safety at Work Act and Regulations contain specific requirements on the hierarchy of controls for risk treatment. Refer to the reference to the H&S manual for details.

When considering opportunity risk the following treatment options known as the 4Es should be considered (refer to Appendix 3 or the Risk Management Handbook for further information).

- *Exist*: Monitor those opportunity that have minimal potential reward.
- *Explore*: When the likelihood of an opportunity being realised is probable, but the expected benefit is minor, the issue should be explored to see if the impact can be increased.
- *Expand*: Opportunities that present a substantial beneficial impact and will probably occur should be expanded across the Council to gain the greatest benefit.
- *Exploit*: When the Impact of an opportunity is major, but the likelihood is only possible, the outcome should be exploited to improve the chance of realising the benefit.

While Opportunities will be deliberately taken to realise a benefit, it is important to recognise the relationship between risk & reward. As a result, an assessment of the threat risks that come with the opportunity must be undertaken to ensure any downside risk is within the Council appetite before taking action to Explore, Expand or Exploit an opportunity.

To determine the most appropriate risk treatment option(s) the following factors should be assessed;

- impact on service levels,
- cost,
- feasibility, and
- effectiveness.

Treatment and action plans should include;

- Description of the proposed actions and due date for implementation,
- When appropriate, include reasons for selecting the treatment options,
- Identify who is responsible for completing the action and any other resources needed,
- When appropriate, identify performance measures for the control, and
- The reporting and monitoring requirements.

However, allocation of the treatment actions does not imply ownership of the risk itself. Risk ownership remains with the manager responsible for the risk. Treatment plans are to be updated on a regular basis and a note on current progress of treatment actions recorded as well as any changes in detail.

5.3.7. Risk Escalation

Risk owners are responsible for ensuring that risks are escalated to the appropriate level of management or to Council when necessary. Risks scored as High or Extreme according to the appropriate Risk Matrix must be reported to the next level of management and/or Council, whichever is appropriate.

The management team receiving an escalated risk shall review the issue and decide which level of the organisation is best placed to own, and be responsible for treating the risk. Based on this decision the risk may be:

1. Accepted onto that management team's risk register, or
2. Escalated further, or
3. Referred back to the team or business unit for action.

The following table outlines the threat risk action and escalation requirements:

Risk Descriptors	Impact	Action
Extreme Urgent and active management is required. Must identify treatments and implement action plans.	Would stop a number of key objectives being achieved. May cause widespread financial loss, or loss of reputation and confidence in HDC.	Immediate escalation to relevant Group Manager and/or LT. Consider escalation to relevant Council committee or sponsor. Include in Enterprise risk register.
High Senior management attention is needed. Must identify treatments and implement action plans.	Would interrupt the quality or timeliness of HDC's business objectives or outcomes. May result in significant financial loss, capability reduction or impact on the reputation of HDC.	Escalation to Group Manager. As applicable may need escalation to Council committee, sponsor or LT. Include in Group risk register.
Medium Risks require effective internal controls and monitoring. Management responsibility must be specified.	Would interfere with the quality, quantity or timeliness of HDC's business objectives. May have minor financial loss, capability reduction or impact on the reputation of HDC.	A strategy must be in place focusing on monitoring and reviewing existing controls. Include in Group risk register.
Low Routine procedures are sufficient to deal with the impacts.	Minimal impact on HDC's business objectives. Minimal financial loss, capability reduction or impact on the reputation of HDC.	A strategy should be in place focusing on monitoring and reviewing existing controls. Include in Group risk register if appropriate.

The following table outlines the opportunity risk action and escalation requirements:

Risk Descriptors	Impact	Action
Platinum Senior management informed. Responsibility for management oversight must be specified	Would enhance a number of key objectives. May result in substantial financial gain, or enhance reputation and confidence in HDC.	Escalation to relevant Group Manager and/or LT. Consider expanding application across Council to maximise the benefits realised. Include in Enterprise risk register
Gold Senior management attention is needed. Should identify treatments and implement action plans.	Would noticeably improve the quality or timeliness of HDC's business objectives or services. May result in financial benefits, improved efficiency or enhanced reputation.	Escalation to Group Manager. Focus on exploiting the benefits. Include in Group risk register.
Silver Risks require effective internal controls and monitoring. Management responsibility must be specified.	Would improve the quality or timeliness of HDC's business objectives or services. May result in minor financial benefit, improved capability or enhanced reputation.	Activity should focus on exploring the potential benefits. Include in Group risk register.
Bronze No specific action required.	Minimal benefit to HDC's objectives. Negligible financial or reputation benefit.	No specific action required Monitor for change in context.

5.3.8. Risk Monitoring and Review

Risk monitoring provides for ongoing tracking of risk trends and treatment actions. Regular risk monitoring maintains visibility of risk activity and provides oversight for managers of the risks within business. Risk monitoring provides a common communication mechanism for maintaining awareness.

To facilitate this, management needs to provide feedback to relevant groups on risks accepted onto their risk register so staff are kept informed of progress on significant risks.

Risk monitoring is achieved by including Risk Management as an agenda item for all team and management meetings and is referred to in regular management reports. During management meetings risk reviews should monitor:

- Whether each risk still exists,
- Whether new risks have arisen,
- Whether the likelihood and/or impact of risks have changed,
- Report significant changes which affect risk priorities, and
- Deliver assurance on the effectiveness of risk controls.

Having risk as an agenda item at all scheduled meetings (e.g. monthly team meetings) enables risk registers to be reviewed and risk actions to be tracked on a regular basis. This approach supports the involvement of staff and integrates risk management into business as usual activities. Risks, risk treatments and actions inform planning and everyday business activities.

5.3.9. Risk Recording & Reporting

Risks are to be recorded in Quantate or in Risk Registers based on a standard template and are stored in HPRM. Using a standard template for risk registers enables risks to be collated across business units and between levels of management. The registers also provide for reporting of risk trends and logging actions in response to identified risks.

6. References

The primary reference and guidance document for the development of the risk management framework is the ISO 31000:2018 Risk Management – Guidelines.

Other relevant risk management publications will be used to aid application of standards and other related techniques to particular business situations. These publications include but are not limited to HB 436 Risk Management Handbook.

7. Review

The risk management policy and framework will be regularly reviewed to ensure it remains relevant to the organisation culture and needs. Reviews shall be performed at least annually, and submitted to Risk and Audit Committee for comment before being approved by Council.

8. Definitions

Term	Definition
Consequence	The consequential effect on strategy or operational processes as a result of a risk event occurring. Note: The consequences that an event will have on the organisation will only be evident after impact has occurred.
Current Risk	Existing level of risk taking in to account the controls in place. Note: Previously called Residual Risk.
Impact	The effect on People, Finances, Service Levels, Compliance or Reputation when a risk event occurs. This is the direct and measureable impact. Standard terms for rating Impact are: Severe, Major, Moderate, Minor & Insignificant.
Inherent Risk	Level of risk before any control activities are applied.
Likelihood	An evaluation or judgement regarding the chances of a risk even occurring. Often described as a 'probability' or 'frequency'. Standard terms for rating Likelihood are: Almost Certain, Probable, Likely, Possible and Rare.
Mitigation Control	Any measure or system that is intended to reduce the impact (consequence) of an event should it occur.
Opportunity	Risk that can enhance or have a positive impact on objectives.
Prevention Control	Any measure or system that is put in place to stop a threat causing loss.
Risk	The effect that uncertainty about internal or external factors has on achieving HDC's objectives. The effect on objects can be positive or negative.
Risk Assessment	The process of risk identification and analysis.
Risk Analysis	A systematic use of available information to determine the likelihood of specific events occurring and the magnitude of their consequence.
Risk Appetite	The amount and type of risk an organisation is prepared to pursue or retain to achieve its strategic goals.
Risk Management	Management activities to deliver the most favourable outcome and reduce the volatility or variability of outcomes.
Risk Register	Document used to record risks, including the associated risk score and treatment plan.
Risk Score	The combination of consequence and likelihood assessments for a risk to derive an overall rating or priority for the risk.
Risk Tolerance	The degree of variability in attainment of goals, or capacity to withstand loss that an organisation is prepared to accept to achieve strategic goals.
Risk Treatment Plan	Actions aimed at reducing the likelihood and/or consequence of a risk.
Threat	Risk with adverse or negative impact on objectives.

9. Appendix 1: Likelihood, Impact and Risk Matrix Tables

9.1. Likelihood Assessment Table

Likelihood	Probability (<i>per annum</i>)	Time Based Descriptor
<i>Rare</i>	<10%	Unlikely to occur within a 10 year period, or in exceptional circumstances.
<i>Possible</i>	10% - 40%	May occur within a 10 year period.
<i>Likely</i>	40% - 70%	Likely to occur within a 5 year period.
<i>Probable</i>	70% - 90%	Likely to occur within a 1 year timeframe
<i>Almost Certain</i>	>90%	Likely to occur immediately or within a short period of time.

9.2. Impact Assessment Table – Opportunity

Impact	Opportunity / Benefit		
	Financial	Citizen Benefit	Service Innovation
<i>Substantial</i>	A beneficial difference in budget of more than 50% OR \$4M.	Changes directly benefit citizens across the entire district.	Service delivery time improved by more than 50% OR Entirely new service delivery method identified.
<i>Major</i>	A beneficial difference in budget between 25 - 50% OR \$1M-\$4M.	Changes directly benefit citizens of multiple communities.	Service delivery time improved by 25-50% OR Implementation of a leading edge practice.
<i>Moderate</i>	A beneficial difference in budget between 10 - 25% OR \$200k-\$1M	Changes directly benefit citizens of a single community	Service delivery time affected by 10-25% OR Able to implement current best practice.
<i>Minor</i>	A beneficial difference in budget of less than 10% OR between \$10k-\$200k.	Changes directly benefit members of a single group or association.	Service delivery time affected by less than 10% OR Efficiency gain in current process.
<i>Insignificant</i>	Insignificant budget impact OR less than \$10k impact	Little or no citizen benefit.	Maintain status quo

9.3. Impact Assessment Table - Threats

Impact	Threat						
	Harm to People (ALWAYS assess first)	Service Degradation	Financial Loss	Compliance	Environment	Reputation	Community
Severe	Fatality or permanent disability involving 1 or more people. OR Health impacts to >100 people.	Service delivery time reduced by more than 50% OR Total facility closure.	An adverse difference in budget of more than 50% OR \$4M.	Fine or prosecution for failing to meet multiple core legal requirements	Adverse effects resulting in permanent/ irreversible change to the environment.	National/ International media attention OR Trust severely damaged and full recovery questionable	Permanent/ irreversible loss of food/water security, housing, employment or societal wellbeing (eg social isolation) affecting an entire community.
Major	Serious injury/ illness, temporary disability involving 1 or more people. OR Health impacts to <100 people.	Service delivery time reduced by 25-50% OR Partial facility closure.	An adverse difference in budget between 25 - 50% OR \$1M-\$4M.	Fine or prosecution for failing to meet a single core legal requirement.	Long term or significant adverse environmental effects where remediation is possible	High public interest or national media attention OR Trust recovery involves considerable cost and management attention	Complete loss of food/water security, housing, employment or societal wellbeing (eg social isolation) affecting an entire community
Moderate	Medical attention required for 1 or more people. OR Medium term health impact to 1-10 people	Service delivery time reduced by 10-25% OR Hours of service reduced.	An adverse difference in budget between 10 - 25% OR \$200k-\$1M	Warning about, /or adverse public exposure for a non-compliance.	Medium term change or scale of environment impact	Significant regional public interest or media attention OR Trust recovery exceeds existing budget	Noticeable reduction in availability of food/ water, housing, employment or societal wellbeing affecting a large number of people in a community
Minor	First aid needed. Short term health impacts to a few people.	Service delivery time reduced by less than 10% OR Customer queue management required	An adverse difference in budget of less than 10% OR between \$10k - \$200k.	Self-detected non-compliance.	Short term or minor effect on ecosystem functions	Attention of group / local community or media OR Modest cost to recover trust	Short term in availability of food/ water, housing, employment or societal wellbeing affecting a number of people in a community
Insignificant	No treatment required. No noticeable physical impact.	No noticeable impact on service delivery.	An adverse budget impact OR less than \$10k impact	Non-compliance of no consequence	Little or no change to environment	Individual interest or no media attention OR Little effort to recover trust	No noticeable impact on food/ water security, housing, employment or societal wellbeing

* Note: Food security, housing and employment are social impact factors identified by the World Health Organisation Social Dimensions of Climate Change discussion draft.

9.4. Risk Matrix and Heat Map

Likelihood	Threat					Opportunity					Likelihood
	Insignificant 5	Minor 20	Moderate 40	Major 80	Severe 100	Substantial 100	Major 80	Moderate 40	Minor 20	Insignificant 5	
Almost Certain 0.7	Low 3.5	Medium 14	High 28	Extreme 56	Extreme 70	Platinum 70	Platinum 56	Gold 28	Silver 14	Bronze 3.5	Almost Certain 0.7
Probable 0.45	Low 2.25	Medium 9	High 18	Extreme 36	Extreme 45	Platinum 45	Platinum 36	Gold 18	Silver 9	Bronze 2.25	Probable 0.45
Likely 0.3	Low 1.5	Low 6	Medium 12	High 24	Extreme 30	Platinum 30	Gold 24	Silver 12	Bronze 6	Bronze 1.5	Likely 0.3
Possible 0.2	Low 1	Low 4	Medium 8	Medium 16	High 20	Gold 20	Silver 16	Silver 8	Bronze 4	Bronze 1	Possible 0.2
Rare 0.17	Low 0.85	Low 3.4	Low 6.8	Medium 13.6	High 17	Gold 17	Silver 13.6	Bronze 6.8	Bronze 3.4	Bronze 0.85	Rare 0.17

Notes on matrix heat map:

- In this matrix it can be observed that by redefining High risks they may become Golden opportunities, but conversely Platinum opportunities can become Extreme threats if pushed too far
- An event with Severe impact is considered High risk even if the chance of occurrence is Rare. An event with Insignificant impact is considered Low risk even if it is Almost Certain to occur.

9.4.1. Calculated Risk Score Ranges

Risk Descriptors		Low	High
Extreme	Platinum	>28	<=70
High	Gold	>16	<=28
Medium	Silver	>7	<=16
Low	Bronze	>0	<=7

10. Appendix 2: Risk Appetite for LTP Strategic Priority Areas

10.1. The Economic Power House

Context

Hastings is the District's centre for employment and economic growth which is a position we will hold onto and develop in the future. Key focus areas:

- Growing meaningful work and higher and valued jobs
- Becoming a leader in food and beverage innovation.
- Diversifying to a knowledge-based economy.
- Developing a Hastings Proud employers initiative.
- Positioning as a centre for government relocations.
- Enabling innovation in the primary sector.



Appetite

Averse	Conservative	Measured	Justified	Flexible
--------	--------------	----------	-----------	----------

Council intends to take a **Measured** approach to achieving this outcome on the basis that there is a desire try innovative ideas that may increase land development or economic growth initiatives. This means that risk will be accepted if limited and heavily out-weighted by benefits.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety					
<i>Outcomes</i>	No notifiable injuries or illness from growth projects due to poor health & safety practices by Council staff or a contractor engaged by Council.				
Financial					
<i>Variation</i>	Spend between -50% and +25% for all projects.				
Service Delivery					
<i>Standard</i>	A minimum 20% of vacant industrial land available for development (<i>LTP</i>). At least 1 Place Based Plan completed per annum (<i>LTP</i>)				
Compliance					
<i>Outcomes</i>	No material failures to comply with the life safety requirements of planning and building acts and regulations.				
Reputation					
<i>Outcomes</i>	Positive regional public interest or media attention is expected for creating liveable spaces, but outcomes should not result in adverse media coverage.				

10.2. Homes for Our People



Context

The type of housing available in Hastings should match the diversity and needs of our people while also managing urban sprawl onto the productive Heretaunga Plains. Moving forward this will require a more compact community connected by a range of effective transport choices. Key focus areas:

- Protecting our good soils.
- More compact housing choices, using available land.
- Working with government and other partners on housing projects.
- Rethinking future use of council housing provision for elderly citizens.



Appetite

Averse	Conservative	Measured	Justified	Flexible
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Council is prepared to take a **Measured** approach to achieving this outcome in order to meet the community need for sufficient housing. This means that risk will be accepted if limited and heavily out-weighted by benefits.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety					
<i>Outcomes</i>	No new houses constructed in at risk areas (i.e. natural hazard zones) without mitigation. All new houses meet safe and sanitary requirements (e.g. weather tightness).				
Financial					
<i>Variation</i>	Spend between -50% and +25% for all projects.				
Service Delivery					
<i>Standard</i>	A minimum 20% residential greenfields land available (LTP) A minimum of 85% of urban properties within 500m radius (walking distance) of a park (LTP).				
Compliance					
<i>Outcomes</i>	Time taken to process resource and building consent within statutory timeframes (LTP).				
Reputation					
<i>Outcomes</i>	Positive regional public interest or media attention is expected, and there is support for national recognition of successful innovation in provision of housing. However, events within Council's control should not result in adverse national media coverage.				

10.3. Getting Around



Context

It is important to connect our people, places, products and markets by providing a safe, effective road network that allows people and goods to travel where they need to go, however they choose. Key focus areas:

- Investing in our ageing roading assets.
- Progressing the use of freight hubs and road/rail/port integration.
- Linking transport with future planned urban growth areas.
- Advocating for improvement on our regional transport networks.
- Developing our sustainable transport alternatives.

Getting around



Appetite

Averse	Conservative	Measured	Justified	Flexible
--------	---------------------	----------	-----------	----------

Council intends to take a **Conservative** approach to risk in order to achieve these outcomes due to the potential adverse impacts on public safety and economic prosperity as a result of failing to provide a transportation network and bridges that are able to cope with current and future demands. This means that risks will be accepted only when essential to the core outcome, and limited possibility/extent of failure exists.

In practice, assets will be prioritised based on sound research and data, and upgraded using the most suitable certified construction solution. In other words, Council is not looking to apply untested innovative solutions.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety		●			
<i>Outcomes</i>	Reducing trend of fatality and serious injury from previous year (<i>LTP</i>).				
Financial			●		
<i>Variation</i>	Spend between -25% and +10% for all projects.				
Service Delivery		●			
<i>Standard</i>	6% of sealed local road network is resurfaced per annum (<i>LTP</i>). No more than 1.5 % of footpaths classified poor or worse as measured by Council's condition rating system (<i>LTP</i>).				
Compliance	●				
<i>Outcomes</i>	Full compliance with NZTA funding requirements Full compliance with NZ Bridge Design Manual and Regulatory requirements				
Reputation		●			
<i>Outcomes</i>	Interest of local groups or individuals is expected, but events should not result in adverse regional or national media coverage. Some desire to be recognised for best practice asset management and renewal planning.				

10.4. Rural Living



Context

Our economic success is linked to the success of our rural areas and rural communities who we will support while adapting to the changing environment.

Key focus areas:

- Rural accessibility (a key priority).
- Adaptation to new land use and farming futures (including climate change, farm ownership, workforce challenges and water access).
- Enhancing rural connectivity (technology and communication).
- Planning for future settlement development (and population decline).



Rural living

Appetite

Averse **Conservative** Measured Justified Flexible

Council intends to take a **Conservative** approach to risk in order to achieve these outcomes due to the potential long term adverse impacts on rural communities caused by unsuccessful projects or poor services delivery. This means that risks will be accepted only when essential to the core outcome, and limited possibility/extent of failure exists, particularly with regard to Safety.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety	●				
<i>Outcomes</i>	All bridges meet requirements for safe carriage				
Financial			●		
<i>Variation</i>	Spend between -25% and +10% for all projects.				
Service Delivery		●			
<i>Standard</i>	Journeys affected due to unplanned road closures not more than 500,000 per annum (<i>LTP</i>) Maximum of 27 (10%) weight and/or speed restricted bridges on the network.				
Compliance		●			
<i>Outcomes</i>	Less than 3.2% of the network inaccessible to Class 1 and 50MAX vehicles.				
Reputation		●			
<i>Outcomes</i>	Interest of local groups or individuals is expected, but events should not result in adverse regional or national media coverage.				

10.5. Our Natural Treasures



Context

Maximising output from the land by retaining versatile and productive soils for food production, managing land use, and managing human behaviour which impacts water quality (an essential resource) is one of the most important themes running through our strategic direction. As a community we need to waste less and embrace a more sustainable way of living and look after our precious outstanding landscapes such as Te Mata Peak. We recognise that the environment cannot be traded for economic gain. Key focus areas:

- Promoting water and energy efficiency
- Enhancing biodiversity
- Sustainable infrastructure and climate agility
- Nurturing iconic landscapes
- Managing healthy waterways



Our natural treasures

Appetite

Averse	Conservative	Measured	Justified	Flexible
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Council intends to take a **Conservative** approach to risk in order to achieve these outcomes as decisions on activities affecting the environment can potentially have long term implications that are difficult to reverse. This means that risks will be accepted only when essential to the core outcome, and limited possibility/extent of failure exists, particularly with regard to Safety.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety	●				
<i>Outcomes</i>	Maximum of 20% percentage of real water loss from networked reticulation system (<i>LTP</i>) Full compliance with Part 4 and Part 5 of the drinking water standards (<i>LTP</i>)				
Financial			●		
<i>Variation</i>	Spend between -25% and +10% for all projects.				
Service Delivery		●			
<i>Standard</i>	Less than 0.2% of plan zone land (valuable soils) used for new housing per annum (<i>Note: this is equivalent to 62Ha or two times Lyndhurst Stage 1 & 2</i>). Greenhouse gas emissions from transport less than 295,800 tonnes (<i>LTP</i>).				
Compliance		●			
<i>Outcomes</i>	Full compliance with Hawkes Bay Regional Council consent requirements (<i>LTP</i>). Requirements under National Policy statements implemented in the required timeframes.				
Reputation		●			
<i>Outcomes</i>	Regional public interest or media attention is expected, but events should not result in adverse national media coverage.				

10.6. Hastings Alive

Context

For successful business investment and expansion, and talent attraction and retention, we need to be a place where people want to be. Encouraging people into Hastings requires an attractive urban environment and a vibrant, multi-functional city centre which is safe and offers a variety of things to do.

Key focus areas:

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



Appetite

Averse	Conservative	Measured	Justified	Flexible
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Council intends to take a **Measured** approach to achieving this outcome on the basis that there is a desire try innovative ideas that could improve the utility of the City Centre. This means that risk will be accepted if limited and heavily out-weighted by benefits.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety					
Outcomes	CCTV live monitoring >70% of running time (LTP)				
Financial					
Variation	Spend between -50% and +25% for all projects.				
Service Delivery					
Standard	Less than 10% of retail spaces vacant on a quarter basis.				
Compliance					
Outcomes	100% of public buildings meeting minimum earthquake standards by 2033 (LTP).				
Reputation					
Outcomes	Positive regional public interest or media attention is expected for creating liveable spaces, but outcomes should not result in adverse media coverage.				

10.7. Pathways for People

Context:

Our people ultimately hold the key to our collective success. The people of Hastings are changing in ethnic makeup, age and lifestyle preferences. We need to balance aspirations while meeting our community's varied educational and skill development needs to allow everyone to contribute to our society. Our environment and economy also depend on positive human behaviour and interactions. We want to develop our entrepreneurs who will help create economic sufficiency and growth. Key focus areas:

- Development of a youth employment/outreach hub
- 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



Appetite

Averse	Conservative	Measured	Justified	Flexible
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Council is prepared to take a **Justified** approach to achieving community uplift due to the need to work collaboratively with local Hapu, community and other agencies. This means that there is a willingness to take risk in the right conditions as long as the impacts are managed.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety	●				
Outcomes	No programmes or placements put youth in potentially harmful situations.				
Financial				●	
Variation	Spend between -50% and +25% for all projects.				
Service Delivery				●	
Standard	1 social development review completed per annum				
Compliance		●			
Outcomes	No challenges against community programmes that can be upheld for lack of engagement or consultation. Compliance with Privacy Act obligations for all programmes.				
Reputation				●	
Outcomes	Positive regional public interest or media attention is expected for pathways for youth, but outcomes within Council's control should not result in adverse national media coverage.				

10.8. Enhancing Where We Live



Context:

Neighbourhoods nurture family and community: the safety, health, vibrancy and attractiveness of all neighbourhoods is fundamental to wellbeing in our district. Our urban areas also need to be resilient to the challenges of the future. Enhancing where we live will address targeted interventions required for some of our communities. Key focus areas:

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

Enhancing
where we live



Appetite

Averse	Conservative	Measured	Justified	Flexible
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Council is prepared to take a **Justified** approach to enhancing community safety, health, vibrancy and attractiveness due to the level of change desired. This means that there is a willingness to take risk in the right conditions as long as the impacts are managed.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety					
<i>Outcomes</i>	No notifiable injuries or illness from infrastructure projects due to poor health & safety practices by Council staff or a contractor engaged by Council.				
Financial					
<i>Variation</i>	Spend between -50% and +25% for all projects.				
Service Delivery					
<i>Standard</i>	CCTV camera downtime <5% (LTP). Parks user satisfaction more than 97% (LTP)				
Compliance					
<i>Outcomes</i>	A District Plan current at all times within statutory timeframes (LTP)				
Reputation					
<i>Outcomes</i>	Positive regional public interest or media attention is expected for community lead plans, but outcomes within Council's control should not result in adverse national media coverage.				

10.9. Our Core Services

Context:

Local Infrastructure which contributes to public health and safety, supports growth, connects communities, activates communities and helps to protect the natural environment. Local public services which help meet the needs of young and old, people in need, visitors and locals, businesses and households.

Regulatory functions which help to prevent harm and create a safe and healthy environment for people, which promote the best use of natural resources and which are responsive to community needs. Key focus areas:

- Maintaining assets.
- Managing growth.



Appetite

Averse	Conservative	Measured	Justified	Flexible
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Council intends to take a **Conservative** approach to delivery of core services as the community expects Council to provide safe, compliant and reliable services that reflect the needs of the community in a cost effective and efficient way. This means that risks will be accepted only when essential to the core outcome, and limited possibility/extent of failure exists.

Tolerance & Measures

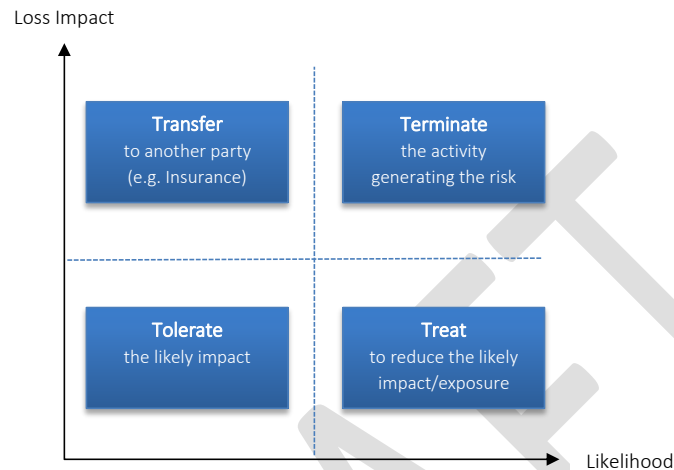
To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety		●			
Outcomes	Fewer than 10 medical attention or lost time injuries to Council workers (staff and contractors) per month (<i>refer Health & Safety Reports</i>).				
Financial	●				
Variation	Spend between -5% and +5% for all operations (<i>Aligns with Chief Executive Objectives</i>).				
Service Delivery		●			
Standard	No more than 10% variation from the LTP target levels of service. No decision reversed upon review.				
Compliance		●			
Outcomes	No legal challenges upheld for unsound Resource Consent or Building Consent decisions. All services provided meet regulatory requirements for safe operation.				
Reputation			●		
Outcomes	Interest of local groups or individuals may occur, but events within Council's control should not result in adverse regional or national media coverage. Positive media attention up to national level is desirable for innovative service.				

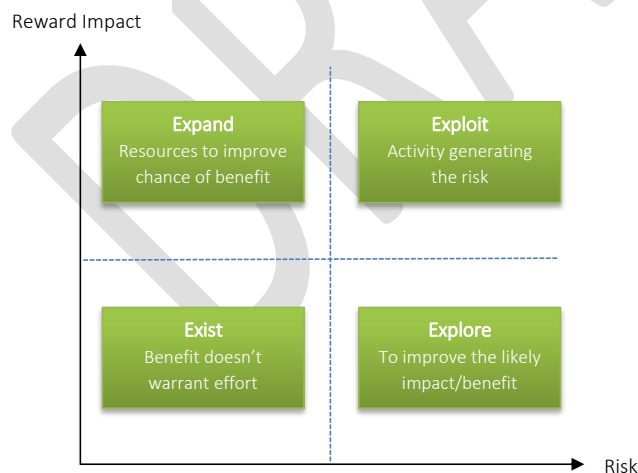
11. Appendix 3: Risk Control Techniques

The following diagrams illustrate how risk treatment strategies are generally applied to risks based on where they risk is placed on a risk heat map.

11.1. Treatments for Threat Risk



11.2. Treatments for Opportunity Risk



IMPORTANT: Before pursuing an opportunity an assessment of the unintended consequence must be undertaken. This is required to confirm that any potential threat risks that might arise are within the Council risk appetite. By doing so it is possible to confirm an appropriate balance between the risk vs reward is maintained.



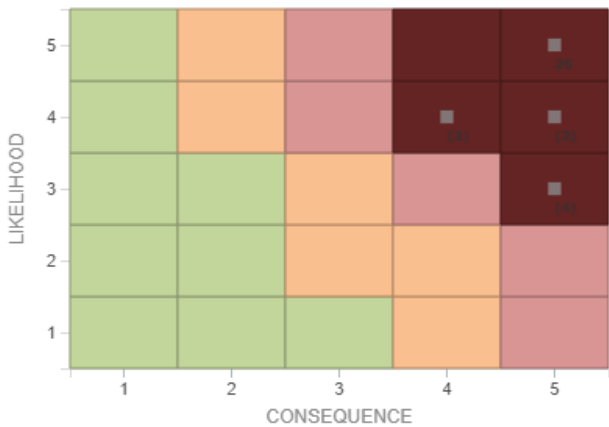


HDC Strategic Risk Register

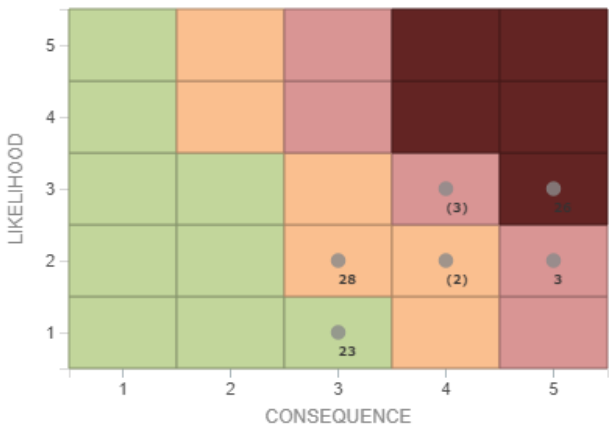
This risk register provides a summary of the strategic risks facing Hastings District Council (January 2022)

The heat maps below show the overall risk profile before and after implementation of controls to mitigate the risks on the strategic register.

Inherent Strategic Risk



Current Strategic Risk



#	ID	Description	Details	Inherent Risk	Controls	Current Risk
1	26	Failure of climate adaptation	Lack of knowledge, protracted decision making or insufficient application of resources may cause climate change adaptation measures to fail adversely impacting economic, social and cultural wellbeing.	Extreme	<ul style="list-style-type: none"> Asset Management Plan Land use planning Building Act and Code Response and Business Continuity Planning Insurance Contingency funds Communications Plan Policy Direction 	Extreme
2	3	People Health, Safety & Wellbeing	Exposure to health & safety risks (as a result of activities undertaken or directed by Council) which could result in serious health effects to workers, customers and public.	Extreme	<ul style="list-style-type: none"> Insurance Education, Training, Coaching Incident and Hazard Reporting Monitoring and Compliance Security Measures 	High
3	22	Water Quality & Quantity	As a result of climate change and human activities, there may not be a sustainable quantity of quality water to support the communities economic, social and environmental wellbeing aspirations.	Extreme	<ul style="list-style-type: none"> Policy and Procedure Response and Business Continuity Planning Monitoring and Compliance Communications Plan 	High
4	30	Failure to address ESG&C expectations	Failure to address Environmental, Social, Governance (ESG) and Cultural expectations during decision making processes may contribute to increasing levels of inequity, resulting in legal implications, financial costs, significant reputational impacts or damage to the environment.	Extreme	<ul style="list-style-type: none"> Policy and Procedure Asset Management Plan Land use planning Roles and Responsibilities Education, Training, Coaching Organisation Culture Accountability and Transparency Communications Plan Legal Advice Community Engagement & Consultation Policy Direction Performance Review & Planning 	High

5	21	Significant Operational Service Failure	Operational failure that may have a material impact on the delivery of Council services to the community.	Extreme	<ul style="list-style-type: none"> • Policy and Procedure • Response and Business Continuity Planning • Insurance • Separation of Duties • Communications Plan • Legal Advice 	High
6	25	Growth planning	Failure to accurately understand community needs may lead to poor growth management planning that compromises delivery of the services required by the community, adversely affecting economic, social and cultural wellbeing, and impacting Council's ability to achieve LTP objectives.	Extreme	<ul style="list-style-type: none"> • Asset Management Plan • Land use planning • Contingency funds • Communications Plan • Community Engagement & Consultation • Demand Monitoring 	Medium
7	28	Significant statutory reform	Failure to proactively adapt to statutory changes could adversely affect economic, environmental, social or cultural wellbeing, and cause significant delays and/or barriers to Council's delivery of LTP objectives.	Extreme	<ul style="list-style-type: none"> • Appropriate Relationship Management • Adequate Resources • Roles and Responsibilities • Education, Training, Coaching • Communications Plan • Community Engagement & Consultation 	Medium
8	31	Truth Decay	Increasing momentum towards the four trends of the 'Truth Decay' phenomenon, may lead to the erosion of civil discourse and disengagement of individuals from political institutes, resulting in an ability for Council to engage the community, plan for growth, or execute delivery of strategic goals effectively.	Extreme	<ul style="list-style-type: none"> • Policy and Procedure • Accountability and Transparency • Organisational Culture • Communications Plan • Legal Advice • Community Engagement & Consultation • External Audit 	Medium
9	23	Financial Sustainability	Due to over committing to work programmes the financial sustainability of the Council may be compromised affecting delivery of all LTP goals.	Extreme	<ul style="list-style-type: none"> • Policy and Procedure • Asset Management Plan • Contingency funds • Roles and Responsibilities • External Audit 	Low



OBJECTIVE ANALYSIS.
EFFECTIVE SOLUTIONS.

RAND > Published Research > Research Reports >

Truth Decay

An Initial Exploration of the Diminishing Role of Facts and Analysis in American Public Life

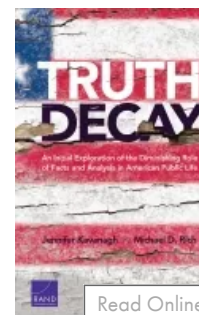
by Jennifer Kavanagh, Michael D. Rich

Related Topics: Civic Education, Communities, Data Science, Media Literacy, Politics and Government, Social Media Analysis, United States

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Over the past two decades, national political and civil discourse in the United States has been characterized by "Truth Decay," defined as a set of four interrelated trends: an increasing disagreement about facts and analytical interpretations of facts and data; a blurring of the line between opinion and fact; an increase in the relative volume, and resulting influence, of opinion and personal experience over fact; and lowered trust in formerly respected sources of factual information. These trends have many causes, but this report focuses on four: characteristics of human cognitive processing, such as cognitive bias; changes in the information system, including social media and the 24-hour news cycle; competing demands on the education system that diminish time spent on media literacy and critical thinking; and polarization, both political and demographic. The most damaging consequences of Truth Decay include the erosion of civil discourse, political paralysis, alienation and disengagement of individuals from political and civic institutions, and uncertainty over national policy.

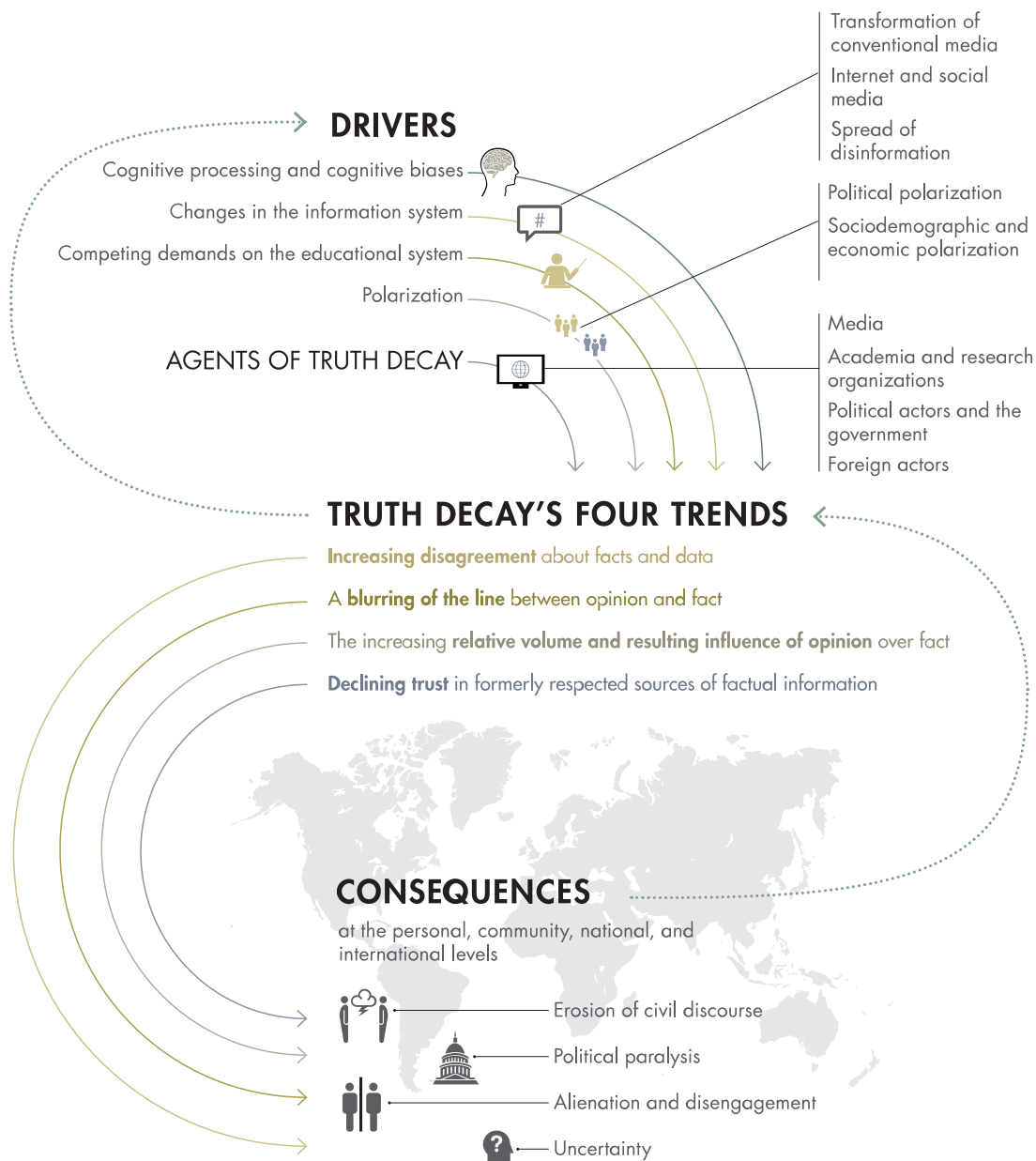
Research Questions

- 1 What is Truth Decay and what evidence for it exists?
- 2 Is Truth Decay new, or has it previously existed in some form?
- 3 What causes Truth Decay and what are the consequences?
- 4 What can be done to combat Truth Decay?

This report explores the causes and consequences of Truth Decay and how they are interrelated, and examines past eras of U.S. history to identify evidence of Truth Decay's four trends and observe similarities with and differences from the current period. It also outlines

a research agenda, a strategy for investigating the causes of Truth Decay and determining what can be done to address its causes and consequences.

Truth Decay as a System



Key Findings

What Is Truth Decay?

- Truth Decay is defined as a set of four related trends: increasing disagreement about facts and analytical interpretations of facts and data; a blurring of the line between opinion and fact; an increase in the relative volume, and resulting influence, of opinion and personal experience over fact; and declining trust in formerly respected sources of factual information.

Is Truth Decay New?

- This report explores three historical eras — the 1890s, 1920s, and 1960s — for evidence of the four Truth Decay trends and compares those eras with the past two decades (2000s–2010s). Two of the four trends occurred in earlier periods: the blurring of the line between opinion and fact and an increase in the relative volume, and resulting influence, of opinion over fact. Declining trust in institutions, while evident in previous eras, is more severe today. No evidence of an increase in disagreement about facts and analytical interpretations of facts and data was seen in the earlier periods.

What Causes Truth Decay?

- Four drivers, or causes, of Truth Decay are described: cognitive bias, changes in the information system (including the rise of social media and the 24-hour news cycle), competing demands on the educational system that limit its ability to keep pace with changes in the information system, and political, sociodemographic, and economic polarization. Various agents also amplify Truth Decay's trends.

What Are the Consequences?

- The consequences of Truth Decay manifest in many ways. The most damaging effects might be the erosion of civil discourse, political paralysis, alienation and disengagement of individuals from political and civic institutions, and uncertainty about U.S. policy.

Recommendations

Unraveling the Complex System of Truth Decay Will Require Multifaceted and Interdisciplinary Efforts

- Interdisciplinary research and cooperation among research organizations, policymakers, educators, and other stakeholders will be necessary to shed light on the problem of Truth Decay and to develop a clearer understanding of the problem and devise possible solutions.

There Are Four High-Priority Areas of Research

- Examine more closely how Truth Decay has manifested in the past at home and abroad, extracting lessons that can assist in the fight against Truth Decay.
- Further explore Truth Decay trends, including such areas as how media content has changed over time, the ways in which the speed and nature of information flow have evolved, developments in the education system and its curricula, the ways in which polarization and political gridlock have (or have not) worsened, the erosion of civil discourse and engagement, and changes in the severity of uncertainty about U.S. policy.
- Investigate the processes and mechanisms that connect Truth Decay to information dissemination, processing, and consumption; institutions, authorities, and intermediaries; polarization, engagement, and discourse; the benefits and challenges of technological advancement; and agency. Truth Decay as an interconnected system should also be explored.
- Finally, develop and evaluate potential solutions and mitigations to the problems caused by Truth Decay. Priority areas include educational interventions; improving the information market; institutional development and rebuilding; bridging social divides; harnessing new technologies; behavioral economics, psychology, and cognitive science; and organizational self-assessment.

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Additional Information About Our Methodology

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