

Wednesday, 17 June 2026

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council

Strategy and Policy Committee Meeting

Kaupapataka

Agenda

Te Rā Hui:
Meeting date: **Wednesday, 17 June 2026**

Te Wā:
Time: **1:00 PM**

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

Te Hoapā:
Contact: **Democracy and Governance Services
P: 06 871 5000 | E: democracy@hdc.govt.nz**

Te Āpiha Matua:
Responsible
Officer: **Group Manager: Strategy, Data & Technology - Gus Charteris
and Manager Strategy: Lex Verhoeven and Manager -
Strategic Projects - Dean Ferguson**

Strategy and Policy Committee – Terms of Reference

Fields of Activity

The Strategy and Policy Committee will develop all strategic, policy and planning frameworks for approval by the Committee or Council as required. The general purpose of this Committee is to oversee the strategic policy and long term planning direction of Council and activities associated with that, including but not limited to:

- 1) Providing guidance to Council officers with regard to the drafting of the District Plan (or sections thereof) and consultation on discussion documents and drafts;
- 2) Providing guidance to Council officers in respect of the drafting of Council's new or revised bylaws and providing oversight of the Special Consultative Procedures;
- 3) Te Tira Toitū te Whenua – Hastings District Plan Cultural Values - to consider and advise Council how the cultural values of Wāhi Taonga and Wāhi Tapu are to be integrated within the District Plan.

Membership

- Mayor and 15 Councillors
- Chair appointed by the Mayor or Council (at the Mayor's discretion)
- Deputy Chair appointed by the Mayor or Council (at the Mayor's discretion).
- One (non-Council) member of the Heretaunga Takoto Noa Māori Standing Committee (HTNMSC) nominated by the HTNMSC Chair and appointed by Council.
- When the Committee is to consider District Plan matters, one additional (non-Council) member of the Heretaunga Takoto Noa Māori Standing Committee.
- One (non-Council) member of the Rural Community Board nominated by the Board and appointed by Council.

Quorum – 9 members

DELEGATED POWERS

- 1) Authority to exercise all of Council's powers, functions and authorities (except where prohibited by law or otherwise delegated to another committee) in relation to all matters detailed in this delegation.
- 2) Authority to exercise all of Council's powers, functions and authorities (except where prohibited by law) at any time when the Chief Executive certifies in a report that;
 - a) the matter is of such urgency that it requires to be dealt with, or
 - b) the matter is required to be dealt with, prior to the next ordinary meeting of the Council.
- 3) Establish strategic direction to deliver Council Objectives and District Vision.
- 4) Establish policies and guidelines for decision making to assist in achieving strategic outcomes.
- 5) Establish levels of service across Council services in line with strategic goals and priorities.
- 6) Develop and recommend the financial and infrastructure strategies and budgets for the Long-Term Plan, Annual Plan and Annual Report.
- 7) Develop the Rating Policy for recommendation to Council for adoption.
- 8) Develop Funding Policies for recommendation to Council for adoption.
- 9) Review and provide comment on draft new or reviewed District Plan provisions and to recommend to the Council the adoption of drafts for consultation.
- 10) Review and provide comment on draft new or reviewed bylaws, and to recommend to the Council the adoption of drafts for consultation.
- 11) Hear and consider all submissions received in respect of any bylaw proposal and to recommend the Council's responses to submitters.
- 12) Recommend to Council the final wording of any new or reviewed bylaw for adoption by the Council.
- 13) Making submissions on behalf of Council to proposals by other organisations/authorities (Local and Regional).

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Agenda

Koromatua

Chair: Councillor Heather Te Au-Skipworth

Ngā KaiKaunihera

Councillors: Alwyn Corban, Siiam Daniel, Michael Fowler, Stephen Gibson, Kellie Jessup, Yvonne Lorkin, Elisha Milmine (Deputy Chair), Hana Montaperto-Hendry, Simon Nixon, Derek Nowell-Usticke, Henare O’Keefe, Nicholas Ratcliffe, Callum Ross and Kevin Watkins

Mematanga:
Membership:

Mayor Wendy Schollum

Hastings District Rural Community Board Appointee: Abby Morley

1 Heretaunga Takoto Noa Māori Standing Committee Appointee:

1 Heretaunga Takoto Noa Māori Standing Committee Appointee when considering District Plan Matters:

Tokamatua:

Quorum: 9 members

Apiha Matua

Officers Responsible: Group Manager – Strategy, Data & Technology – Gus Charteris
Manager Strategy - Lex Verhoeven
Manager - Strategic Projects – Dean Ferguson

Te Rōpū Manapori me te Kāwanatanga

Democracy & Governance Services: Lynne Cox (Extn 5632)

Te Rārangi Take

Order of Business

Apologies – Ngā Whakapāhatanga

- 1.0** At the close of the agenda no apologies had been received.
At the close of the agenda no requests for leave of absence had been received.

2.0 Conflict of Interest – He Ngākau Kōnatunatu

Members need to be vigilant to stand aside from decision-making when a conflict arises between their role as a Member of the Council and any private or other external interest they might have. This note is provided as a reminder to Members to scan the agenda and assess their own private interests and identify where they may have a pecuniary or other conflict of interest, or where there may be perceptions of conflict of interest.

If a Member feels they do have a conflict of interest, they should publicly declare that at the start of the relevant item of business and withdraw from participating in the meeting. If a Member thinks they may have a conflict of interest, they can seek advice from the General Counsel or the Manager: Democracy and Governance (preferably before the meeting).

It is noted that while Members can seek advice and discuss these matters, the final decision as to whether a conflict exists rests with the member.

Confirmation of Minutes – Te Whakamana i Ngā Miniti

- 3.0** Minutes of the Strategy and Policy Committee Meeting held Thursday 5 March 2026.
(Previously circulated)

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| 5.0 | Civil Defence Emergency Management Activity Planning | 15 |
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| 6.0 | Budget reallocation - regional coordination and priorities | 35 |
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| 7.0 | Draft Regional Spaces and Places Plan Update | 45 |
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8.0 Minor Items – *Ngā Take Iti*

9.0 Urgent Items – *Ngā Take Whakahihiri*

Wednesday, 17 June 2026

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā:
From: **Anna Summerfield, Environmental Policy Manager**

Te Take:
Subject: **Environmental Policy Team Work Programme Update and Setting of Priorities**

1.0 Purpose and summary - *Te Kaupapa Me Te Whakarāpopototanga*

- 1.1 The Strategy and Policy Committee provides guidance and endorsement of the proposed work programme and priorities of the Environmental Policy team.
- 1.2 The workstream priorities were last reviewed in April 2025. Given the progress and/or completion of some key projects, the need to consider the continuing impacts and/or consequences of Resource Management Act reform and the resilience work that is continuing to occur post Cyclone Gabrielle, it is appropriate to undertake a further review. The influences on the workstream include:
 - RM Reforms including the Plan Stop notice issued by Central Government in July 2025 that restricted Councils undertaking plan changes unless they met exemption criteria and advised Councils to stop work on reformatting District Plans to align with the National Planning Standards template.
 - The enactment of the Planning and Natural Environment Bills expected in August / September 2026 and the associated National Policy Direction and setting of Environmental Limits that will follow which then triggers the need for a Regional Spatial Plan to be prepared.
 - The Fast Track consenting legislation and the continuing number of applications in the District being referred and accepted into this process.
- 1.3 Over the past year Council's focus has been on its obligations in respect of the processing of private plan change applications and providing comments on fast-track consent applications that primarily seek to facilitate urban growth and development and assisting the Council Growth Team with the

implementation of the Future Development Strategy (FDS) which outlines how the District will grow (in terms of commercial, industrial and residential growth) over the next 30 years. The team have also spent a considerable amount of time and resource in preparing submissions on the Resource Management Amendment Act and the two new Resource Management bills and several National Direction Instruments.

Resource Management Reform Implementation

- 1.4 Over the past year, the environmental policy team along with other council officers on behalf of Council have been engaged in shaping resource management legislation through submissions. In March this year, the Mayor presented Council's submission to the Environment Select Committee and it was well received. It is anticipated that the Planning and Natural Environmental Bills will be gazetted in the middle of this year (there is some uncertainty about the timing of this but likely to be in August / September).
- 1.5 Once the Bills are gazetted this will set in motion timeframes in which to implement this new legislation. The development of the Regional Spatial Plan will be a collaborative effort with the Regional Council, Napier City, Wairoa and Central Hawkes Bay District Councils. This is likely to consume a significant amount of resource to prepare this plan in the timeframe of 15 months.
- 1.6 Starting with the development of a Regional Spatial Plan and then continuing into Land Use Plans (which will replace the existing Hastings District Plan), the implementation of the new planning system will be a critical focus for the team. It will also have significant resource implications for cross council experts in other teams such as transportation, growth, consents, parks and engineering. This will make responding to private plan changes and fast track applications that the Council are processing concurrently or that are on the horizon more of a challenge.
- 1.7 In the meantime, we are working with our local authority colleagues on a cross-agency approach identifying ways of working together and undertaking a stocktake of existing information that will inform a spatial plan.
- 1.8 New National Direction Instruments under the Resource Management Act are still being gazetted. Most recently the National Environmental Standard – Papakāinga was gazetted on 4th June. The purpose of this is to increase the overall supply of affordable housing and housing choice by:
 - permitting up to 10 homes (and some supporting non-residential activities) on certain types of ancestral land owned by Māori
 - providing a clear, nationally consistent, consenting pathway for larger papakāinga and papakāinga on Post-Settlement Governance Entity land (in their area of interest)
 - reducing the cost and complexity for developing papakāinga on Māori land resulting in more affordable housing.
- 1.9 Essentially this requires the team to undertake a review to ensure that the Hastings District Plan provisions are not more restrictive than what is allowed under this National Environmental Standard.

District Plan – Natural Hazards

- 1.10 Post Cyclone the District Plan provisions in respect of the River Hazard Overlay extent are a key mechanism to manage development subject to this natural hazard. The Regional Council have prioritised the modelling work to inform a review of the River Hazard Overlay in the Esk and Tangoio areas as a first priority given the hazard in these areas pose a significant risk to life. As the Regional Council progressively undertake and release updated flood modelling information for other areas in the District, the Council will need to consider and respond to this new information as appropriate

through reviews of existing District Plan provisions or the implementation of new rules to manage impacts on people and properties in these specific locations.

- 1.11 HBRC continues to progress updated flood modelling and associated hazard information in the other priority areas. HBRC has advised that this work experienced some delays due to severe weather responses and other urgent priorities for key staff. As at mid-May 2026, the indicative timing for delivery of the updated modelling is below:

Updated Flood Modelling Area	Phase	Anticipated Delivery
Esk River (Eskdale, Whirinaki, Bay View)	Final	Complete
Te Ngarue (Tangoio)	In preparation	Q2 2026
Rissington	In preparation	Q2 2026
Dartmoor	In preparation	Q3 2026
Pākōwhai	In preparation	Q3 2026
Aropaoanui	In preparation	Q4 2026
Redclyffe (Napier)	In preparation	Q4 2026

Commercial Strategy Review

- 1.12 Previously Council has identified a review of the Commercial Strategy 2003 as being a high priority in order to provide for the commercial needs of the District over the next 20 years. The following work has been completed in respect of a review of the Commercial Strategy:
- A Land Use Study of the commercial and light industrial zone
 - A draft Economic Trends assessment by Formative Ltd. The purpose of which is to project potential growth in the main centres, identify opportunities, challenges and trends that may influence the Hastings' business environment and how these are anticipated to affect how growth and change are accommodated to inform a new commercial strategy
 - Key developer and business stakeholder interviews
- 1.13 The 2025 land use study identified 440,800m² of gross floor area (GFA) of commercial and light industrial space – 89% of which is located in Hastings. Retail and hospitality accounted for 44% of this surveyed GFA, commercial services 28%, and community services 7%. Residential use accounts for 8% with 7% of the space surveyed being vacant at the time of survey.
- 1.14 Between 20th- 25th October 2025, 11 interviews were carried out with stakeholders – a mix of property developers, business associations, consultancies and sector development organisations, with a strong representation from commercial land use interests.
- 1.15 Overall, most participants considered that there is sufficient land supply and that zoning is generally appropriate. However, the commercial service zone and the industrial zone in Havelock North were identified as areas that may benefit from review. Challenges were also noted in relation to development costs and the size of land titles.
- 1.16 Many stakeholders expressed interest in greater opportunities for mixed-use development, for example developments that integrate office, retail, and hospitality activities in close proximity. Enabling more inner-city living was seen as a potential catalyst for this; however, several participants noted that inner city living is perceived as higher risk in Hastings, as it remains largely untested in the local context.

- 1.17 More broadly, it was also observed that current economic conditions and the region’s population size constrain growth potential. In addition, structural shifts in how people work and consume—such as increased remote working and the continued rise of online shopping—are reshaping demand for commercial land and presenting ongoing challenges.
- 1.18 It is proposed that a more detailed report be brought to the Committee to seek guidance on the direction of a commercial strategy and to delve deeper into some of the matters raised by this initial survey, economic and trends assessment and consultation. This report will include the findings of the draft trends assessment.

Rural Residential Review

- 1.19 One of the recommendations from the Independent Hearings Panel on the FDS was that Council initiate a rural residential strategy to consider demand and supply of rural lifestyle housing.
- 1.20 Stage 1 of this project is to undertake a demand assessment which is currently underway by Market Economics Ltd. This assessment covers areas in both Hastings and Napier and analyses how much, if any, rural residential land is needed for lifestyle sites over the next 30 years. Inputs to this demand analysis include subdivision consent, building consent and sales data.
- 1.21 Once demand for this housing choice is understood, a report will be taken to the Rural Community Board, and Strategy and Policy Committee to provide recommendations on the next steps. These could include: Consideration of how the demand identified in Stage 1 could be met (supply of land for rural lifestyle living). A range of options would then be identified to provide for future demand, such as:
- clustered/satellite development;
 - Identifying new or extending existing rural lifestyle zones.
- 1.22 In terms of LTP requirements, at this stage we anticipate that existing budgets will be sufficient for any further technical reports needed to complete the strategy. All other work in terms of drafting the strategy will be able to be undertaken by Council staff and therefore no further funding is thought to be required.

Environmental Policy Team Work Programme Update and Setting of Priorities

- 1.23 The following table outlines the recommended priorities for projects that are currently being worked on and those that are necessary to meet legislative requirements. The suggested priority listing is based upon statutory requirements and those that the Policy Team have assessed as having the highest priority to achieve the outcomes sought by Council.

Environmental Policy	Priority	Status	Timeline*
Ensuring ePlan (Council’s electronic District Plan) is up to date	1	Recent updates have occurred to ensure we are giving effect to the NES-DMRU	Ongoing statutory requirements are being met.
RMA Reform Implementation– Spatial planning readiness and new National Policy Statements	1=	Regional Spatial Plan readiness coordination Reviewing new National Direction Instruments such as NES-DMRU, NES-Papakāinga	Various depending on timing of Bills receiving royal asset and release of national instruments by Central Government
Esk and Tangoio River Hazard Overlay Plan Change	2	Awaiting release of HBRC flood modelling for Esk Valley	Plan Change to go to Council for approval to notify on June 25
Commercial Strategy Review	2=	Formative Ltd engaged to prepare a Commercial trend assessment and review	Seek guidance from Strategy & Policy on the direction of the

		commercial land requirements of HBA. Next Steps: <ul style="list-style-type: none"> • Undertake a stocktake of existing strategies and how they interact • Identify barriers to development within the District Plan 	commercial strategy at its August meeting.
Rolling Review – Wahi Taonga / Sites of Significance to Māori	3	Working with PSGE's to establish a process to identify and protect these sites in the District Plan.	Estimated to be at least a 2-3 year project. Update / progress report to Heretaunga Takoto Noa on 24 June
Processing of Private Plan Changes	4	PPC 7 (Golf Course) – with panel awaiting decision PPC8 (HBRC Stopbanks) – with Hearings Committee awaiting decision PPC9 (Brookvale East) - with panel awaiting decision PPC10 Racecourse – Notified 23 May	RMA timeframes for private plan changes in schedule 1 process. Submissions on PPC10 close June 26th
Fast Track Resource Consent coordination of comments	4=	Brookvale Green – Referral Accepted Middle Road – Referral Submitted	BG - Substantive application to be lodged in the next month MR – invited comments from HDC submitted 21 May 2026
Lyndhurst Structure Plan and Proposed District Plan Change for rezoning	5	Exemption to Plan Stop received from the Minister February 26	Report to Council for approval to notify on June 25
Structure Planning for Irongate FDS areas	6	Transportation Impact Assessment and master planning commissioned	Further technical reports and assessments commissioned to inform draft Structure Plan aim to be completed in end of the 26/27 financial year
CBD Heritage Review	7	Review of the CBD Architectural Heritage Design Guide – includes a review of the signs guide, a shop front guide to encourage retention of special features. Purpose is to develop a guide to assist heritage building owners	Draft report to strategy and policy for direction and guidance in August / September
Mana Whakahono ā Rohe (MWAR) Requests	8	Assisting the Pou Ahurea team in managing requests for Mana Whakahono ā rohe agreements	Various depending on timing of initiation request
Input into Local Area Plans (part of the implementation of the Medium Density Strategy)	9	Led by Growth and Development Team	As required

Implement National Planning Standards – we have until 2027 to implement.	N/A	Some progress as we undertake plan changes in the new format. However, there is a balance between progressing the implementation of NPS and ensuring the plan is still workable and not overly cumbersome to administer where it is a mix of old format and new.	This was put on hold by Central Governments Plan Stop notice in July 2025
Rolling Review of the District Plan	N/A		This was put on hold by Central Governments Plan Stop notice in July 2025
Outstanding Landscapes Review	N/A		This work on hold due to RMA reform Likely to be a 2- 3year project
Identification of Significant Natural Areas Project	N/A	Uncertain when the Draft NPS- Indigenous Biodiversity will be enacted.	This work on hold due to RMA reform To meet the current requirements of the NPS – Indigenous Biodiversity – Govt has extended the timeframe for identifying new SNAs to 2031

*The timeline for many of the projects is the date that they will be brought to Council for approval. Where the projects require changes to the District Plan the process from there is outlined in the RMA and timeframes can only be approximate as a significant influencing factor is the number of submissions received.

2.0 Recommendations - Ngā Tūtohunga

- A) That the Strategy and Policy Committee receive the report titled Environmental Policy Team Work Programme Update and Setting of Priorities dated 17 June 2026.
- B) That the Committee endorse the Environmental Policy Team Work Programme Update and Setting of Priorities as this ensures Council meets its statutory requirements.

Attachments:

There are no attachments for this report.

Wednesday, 17 June 2026

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā:
From: **Regan Smith, Chief Risk Officer**

Te Take:
Subject: **Civil Defence Emergency Management Activity Planning**

1.0 Purpose and summary - *Te Kaupapa Me Te Whakarāpopototanga*

1.1 The purpose of this report is to seek endorsement from the Committee on focus areas that should form the foundation of a Civil Defence Emergency Management (CDEM) activity plan for the 2027/2037 Long Term Plan (LTP).

2.0 National Legislation

2.1 The Explanatory Note to the Emergency Management Bill (No2) explains that “The Minister for Emergency Management established a Government Inquiry into the Response to the North Island Severe Weather Events in 2023. The Inquiry found that New Zealand’s emergency management system was not fit-for-purpose as it lacks the capacity or capability to deal with significant emergencies that affect multiple regions at once.”

2.2 As a result, the Minister introduced the Emergency Management Bill (No 2) to replace the Civil Defence Emergency Management Act 2002. The Bill retains New Zealand’s existing philosophy for emergency management and seeks to introduce the following changes:

- strengthen the role of communities and iwi Māori in emergency management; and
- provide for clear responsibilities at the national, regional, and local levels; and
- enable a higher minimum standard of emergency management; and
- minimise disruption to essential services; and
- ensure that agencies have the tools to do their jobs effectively when an emergency happens.

2.3 The overriding direction issued by Government is that emergency management needs to be community centred, and Local Government is best placed to lead this process so needs to invest in greater emergency management capability.

3.0 Regional CDEM transformation

3.1 In response to the Independent Review into the Hawke's Bay Civil Defence Emergency Management Response into Cyclone Gabrielle undertaken by Bush International Consulting, the HBCDEM Joint Committee engaged Matt Boggs to lead a transformation programme to implement the Review recommendations. After consulting with Local Authorities in the region a Transformation Strategy was presented and adopted by the HBCDEM Joint Committee on 27 January 2025.

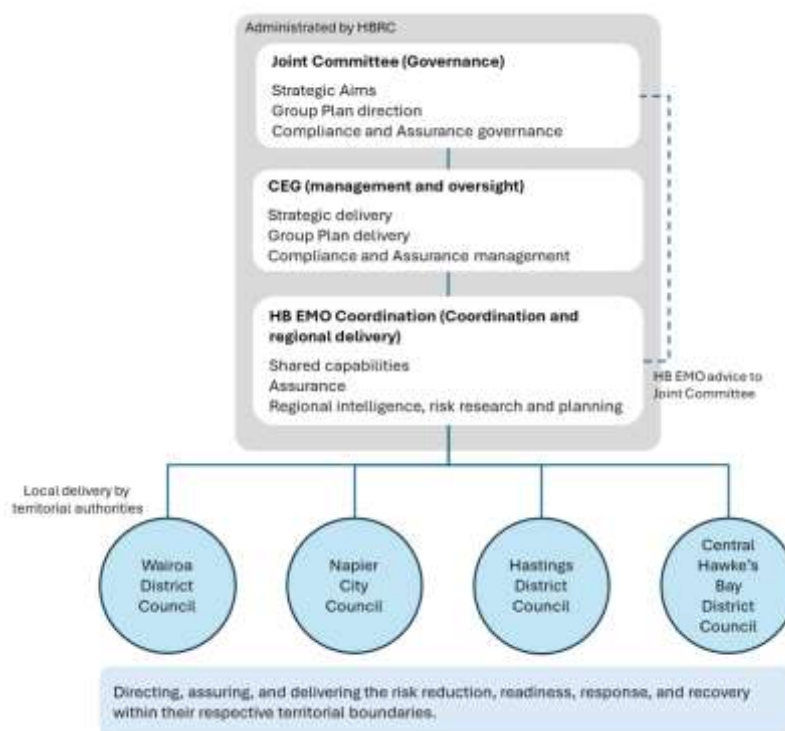
3.2 The Transformation Strategy is based on four themes to guide investment and focus, which are:

- A system that places the community at its heart.
- A system that is prepared and ready
- A system that is highly effective, capable and assured.
- A system that is balanced and responsive to local needs

3.3 To give effect to the Transformation Strategy a Service Level Agreement (SLA) was approved by the CDEM Joint Committee in July 2025. The SLA defines the structure, roles and responsibilities and the principles agencies involved in delivering CDEM activities will apply. Key points from the SLA relevant to Council’s future delivery responsibilities are:

- Communities are the foundation, self-responding and supporting each other first.
- Local territorial authorities lead coordination through EOCs when broader support is needed.
- The regional level provides overarching coordination and support, led by the Group Controller and ECC when incidents escalate or cross boundaries.
- Emergency services and support agencies work across all levels to protect life and property and ensure a unified response.

3.4 The following diagram illustrates the role of the Territorial Authorities and the regional CDEM Governance structures for Hawke’s Bay CDEM:



4.0 Local delivery responsibilities

- 4.1 To deliver on the four regional Transformation Strategy themes, the Strategy defines 7 key delivery areas with 8 specific target outcomes. The major change affecting HDC is a shift away from a regionally centralised CDEM model to one that places more responsibility on Local Authorities to lead the response to emergency events.
- 4.2 The 7 key delivery areas are:
- 4.2.1 **Māori Partnerships:** Mana whenua can see themselves inside the HBCDEM system, their voice is heard, their insights listened to and the system responds to their perspectives and needs.
- 4.2.2 **Community Connections:** The community is at the heart of a HBCDEM system that rebalances its capabilities from the bottom up, community, local and regional.
- 4.2.3 **Infrastructure and Assets (for emergency management):** All HBCDEM infrastructure and assets are reviewed, and business cases submitted for investment consultation as part of the 2027/2037 Local Government Long Term Plan.
- 4.2.4 **Training and Exercising:** Community, local and regional capabilities are capable of responding to an emergency event for a lengthy period of time.
- 4.2.5 **Performance and Assurance:** The community has assurance that the HBCDEM system is ready and capable to respond locally and regionally.
- 4.2.6 **Planning:** The HBCDEM system possesses the necessary emergency management plans to enhance local and regional preparation for emergency events.
- 4.2.7 **Service Level Agreements:** There are clear roles and responsibilities and functioning Service Level Agreements that enhance the performance of the HBCDEM system
- 4.3 Aside from Performance and Assurance and Service Level Agreements, HDC is responsible for leading delivery of the other transformation strategy themes within the Heretaunga Hastings District.

5.0 Current situation

- 5.1 Council is taking a proactive approach to meet the local delivery expectations defined in the Transformation Strategy. This has involved the following work on emergency management activities that are aligned with the regional transformation programme and SLA:
- **Community Resilience:** Includes developing further Community Emergency Hubs with supplies, completion of Community Resilience plans, and undertaking checks on established hubs.
 - **Iwi Māori Engagement:** Enabling marae emergency hubs and development of collaborative iwi relationships.
 - **Response Framework:** Configuration of a suitable emergency operation centre and associated IT systems.
 - **Welfare Support:** Developing local welfare plans and maintaining Civil Defence Centre readiness and associated equipment.
 - **Emergency Management Workforce:** Training additional staff to increase the pool of people able to work in an Emergency Operations Centre, including undertaking regular exercises.
 - **Hazard Planning:** Development of community focused emergency response plans to ensure coordinated response to known hazards as well as improving Council business resilience.
- 5.2 To deliver these activities a total of \$1.6M funding is included in the draft 2026/2027 Financial Year (FY) annual plan, which includes a one-off contribution from Hawkes Bay Regional Council (HBRC) from the regional CDEM rate.

5.3 Council also received a one-off contribution from HBRC in the current FY. This funding has been used to prepare Council for the larger programme of work by increasing the size of the emergency management operations team to 6 staff and purchasing equipment and systems to support Council emergency management operations.

6.0 CDEM focus areas

6.1 All of the activities planned for the 2026/2027 FY will be multi-year programmes. As a result, funding for each of these areas will need to be carried over to the LTP. Therefore, feedback from the Committee is sought on the following focus areas to set the framework for developing a detailed activity plan for the 27/37 LTP.

6.2 Major Themes

6.3 To inform the LTP focus areas the following major themes can be drawn from the regional Transformation Strategy and the SLA.

- Community is at the heart of emergency management and prepared for future shocks.
- Māori partnership needs to be strengthened to support strong integration and support during emergency events.
- Adequate staff trained in Coordinated Incident Management System (CIMS) need to be available to coordinate response activities.
- Effective emergency operations rely on having suitable operations centres fitted out with appropriate equipment, systems and supported with Standard Operating Procedures (SOP).
- Community and agency readiness for future events is significantly improved through proactive hazard planning focused on understanding local hazard exposure and defining pre-planned response actions to keep people safe.

6.4 Potential Focus Areas

6.5 Following these major themes would suggest the following focus area for emergency management into the future:

- Community Resilience.
- Iwi Māori Partnerships.
- Emergency Management Workforce.
- Response Framework.
- Hazard Planning.

6.6 This arrangement would remove welfare support from the high-level focus areas. Instead, development of welfare support would become a key deliverable under the Response Framework focus area.


6.7 The advantage of using the five focus areas listed above is that they will be enduring areas of focus beyond any one work programme. This means there will be a consistent framework to guide the development emergency management capability while allowing for changes in specific work programmes in each area.

7.0 Recommendations - *Ngā Tūtohunga*

- A) That the Strategy and Policy Committee receive the report titled Civil Defence Emergency Management Activity Planning dated 17 June 2026.
- B) That the Committee notes and endorses the following focus areas for development into an emergency management activity plan for the 2027/2037 Long Term Plan.
- Community Resilience.
 - Iwi Māori Partnerships.
 - Emergency Management Workforce.
 - Response Framework.
 - Hazard Planning.
- C) That the Committee notes that this work programme will deliver on the Council obligations under the Civil Defence Emergency Management Regional Transformation Strategy and Service Level Agreement.

Attachments:

- 1 [↓](#) Hawke's Bay Civil Defence Emergency Management Transformation Strategy EMG-01-4-2-25-39



**Hawke's Bay Civil Defence
and Emergency Management**

Transformation Strategy

Together, as a community, we aim to create a safe, informed and resilient Hawke's Bay that is prepared for, responds to, and recovers from emergencies and disasters well. Our community is at the heart of our civil defence system. We will build stronger connections, trust and empower local voices, and enhance collaboration across the region.





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Hawke's Bay Key Facts

184,800
 people live in Hawke's Bay

3.5% of
 New Zealand's
 population

In summer months
 the population surges
 by up to 25,000

135,000
 live in the
 main
 urban cities

This means that 75%
 live within a 10km
 radius and could
 be impacted by
 a single event

29%
 of the
 population
 is Māori

There are
 11 iwi groups,
 91 hapū and
 79 marae throughout
 Hawke's Bay



1 Airport + 1 Port

7 major rivers | 24 river catchments

12,770km² of total land area,
 5% of New Zealand's land area

353km of coastline

4,583km of roading network,
 includes 511km of State Highways
 1 main State Highway through the region

2 Major Faultlines

making Hawke's Bay one of the most seismically active regions of New Zealand

HBCDEM Transformation Strategy Summary

Te Matau a Māui – Hawke’s Bay Civil Defence Emergency Management Group

Together, as a community, we aim to create a safe, informed and resilient Hawke’s Bay that is prepared for, responds to, and recovers from emergencies and disasters well. Our community is at the heart of our civil defence system. We will build stronger connections, trust and empower local voices, and enhance collaboration across the region.

Themes that will guide our investment and focus:

A SYSTEM THAT PLACES THE COMMUNITY AT ITS HEART

A SYSTEM THAT IS PREPARED AND READY

A SYSTEM THAT IS HIGHLY EFFECTIVE, CAPABLE AND ASSURED

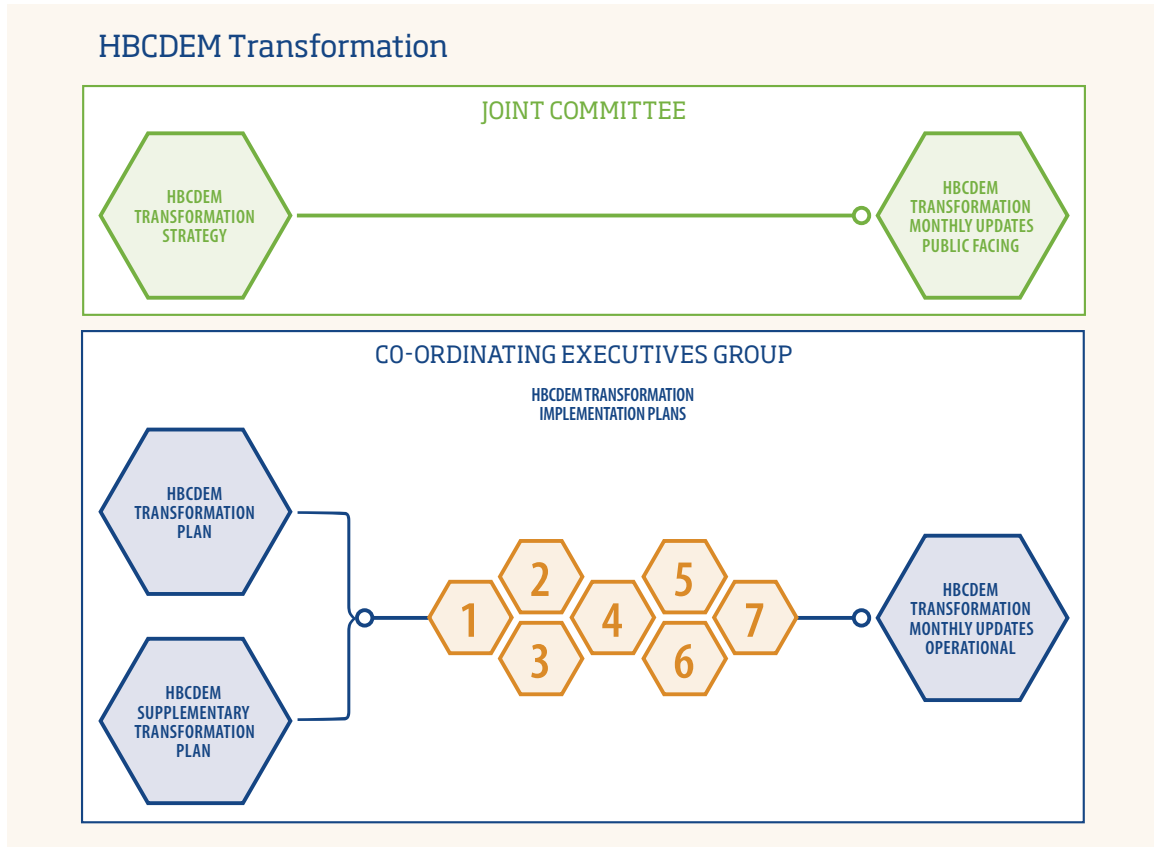
A SYSTEM THAT IS BALANCED AND RESPONSIVE TO LOCAL NEEDS

We’ll focus on seven key areas to deliver on these themes:

	KEY AREAS	SUCCESS WILL LOOK LIKE
	Māori Partnership – A system that connects with Mana whenua.	Mana whenua can see themselves inside the HBCDEM system, their voice is heard, their insights listened to and the system responds to their perspectives and needs
	Community Connections – A rebalanced and effective HBCDEM system built from the community up, that places the community at the heart.	The community is at the heart of a HBCDEM system that rebalances its capabilities from the bottom up, community, local and regional.
	Infrastructure and Assets – Investment ensures Hawke’s Bay possesses resilient CDEM assets, capable of responding to any emergency event.	All HBCDEM infrastructure and assets are reviewed, and business cases submitted for investment consultation as part of the 2027 Local Government Long Term Plan.
	Training and Exercising – Councils possess and have access to sufficient trained and exercised people to sustain response for a lengthy period of time.	Community, local and regional capabilities are capable of responding to an emergency event for a lengthy period of time.
	Performance and Assurance – Stakeholders have assurance their HBCDEM system is performing, and they understand where improvement is required.	The community has assurance that the HBCDEM system is ready and capable to respond locally and regionally.
	Planning – Delivering a set of regional, local, hazard and reduction plans	The HBCDEM system possesses the necessary emergency management plans to enhance local and regional preparation for emergency events.
	Service Level Agreements – Clarity exists between the functions, roles and responsibilities of each Council, their respective HBCDEM teams, the Regional Council and Regional HBCDEM Group.	There are clear roles and responsibilities and functioning Service Level Agreements that enhance the performance of the HBCDEM system.

Purpose

The Hawke's Bay Civil Defence Emergency Management (HBCDEM) Transformation Strategy outlines the approach to drive and strengthen community resilience and foster a generational shift toward excellence in emergency management in the region.



Background and Context

Cyclone Gabrielle Independent Review

In the last ten years there have been several emergency events within the Hawke's Bay Region, significantly impacting people, community and the region, and tragically the loss of lives.

Following the tragic events of Cyclone Gabrielle, the same cycle followed previous events. An independent review was conducted, a significant number of recommendations were made, and a plan has been commissioned to operationalise the findings from the review to transform the HBCDEM system.

In receiving the Independent Review into the HBCDEM Group response to Cyclone Gabrielle, the Hawke's Bay CDEM Joint Committee, consisting of the Hawke's Bay Regions Mayors, Regional Chair and Post-Settlement Governance Entities and Iwi Leaders, committed to making transformational system change – adopting all of the recommendations unanimously.

The Joint Committee are unified in their commitment to ensure our region recovers from Cyclone Gabrielle, being more resilient, better prepared, and ready to effectively respond to the next event. Transformation of this scale is significant and it will require Council's, Treaty Partners, local Central Government agencies, Community Organisation's and HBRC to consider the role they play in this transformation, and resource it appropriately to ensure a successful transformation.

Key Themes from the Independent Review

In considering the recommendations of the latest review, we have identified strategic themes that link past events and findings to this latest review. With the region being subject to significant emergency events in every generation for over 140 years, with major emergency events occurring on average every 10 years, the Hawke's Bay region is exposed to a hazardscape of complex and varying risks.

This provides the momentum for Hawke's Bay to lead and operate the most effective emergency management system in New Zealand. In the last ten years of emergency events, reviews and change, highlights four key ideas that must be considered when conducting HBCDEM transformation. These are:

- Emergency events are occurring more frequently and are increasingly more complex – this drives the need for a system that is prepared and ready
- There is a public expectation that the HBCDEM response is of the highest standard - this drives the need for a system that is highly effective, capable and one that the community can be assured of
- There is an expectation that HBCDEM response is tailored and bespoke for every community, rural and urban, manawhenua and non-manawhenua, resident and visitor and so on – this drives the need for a system that is balanced and responsive to local needs
- The connection between the community, manawhenua and the HBCDEM system is integral – this drives the need for a system that places the community its heart

Driving Systemic Change

The success of this HBCDEM Transformation Strategy lies in driving systemic change. We must significantly enhance the HBCDEM system to ensure it can effectively respond to the major emergency events that are likely to impact future generations.

Achieving this requires a substantial investment in local and regional emergency management, along with strong, focused governance and leadership to set Hawke's Bay on a sustainable path forward. The future HBCDEM system must prioritise enhancement, foster positivity and resilience, engage the community, and build a high-performing emergency management network.

The HBCDEM Transformation Strategy will outline the approach to significantly improving and transforming the HBCDEM system. This will be guided by the recommendations contained within the latest review post Cyclone Gabrielle, but also informed by previous reviews over the last ten years.

Cyclone Gabrielle Review Findings

While the broad themes of the last ten years have been identified it is equally important to focus on the Joint Committee initiated review of the HBCDEM Group's response to Cyclone Gabrielle.

The review identified critical deficiencies in HBCDEM's capacity to manage large-scale events and proposed several significant recommendations. These recommendations highlight the urgent need for major transformational change to enhance the region's readiness and response capabilities for future crises. There were 70+ recommendations detailed within the review. These are summarised and matched to the four key HBCDEM transformation themes:

A SYSTEM THAT PLACES THE COMMUNITY ITS HEART

- Deepen connections with manawhenua
- Listen and learn from community insights
- Improve public engagement

A SYSTEM THAT IS PREPARED AND READY

- Enhance community resilience
- Train and exercise often, and thoroughly
- Collaborate with NEMA and Central Government agencies to integrate a transformed HBCDEM system with Central Government
- Develop a unified operational view
- Establish a Reduction Plan
- Improve resilient communications
- Identify critical elements and tasks to develop Hawke's Bay Disaster Plan (Group Plan and Hazards Plan)
- Review and improve early warning systems

A SYSTEM THAT IS HIGHLY EFFECTIVE, CAPABLE AND ASSURED

- Establish an assurance function
- Clarify Service Level Agreements, the operating model, and the roles and responsibilities
- Mandate, recognize and reward those involved in readiness and response

A SYSTEM THAT IS BALANCED AND RESPONSIVE TO LOCAL NEEDS

- Build Local Territorial Authorities CDEM capacity

Hawke's Bay Independent CDEM Civil Defence and Emergency Management Group Response to Cyclone Gabrielle

*The purpose of the (<https://www.hbemergency.govt.nz/cyclone-gabrielle-review/>) **Independent Review** was to assess the operational performance of the Hawke's Bay Civil Defence Emergency Management Group's immediate response to Cyclone Gabrielle, with a particular emphasis on the systems and processes, and roles and responsibilities of Group members and partners.*

The Review makes nine priority recommendations and 66 suggestions for change.

HBCDEM Transformation Vision

The vision for the transformed HBCDEM system is:

Together, as a community, we aim to create a safe, informed and resilient Hawke's Bay that is prepared for, responds to, and recovers from emergencies and disasters well. Our community is at the heart of our civil defence system. We will build stronger connections, trust and empower local voices, and enhance collaboration across the region.

HBCDEM Transformation Themes

We will achieve the vision of HBCDEM transformation by focusing on four themes that will guide our investment and focus:

#1. Our Community is at the heart of the system

In response to tightening the linkage between Mana whenua, the Community and emergency management, the HBCDEM system will look to formalise leadership across the region from governance leadership to readiness to response. At all times the community is to be placed at the heart of the HBCDEM system. In addition, engagement will occur in 2025 and beyond to kōrero with Mana whenua to create system enhancements and approaches that deliver on their aspirations for a future HBCDEM system.

#2. We are Prepared and Ready

In response to emergency events occurring becoming more frequent and increasingly complex, the HBCDEM system will look to improve its investment in monitoring and warning systems, processes and structure. Further, investment will be made into the development and refreshing of local and regional emergency plans to ensure our response, when required, is effective, deliberate and managed.

#3. Our system is highly effective, capable and assured

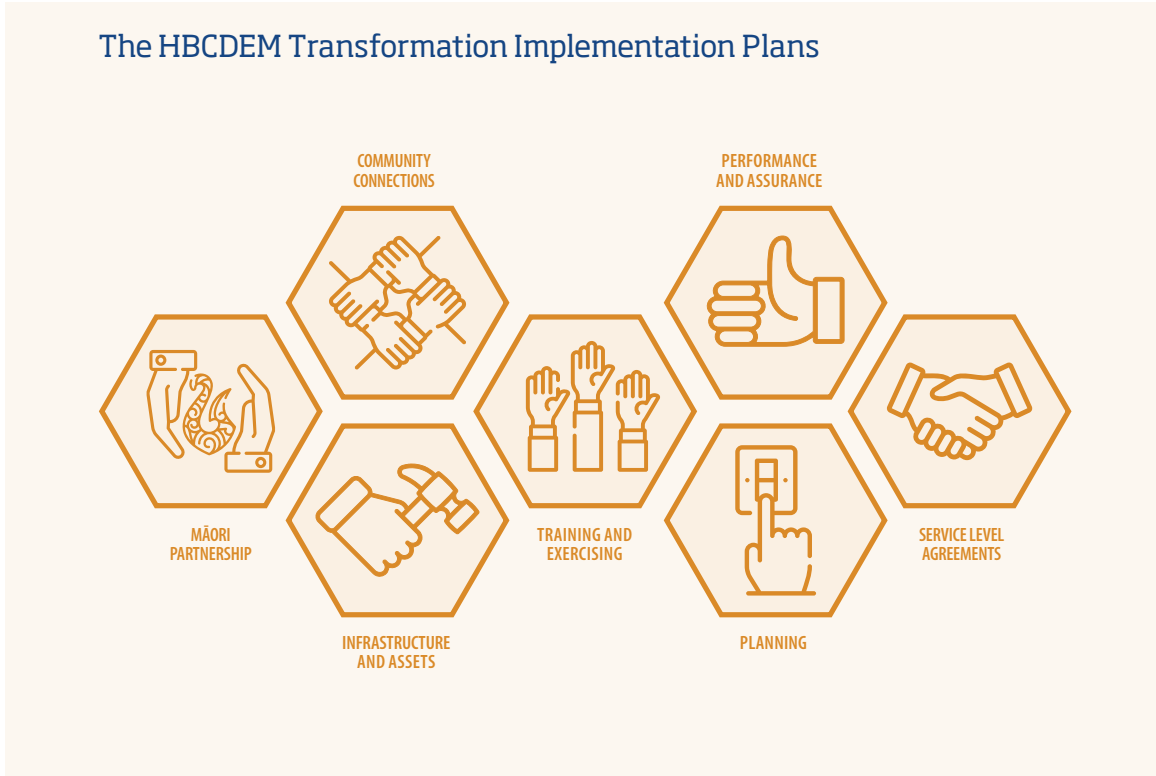
In response to the public expectation is that our emergency response is first class, the HBCDEM system will significantly require increased investment in community capability, emergency management recruitment, training and exercising. In addition, investment will be required into an assurance function supported by enhancements to performance and monitoring of the system at a local and regional level by Councils, the Co-ordinating Executive Group and the Joint Committee. Lastly the HBCDEM system with add clarity to the Service Level Agreements between each Council and the HBCDEM Group and ensure al Roles and Responsibilities throughout the system are detailed and unambiguous.

#4. Our system is balanced and responsive to local needs

In response to the community's expectation for a more tailored and localised emergency response, the HBCDEM system will shift from a centralised operating model to one that is more balanced and responsive to local needs. The rebalancing will focus on readiness and response, in line with the recently announced national priorities for CDEM from the National Emergency Management Agency. The re-balancing will see the HBCDEM Regional Group change in size, and correspondingly the scale of responsibility, and in turn will see local Council CDEM teams grow in size and scale of responsibility.

The HBCDEM Transformation Strategy

To operationalise the HBCDEM Transformation Strategy, seven key areas of focus will be developed. These are:



Māori Partnership

The purpose of the Māori Partnership focus area is to design a transformed HBCDEM system that ensures a strong Māori perspective is integrated throughout. Hui and kōrero will occur, starting in 2025, with Mana whenua from across the Hawke's Bay to discuss the HBCDEM Transformation Strategy and how best to incorporate te ao Māori into the HBCDEM system, at all levels from governance, in reduction, to readiness and response and lastly in recovery. The goal will be to deliver a HBCDEM system that connects with Mana whenua and responds to their perspectives and needs.

2025 will see Mana whenua formally included in all levels of Hawke's Bay regional and local emergency management and governance.



Community Connections

The purpose of the Community Connections area of focus is the creation of a rebalanced and effective HBCDEM system built from the community up that places the community at the heart of the HBCDEM system. A number of initiatives will be delivered to achieve this. Firstly a structure that increases the staffing and readiness of each local Council CDEM capability and enhancing their ability to respond effectively will be created. Secondly a regional structure will be formed that can support readiness and where required quickly and effectively scale up to respond to regional emergency events. Thirdly a greater emphasis will be placed on volunteers, outside of Councils, to assist in the staffing of EOC and the continued increase in community hubs across the region, increasing from the 40+ the region current possesses. The goal will be to deliver to the Hawke's Bay a CDEM system that supports empowered local voices, and enhances collaboration among residents, agencies, and organisations across the Hawke's Bay whilst concurrently delivering tailored, local response capable of scaling up where and when required.

By 2027 the Hawke's Bay will have increased its emergency management volunteers work force from 149 trained volunteers to 700 trained volunteers.

In 2025 the Hawke's Bay will have increased its professional emergency management workforce by 45%.



Infrastructure and Assets

The purpose of the Infrastructure and Assets area of focus is to ensure that locally and regionally the Hawke's Bay possesses an affordable, resilient and capable suite of CDEM infrastructure and assets that enables effective response. A review of key local and regional CDEM infrastructure will occur, including, but not limited to, resilient emergency communication, warning systems, local emergency operation centres, digital hardware, software and vehicle fleet. As a result of the review, appropriate business cases will be produced and investment sought. The goal will be to see investment made, where required, in ensuring the Hawke's Bay possesses resilient CDEM assets capable of responding to future emergency events.

2025 will see all HBCDEM infrastructure and assets reviewed and business cases submitted for investment consultation as part of the 2027 Local Government Long Term Plan process.



Training and Exercising

The purpose of the training and exercising focus is two-fold. Firstly, to train Council CDEM staff, Mana whenua and volunteers from around the Hawke's Bay to develop the skills required to respond in an emergency event. Secondly, develop and conduct a range of local and regional tabletop workshops and physical scenario-based exercises in emergency management. The goal is for all Councils and partners to have sufficiently trained and exercised people, capable of sustaining a response over an extended period.

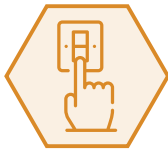
2025 will see 10 local emergency management exercises occur across the Hawke's Bay with a major combined exercise involving all levels of the HBCDEM system from community to local and regional Council to emergency services.



Performance and Assurance

The intent of the performance and assurance area of focus is to review, create, structure, monitor and report performance of each Council CDEM systems objectively. Firstly a review of the governance system will occur to ensure the Joint Committee and Co-ordinating Executive Groups, mandated by legislation, are supported effectively and are as tightly connected to the community and manawhenua as possible. Secondly an assurance role will be created within the regional CDEM team and then more deliberate and regular monitoring, and evaluation activities will occur and reported on quarterly to the Co-ordinating Executives Group and Joint Committee. The system will align with recently established NEMA assurance systems and processes. The goal will be to provide the public with assurance that the HBCDEM system is performing, and where it requires improvement signal that through regular engagement. The first assurance review will occur in 2025 and will focus on the HBCDEM Warning System.

In 2025 the Hawke's Bay will be one of the first in New Zealand to possess a regional assurance function. The role will provide objective measurement of the readiness of all local and regional CDEM capabilities.



Planning

The intent is to consult and deliver regional, local, hazard and reduction plans. Each Council will be responsible for producing local emergency management plans. The HBCDEM Group, through the Regional Council will be responsible for producing a regional emergency management plan (the Group Plan). In addition the HBCDEM Group, on behalf of all Hawke's Bay Councils will produce hazard and reduction plans. The goal will be to develop, consult and deliver a modern set of emergency management plans that support the HBCDEM system into the future.

By 2027 the Hawke's Bay region will possess up to date and modern local, regional, hazard and reduction emergency management plans.



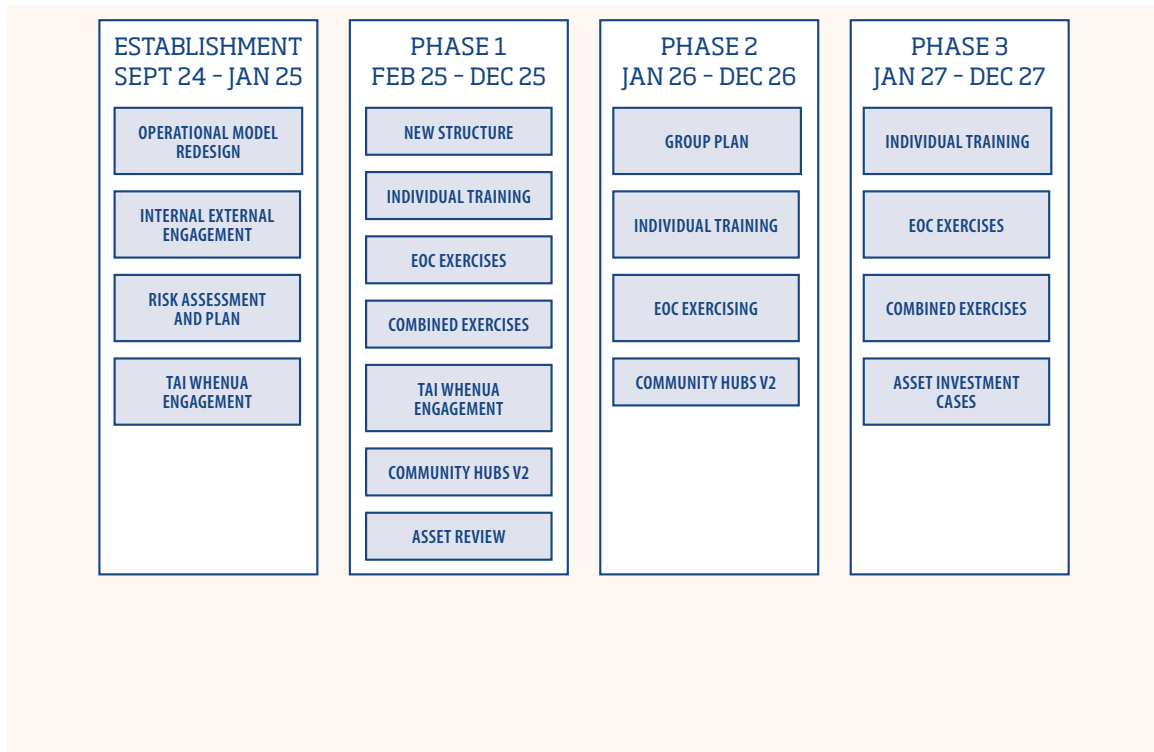
Service Level Agreements

The intent of the Service Level Agreement focus is to clarify and formalise the roles and responsibilities and service levels of each Council, locally and regionally as it relates to the CDEM system. A draft Service Level Agreement will be produced for use in early 2025 before subsequent validation and formalisation in 2027. The goal will be to see clarity between the functions and responsibilities of each Council, their respective CDEM teams, the Regional Council and Regional CDEM Group and other partners.

In 2025 DRAFT Service Level Agreements will provide clarity to the roles and responsibilities of each local and regional council and their CDEM teams. In 2027 these agreements will be formalised after being tested and reviewed in 2025.

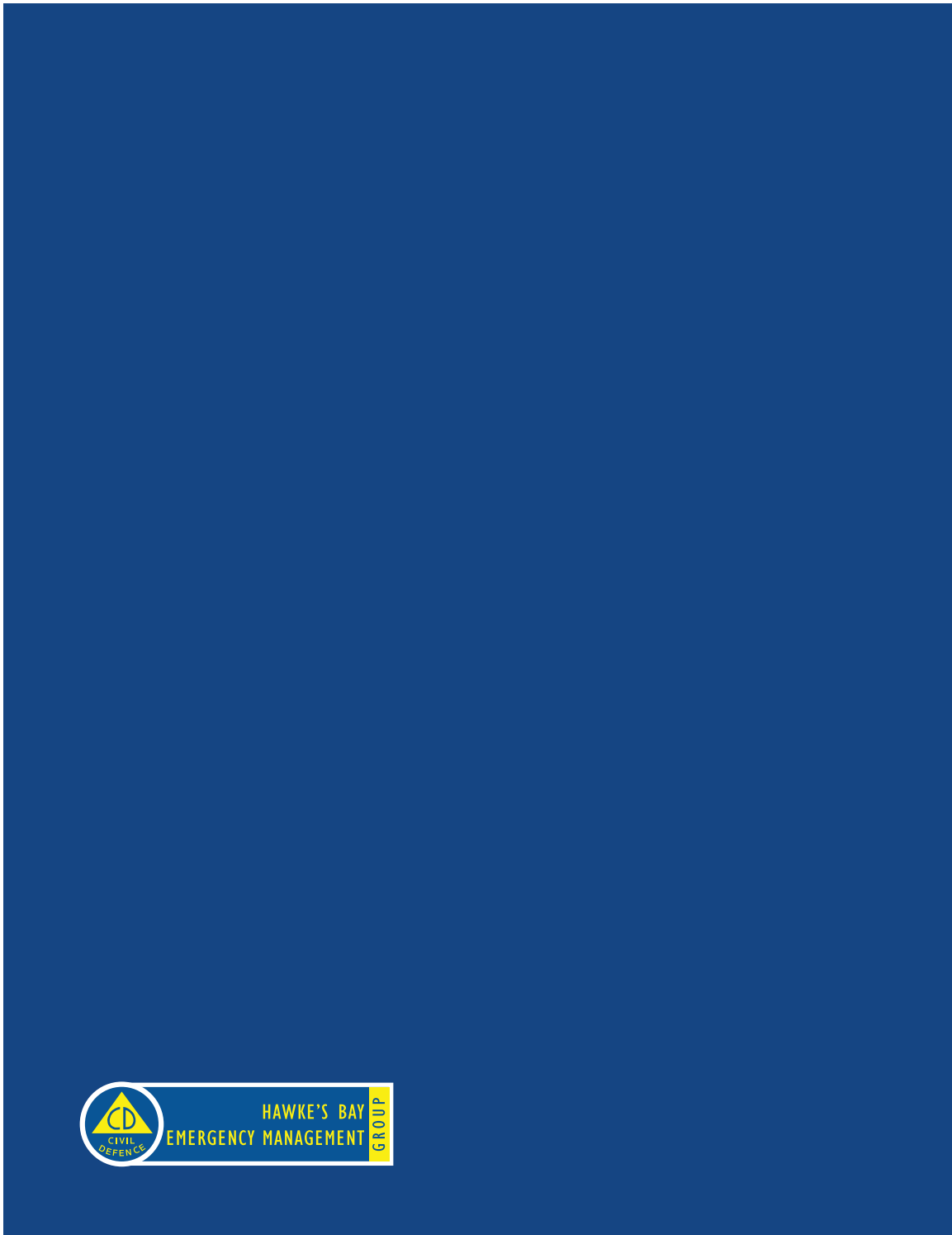
HBCDEM Transformation Outline Plan

The HBCDEM Transformation Strategy will be implemented by an establishment period followed by three Phases over the next 3-years.



The HBCDEM Transformation Strategy will set the Hawke's Bay region on a lasting course towards, creating a safer, more informed, and resilient community that is prepared for, responds to, and recovers from emergencies and disasters. The major milestones for these three phases are summarised below:





Wednesday, 17 June 2026

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā:
From: **Gus Charteris, Group Manager: Strategy, Data & Technology**

Te Take:
Subject: **Budget reallocation - regional coordination and priorities**

1.0 Executive Summary – *Te Kaupapa Me Te Whakarāpopototanga*

- 1.1 This report recommends the reallocation of \$250,000 of existing funding from the 2025/26 budget to support regional projects and coordination arrangements, including work on the Simplifying Local Government reforms.
- 1.2 The funding was originally set aside as the second half of Council’s FY2025/26 annual contribution to the Hawke’s Bay Regional Economic Development Agency (HBREDA). In late 2025, contributing councils agreed to pause this payment while decisions were made regarding the future of HBREDA and regional delivery arrangements more broadly (refer Council paper, “Delivery of Regional priorities”, 11 December 2025).
- 1.3 Subsequently:
- Councils determined not to continue funding HBREDA;
 - Matariki Governance Group (MGG) agreed in-principle to wind up HBREDA; and
 - The Hawke’s Bay Mayoral Forum agreed to utilise the Regional Recovery Agency (RRA) platform as an Interim Regional Office (IRO) while longer-term arrangements continue to be discussed with councils and mana whenua partners.
- 1.4 The IRO arrangements are intended to ensure the region retains sufficient coordination capability to progress several important regional workstreams during a period of significant change, including:
- Work relating to the Government’s ‘Simplifying Local Government’ reforms;
 - Support for regional leadership forums, including the Hawke’s Bay Mayoral Forum and the MGG;
 - Preparation for pre- and post-election engagement with Government and political parties; and
 - Continued coordination of recovery-related obligations.

- 1.5 Funding for the initial IRO work was available via regional funds held by the Hawke's Bay Regional Council (HBRC). This funding was envisaged to enable work through to 30 September 2026.
- 1.6 The work associated with Simplifying Local Government has accelerated significantly with the Government's policy announcement on May 5th 2026 and requires a greater level of support including dedicated regional coordination, facilitation, advocacy and analytical support.
- 1.7 The proposed reallocation of funding reflects the evolution of the region's delivery arrangements post-HBREDA and ensures previously allocated regional coordination funding continues to support work of direct strategic importance to Council and the wider region. This will allow regional priorities to be pursued at full scale in the vital pre and post-election periods.
- 1.8 Napier City Council (NCC) have indicated they will match contributions at \$250,000, with Central Hawke's Bay District Council (CHBDC) contributing a proportionate share of \$67,560. Hawke's Bay Regional Council (HBRC) will consider whether they can put forward funding in June. HBRC also supports the interim arrangements through hosting the IRO capability.
- 1.9 Wairoa District Council has recently not contributed funding to HBREDA.
- 1.10 Work to finalise ongoing regional arrangements is still taking place within the Matariki Governance Group. Provision of \$500,000 has been made in the draft FY2026/27 Annual Plan for priority regional development work. This report also seeks approval to reallocate that funding to the Interim Regional Office, subject to Council adopting the FY2026/27 Annual Plan on 25 June 2026, a matching contribution from Napier City Council and a proportionate contribution from Central Hawke's Bay District Council.

2.0 Recommendations - Ngā Tūhunga

- A) That the Strategy and Policy Committee receive the report titled Budget reallocation - regional coordination and priorities dated 17 June 2026.
- B) That the Committee note:
- i. Contributing councils determined in late 2025 not to release the second tranche of FY2025/26 funding to Hawke's Bay Regional Economic Development Agency pending decisions on future regional delivery arrangements (refer Council paper, "Delivery of Regional priorities", 11 December 2025);
 - ii. Matariki Governance Group subsequently agreed on 13 March 2026 to formally wind up Hawke's Bay Regional Economic Development Agency; and
 - iii. The Hawke's Bay Mayoral Forum has agreed to utilise the Regional Recovery Agency platform as an Interim Regional Office while longer-term arrangements continue to be developed.
- C) That the Strategy and Policy Committee approve the reallocation of \$250,000 of budgeted FY2025/26 funding for Hawke's Bay Regional Economic Development Agency (and its regional priorities and coordination work programmes) to the Interim Regional Office (and its regional priorities and coordination work programmes), subject to Napier City Council matching Council's contribution of \$250,000 and Central Hawke's Bay making a proportionate contribution of \$67,560.
- D) That the Strategy and Policy Committee approve the reallocation of \$500,000 of funding budgeted in the FY2026/27 Annual Plan for Hawke's Bay Regional Economic Development Agency (and its regional priorities and coordination work programmes) to the Interim Regional Office (and its regional priorities and coordination work programmes), subject to:
- i. Council adopting the FY2026/27 Annual Plan on 25 June 2026;
 - ii. Napier City Council matching Council's contribution of \$500,000; and
 - iii. Central Hawke's Bay District Council making a proportionate contribution of \$135,120.

3.0 Background – Te Horopaki

Regional coordination context

- 3.1 Hawke's Bay has historically utilised several regional coordination mechanisms to support matters requiring collective regional leadership, including Matariki Governance Group (MGG), Hawke's Bay Regional Economic Development Agency (HBREDA), and more recently, the Regional Recovery Agency (RRA).
- 3.2 Over recent years, councils and mana whenua partners have undertaken significant work to clarify regional priorities and assess the effectiveness of existing regional delivery arrangements.
- 3.3 This included the Review of Regional Structures in April 2025, which identified a need for:
- Clearer accountability between funders and delivery entities;
 - Sharper prioritisation of regional work;
 - Reduced duplication across regional structures; and
 - Stronger coordination capability in areas requiring a unified regional voice.

- 3.4 At the same time, councils are operating within an increasingly constrained fiscal environment while also responding to significant central government reform programmes, including the Simplifying Local Government reforms.

Transition from HBREDA

- 3.5 In late 2025, contributing councils determined not to continue funding HBREDA and agreed to pause the second FY2025/26 funding payment while future arrangements were considered (refer Council paper, "Delivery of Regional priorities", 11 December 2025).
- 3.6 Since that time, Hawke's Bay councils have continued discussions regarding future regional coordination arrangements, MGG has agreed to formally wind up HBREDA, and work has commenced to transition key functions and obligations out of HBREDA.
- 3.7 The most significant matter was the transfer of the Te Rae lease to Hastings District Council, which is now complete (a separate upcoming report will update Council on this matter).

Interim Regional Office arrangements

- 3.8 To ensure important regional work did not stall during this transition period, the Hawke's Bay Mayoral Forum agreed to utilise the existing RRA platform as an Interim Regional Office (IRO).
- 3.9 The intent of the interim arrangements through the IRO is to retain sufficient regional project and coordination capability while longer-term delivery arrangements continue to be discussed with councils and mana whenua partners through MGG. The capability is largely drawn from the Regional Recovery Agency, which served the region well post Cyclone Gabrielle.
- 3.10 The IRO formally began operations on 1 April 2026. The IRO report into the Hawke's Bay Mayoral Forum on a monthly basis and provide regular updates to council Chief Executives.
- 3.11 As agreed by the Hawke's Bay Mayoral Forum, the interim work programme of the IRO currently includes:
- Work relating to the Government's Simplifying Local Government reforms, including supporting the exploration of the Head Start Pathway;
 - Support for regional leadership forums and associated work programmes;
 - Preparation for pre- and post-election Government and political party engagement; and
 - Coordination of ongoing recovery obligations on behalf of councils.
- 3.12 The first two months of the IRO have focused on:
- Assisting the region with the Simplifying Local Government reforms, including through the work of IRO Independent Advisors Lawrence Yule and Wayne Eagleson, who have been holding workshops with Hawke's Bay councils on the reforms. The IRO is also coordinating a Council Reference Group (CRG) made up of officers from each council who are meeting regularly, as well as liaising with the Minister and Department of Internal Affairs (DIA) officials, and advising the Mayors/Chair and Chief Executives on the reforms.
 - Supporting HDC and CHBDC with their advocacy and engagement work following the closure announcements by Heinz Watties and McCain Foods. This has included supporting engagement with Ministers and MPs, through facilitating visits to the region and a series of meetings for the two Mayors with a number of Ministers and MPs from across political parties to help progress the options for responding to the closures.
 - Supporting regional work on housing, by working with the Housing Leadership Group to shape up political visits around the region and advocating for funding, policy and regulatory change.
 - Cyclone Recovery work, including continued programme support and coordination of infrastructure Delivery.
- 3.13 The IRO's work programme going forward is focused on:

- Continuing to support Hawke’s Bay councils with the Simplifying Local Government reform programme, including exploring the Head Start Pathway over the next three months should councils agree.
- Developing a pre- and post-election regional plan to ensure Hawke’s Bay is prioritised through election commitments, including analysis of opportunities for the region, development of an engagement plan to secure visits from Government members and political parties during the election campaign, and support with post-election positioning advice.
- Continuing to undertake remaining Cyclone Recovery work and coordination with central government.
- Supporting other priority areas of work as directed by council chief executives and the Hawke’s Bay Mayoral Forum.

3.14 The Head Start Pathway, in particular, is expected to require significant regional analytical, programme coordination, and external facilitation capability over the coming months, should Hawke’s Bay’s councils agree to explore the Head Start Pathway.

4.0 Discussion – Te Matapakitanga

Funding proposal

- 4.1 The FY2025/26 Annual Plan includes provision for Council’s annual regional projects and coordination contribution. As the second half of the FY2025/26 HBREDA contribution was not released, \$250,000 of budgeted funds is unspent. It is proposed that this funding now be redirected toward supporting the IRO work programme.
- 4.2 The FY2025/26 reallocation would provide Council’s contribution toward the interim arrangements, with Napier City Council providing a matching contribution of \$250,000 and Central Hawke’s Bay District Council contributing a proportionate share of \$67,560. This would allow work to continue beyond the current 30 September 2026 end date and support activity through the critical pre- and post-election periods. The funding would support capability associated with: programme coordination, strategic and policy analysis, Government engagement, regional reform work, and facilitation and support for council workshops and regional leadership forums. It would also support work on specific projects of importance to Council.
- 4.3 Provision of \$500,000 has also been made in the draft FY2026/27 Annual Plan for priority regional development work. It is proposed this funding be reallocated to the Interim Regional Office, subject to Council adopting the FY2026/27 Annual Plan on 25 June 2026, Napier City Council matching Council’s contribution of \$500,000, and Central Hawke’s Bay District Council making a proportionate contribution of \$135,120.
- 4.4 The FY2026/27 funding would support the continuation of regional coordination, policy and analytical support, government engagement, regional reform work, and support for regional leadership forums. It would also support other priority regional projects directed by council chief executives and the Hawke’s Bay Mayoral Forum. A more detailed work programme will be presented to Council early in the new financial year.

Simplifying Local Government and Head Start

- 4.5 A significant focus of the interim arrangements is supporting councils through the Government’s Simplifying Local Government reform process.
- 4.6 The scale and pace of this work has increased materially since the Government’s announcement on May 5th 2026, and this requires dedicated regional coordination and facilitation support, particularly if councils are to participate in the Head Start Pathway.

- 4.7 Given the strategic implications for the future structures and delivery of local government functions across Hawke’s Bay, officers consider this work to be of high importance to Hastings District Council and the wider region.

5.0 Options – Ngā Kōwhiringa

Option One - Recommended Option - Te Kōwhiringa Tuatahi – Te Kōwhiringa Tūtohunga

- 5.1 Approve the redirection of \$250,000 of existing FY2025/26 funding and the conditional redirection of \$500,000 of FY2026/27 Annual Plan funding toward support for Interim Regional Office work programmes.

Advantages

- Gives effect to previous Council resolutions (Council paper, “Delivery of Regional priorities”, 11 December 2025).
- Uses existing budget provision and does not require additional rates funding.
- Supports Council’s participation in the Simplifying Local Government reforms, including the Head Start Pathway should Council agree to explore the pathway.
- Provides regional coordination, policy analysis, facilitation and programme support at a time when the work programme has accelerated.
- Supports a shared regional approach alongside Napier City Council and Central Hawke’s Bay District Council.
- Provides continuity following the decision to wind up HBREDA and move to interim regional coordination arrangements.
- Provides continuity for priority regional development work into FY2026/27, subject to Annual Plan adoption and matching regional contributions.

Disadvantages

- No disadvantages have been identified. Rather the following point should be noted:
 - The funding will not be available for other Council work once the relevant conditions are met and the funding supports a regional work programme rather than Hastings District Council-only resource.

Option Two – Status Quo - Te Kōwhiringa Tuarua – Te Āhuetanga o nāianeī

- 5.2 Do not approve the redirection of \$250,000 of existing FY2025/26 funding and the conditional redirection of \$500,000 of FY2026/27 Annual Plan funding toward support for Interim Regional Office work programmes and retain the funding within existing budgets.

Advantages

- No advantages have been identified. Officers note that this option would retain budget flexibility for other Council priorities.

Disadvantages

- Reduces the region’s ability to support the Simplifying Local work programme, including the Head Start Pathway should Council agree to explore this pathway.
- Weakens Council’s ability to participate effectively in regional analysis, option development and engagement in the Simplifying Local Government work programme.
- May reduce the quality and timeliness of advice available to Council before key decision points in regional workstreams.

- Does not align with the earlier decision to hold the second HBREDA payment while future regional delivery arrangements were resolved.

6.0 Next steps – *Te Anga Whakamua*

- 6.1 If the Strategy & Policy Committee approves the recommended option, officers will advise the IRO and council chief executives of Council's decision and confirm contribution arrangements with Napier City Council and Central Hawke's Bay District Council.
- 6.2 The immediate focus will be on making sure Council can participate in the Head Start Pathway in a considered and well-informed way, should Council agree to explore this pathway. This will include regional option development, legal and financial advice, Treaty and iwi engagement, transition analysis, and in due course clear public messaging about what is known, unknown and undecided.

Attachments:

There are no attachments for this report.

Summary of Considerations - *He Whakarāpopoto Whakaarohanga*

Fit with purpose of Local Government - *E noho hāngai pū ai ki te Rangatōpū-ā-Rohe*

The Council is required to give effect to the purpose of local government as set out in section 10 of the Local Government Act 2002. That purpose is to enable democratic local decision-making and action by (and on behalf of) communities, and to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

This proposal supports that purpose by enabling Council to participate actively in regional work that may affect the future structure, functions and service delivery arrangements of local government in Hawke's Bay.

This proposal supports the social, economic, environmental and cultural wellbeing of communities in the present and for the future.

The funding will support regional coordination on matters that may have long-term implications for local democracy, infrastructure planning, service delivery, community representation and regional resilience.

Māori Impact Statement - *Te Tauākī Kaupapa Māori*

The redirection of funding does not itself make decisions about local government reorganisation or future representation arrangements.

However, the Government's Simplifying Local Government reforms, including the Head Start Pathway, may affect existing Treaty settlement commitments, Māori participation arrangements and the way local government works with mana whenua.

The funding will support regional coordination and engagement, including work with mana whenua partners through Matariki Governance Group and other appropriate channels. Any future proposal will need to consider Treaty settlement commitments, Māori representation and iwi and hapū relationships in detail before Council makes decisions under the Simplifying Local Government reform requirements.

Sustainability - *Te Toitūtanga*

The proposal supports institutional and service sustainability by helping Council take a considered role in the Simplifying Local Government reform programme.

The long-term sustainability of any future regional structure will require careful analysis of financial impacts, service levels, workforce capacity, transition costs and local voice. Those matters will be considered through later reports.

Financial considerations - *Ngā Whakaarohanga Ahumoni*

The proposal uses existing FY2025/26 budget provision and does not require additional rates funding in the current year.

The draft FY2026/27 Annual Plan includes provision of \$500,000 for priority regional development work. The proposed reallocation of this funding to the Interim Regional Office is subject to Council adopting the FY2026/27 Annual Plan on 25 June 2026.

The FY2026/27 contribution is also subject to Napier City Council matching Council's \$500,000 contribution and Central Hawke's Bay District Council making a proportionate contribution of \$135,120.

Any future funding requirements beyond FY2026/27 will be considered through the 2027-2037 Long-Term Plan process..

Significance and Engagement - *Te Hiranga me te Tūhonotanga*

The decisions sought in this report are considered low significance under Council's Significance and Engagement Policy. The proposal relates to the redirection of existing budget provision toward regional coordination activity and does not create a new entity or require additional funding.

No public consultation is considered necessary.

Consultation – internal and/or external - *Whakawhiti Whakaaro-ā-roto / ā-waho*

Internal discussion has occurred with the executive team and through the regional chief executives' group. The funding proposal aligns with the work being coordinated through the Hawke's Bay Mayoral Forum and the Matariki Governance Group.

For FY25/26, Napier City Council has indicated it will provide a matching contribution and Central Hawke's Bay District Council has indicated it will provide a proportionate contribution. Discussions are underway to confirm similar commitments for FY 26/27.

No public consultation has been carried out because this report seeks approval to redirect existing budget provision only.

Risks

Risk management will focus on clear reporting to elected members, legal and financial advice, early iwi engagement, factual public communications, and preserving Council's decision rights before any outline proposal is lodged. These controls align with the risk themes identified for the Head Start Pathway, including governance, financial community, Treaty, operational and implementation risks.

REWARD – <i>Te Utu</i>	RISK – <i>Te Tūraru</i>
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<ul style="list-style-type: none"> • Strengthens Council’s ability to participate in the Simplifying Local Government reforms, including Head Start Pathway should Council agree to exploring this. • Supports a coordinated Hawke’s Bay response to central government. • Uses existing budget provision, with no additional rates funding required. • Helps provide policy, analytical and facilitation support to elected members. • Shares cost with other participating councils. 	<ul style="list-style-type: none"> • The Simplifying Local Government reforms are moving quickly and key policy settings remain incomplete. • Regional alignment may be difficult to maintain. • Future funding requirements beyond FY2026/27 will need to be considered through the Long-Term Plan process.
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Rural Community Board – *Te Poari Tuawhenua-ā-Hapori*

There are no direct implications for the Rural Community Board arising from the funding decision in this report.

However, any future local government reorganisation proposal may have implications for local voice and representation, including rural representation. Those matters will be considered through later reports.

Wednesday, 17 June 2026

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā: Emma Morgan, Community Strategies Manager
From: Anna Sanders, Public Spaces Planning Manager

Te Take:
Subject: Draft Regional Spaces and Places Plan Update

1.0 Purpose and summary - *Te Kaupapa Me Te Whakarāpopototanga*

- 1.1 The purpose of this report is to provide an update on the draft Hawke's Bay Regional Spaces and Places Plan 2026 (the draft plan). This update is provided to inform upcoming Long Term Plan decision-making including on facilities such as Mitre 10 Park, Tōmoana Showgrounds and Splash Planet.
- 1.2 This plan revisits the priorities set out in the 2015 Regional Facilities Plan, a precursor strategic document designed to guide the development, management, and funding of sports facilities across Hawkes Bay.
- 1.3 The 2026 draft plan builds on this document and establishes a new regional direction for how Hawke's Bay councils plan, invest in, coordinate and get better value from the network of spaces and places that support play, active recreation, and sport.
- 1.4 The development of the draft plan was endorsed in 2024 through the Hawke's Bay Spaces and Places Regional Planning Approach – Terms of Reference (signed by Chief Executives); a partnership between Hawke's Bay councils, Sport Hawke's Bay and Sport New Zealand.
- 1.5 The draft plan is one of three priority projects outlined in the Terms of Reference, with the others being the Hawke's Bay Sports Field Review (complete) and the Regional Aquatic Facilities Plan (underway).
- 1.6 The plan has been facilitated by Sport Hawke's Bay, led by the Project Steering Group and jointly funded by the four territorial authorities and Sport New Zealand.

- 1.7 The draft plan identifies that Hawke’s Bay’s participation in sport, active recreation and play remains strong; however, participation patterns are changing. Participation data highlights increasing demand for informal and self-directed activities such as walking, running, cycling, gym activity, and swimming, while organised sport remains an important contributor to rangatahi participation through schools and clubs.
- 1.8 The draft plan identifies that while Hawke’s Bay is generally well provided for at a regional network level, facility performance across the network is uneven. The plan identifies challenges with ageing assets, peak-time capacity pressures in some areas, under-utilisation in others and ongoing issues relating to access, affordability, quality, and long-term sustainability.
- 1.9 The draft plan recommends adopting a regional network planning approach, supported by stronger collaboration and a consistent decision-making framework to improve transparency, guide investment and prioritisation, and enable more effective regional advocacy.
- 1.10 The plan does not identify a need for significant expansion of the regional spaces and places network. Instead, it focuses on retention, better use, renewal, and optimisation of existing assets through increased collaboration, aligning with the Council’s current master planning work.
- 1.11 While the draft plan does not commit funding or override Council decision-making, it provides a regional framework to inform Long Term Plan priorities, asset management planning, and major facility investments.
- 1.12 It promotes a regional direction that prioritises:
 - optimising existing assets before pursuing new provision or expansion
 - flexible, multi-use spaces
 - hub-based delivery and co-location opportunities
 - improved utilisation and operational sustainability
 - staged development based on demonstrated need; and
 - evidence-based investment that delivers regional benefit and aligns with network demand and user catchments.
- 1.13 This direction is broadly consistent with the Council’s strategic planning, reinforcing a focus on affordability, sustainability, and maximising value from existing infrastructure.
- 1.14 The draft 2026 Plan is being developed alongside the Tōmoana Showgrounds and Mitre 10 Park masterplans, both identified as priority sub-regional assets within the wider Hawke’s Bay network. These masterplans are generally aligned with the draft plan’s direction, particularly in their emphasis on optimisation, renewal, improved utilisation, shared-use, and evidence-led investment. While outcomes from the masterplans will be determined through Council’s standard processes, the draft plan provides additional context by encouraging consideration of regional demand, network impacts, governance, and long-term sustainability.
- 1.15 The draft 2026 Plan also proposes establishing an ongoing Regional Steering Group to provide leadership and coordination of spaces and places planning across Hawke’s Bay, with Council continuing as a participating partner.
- 1.16 The draft 2026 Plan is currently being finalised by the Project Steering Group, with endorsement by the project partners anticipated in July 2026. Once the draft is finalised, a paper will be brought to Council to adopt the Regional Spaces and Places Plan. It is the intention that all participating Councils adopt the plan at a similar time, with the support of Sport Hawke’s Bay and Sport New Zealand.

2.0 Recommendations - *Ngā Tūtohunga*

That the Strategy and Policy Committee receive the report titled Draft Regional Spaces and Places Plan Update dated 17 June 2026 for information purposes.

Attachments:

There are no attachments for this report.