

Thursday, 24 July 2025

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council

Performance and Monitoring Committee Meeting

Kaupapataka

Attachments – Volume 1

Te Rā Hui:
Meeting date: **Thursday, 24 July 2025**

Te Wā:
Time: **9:00 AM**

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

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JIM PALMER CONSULTING

Item 5

Building Unit Customer Survey

Jim Palmer

June 2025

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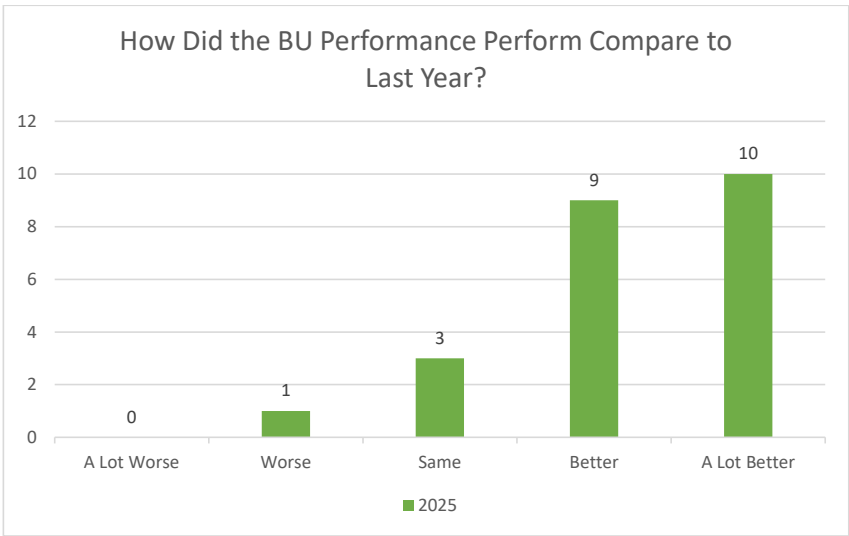
1 Executive Summary

1.1 Introduction

Hastings District Council requested a survey of its Building Unit customers. This followed a survey undertaken in 2024 as part of the review of the Unit.

The survey was undertaken in June 2025, and 30 customers were invited to participate, of which 23 (24 in 2024) took up the opportunity. The survey included both quantitative and qualitative questions and interviews typically ranged from between 20 and 40 minutes. Customers tended to be those with the highest volume of activity with the Unit.

1.2 Significant Improvement in Performance Compared to Last Year



Why the improvement

The most common reasons offered for the significant improvement compared to last year were:

- Increased communication during consent processing and a willingness to engage
- Improved timeliness of consent processing, probably reflecting quieter industry activity
- Better focused Requests for Information (RFIs)

1.3 Themes and Comments from Participants

Consent Processing

Overall, 91% of respondents rated their experience of consent processing as either neutral or great compared to only 61% last year, a significant improvement. Common points raised by respondents included:

- Appreciated receiving phone calls from processors when processing commences and when RFIs are released. However, not all customers said that they received those calls, or given DDI or cell phone numbers to enable direct contact with the processors
- Observed a willingness to talk through the issues and address straight-forward issues immediately
- Considered there was a better appreciation of risk when considering RFIs
- Acknowledged the benefits of having experienced processors that were pragmatic, although a few noted that some inexperienced officers still tended to adopt a more compliant/pedantic approach to processing
- Appreciated the improved timeliness of processing RFIs and issuing Building Consents (BCs) with many noting BCs were issued inside 5 working days

Inspections

Consistent with last year, there were high degrees of satisfaction with the Inspection function. Of the respondents that were able to express an opinion, over 90% said that inspections mostly or always met their expectations. Some of the common views expressed were.

- Considered it easy to book inspections, and they occur within 3 days, which they hope continues when industry activity levels increase
- Noted good competence of inspectors and they were pragmatic
- Felt inspectors were good to work with and willing to discuss issues

Code Compliance Certificates (CCCs)

This year there were 57% of respondents either unhappy, not very happy, or neutral about the time to issue CCCs. This compared to 43% last year, and 65% of respondents were neutral about their interactions with the CCC team. Some common comments from respondents were:

- Timeliness could improve from the time all information is provided to the time the CCC is issued, as it is often time-critical for customers at this stage
- Improvements in Objective Build are still required, including removing duplicated information, inability to save CCC applications as a draft, and needing to call the Council to get categories opened
- Enabling access to the CCC processor would make the process feel less anonymous and help issues to be addressed more easily

1.4 Overall Conclusions

Overall, respondents have noticed a significant improvement in the performance of the Unit compared to last year and were pleased to see the issues raised in last year's review being addressed. Most respondents considered the Unit to be a trusted partner in the building process and are professional in their dealings:

- 63% (46% last year) mostly or always consider the Unit a trusted partner in the building process, whereas only 13% (46% last year) barely consider the Unit a trusted partner
- 91% believe the Unit is mostly or always professional in their dealings, compared to 71% last year

When asked about the merits of a regional Building Consent Authority (BCA) a number of customers indicated they would be interested in a Regional BCA, provided the Council's performance was not adversely impacted.

1.5 Opportunities for Improvement

Notwithstanding the overall very positive response from customers, the survey did identify several opportunities to continue to improve. While these have not been discussed nor validated with the Building Unit, they present further lines of enquiry that the Building Unit should explore to improve its performance from its customers perspective:

- Ensuring all customers get DDI or cell phone numbers to be able to contact processors directly
- Considering how to address minor issues with BC applications during vetting
- Offering inspection appointment times (rather than am or pm), especially where builders/installers and/or building owners also need to travel to the site
- Considering bespoke arrangements for processing consents and inspections related to work on CBD redevelopments and historic buildings
- Improving the timeliness of issuing CCCs once all documentation has been received
- Enabling customers to be able to directly contact the CCC team when CCCs are being processed
- Continuing to work with Objective Build to improve customer experience when completing BC and CCC applications
- Seeking opportunities to improve efficiency and reduce costs for customers, including exploring the establishment of a Regional BCA

2 Introduction

2.1 Survey Methodology

This survey was conducted in June 2025 and asked respondents to answer questions that were both:

- Quantitative (results based on countable or measurable answers), and
- Qualitative (results based on descriptions and comments)

Thirty customers, that had the highest number of consents processed with the Unit, were invited to participate in the survey. Of the 30 invited to participate, 23 took up the opportunity to comment. For varying reasons, 3 declined to participate and 4 were unable to take up the opportunity.

Last year the same survey was undertaken and the results for that year are included for comparison purposes – in that year 24 people participated.

The results of the survey are not statistically valid, albeit the trends and comments should provide a good sense of what the Unit's customers think.

The survey, undertaken by way of telephone conversation, typically involved conversations of 20-40 minutes.

Details of respondents or their organisations have not been disclosed in the summarised results.

The survey questions covered:

- Building Consent processing
- Inspections
- Issuing Code Compliance Certificates
- Overall Views

In some cases, respondents were not involved in all parts of the process; for example, managing the inspection process. Accordingly, in those cases, no response is recorded in the graphs and is shown as 'not applicable'.

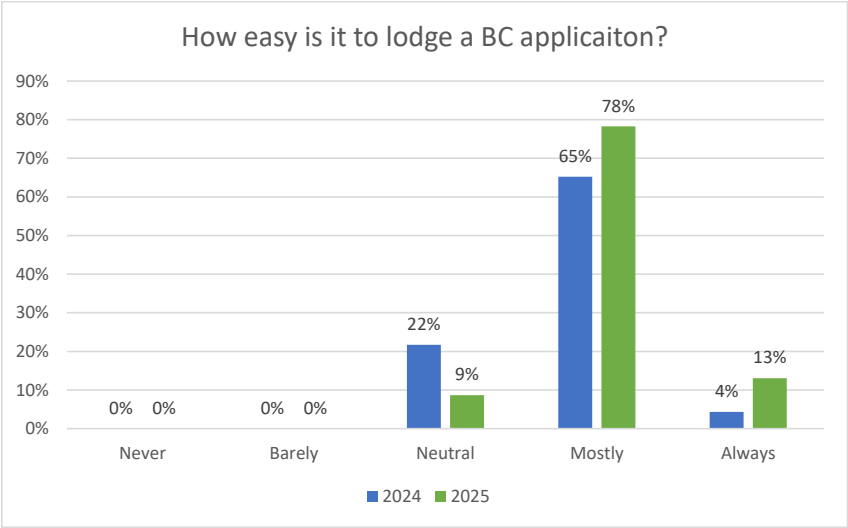
2.2 Acknowledgements

In conducting this survey, I appreciated the time that survey respondents took to provide me comments. I would also like to thank Tony Mananui and Jessie Rochfort from the Building Unit for their assistance.



3 Customer Survey Questions and Responses

3.1 Building Consenting

3.1.1 Respondents were asked how easy it was to lodge a consent application.



Comments from respondents

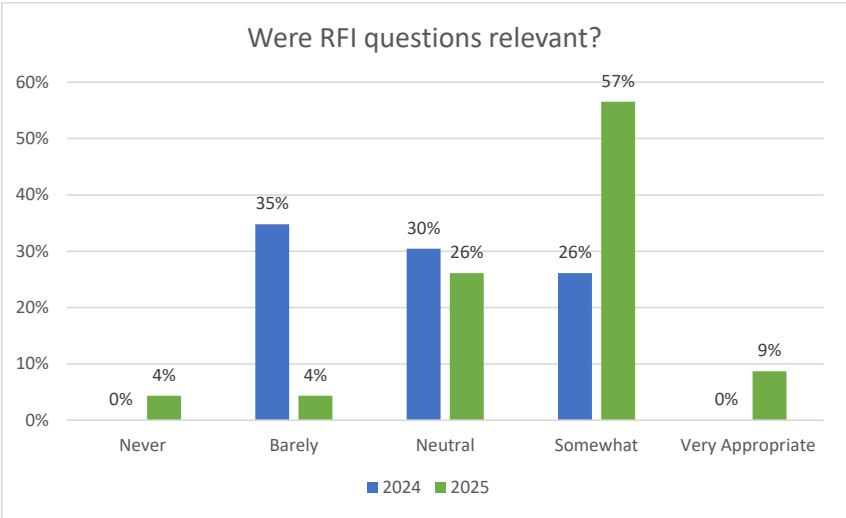
	<ul style="list-style-type: none">• Objective Build makes it easy (nine similar comments)• Objective Build makes what's required more defined, and you can track progress in the system• Easier than paper and can now lodge variations and amendments• Come a long way - previously clunky and better than Napier• Can keep track of processing and can see RFIs before they are sent• Vetting has been very good and not trying to process; rather just ensuring info is there• Vetting has been good recently with not too many problems• Vetting isn't too bad, although delay can effectively extend the 20 day processing timelines• Very good - no issues and vetting is fine
	<ul style="list-style-type: none">• Objective Build can be problematic - sometimes can't undo a response easily• Lots of notifications that clutter my inbox - sometimes 2-3 notifications for the same issue• Promised Objective Build would be customized, but it hasn't been• Some questions from the vetting staff show they know little about the business and are 'box filling'• Sometimes get rejected for minor things and it can happen 2-3 times and this is copied to the client and it makes it seems like the agent is incompetent - a phone call to resolve would be a lot better if it's just a small issue – also as there is no BC

	<div>number allocated at this stage it is hard to contact them and it would be better to get a call from them</div> <ul style="list-style-type: none">• The vetting staff follow a check list, and often don't understand the code and therefore ask irrelevant questions• Vetting is of variable quality and sometimes they don't understand the work, so it gets rejected or we are asked questions that are non-sensical or irrelevant• Can take 2 weeks before vetting starts
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Overall, respondents found the lodgement system easy with 91% saying it was mostly or always easy to lodge an application compared to 69% last year. They found the Objective Build lodgement process straight forward and there was an appreciation of being able to track an application’s progress through Objective Build.

The vetting of applications overall was seen as acceptable, although some of the vetting questions demonstrated that vetting staff did not always understand the requirements of the Code or the nature of the work being undertaken. Agents that had applications rejected for minor matters received notifications that were also forwarded onto their clients, which sometimes undermined confidence in the Agents which was frustrating – they would prefer minor matters to be settled between the Agent and Council rather than passing it on to their clients – they understood the reason to inform the clients where there were major omissions in applications.

3.1.2 Respondents were asked whether RFIs were relevant.



Comments from respondents

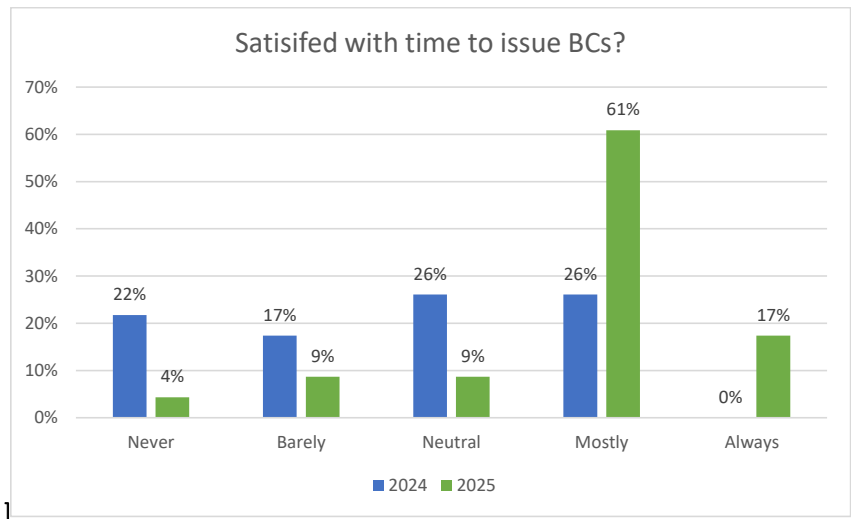
	<ul style="list-style-type: none">• Better than they used to be - more practical and risk-based• Risk tolerance has improved• Not getting as many as previously and the officers will pick up the phone and deal with minor RFIs and seek permission to change the consent which is great• Processors will phone when starting to process which is great, and then call when RFIs are released to discuss them – some are addressed then and there• It seems there is a change in attitude in that they are looking for ways to comply with the code rather than trying to find errors• Recently a lot better and clearer RFIs• 90% acceptable and relevant RFIs and competence generally sound• Pretty easy to understand RFIs - often they identify issues that the architects should have resolved before lodgment• Pretty good - we are never perfect, and neither are they, but no issues• Wouldn't argue with the RFIs we get – the Consent team leader is pretty good to deal with• Some good staff - the experienced officers are great, proactive and easy to work with
	<ul style="list-style-type: none">• Still get some inconsistency among officers - depends entirely on who you get• Sometimes get frustrated with different RFIs for exactly the same design• Some inconsistency in interpretation for the same issue• Sometimes seek info that is not necessary or covering risk to an unnecessary level• Sometimes don't bring a service ethos to the role and recognize that time is money• Compliance mentality with IIANZ seems to dominate some – depends on who is processing• Some RFIs are inconsistent between stages of retirement units which is frustrating

	<ul style="list-style-type: none"> • Not well identified RFIs and it seems the smaller the job the more RFIs, and that they put their inexperienced staff onto those jobs and the number of repeated RFIs or answers that are contained in the documentation are missed - a call would have answered them • Many RFIs on smaller additions under \$100K that have little risk – my fees make no allowance for this, and it costs • No sense for those smaller jobs about what documentation is sufficient taking account of the low risk • Consistency an issue between officers - one or two officers give you grief – pedantic • Varies a lot - 9/10 are clarifications which could be dealt with over phone • Most ok, but had a recent commercial job where the officer was painful and made everything difficult • Less experienced staff follow the checklist, and it seems there is no peer review of the RFIs, because if there had been many of them would be removed • Lack consistency - some are great, and others are not - risk adverse and don't seem to be allowed to exercise judgement. • Some key staff have left and that is a loss • Gone backwards - dozens of redundant RFIs and have lost some experienced people and we get form filling and emails that split hairs, and it takes up 20% of my day responding • Always have an excuse and a 'gotcha' and no risk tolerance • They don't take account of the nature of historic buildings or redeveloped CBD buildings and are not pragmatic
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The relevance of RFIs improved between the years with 66% saying the RFIs were somewhat or very appropriate compared to 26% last year. Those felt the RFI were barely or never relevant fell from 36% last year to only 8% this year – a significant improvement. The reasons for the improvement related to improved targeting of RFIs with a better assessment of risk occurring. The customers appreciated the experience of processors and that they were calling to resolve minor RFIs over the phone.

Lack of consistency among processors for similar or the same applications was the most frustrating issue raised, and the loss of some experienced staff was noted. Occasionally small/low value applications attracted an undue number of RFIs, especially considering the low risk associated with the projects. It was felt that Officers with less experience tended to bring compliance/form filling mentality to the task or were pedantic. There are a couple of customers that are still unhappy or very unhappy in the manner RFIs are identified and addressed. They feel processors are overly risk-adverse, not pragmatic, and are nit-picky.

3.1.3 Respondents were asked how satisfied they were with the time required to issue a Building Consent.



Comments from respondents

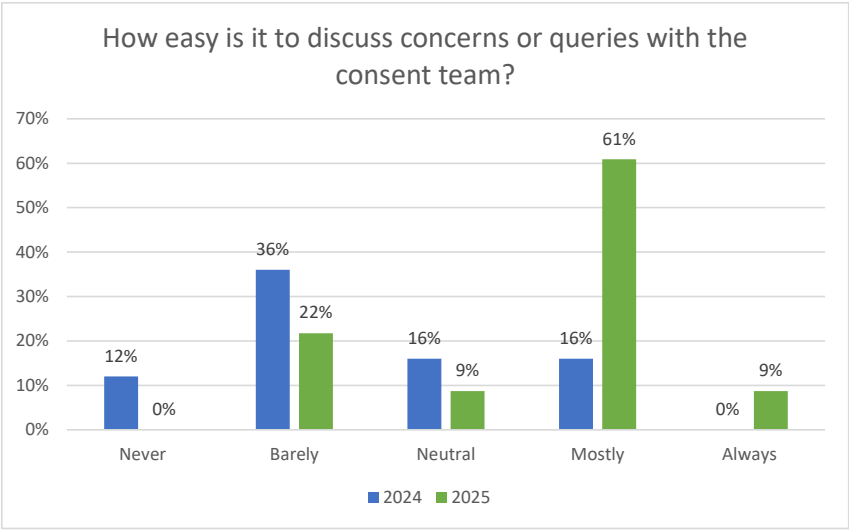
	<ul style="list-style-type: none"> Objective Build makes it easy to track consent progress and monitor timeliness which is helpful Not too bad now Great turnaround Always under 20 days About 10 days which is good Within 5 working days, which is great and hope it stays that way when things get busier Last one was in 5 working days Times have come back a lot - one only 2 days Blown away by how quickly small alterations are turned around - really good Not that busy at the moment, so it's good Recently we have got the consent issued the same day
	<ul style="list-style-type: none"> Generally ok and lower volumes see things speeding up, but getting RFIs on Day 19 to effectively extend the clock is frustrating - the sooner we get RFIs the better Still seems to wait until Day 18 to issue RFIs and it seems a delay tactic Haven't received a consent within 20 days I had an urgent issue that the HDC advised to treat as an amendment as opposed to a new consent, and it still took 25 days to issue it despite immediate turnaround by me - frustrated by that Nothing is processed in 20 days with RFIs issued on Day 18 and 19 to extend the timelines, which adds cost and delay

The timeliness of processing consents has improved significantly with 78% of respondents either mostly or always satisfied with the time to process consents, compared to only 26% last year. Those that were barely or never satisfied fell from 39% last year to 13% this year.



Many were delighted at the improvement in turnaround times with some noting consents being processed in under five days. While they believed it was mainly due to a fall-off in volume/complexity of consents being processed, they hoped that the timeframes would remain as they are when activity levels increased.

Those that were dissatisfied believed that they received RFIs on Day 18 or 19 to effectively ‘stop the clock’, while one felt they never received consents within 20 working days.

3.1.4 Respondents were asked how easy it is to discuss concerns or queries with the consent team.



Comments from respondents

	<ul style="list-style-type: none">• Positive changes in the last 12 months• Really easy - they are calling at the time of the application and introducing themselves and then you have a name to contact (eight similar comments)• Now customer friendly - used to be awful and couldn't stand them• Easy to talk to on the phone• Will clear RFIs over the phone and will call and have a chat• Emails from them usually have their direct phone contact details on them, which is great• A couple will give out their DDI which is helpful• Often go and sit down with them - able to talk to them• Open to having meetings and encourage pre-lodgment meetings and are practical and risk tolerance has improved• Change to one team leader is great• Experienced officers are good and will proactively discuss issues and consider conditions being added to the BC when justified/appropriate• They will also follow up on non-responses to RFIs, which is good
	<ul style="list-style-type: none">• No-one ever calls us prior to starting the consent or when RFIs are issued, and trying to call them is impossible as it goes via the contact team and then the call back can take longer than a day - annoying• Calls don't happen when the application is started, nor when RFIs are sent• Can't get hold of them - have given up trying to ring - passed to customer services that can't answer the question and then have to leave a message with the processor, and because they don't answer they are meant to call back within 24 hours - who said 24 hours is the standard - best to deal with it while its current.

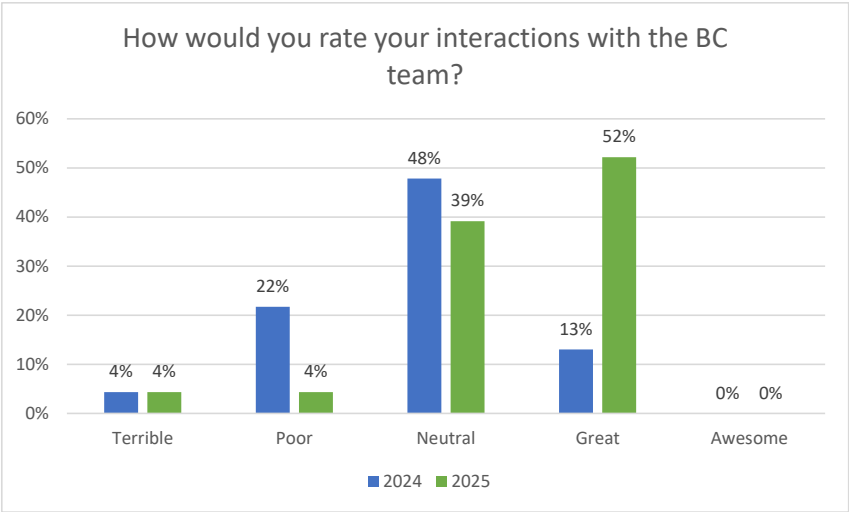
	<ul style="list-style-type: none">• Too many gatekeepers and it takes more than 6 minutes to talk to the processor – not having the direct dial or cell phone of processors is annoying, especially since they have already made the initial call• If you have to ring it is difficult to get through - they don't answer the phone, and getting handled by the contact team does not help• Very difficult to talk to someone, and to get through the front counter• Not as easy as it should be - you must use the Contact team and you don't get a timely call back which is annoying• Frustrating - spend hours trying to get hold of them and then can wait for days for a call• Other Councils give out DDIs or cell phone numbers which is great• I've seen no increased focus on customer service; in fact, it is worse
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This was one of the areas where the greatest improvement was observed. This year 70% believed it was mostly or always easy to discuss concerns with processors, compared to only 16% last year.



The common reasons for the improvement related to receiving calls when commencing processing, getting calls when RFIs were released, and being able to contact and talk to processors about the issues they raised. It allowed them to discuss any issues and immediately resolve minor issues. Not all customers felt the need for a call as matters were clear from the notifications received; however, they appreciated receiving the call. Customers appreciated the willingness of processors to arrange meetings to discuss complex matters.

There were a range of responses about whether it was easy to call processors – a number noted that they did not receive DDI or cell phones and that required them to go through the Contact team which many felt frustrated by. They felt it wasted time; or were diverted to customer service staff that weren't the decision-makers; and they still needed to talk to the processor in any event. When the call was put through to the processor customers observed that the processor often wouldn't answer and it took a long time to return the call. That was the main reason why 22% of respondents were barely satisfied, albeit that was less than the 48% that were barely or never satisfied last year.

3.1.5 Respondents were asked how they would rate their interactions with the BC team.



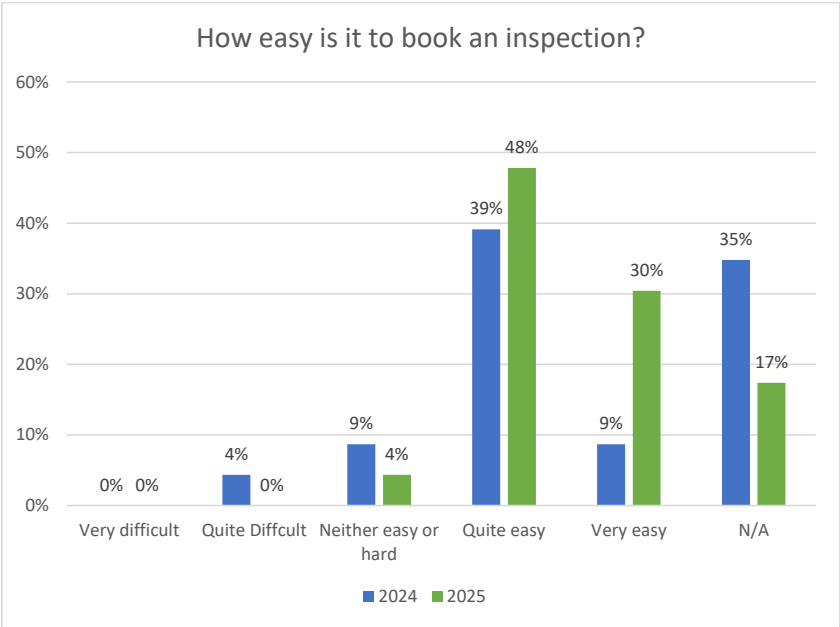
Comments from respondents

	<ul style="list-style-type: none">• 9 out of 10 times we get a good resolution• Very good (five similar comments)• Are flexible• Will now call and discuss which is great• Are better, making calls and are responsive when issues are raised• Happy now due to turnaround times• Got better with Objective Build and more communication• Can talk to Team Leader• Discussions with Building Unit Manager have been good and follow-up has occurred - it made a difference
	<ul style="list-style-type: none">• While I have good relationships with processors, it takes too long to contact processors/ decision makers - too much channeling via Customer Services• Depends on who you get - some are good, and some are bad• Young and inexperienced people that do not have a helpful manner• Further changes in risk tolerance, team experience and leadership required



Overall, 91% of respondents rated their experience with the processing of consents as either neutral or great compared to only 61% last year. They have noticed the changes made through the year and appreciated being able to discuss issues with the Consent Team Leader and Building Unit Manager when necessary.

3.2 Inspections

3.2.1 Respondents were asked how easy it is to book an inspection.



Comments from respondents

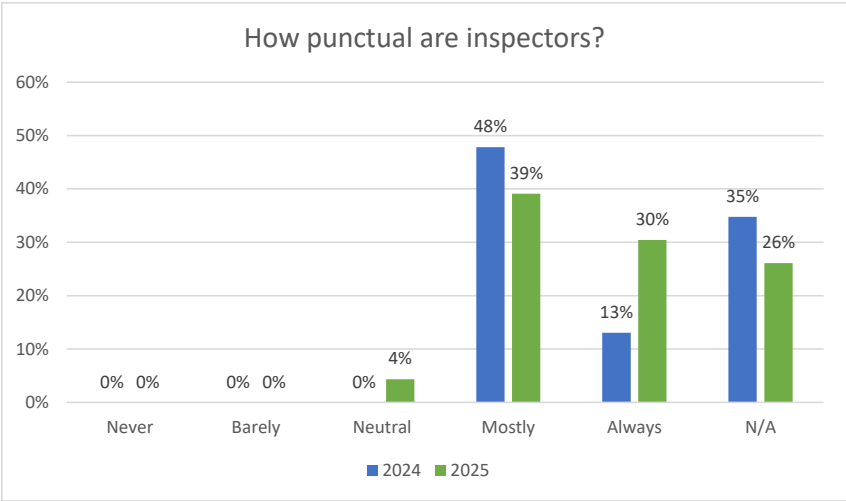
	<ul style="list-style-type: none">• Staff at the counter are good• Very easy (four similar comments)• They are not as busy - the lack of workload is making it quicker• Greatly improved due to low volumes -2 days• Inspections mostly the next day• Getting inspections in 1-3 days is important for workflow and while that is happening then we are happy• We call on a Thursday for the following week's inspections - it works well, and we have a key point of contact which makes a big difference - very happy with the arrangement
	<ul style="list-style-type: none">• We need to meet the inspector on site and all we get is an am or pm time. We don't get an exact time which means we can have to wait for up to 3 hours which is wasted time. We also don't get a confirmation email confirming the day or time. We also don't know which inspector we will get as that can change from the time we book until the inspector turns up, which is annoying. For certain jobs the homeowner needs to be there to allow access for the inspection, and they also have a waste a morning or afternoon as they don't get advised of a time either• Cannot book a CPU inspection – it gets treated as a final inspection and then we are told what's relevant when the inspector turns up which means that inspection will be failed. Once

	we know what information is required for the CPU, we then must make another appointment for the actual inspection take place – frustrating
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Like last year, respondents found it quite easy or very easy to book an inspection, with no-one finding it quite difficult or very difficult. Those most satisfied were very pleased that inspections were happening in a day or two, and they hoped that would continue when activity levels picked up.

The opportunities for improvement identified related to being able to specify an actual inspection time especially where the builder/installer and homeowner needed to make a special arrangement to be present – without doing so wastes a lot of their time. There was also a comment that providing specificity around the requirements for CPU inspections would lessen unnecessary re-inspections.

3.2.2 Respondents were asked how punctual inspectors are.

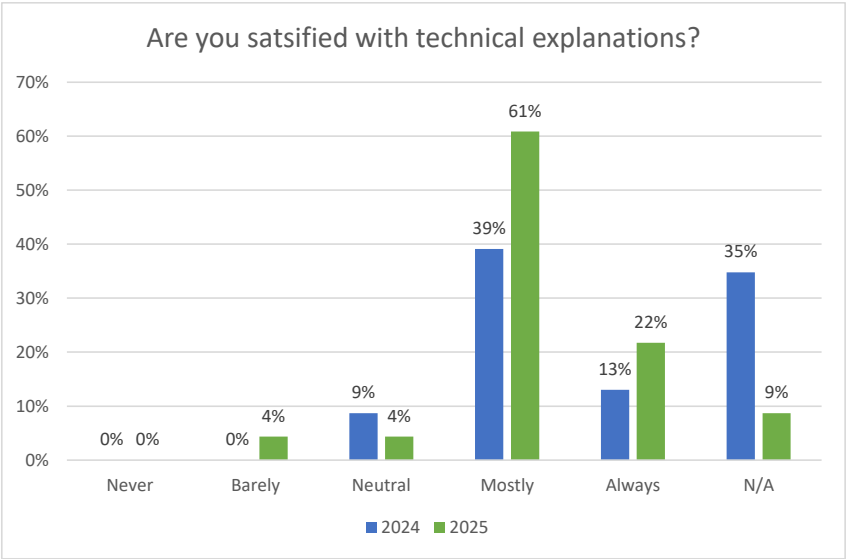


Comments from respondents



	<ul style="list-style-type: none">• Pretty good (six similar comments)• No problems• Appreciate getting a call before the visit to confirm the time• 99% of the time they are there and will ring if late
	<ul style="list-style-type: none">• Sometimes change the time without letting us know

Overall, like last year, of those able to express an opinion nearly everyone thought inspectors were mostly or always punctual.

3.2.3 Respondents were asked whether they were satisfied with the inspector’s technical explanations.

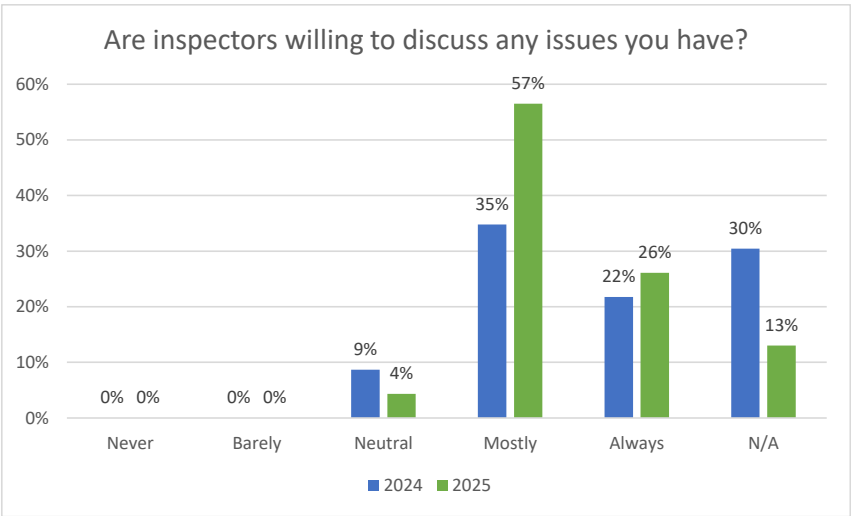


Comments from respondents



	<ul style="list-style-type: none">• Excellent, although I understand they can't give advice• Very good and clear - happy to help (five similar comments)• Give good advice too - will explain their reasoning as well• Getting better - were a bit green but are gaining experience. Once an inspector rang a client and acknowledged a mistake made by the inspector which was appreciated (relating to variation not being required)
	<ul style="list-style-type: none">• Depends on the inspector – most are good, but one is overly pedantic• One causes a bit of grief - pedantic with onsite paperwork and needs more common sense• Couple of guys leaving are a loss• They have lost 2-3 experienced good inspectors that were brilliant and those that have replaced them are not as pragmatic• Have become far more inflexible and no willingness to work with us onsite when we have an issue - older buildings are not like new builds and often you don't know what you find until you uncover it – we need to have people to work with and who focus on risk. For structural or safety issues that is fine, but where there is near zero risk, then there should be more flexibility in how to deal with these matters• We had an issue where they wouldn't allow any work to continue without a variation to the BC - if that was based on risk, they were going to rely on the engineer’s PS4 in any event• The level of compliance they are seeking for old building redevelopments is unreasonable - we were arguing over 2mm in the difference in step riser depths

Overall, respondents found inspectors to be very good and constructive. Inspectors were seen generally as competent and pragmatic. There were insurances where customers noted an inspector being pedantic and one customer found that the approach to addressing old, redeveloped buildings needs to change. In their view, there needs to be more flexibility and a risk-based approach taken with more pragmatism demonstrated, noting they are not like new buildings as unexpected issues arise once work commences.

3.2.4 Respondents were asked whether inspectors were willing to discuss issues.



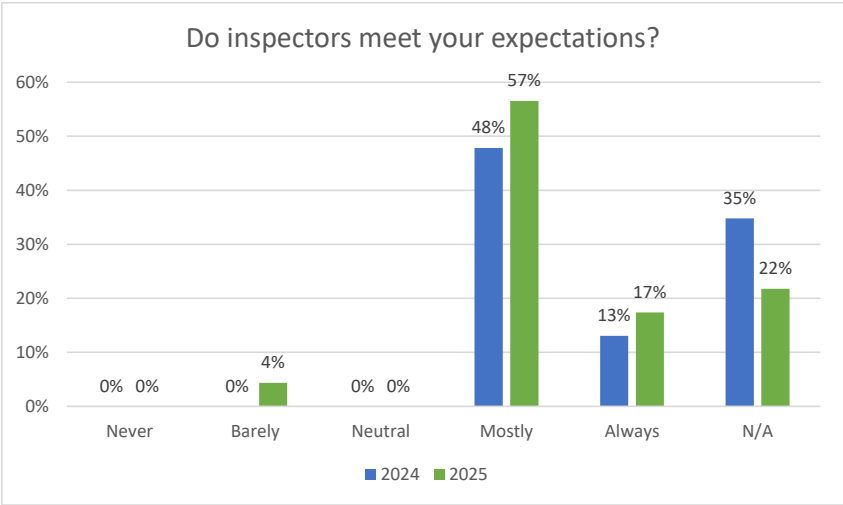
Comments from respondents

	<ul style="list-style-type: none">• Very approachable – relational• No problems - easy to ring and discuss• Very happy to discuss issues (five similar comments)• Pretty solid and give their point of view• Will discuss and accept a date stamped photo which is good• Working with one inspector on a staged retirement village has been very valuable and interactions with the inspector have been excellent
	<ul style="list-style-type: none">• Generally, they are pretty good, but there are one or two that have officious personalities• Don't seem to promote electronic inspections, but I accept that they are not as good as being there on site• Objective Build has a problem with not being able to separate inspections per unit within the stage of retirement villas and all inspections had to be failed - we had 170 failed inspections before the last ones were done which was frustrating - need to be able to separate each villa in Objective Build. The inspector has been very helpful in trying to resolve it, but Objective Build needs to be modified.• Inspection process for insert fires needs to change as they require visual inspection of the hole. Then we have to submit photos of the completed fire insert, but then we have to wait for the inspector to unlock the Objective Build portal which can take a further 2 days which is convoluted and slow - CHBDC is much better• They have lost key staff and others don't have the experience and pragmatism to enable work to continue – a different approach is required for redevelopments and historic buildings• Brought the Inspections Team Leader down to discuss the previous inspector’s issues and he couldn't understand the inspector’s decisions.



Like last year, there is a high level of satisfaction with the inspector interactions with customers, noting inspectors were happy to discuss and resolve issues mostly in a pragmatic manner. There were a couple of opportunities for improvement in the manner insert fire installations are inspected and finalised; and whether greater use of technology for remote inspections should be promoted.

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3.2.5 Respondents were asked overall how well inspectors meet their expectations.



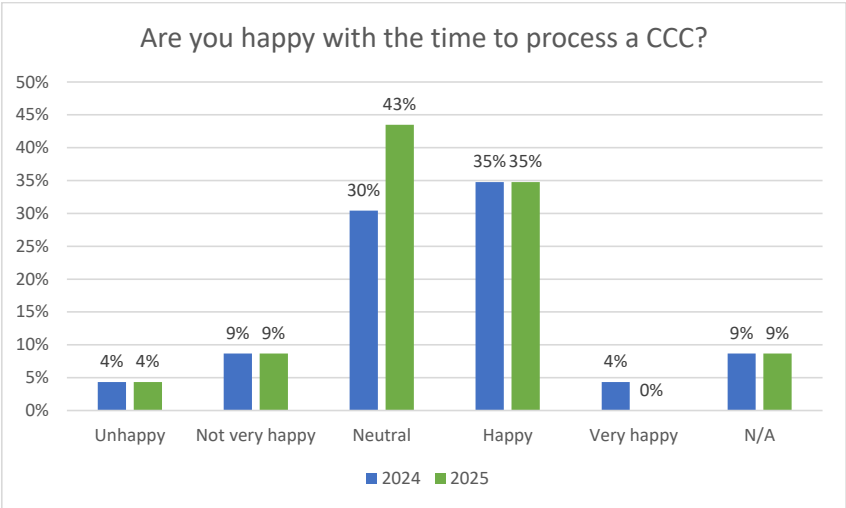
Comments from respondents

	<ul style="list-style-type: none">• 99% of the time they are good• Very approachable – relational• Excellent - no dead wood
	<ul style="list-style-type: none">• Everyone is risk-adverse and not prepared to go out on a limb• Risk-adverse like all councils• No offer of remote inspection technology• A significant change is required to be able to work practically with owners and builders of CBD redevelopments

Overall, there is a high degree of satisfaction with inspectors.

3.3 Code Compliance Certificates

3.3.1 Respondents were asked how happy they are with the time to process a CCC.



Comments from respondents

	<ul style="list-style-type: none">• Clear on the portal of what is required (three similar comments)• Issue more often getting information from clients and builders• Good timelines once all documents are entered• Times not a problem and when it was urgent, after contacting the Inspector Team Leader it was issued that day
	<ul style="list-style-type: none">• Takes too long from the time all information is supplied for the CCC to when it is issued - can be in the system for 1-2 weeks or worse 20 days – that is way too long, and time is money, and it is critical for clients at that stage (seven similar comments)• Objective Build asks for lots of duplicated information eg all workers and trades on site – this is unnecessary and time consuming when certificates for plumbers/electricians and LBP information are already there (six similar comments)• Pain when CCC application is rejected and then must call to open it up again• Objective Build is difficult to edit and doesn't flow well• Issues when trying to add a category eg for a CPU application, you have to get the Council to open a new category and that is frustrating - would like one that we can access without having to revert to the Council• Objective Build is time consuming - if you have to amend a CCC it must be redone, as there isn't a 'draft' status that allows amendments - that is a real bug bear• Can't add or amend in Objective Build - if we want to add a document or a photo it's not worth bothering trying to• Objective Build is set up wrong for some categories like asking for a LPB for commercial work which is not required• If you load all information for the consent at one time, it's easy, but it's rarely like that. There is no ability to load one part and save as a 'draft' and then finish it later

	<p>- also we can't have multiple people completing/uploading information to the CCC and when we try, we must reload the whole application. The system needs to be improved, especially being able to save as a 'draft'</p> <ul style="list-style-type: none"> • Objective Build is painful for CCCs for log fires - at CHBDC the inspector does the final inspection and issues the CCC there and then. Compared to HDC CHBDC is easy • Sometimes it is not clear what is required, and we get strange notifications, or if a document is required then an alert is not always generated • Objective Build needs further development, and it should be the Council, not the Agent that should have to address this with the Software Owner • Sometimes it is not clear what is being asked for and we are then RFled or rejected and that is frustrating - an area for improvement • Sometimes we get follow-up notifications 3 times for the same thing and this needs refining • To assist with the completion of timely CCCs, I've had to revert to booking an inspector for half a day to complete all paperwork aspects (after the final inspection) to get it progressed otherwise it takes too long • We always have to ask for the DC notice and invoice to be raised once we are at the end of the CCC when this should be led by HDC and, if not required at RC, then it should be identified and sorted out at the start of the BC process, not at the end when CCC is being sought - clients get an unwelcome surprise at that point • Customers get a copy of the invoice from Objective Build, and they have no idea who that's from, and why they are getting it, and it confuses them and we have to explain that the Agent has to pay the invoice - for customers with simple jobs that don't understand the Objective Build system and the process is confusing • Slow at issuing CCCs so we seek a CPU as a workaround to get occupation, and then wait for the CCC, which is frustrating - they should be faster
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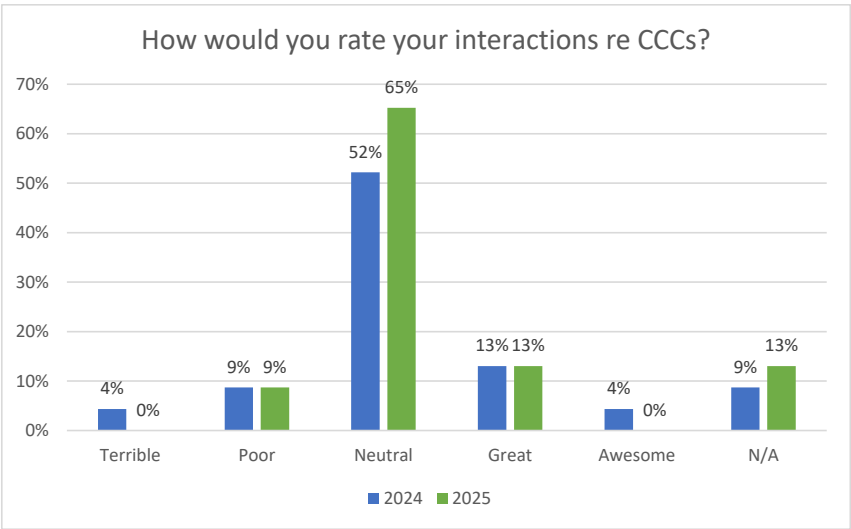
This year there were 57% of respondents either unhappy, not very happy, or neutral about the time to issue CCCs. This compared to 43% last year. Like last year 35% were happy with the timeframes.

The timeliness and processes for issuing CCCs appeared to show the least satisfaction compared to last year. Many noted issues with Objective Build including requiring duplicate information; inability to save the CCC as a 'draft'; inability to open-up new categories without asking the Council to it; and if the CCC application was rejected needing to reload all the data again. There appears to be many opportunities for the Unit to work with Objective Build to enhance the user experience.



Once all the information that is required for the CCC is loaded a number of respondents noted that it took too long for the CCC to be issued – most felt 20 days was far too long and it was often at a critical stage, such as clients needing a CCC before being able to secure ownership and a mortgage. Also there appeared to be little appreciation that 'time is money'. One explained the 'CPU workarounds' they employ to speed the process up (which they shouldn't have to do), and another talked about the frustration of not being invoiced for Development Contributions soon enough.

Customers felt that, while often they didn't need access to the CCC processor, it was hard to get in touch with the person responsible and that should be easier to do.

3.3.2 Respondents were asked how they would rate their interactions re CCCs.



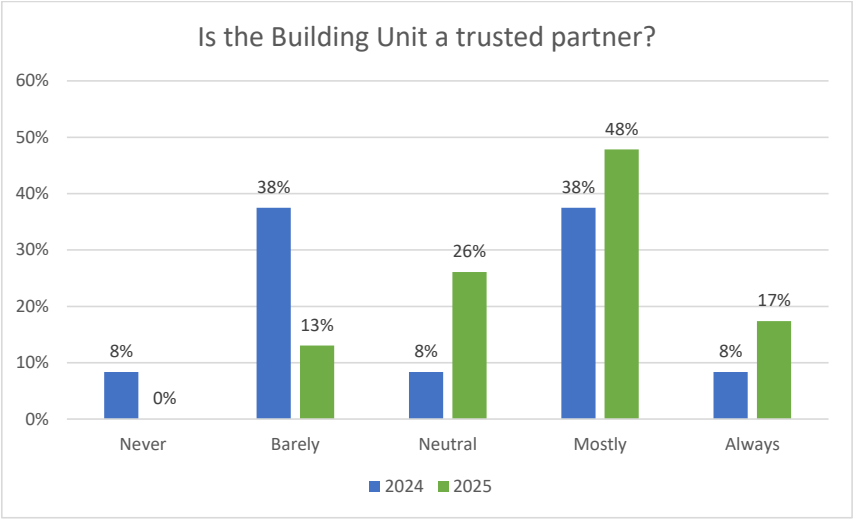
Comments from respondents

	<ul style="list-style-type: none">• Good• Don't really need to talk to them (four similar comments)
	<ul style="list-style-type: none">• Some of the staff are not sufficiently experienced and ask irrelevant questions - eg being required to enter a BWOFF number, but a BWOFF is not required• This part of the process is Faceless and Anonymous• Sometimes the CCC application is rejected, and I don't know why – it feels abrupt and 'in your face'• It would help if they called if they had a query, and we could talk through what is required• All by email and I don't get past the front desk• It's hard to talk to someone as it is not clear who you should talk to especially if it's the builder calling the Council - could be clearer• It would help if we had the name of the person processing the CCC so we can discuss any issues• Don't really get access to anyone - the process is slow and overly cumbersome for simple consents and that needs to change• While not great they are better than other councils, and all councils' requirements are different



65% of respondents rated their experience as neutral with many noting they didn't really need to engage with the processors other than via Objective Build or email. Where a CCC is rejected a few commented on how 'faceless' that felt, and they did not feel like the Council was a partner. Those that wanted to engage with the Council found it difficult to contact anyone and then talk to right person.

3.4 Overall Views

3.4.1 Respondents were asked whether they considered the Building Unit a trusted partner.



Comments from respondents

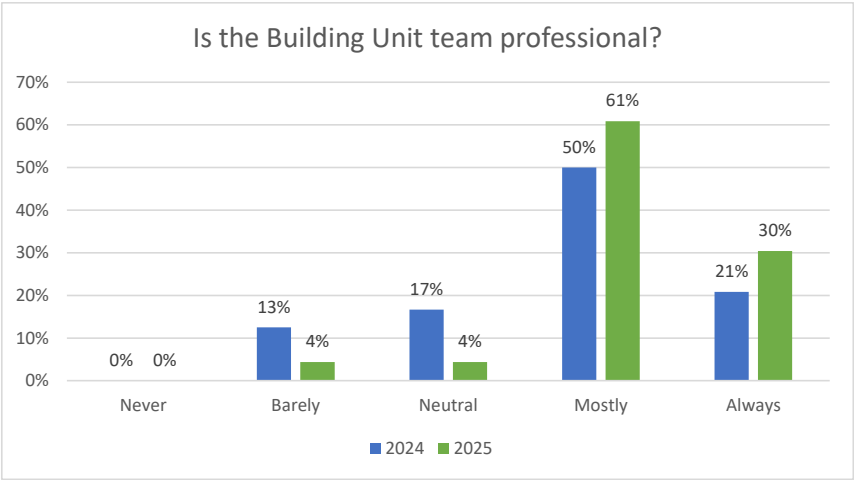
	<ul style="list-style-type: none">• Try and make it a team effort• Good to deal with and we have a good relationship with Council at a senior level - pity other councils weren't as good• Strong partner - approachable and flexible• Improved a lot• Whenever there is a difference, we discuss it and work through to a good outcome• Trust them and not fighting against them and working together to get the best outcome• Building Unit Manager gave me a feeling we are a team working together
	<ul style="list-style-type: none">• Can't guarantee what the outcome will be - you lodge a BC application with nervous anticipation, and it depends on who you get as to what experience you will have• Seems still like there are three partners (owner, designer and builder) and the Council is the authority above the partners. While liability issues may impact the Council's view, timeliness and risk issues diminish the feeling of partners.• Relationship feels adversarial - one said " you get paid lots of money and it's up to you to figure it out"• Sometimes too risk-adverse, such as requirements over 2C areas where a section 72 should not be needed.• Abide by the rules but could be more customer focused• Fees are considerably higher than other Councils for similar/same jobs - both the hourly rate and the total invoice

	<ul style="list-style-type: none">• There is a disconnect between the CE and the Unit in terms of alignment. For the CBD to progress there needs to be a change in approach• Don't believe there has been any change since the review last year
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Overall, there has been a positive change in how respondents view the Council. Last year 46% felt like the Unit was never or barely a trusted partner, whereas to this year where that number has fallen to only 13%. Whereas those that believe the Unit is a trusted partner, mostly or always, has risen from 46% to 63%.

The majority felt positively about the relationship, and for those that didn't it tended to reflect the individual's interactions with processors or inspectors.

3.4.2 Respondents were asked whether they found the Building Unit professional.

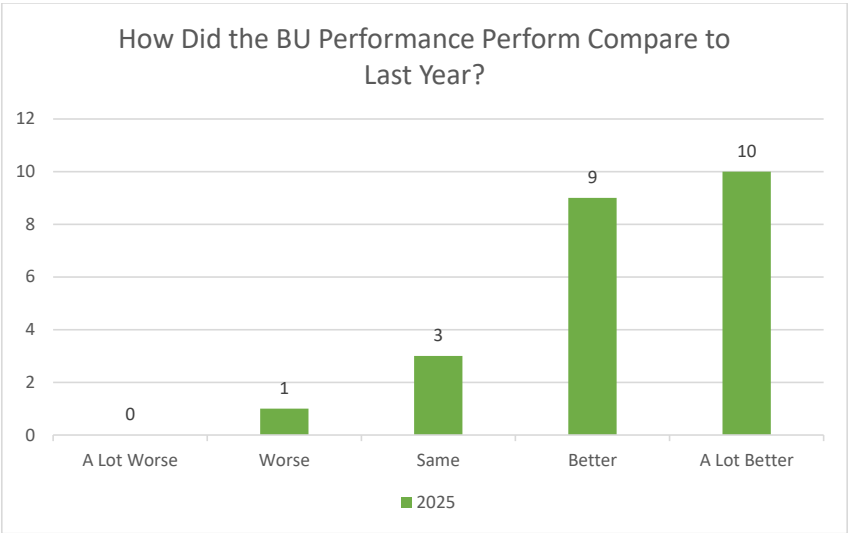


Comments from respondents

	<ul style="list-style-type: none">• I have a good relationship with the senior staff and have known them for years, so I can talk to them easily• It takes two, and sometimes some of their clients are not always professional, which makes it hard for them• Absolutely
	<ul style="list-style-type: none">• Have lost a lot of experience and now inexperienced staff are filling boxes without considering risk and cost to a project• Sometimes different departments do not talk to each other


Overall, 91% of respondents believed the Unit was mostly or always professional in their dealings, compared to 71% last year.

3.4.3 Respondents were asked whether the performance of the Unit had changed from last year.



Comments from respondents

- Timeframes are a lot better, probably due to lower industry volumes (seven similar comments)
- Communications better and happy to talk - accessible (eight similar comments)
- They are great now – they were good 12 months ago, and they were awful three years ago
- A heck of an improvement, especially their attitudes towards me - previously it was their way or the highway - now a complete turnaround and I now feel like partners
- All very approachable
- While I've rated it the same, I was happy last year
- A lot of issues ironed out making things easier and can see they are trying
- Reaching out and talking to us - a lot more proactive
- Better - leadership and positivity of CE filtering down to others although still some way to go - but heading in the right direction
- Really appreciated the contact and conversation with the Building Unit Manager – took on board comments (three similar comments)
- I would like to see the Forums continue
- Industry Group helps and being on it is worthwhile
- Would consider a regional BCA if it was like Hastings and not other councils (five similar comments)
- This survey is a signal they want to do better

	<ul style="list-style-type: none">• Lost experience and pragmatism with it• The cost has continued to increase and \$290 per hour is not justified and the cost of similar projects has gone from \$3-4K 4-5 years ago to \$18-25K now for which there is no justification. It's not just the hourly rate that is huge• Regional BCA runs the risk of turning everything into a compliance experience and form filling with the potential to lose pragmatism on the ground
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Overall, 19 out of the 23 respondents believed the Building Unit’s performance was better or a lot better compared to last year. Most mentioned the improved communications and speed of processing and inspections, while some also noticed a positive change in attitude and approachability.

A number were interested in seeing a Regional BCA, so long as the performance that they experienced from Hastings wasn’t negatively impacted.



EXECUTIVE SUMMARY

Hastings City Business Association proudly supported over 440 businesses throughout the 2024/2025 financial year. While the national economy remained subdued and business confidence dipped at times, Hastings CBD demonstrated steady strength and resilience, with signs of meaningful business growth.

Planning and forecasting remained a challenge for many, with fluctuating consumer sentiment, ongoing cost pressures. Despite this, our members remained agile—adapting business models, embracing innovation, and staying connected. At HCBA, our focus was on listening, advocating, and responding quickly. We adjusted our strategies, and doubled down on work that delivers real value for our members. Hastings' economy grew by 0.9% in the year to September 2024—outperforming Hawke's Bay (0.6%) and the national average (0%). Total spending in Hastings CBD increased by 2.8% year-on-year, driven by food & beverage, health, and specialty retail categories. While some sectors—particularly fashion retail and discretionary services—faced softer trading periods, overall spend patterns in the city centre held firm, buoyed by local loyalty and the return of community events. Our HCBA initiatives continued to strengthen visibility, connection and business vibrancy:

- Targeted campaigns brought people back into the CBD, reinforcing our message that Hastings is open for business.
- Social media and content outreach reached new audiences, spotlighting members through consistent engagement.
- Responsive support for members—check-ins, forums, and advocacy—helped foster collaboration across sectors.

Persistent challenges remain. Yet despite this, the energy and determination of the Hastings business community has not wavered. With strong partnerships and a clear focus on support, the HCBA enters 2025/2026 ready to build on momentum, support sustainable growth, and re-energise our city centre together.

Lucinda Perry
General Manager

Source: Informetrics and MarketView 2024.

COMPLETED INITIATIVES



NZME HASTINGS CITY CELEBRATION AWARDS

We held our Celebration Awards on Thursday 29th August. An evening dedicated to recognising the exceptional businesses that have contributed to the vibrancy and success of Hastings CBD.



HOSTED BID MANAGERS EVENT IN HASTINGS

We hosted 35 BID Managers/support from around the north island at Toitoti for a day conference and hospitality, including idea generation and supportive suggestions.



BLOSSOM FESTIVAL

Managed an additional entertainment zone in CBD Mall to complement council activity on the Saturday of the Blossom Festival.



AGM

Held on 10th September 2024, our new board was elected, with new member Dave Riddell of Cole Murray, replacing John van den Berk (who we co-opted on).



EXPRESSION PROJECT

We completed our second notable expression project campaign, encompassing local talent, business interest and community engagement.



HASTINGS HAPPY HOUR

We held our fourth happy hour at Common Room in early 2025. We will continue this series into 2025/2026.



CHRISTMAS – HASTINGS JOLLY JACKPOT

We partnered with The Breeze on a radio campaign, with multiple giveaways and highly engaging digital content.



COMPLETED INITIATIVES



INTERACTIVE DECALS – SNAP HAPPY

We elevated the run down old Westpac windows with decals and created an Instagram promotion whereby people got snap happy and entered the draw to win prizes.



SECURITY FORUM

We hosted members at an evening where they heard from HDC security and local police about best practice for reporting and any CBD concerns.



FOCUS ON BUSINESS – PARTNERSHIP

Partnered with Hastings District Council as a sponsor for two of their breakfasts which included 2 x tables for members.



HORSE OF THE YEAR SPONSORSHIP

We received a number of amazing donations from businesses which we included as part of a Spinning Wheel promotion at the iSite tent.



DISCOVER HASTINGS – MARKETING

Continuation of digital and social campaign activity on a regional level, during the course of the year. This 'Discover' umbrella encapsulated Eat Drink Shop promotional activity.



BAY PLAZA PROMOTION

We delivered a mass marketing campaign for Hugh Lambie, and all Bay Plaza businesses across radio, digital advertising and social media.



NEW OFFICE MOVE

We moved from the shared office space in Hastings Hive to 203 Heretaunga Street East, right by Albert Square.



IN MARKET



IN MARKET



Global flavour, local strength: Hastings' international edge

Hastings hits different—with a bold mix of global flavour and local charm. From international eateries to diverse small businesses, the city centre reflects a unique cultural blend that keeps things fresh, creative, and full of hustle.

Take the city's hospitality scene: contemporary Japanese and Vietnamese cuisine at OTT in the City; traditional Indian flavours at Bollywood; classic Italian at Sazio; authentic Chinese at Golden Spring. And that's just scratching the surface.

For businesses and investors, Hastings' multicultural community represents a strategic advantage. It sparks new ideas, builds stronger teams, and keeps things buzzing. Diversity here isn't just about stats—it's fuel for the fire, tapping into the global skills and street smarts of our amazing people.

Our CBD is home to a growing mix of hospitality venues and specialty stores, enhancing the visitor experience. Our vibrant atmosphere positions us as a strong contender for growth and big ideas.

Discover more:
hastingscity.co.nz



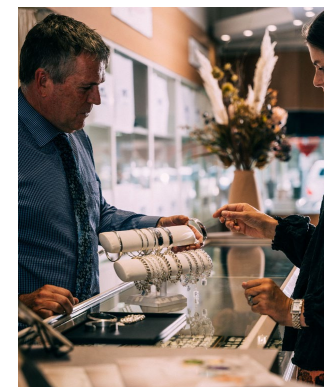
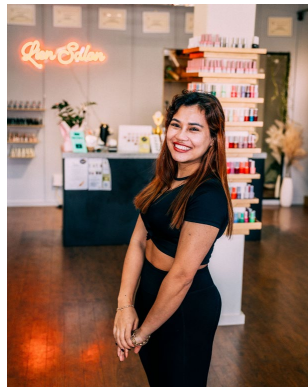
THANK YOU

To our members—thank you. Your resilience, passion, and commitment to showing up, even in the face of adversity, continues to define the spirit of our CBD. Whether through times of disruption or in moments of growth, you've continued to deliver world-class products, services, and experiences to both locals and visitors alike. It is a privilege to represent such a dedicated, inspiring business community—you are truly at the heart of everything we do.

Hastings continues to thrive, and that success is driven by you—our business owners, operators, and landlords. We also extend our thanks to Hastings District Council and our valued partners, organisations, and industry bodies whose guidance and support have helped steer us through another dynamic year.

Through ongoing consultation with members, we shaped a 2024/2025 plan focused on growth, activation, and visibility—and we're proud to say we delivered on those goals. Financially, the year closed with an underspend to carry forward of \$23,000, predominantly consisting of \$10,000 wages and \$4,000 on rent – ensuring continued operational stability.

As we look toward the 2025/2026 year, we do so with optimism. Economic conditions remain challenging, but the strength of our member relationships and the shared drive to keep Hastings CBD vibrant and evolving gives us every confidence for the year ahead.





A teal vertical bar on the left side of the page, containing the word "AIMS" in large, white, sans-serif capital letters at the bottom.

AIMS

- 
- A background image of a bouquet of various colorful flowers, including pink, yellow, orange, and purple blooms, with green foliage, set against a light grey background.
- Promote and support the success of CBD businesses, enhancing the overall experience for residents and visitors.
 - Showcase the diverse culinary scene, shopping opportunities, wellness, beauty, arts, and entertainment options available.
 - Facilitate collaboration and networking among businesses, fostering a sense of community and partnership.
 - Advocate for the interests of our members and provide resources, tools, and support to help them thrive.
 - Collaborate with stakeholders, local organisations, and government bodies to drive economic growth and sustainable development in Hastings CBD.

INITIATIVES

Q1

Hey! Stings campaign

Digital and social media campaign showcasing local businesses and our CBD overall.

Dine around the World in Hastings

Promotion in Hastings/Havelock North to encourage hospitality patronage.

Happy Hour

Winter warmer August 2025.

Blossom Festival activity

Albert Square during Blossom Festival.

Fotofest partnership

15 September-3 October, 2025.

AGM

September 2025, 203 Heretaunga Street East.



Q2

Arts Festival activation

CBD focussed activation to support Arts Festival October 2025.

Happy Hour

To be held October/November.

Focus on Business partnership

Dates TBC - Likely September/October 2025.

Christmas Promotion

- Radio
- CBD Activation
- Print and digital advertising



INITIATIVES

Q3

CBD Activation

January/February 2026- family friendly activation.

Horse of the Year - CBD focussed activity

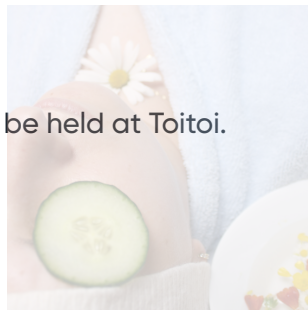
Drive visitation into Hastings, March 2025.

Focus on Business Breakfast series

Continue partnership with HDC to sponsor twotables for members.

Hastings Comedy Debate

Fun and engaging eveing to be held at Toitoi.



Q4

Easter Campaign

Easter activity encompassing CBD and encouraging kids to move around.

May Music Month

Celebrate the diverse cultures and music offerings in Hastings.

June - winter activation

Encourage visitation into the CBD.

Social & digital campaign

Increase engagement with promotion and



INITIATIVES

YEAR ROUND

Business Attraction

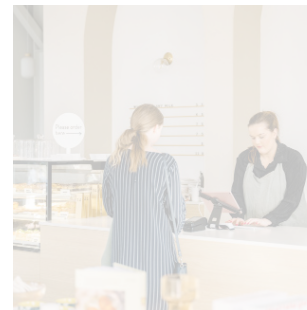
Target 2-3 buildings and partner with key commercial brokers to find relevant tenants e.g. Old i-Site building, Old Westpac ground floor.

Discover Hastings - Marketing

Social, print, radio, digital.

Bay Plaza Promotion

- Radio
- Digital Advertising
- Social Media



BUDGET

OPERATING EXPENSES

Administration

Office Rental / Insurance etc	22,000
Accountancy/ Audit & AGM / Depreciation	15,000
IT / Computer / Website	3,000
Subscriptions	3,500
Meeting expenses / functions	3,000
General office expenses	4,000
Wages	155,000

205,500

Economic Development & Marketing

Focus on Business partnerships	5,000
Advertising / Marketing (Radio, Print, Digital)	45,500
Hastings Comedy Debate	15,000

65,500

Vibrancy & Events

Happy Hour	10,000
Bay Plaza Promotion	4,000
CBD Partnerships (Blossom/Fotofest)	15,000
Easter	5,000
Christmas	6,000
CBD / Street Activations	34,000

74,000

Total Expenditure

345,000

INCOME

BID Targeted Rate	320,000
HDC Vibrancy Funding	10,000
Event & Activation Ticket Sales	15,000

Total Income

345,000

Annual Plan 2024/25 Report



Prepared by:

Havelock North Business Association



The Havelock North Business Association is proud to reflect on another purposeful and dynamic year. Guided by a refreshed annual plan and member feedback, we delivered a programme that balanced creativity, collaboration, and community connection – ensuring our work remained both relevant and impactful.

Despite ongoing challenges in the wider business environment, engagement with our campaigns and events remained high. From digital reels and regional tourism promotions to village activations and collaborative member events, every initiative aimed to attract people to the village and showcase what makes Havelock North special. Our strategy remained centred on three pillars: supporting a strong business community, promoting Havelock North as a destination, and ensuring our village is vibrant, modern, and evolving.

We are proud to report strong engagement across our activities, growing recognition of the village as a place to shop, eat, stay, play, live, and work – and increasingly positive feedback from our members. We’re grateful for the continued support of Hastings District Council and our partners, which has enabled us to trial new ideas, deliver lasting activations, and build a more connected and resilient business community. Looking ahead, we remain committed to evolving our approach and delivering even greater impact in the year to come.

The Board 2024/25



Casey Anderson
Chairperson
RTA Studio



Jacqueline Supra
Vice-Chairperson,
Keirunga & The
Cancer Society



Sarah Loza
Treasurer
Forsyth Barr



Nat Berry
Arataki Honey Visitor
Centre



Julia Paul
Crisp Home + Wear



Nait Scott
Mackersey
Development



Aaron Mills
Harvest Motor Lodge



Sophie Shield-Barrett
Harcourts Real Estate

2. Completed initiatives

Domestic Tourism

Our Wellington Radio Giveaway Campaign, in partnership with NZME, ran across ZM, The Hits, and Coast, each tailored to a different demographic.

The campaign included 3x unique weekend escape prizes, with accommodation, dining, and activities sponsored by local businesses.

Love Local reels

This year saw the launch of our Love Local Reels content series. We produced 24 short-form reels (two per month), each featuring a minimum of six different businesses. Topics included dog-friendly hospitality, Mother's Day gift ideas, summer holiday activities, and more.

These reels delivered strong reach and engagement across our digital platforms.

Gift Local

Our digital Christmas gift guide featured gifting ideas from over 30 local retailers and was promoted through a multi-channel campaign October - December.

This included social media, email marketing, a dedicated radio campaign, and advertising in Hawke's Bay Today, helping drive local shopping in the lead-up to Christmas.

Professional Services

We refreshed our Professional Services Guide and delivered an awareness campaign across radio, social media, local magazine channels and the chamber of Commerce.

This included two double-page advertorials focused on specific industry sectors, where we invited local businesses to answer key questions. Their insights were turned into content, and all businesses in each sector received a listing within the feature.

Vibrancy & Activations

We delivered seasonal activations to brighten the village and attract foot traffic. Highlights included:

- **Autumn Window Art:** Custom artwork by a local artist brought colour to shopfronts.
- **Valentine's Day / Art Deco Weekend activation:** Roaming Cupids handed out flowers across hospitality venues, while a central LOVE light installation created a fun photo moment and played on our 'Love Havelock North' brand.
- **Santa Mailbox:** A festive station for children to send postcards to Santa.
- **Christmas Window Decals:** Provided to street-facing businesses for a cohesive festive look.

Collab events & Promotions

We trialled a new approach this year by setting aside a funding pool to support collaborative projects involving five or more businesses. This allowed us to respond to ideas as they came up, resulting in:

- **Empowered Workplaces:** a talk with GP Dr. Samantha Newman, supported by Forsyth Barr
- **Three Village on Sale** promotions: Winter, Spring, and Black Friday
- **EAT the Village:** 13 local eateries produce monthly long special drinks and dishes using Arataki Honey
- **Autumn Style Party:** a ticketed fashion event
- **Art Uncorked** trail across hospitality venues
- **The Bookshop Detectives Scavenger Hunt:** a themed scavenger hunt through the village, created in partnership with Wardini Bookshop to celebrate the launch of their locally based murder mystery novel.

BLENDED: Art & Wine

In March 2025, we launched BLENDED, a new signature event celebrating local wine, art, and hospitality. Held at the Village Exchange and along Te Aute Road; the event featured boutique wineries, Giant brewing, St Andrews Limes, a Great Wine Capitals stand, live music, art stalls, and live art installations. We're very grateful to have received HDC event funding support, which made it possible to bring this new concept to life. The vibrant garden bar experience was curated by Malo restaurant, who hosted a seafood bar, and Smith & Sheth, who operated a wine tasting space within the courtyard, both contributing to the atmosphere while helping minimise staffing costs.

Muse Art Gallery presented Art Uncorked, a wine bottle exhibition created especially for the event, adding a unique visual element. As part of the event's commitment to lasting impact, BLENDED will leave behind a permanent artwork in the area it is held each year. In 2025, this took the form of a striking mural by Cinzah Merkins in the Village Exchange alleyway. Moving forward, the event will rotate CBD locations to activate different parts of the village and engage a changing mix of local businesses.

Promotion was a key focus, with activity including billboards, print advertising, and targeted social media. Professional videography was commissioned, and Hawke's Bay Tourism provided photography support on the day, both of which will help market future editions. Looking ahead, we'd welcome the opportunity to work more closely with HDC's marketing team to align with their branding requirements and access the My Hastings channels, helping us connect with locals across the district. With high-quality assets now in place, and cost savings achieved in year one, we've allocated a larger marketing budget to extend our reach.

BLENDED was delivered under the FAWC! umbrella in its first year to benefit from their wider marketing reach. However, due to associated ticketing fees, the event was walk-up only, making it difficult to estimate attendance and manage budgets effectively. Going forward, advance ticketing will be introduced to help manage numbers, reduce uncertainty and provide a clearer budget framework.

With funding confirmed in the third quarter of 2024, and other planned activity in Q4 alongside the Christmas break, the event was developed on a condensed timeline. Planning, marketing, logistics and delivery were managed by the Association Manager within the timeframe available. With core infrastructure now in place, we're well positioned to build on BLENDED's success in the years ahead, giving us the ability to enhance the event's offerings and overall experience.



Art Uncorked

Launched as part of BLENDED, Art Uncorked captured public attention and created lasting impact beyond the event. The project involved 13 magnum wine bottles, each hand-painted by a mix of high-profile and emerging local artists. Following BLENDED, the initiative was expanded to help fund future arts and vibrancy projects. We partnered with local hospitality venues to create a three-week art trail, displaying the bottles to the public and building awareness for the online auction.

All 13 bottles sold in the first year, raising \$4,300. The success of the auction has laid the foundation for future growth, with several artists already expressing interest in participating again. We also formed a valuable partnership with Muse Art Gallery, who co-ordinated artist involvement and hosted the exhibition during Blended. Muse has expressed a strong desire to support and grow the project in future years, helping to further elevate its impact and reach.

3. Member Support & Events

The HNBA hosts quarterly social events, attracting over 500 attendees each year. These gatherings provide members with the opportunity to engage with board members and offer a space for informal networking.

Open to owners, managers, and their teams, these events foster connections, support, and collaboration within our business community, helping it to thrive together.



July | Murder Mystery Party

Held at Duart House in partnership with Wardini Bookshop to celebrate their latest locally based novel, this unique and entertaining night offered a fresh spin on our mid-year networking format.



September | AGM

Our AGM, followed by a social gathering afterwards, making it more appealing for members to attend what is usually a lengthy seated event.



December | End of Year

A year-end gathering organised with the Havelock North Volunteer Fire Brigade, Our largest annual event for members to connect and celebrate together before Christmas / Summer period begins.



April | End of Summer

Post Summer season networking. An opportunity for members to engage with the board, providing thoughts and input for our upcoming annual planning.



Business Development |

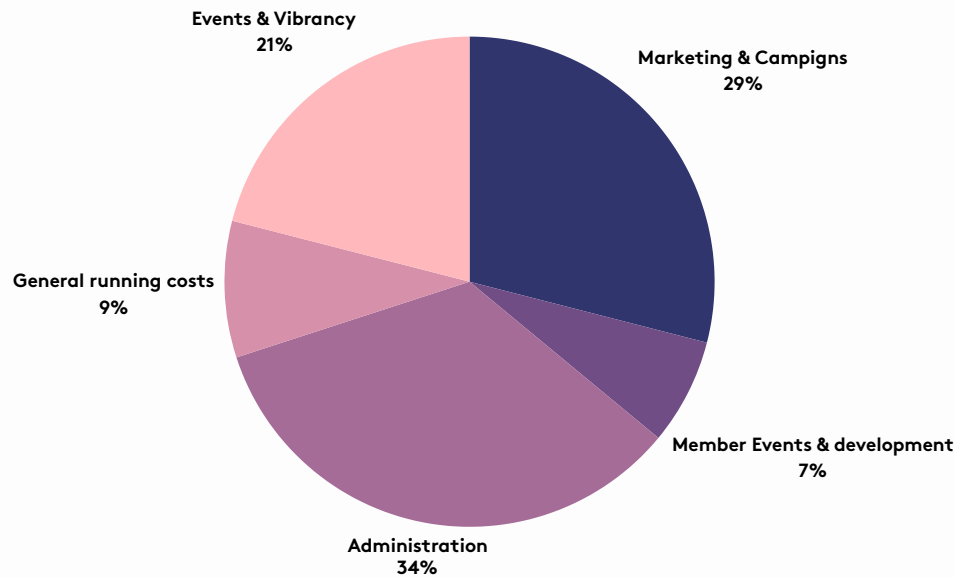
We continued partnerships with Hawke's Bay Chamber of Commerce, Hawke's Bay Business Hub, and Hawke's Bay Tourism to ensure members had access to quality business development opportunities. The Association covered ticket costs for select workshops to eliminate barriers to participation for our members.

4. Measure of success

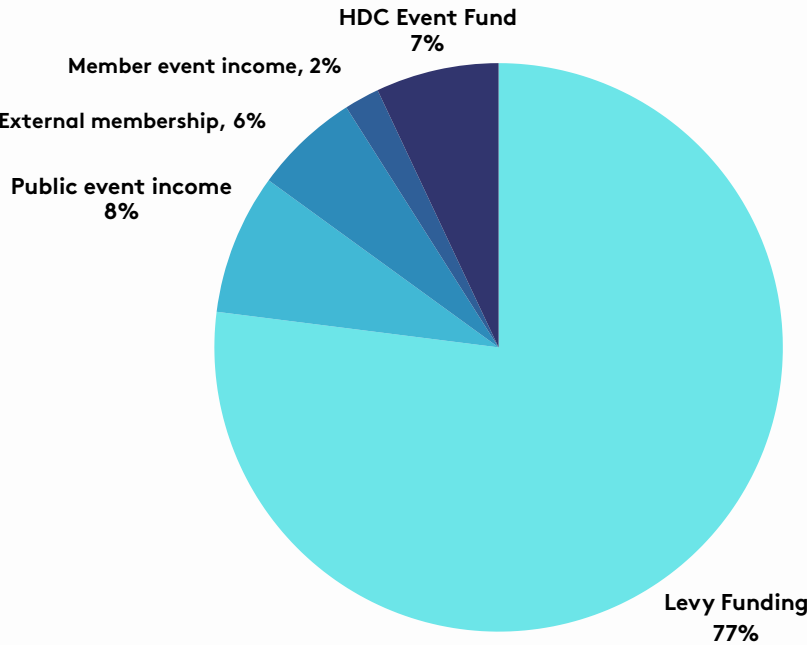
	KEY METRICS
Domestic Tourism Radio Campaign – Combined Outcomes (ZM, The Hits, Coast)	183,808 social media impressions through NZME channels 2,580 total competition entries across all platforms
Gift Local	14,000 social media views, 430 link clicks 10,430 interactions and 2,500 guide opens
Art & Vibrancy	1,000 flowers handed out to diners on Valentine’s Day 27 shop windows painted 20 business windows decorated with Christmas decals 1,500+ postcards to Santa received 1 large-scale mural installed
Social Media	248,649 people reached organically and 122,622 reached through paid activity, with 11,687 organic content interactions, 591,587 paid impressions, and 6,608 total link clicks. Over this period, we also gained 1,436 new followers.
Website Analytics	73,000 Page Views 303,000 interactions
Membership	268 members event attendees, and businesses were featured over 500 times across campaigns, collaborations, and social content – with some appearing more than once.

5. Budget Summary

SPENDING BREAKDOWN |



INCOME SUMMARY BY SOURCES |



Annual Plan 2025/26



Prepared by:

Havelock North Business Association



The Havelock North Business Association (HNBA) is a non-profit, incorporated society comprising owners and representatives from a diverse range of businesses within Havelock North. The association is managed by a full-time Association Manager, alongside a part-time Admin and Social Media Coordinator, who oversee day-to-day operations, marketing, and event activities.

HNBA has two primary objectives: to provide a robust support network for local businesses and to develop strategies that enhance, promote, and advance Havelock North as a premier destination.

Funded through a promotional CBD levy rate, the HNBA expanded its rated area in 2022 with the support of our membership. This expansion has strengthened our ability to support local businesses and market Havelock North effectively.

Building on the success of 2024/25, our latest annual plan continues to deliver on member feedback, blending tried-and-tested initiatives with new ideas to drive business support, destination marketing, and village vibrancy. We trial, refine, and scale activities that attract locals and visitors to shop, eat, stay, and play in our village.

The Board



Casey Anderson
Chairperson
RTA Studio



Jacqueline Supra
Vice-Chairperson,
Keirunga & The
Cancer Society



Sarah Loza
Treasurer
Forsyth Barr



Nat Berry
Arataki Honey Visitor
Centre



Julia Paul
Crisp Home + Wear



Nait Scott
Mackersey
Development



Aaron Mills
Harvest Motor Lodge



Sophie Shield-Barrett
Harcourts Real Estate

Our Mission

The Havelock North Business Association's purpose is to conserve, promote and advance the interests and welfare of retailers, merchants, traders and other commercial concerns promoting services to the public in Havelock North, Hawke's Bay.

We work to promote, beautify, revitalise and develop Havelock North in order to attract and encourage local residents and visitors to use the centre of Havelock North for leisure, work or otherwise.

We promote Havelock North as a destination to shop, eat, stay, play, live and love!

Our Goals

A STRONG AND WELL SUPPORTED BUSINESS ASSOCIATION

- Support member connection and networking
- Ensure transparent, clear communication and accountability
- Support new and existing business owners

PROMOTE HAVELOCK NORTH

- Promote Havelock North proactively and effectively whilst ensuring the protection and evolution of its brand identity
- Promote Havelock North through a schedule of targeted events, promotions and other marketing initiatives
- Ensure Havelock North is a preferred location for a diverse range of businesses

VIBRANT, MODERN, EVOLVING VILLAGE

- Ensure Havelock North is an attractive destination for customers and clients
- Lobby Council for continued investment and beautification
- Connect with businesses and investors with development plans

Promotional activity

Christmas GIFT LOCAL

A digital gift guide showcasing local gifting ideas for the holiday season. The guide is promoted to a local audience through a range of channels to encourage shopping in the village.

CHRISTMAS FESTIVITIES

Each year, we connect with and support local businesses by providing event planning and marketing assistance for their events and activations.

Love Local

REELS SERIES

Maintain our popular Reels series with two short-form videos per month across our three social channels (20K followers).

Topics will include dog-friendly cafés, Father’s Day gift ideas, summer activities, etc., keeping local and visitor audiences engaged throughout the year.

Domestic Tourism

ESCAPE VIDEO

Partner with Escape Videos for a multi-night content shoot in Hawke’s Bay:

- 10 bespoke videos (30 social posts) distributed across their channels and ours
- Daily Instagram Stories while on location, tagging @lovehavelocknorthnz and partners
- 50 high-resolution images and all raw footage licensed in perpetuity

Collaboration Projects

We’ll set aside a flexible fund for member-driven ideas that involve five or more businesses, such as:

- Village on Sale/s
- Joint Hospitality promotion with Hastings City and HDC
- Spring Fashion event
- “Here’s the Thing” Professional Services Reels: 60–90 sec expert tips featuring local accountants, lawyers, architects, etc.
- Professional Services Guide update

With Havelock North home to many of the district’s retirement communities, the HNBA is working closely with the James Wattie Retirement Village to build strong connections between their residents and the wider village business community. This collaboration is being used as a pilot, with the aim of developing an approach that can be extended to other retirement villages across the region.

- Monthly pop-up presentations at JWRV by rotating village businesses (travel, fashion, health, etc.)
- Sharing winter set menus and offers
- A weekly “SuperGold Discount Day” offering special deals to residents supporting local businesses.

Events & Vibrancy

Event

MEMBER NETWORKING

Four relaxed quarterly gatherings designed to encourage connection, shared learning, and peer support among members.

- Winter fun event - Quiz Night Fundraiser for the fire station
- AGM
- Christmas Party
- Post-summer season catch up

EVENT

BLENDED HAVELOCK NORTH

BLENDED is Havelock North's signature event, celebrating the best of our village with a curated mix of local wine, art, food, and live entertainment. Launched in 2025, it was created to activate the CBD in a fresh way—drawing people in and showcasing our creative and hospitality sectors.

The first event took place at the Village Exchange and Te Aute Road, featuring boutique wineries, a brewery, live music, food stalls, and interactive art. Highlights included Art Uncorked by Muse Gallery and a lively garden bar experience hosted by Malo and Smith & Sheth.

BLENDED will move to a new CBD location each year, supporting different businesses and leaving a lasting creative mark.

The event is designed to grow, with core infrastructure now in place, an enhanced marketing campaign, and advance ticketing planned to support scale and sustainability.

Business Development Events |

The HNBA continues to collaborate with external agencies such as the Chamber of Commerce, HB Business Hub, and HB Tourism to provide quality business development and workshop events for our members. We remain committed to reducing attendance costs to remove barriers for our local businesses, ensuring they have access to the training they need.

Vibrancy

FOTOFEST

Support FOTO Fest's expansion into Havelock North with sponsorship and business liaison:

- Three-week festival in mid-September featuring outdoor installations and in-store exhibitions
- Printed maps, QR-enabled competitions, and family engagement activities
- Target 10-12 local venues to host photo exhibits and prize draws

Vibrancy

VALENTINES DAY

This year, Valentine's Day falls on a Saturday, providing the perfect opportunity to activate the CBD playing on our "Love Havelock North" brand.

We'll have 'cupids' walking around hospitality during dinner, handing out fresh single stem flowers. This initiative aims to create a festive, romantic atmosphere, giving something small back to customers and spreading a little extra love throughout the village.

Vibrancy

ART

Working with local artist Tam Macken from the Project Lab to install a pop-up art piece in the village, bringing colour, creativity, and a fresh sense of vibrancy to our public spaces.

Vibrancy

CHRISTMAS

Santa Mail is coming back to the village, allowing children to decorate postcards to send letters to Santa.

Additionally, we will encourage retailers to decorate their shop windows, enhancing the festive spirit and creating a joyful atmosphere throughout Havelock North.

Budget

Income

HDC – Promtional Levy Funding	\$149,000.00
HDC – Event Funding	\$ 15,000.00
External Membership Subscriptions	\$ 9,000.00
Event Income	\$ 15,000.00
Other Income	\$ 5,000.00
Total Income	\$193,000.00

Expenditure

Event Outgoings – Blended	\$30,000.00
Event Outgoings – Member Events	\$ 7,000.00
Marketing – Domestic Tourism	\$12,000.00
Marketing – Social Media	\$20,000.00
Marketing – Collaboration Projects	\$14,000.00
Marketing – Gift Local	\$ 2,500.00
Art & Vibrancy – FOTOFest	\$ 3,500.00
Art & Vibrancy – Valentines Day	\$ 2,500.00
Art & Vibrancy – Sculpture pop-up	\$ 7,000.00
Art & Vibrancy – Santa Mail	\$ 1,000.00
GRC / Other Costs	\$13,500.00
Administration	\$80,000.00
Total Spend	\$193,000.00