



**CENTRAL  
HAWKE'S BAY**  
DISTRICT COUNCIL

# Council Meeting Agenda

Thursday, 23 May 2024

9.00am

Council Chambers,  
28-32 Ruataniwha Street, Waipawa

*Together we thrive! E ora ngātahi ana!*

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- 1 **WELCOME/ KARAKIA/ NOTICES**
- 2 **APOLOGIES**
- 3 **DECLARATIONS OF CONFLICTS OF INTEREST**
- 4 **STANDING ORDERS**

**RECOMMENDATION**

That the following standing orders are suspended for the duration of the meeting:

- 21.2 Time limits on speakers
- 21.5 Members may speak only once
- 21.6 Limits on number of speakers

And that Option C under section 22 *General Procedures for Speaking and Moving Motions* be used for the meeting.

Standing orders are recommended to be suspended to enable members to engage in discussion in a free and frank manner.

**5 CONFIRMATION OF MINUTES**

Ordinary Council Meeting – 18 April 2024.

**RECOMMENDATION**

That the minutes of the Ordinary Council Meeting held on 18 April 2024 as circulated, be confirmed as true and correct.

**MINUTES OF CENTRAL HAWKES BAY DISTRICT COUNCIL  
COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBER, 28-32 RUATANIWHA STREET, WAIPAWA  
ON THURSDAY, 18 APRIL 2024 AT 9.00AM**

**UNCONFIRMED**

**PRESENT:** Mayor Alex Walker  
Deputy Mayor Kelly Annand  
Cr Pip Burne  
Cr Jerry Greer  
Cr Gerard Minehan  
Cr Brent Muggeridge  
Cr Kate Taylor

**IN ATTENDANCE:** Doug Tate (Chief Executive)  
Dennise Elers (Group Manager Community Partnerships)  
Dylan Muggeridge (Group Manager Strategic Planning & Development)  
Phillip Stroud (Acting Group Manager Community Infrastructure and Development)

Sarah Crysell (Communications & Engagement Manager)  
Sam Broughton (LGNZ President) *(online)*  
Susan Freeman (LGNZ) *(online)*  
Riley Kupa (Recovery Manager)  
Debbie Northe (Community Connections Manager)  
Annelie Roets (Governance Lead)

**1 KARAKIA**

Her Worship, The Mayor Alex Walker welcomed everyone to the meeting and opened with a karakia.

**2 APOLOGIES**

**RESOLVED: 24.1**

Moved: Cr Jerry Greer  
Seconded: Cr Kate Taylor

**That apologies from Cr Tim Aitken and Cr Exham Wichman be received and accepted.**

**CARRIED**

**3 DECLARATIONS OF CONFLICTS OF INTEREST**

There were no Declarations of Conflicts of Interest declared.

**4 STANDING ORDERS**

**RESOLVED: 24.2**

Moved: Deputy Mayor Kelly Annand  
Seconded: Cr Kate Taylor

That the following standing orders are suspended for the duration of the meeting:

- 21.2 Time limits on speakers
- 21.5 Members may speak only once
- 21.6 Limits on number of speakers

And that Option C under section 21 General procedures for speaking and moving motions be used for the meeting.

Standing orders are recommended to be suspended to enable members to engage in discussion in a free and frank manner.

**CARRIED**

## **5 CONFIRMATION OF MINUTES**

### **RESOLVED: 24.3**

Moved: Cr Gerard Minehan

Seconded: Cr Pip Burne

**That the minutes of the Extraordinary Council Meeting held on 10 April 2024 as circulated, be confirmed as true and correct.**

**CARRIED**

Correction: As Cr Tim Aitken was noted as an apology, that the “attendance list” on the front page be amended to reflect this.

## **6 REPORTS FROM COMMITTEES**

No reports.

## **7 REPORT SECTION**

### **7.1 RESOLUTION MONITORING REPORT**

#### **PURPOSE**

The purpose of this report is to present to Council the Resolution Monitoring Report. This report seeks to ensure Council has visibility over work that is progressing, following resolutions from Council.

### **RESOLVED: 24.4**

Moved: Cr Kate Taylor

Seconded: Cr Jerry Greer

**That the report be noted.**

**CARRIED**

The report was introduced by Doug Tate which was taken as read.

## 7.2 CYCLONE GABRIELLE - RECOVERY UPDATE

### PURPOSE

The purpose of this report is to provide a bi-monthly formal update on progress on the recovery from Cyclone Gabrielle against the key four priorities and issues identified for the district through its Tamatea – Central Hawke’s Bay Cyclone Gabrielle Recovery and Resilience Plan.

### RESOLVED: 24.5

Moved: Cr Gerard Minehan

Seconded: Cr Kate Taylor

**That the report be noted.**

**CARRIED**

Riley Kupa and Debbie Northe introduced the report which was taken as read, however gave brief update on 2 specific projects namely (1) Porangahau and (2) Community Well-being and Resilience.

#### Porangahau:

- A meeting has been confirmed for Monday, 22 April at Rongomaraeroa marae, specifically to discuss the proposed flood mitigation scheme and categorisation process.
- There is a lack of flood protection on the southern side of the river – an opportunity to discuss those issues further with marae specifically and a wider community meeting is planned for 30 April.

#### Community Well-being and Resilience:

- A key focus for the recovery team has been community preparedness and resilience, more specifically the development of community resilience plans as well as the establishing of community emergency hubs.
- Conversations ongoing with community in how to be better prepared for future events.
- 15 Emergency hubs have been identified in Central Hawke’s Bay, including 3 marae.
- The Paul Hunter Centre confirmed as a dedicated hub for our disabled community.

#### Roading Recovery:

- On 9 April CHBDC has received confirmation from Waka Kotahi that an additional \$9.5m has been granted for emergency response funding.
- These funds needs to be spent before end June 2024.
- Officers are rapidly working to plan and procure contractors to be able to spend the \$9.5m before end of June 2024.
- To date the team has procured around \$8.7m to specific sites/tasks. There are two procurement items in Public Excluded session today for consideration specifically around the construction contract on one specific site and the other items is for the procurement of professional services with our consultant partners, Stantec.
- Ben Swinburne gave an update on the Stormwater activities.

## 7.3 REPORTS FROM JOINT COMMITTEES JANUARY - MARCH 2024

### PURPOSE

This report presents the minutes of the following Joint Committee for Council’s noting:

1. 15 March 2024 – Regional Transport Committee minutes.
2. 25 March 2024 – Hawke’s Bay CDEM Group Joint Committee minutes.

**RESOLVED: 24.6**

Moved: Cr Pip Burne

Seconded: Cr Brent Muggeridge

**That:**

1. **The Minutes from the Regional Transport Committee held on 15 March 2024 be received.**
2. **The Minutes from the Hawke's Bay CDEM Group Joint Committee held on 25 March 2024 be received.**

**CARRIED**

**7.4 RISK AND ASSURANCE COMMITTEE RISK REPORT TO COUNCIL****PURPOSE**

The purpose of this report is to provide visibility to Council of active risks that officers have reported to the Risk & Assurance Committee, that have trending outside of the risk appetite of Council for two quarters or more.

**RESOLVED: 24.7**

Moved: Deputy Mayor Kelly Annand

Seconded: Cr Kate Taylor

**That the report be noted.**

**CARRIED**

The report was introduced by Nicola Bousfield who gave a brief overview and risks trending outside of the risk appetite of Council. Discussions noted:

- This is the first report to Council reporting on the top risks identified that were also presented to the R&A Committee earlier.
- One of the outcomes from the Risk Maturity review was "how to report risks to the council".
- The risks identified are typical risks trending outside of the risk appetite for two quarters or more to report up to the Council table.
- Ms Bousfield explained each risk identified and gave a brief overview on the current status of each risk.

**7.6 LOCAL GOVERNMENT NEW ZEALAND (LGNZ) FOUR-MONTHLY REPORT FOR MEMBERS: NOVEMBER 2023 – FEBRUARY 2024****PURPOSE**

The purpose of this report is to present the Local Government New Zealand (LGNZ) Four Monthly Report for Member Councils to Council for its noting for the period of July – October 2023.

**RESOLVED: 24.8**

Moved: Cr Kate Taylor

Seconded: Cr Pip Burne

**That the report be noted.**

**CARRIED**

The Mayor welcomes Susan Freeman and Sam Broughton (LGNZ) who spoke on the 4 monthly

LGNZ report. Discussions noted.

- Acknowledges mana whenua, the Mayor, The Chief Executive and Councillors for their exceptional leadership over the last 18 months through the weather events.
- Particular pressures across Councils in New Zealand due to high inflation and other factors. Need national conversation about funding.
- Rates account for more than half of council funding (+/- 52% on average).
- Councils costs have increased significantly over the years. Infometrics provided data on these costs.
- Essential infrastructure costs, specifically Systems for Water & Sewerage (28%), Transport ways (27%), Civil Construction (27 %), Capital Goods Price index (26%), Commercial Buildings (25 %), Non-residential Buildings (25 %).
- Bridges are 38 % more expensive to build than three years ago, with Roads and water supply systems by 27%, Sewerage systems by 30%.
- New challenges bring new costs such as climate change, transitioning to a low carbon economy, infrastructure demands, tourism growths and emerging biosecurity threats.
- Most councils are at a point where sweating assets or underinvesting in new assets would impact on services.
- Councils have taken on debt to fund infrastructure investment and now are paying huge interest costs.
- With additional council responsibilities and stronger standards coupled with reduced funding levers are making the situation harder.
- Infometrics have done some analysis on how much kiwis pay in rates compared to tax – estimates an average Kiwi household pays around \$2,900 a year in rates and \$37,000 in tax.
- Local Government owns and operates more than 25% of NZ's Infrastructure assets. Local Government invests in \$3,8billion in Infrastructure per year.
- LGNZ is advocating for levers individual councils can choose to use i.e.
  - An accommodation levies.
  - GST sharing on new builds.
  - Congestion charging.
  - Tourism levies etc.
- Shifting the burden of rates into a new way of funding.
- LGNZ would be keen to hear from council on how we should pay for infrastructure.
- Key part is to have a national conversation around rates pressure, noticing that communities are much more aware of what those pressures are.

## **7.5 THREE YEAR PLAN 2024-2027 UPDATE**

### **PURPOSE**

The purpose of this report is to provide a general update on the Three Year Plan 2024–2027 programme overall and progress underway.

### **RESOLVED: 24.9**

Moved: Mayor Alex Walker

Seconded: Cr Gerard Minehan

**That the report be noted.**

**CARRIED**

The report was introduced by Doug Tate which was taken as read.

- To date, 31 submissions have been received and expecting more to come.
- Tonight, The Mayor and Councillors will have a live Facebook Q&A session tonight to address issues and concerns public may have.
- Noting council's timeline in terms of engagement events over the coming weeks and the

remainder of the LTP program.

## 8 CHIEF EXECUTIVE REPORT

No report.

## 9 DATE OF NEXT MEETING

### RESOLVED: 24.10

Moved: Deputy Mayor Kelly Annand

Seconded: Cr Jerry Greer

**That the next meeting of the Central Hawke's Bay District Council be held on 22 May 2024.**

**CARRIED**

## 10 PUBLIC EXCLUDED BUSINESS

### RESOLUTION TO EXCLUDE THE PUBLIC

#### RESOLVED: 24.11

Moved: Cr Kate Taylor

Seconded: Cr Pip Burne

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<b>10.1 - Public Excluded Resolution Monitoring Report</b>	<p>s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>10.2 - District Plan Key Project Status Report</b>	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons,	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to

	<p>including that of deceased natural persons</p> <p>s7(2)(c)(ii) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest</p> <p>s7(2)(f)(i) - free and frank expression of opinions by or between or to members or officers or employees of any local authority</p>	<p>result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p><b>10.3 - Land Transport Cyclone Gabrielle Recovery Professional Services Contract Variation</b></p>	<p>s7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

**CARRIED**

**RESOLVED: 24.12**

Moved: Cr Kate Taylor  
 Seconded: Cr Pip Burne

**That Council moves into Public Excluded Business at 10.32am.**

**CARRIED**

The meeting adjourned for morning tea at 10.32am and reconvened in Public Excluded at 11.00am.

**RESOLVED: 24.13**

Moved: Cr Pip Burne  
 Seconded: Deputy Mayor Kelly Annand

**That Council moves out of Public Excluded Business at 12.01pm.**

**CARRIED**

**11 TIME OF CLOSURE**

The Meeting closed at 12.02pm.



**The minutes of this meeting will be confirmed at the next Ordinary Council meeting to be held on 23 May 2024.**

.....  
**CHAIRPERSON**

**6        REPORTS FROM COMMITTEES**

Nil

## 7 REPORT SECTION

### 7.1 RESOLUTION MONITORING REPORT

**File Number:** COU1-1400

**Author:** Annelie Roets, Governance Lead

**Authoriser:** Dylan Muggeridge, Acting Chief Executive

**Attachments:** 1. May 2024 - Resolution Monitoring Report.pdf [↓](#)

### RECOMMENDATION

That the report be noted.

### PURPOSE

The purpose of this report is to present to Council the Resolution Monitoring Report. This report seeks to ensure Council has visibility over work that is progressing, following resolutions from Council.

### SIGNIFICANCE AND ENGAGEMENT

This report is provided for information purposes only and has been assessed as not significant.

### DISCUSSION

The monitoring report is **attached**.

### IMPLICATIONS ASSESSMENT

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

- Council staff have delegated authority for any decisions made.
- Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter.
- Any decisions made will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
- Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan.
- Any decisions made are consistent with the Council's plans and policies; and
- No decisions have been made that would significantly alter the intended level of service provision for any significant activity undertaken by or on behalf of the Council or would transfer the ownership or control of a strategic asset to or from the Council.

**NEXT STEPS**

An updated Resolution Monitoring Report will be presented at the next Ordinary Council meeting.

**RECOMMENDATION**

**That the report be noted.**



## Council Resolution Monitoring Report - 23 May 2024

Key	
Completed	
On Track	
Off Track	

Item Number	Item	Council Resolution or Action	Resolution Date	Responsible Officer	Progress Report
1	7.3	Centralines Aquatic Centre - Annual Plan 2023/24	15-Jun-23	Dennise Elers	<b>On Track</b> Council Officers have met with the Trust to discuss the future direction and aspirations of the Trust and these conversations are ongoing. The ground lease for the Centralines Sports Complex expires on the 30th June 2024. An extension to the lease may be required to provide further time for the Trust future to confirm their future. Overall, the Trust have a plan for how they intend to understand their future state, form and function.
2	7.5	Adoption of Draft Statement of Proposal Freedom Camping	19-Oct-23	Logan McKay	<b>On Track</b> - The Bylaw consultation period has closed. Officers continue to work on analysis of the 533 submissions. An update was provided at Councils open workshop on Thursday 4 April and a further formal update is planned in May.
3	7.2	Representation Review - Māori Representation	15-Nov-23	Doug Tate	<b>On Track</b> - Following a kahui with leaders in March, a description for the representatives has been developed and is currently being finalised. Good progress is currently being made.
4	7.4	Proposed Amendments and Updates to Council Delegations Manual	15-Feb-24	Brent Chamberlain / Dylan Muggeridge	<b>On Track</b> - Policy updated and available on the web. The inclusion of governance structures in the document, and possible duplication with other policies yet to be refined
5	7.1	Better-Off Funding - Update and Funding Re-allocation direction	14-Mar-24	Dylan Muggeridge	<b>On Track</b> - Action on this resolution is underway, with officer working with Crown Infrastructure Partners and the Department of Internal Affairs to reflect the allocation decided by Council. The 3YP options for public consultation included the Better-Off funding allocations as approved by Council. Payment has also recently been received from Crown Infrastructure Partners for a claim that was lodged in line with the new funding allocation.
6	7.16	Petition - Speed Reduction in Ongaonga	14-Mar-24	Phillip Stroud	<b>On Track</b> - At the meeting with local Police and Roadsafe HB on 28 March, it was agreed to hold a joint meeting with the community. This meeting has been arranged with Community representatives for 1 May 2024.

## **7.2 CYCLONE GABRIELLE - ROADING RECOVERY UPDATE**

**File Number:****Author:** Rebecca England, Project Manager**Authoriser:** Dylan Muggeridge, Acting Chief Executive**Attachments:** 1. Land Transport Cyclone Gabrielle Recovery KPSR [↓](#)

### **PURPOSE**

The purpose of this report is to provide an update to the Council on the Land Transport Recovery programme and the work undertaken during April 2024. This update is provided within the attached Road to Recovery Key Programme Status Report.

### **RECOMMENDATION**

**That the report be noted.**

### **SIGNIFICANCE AND ENGAGEMENT**

This report is provided for information purposes only and has been assessed as not significant.

### **BACKGROUND**

This report presents the April 2024 update to the Land Transport Cyclone Gabrielle recovery programme.

### **DISCUSSION**

This month, significant progress has been made across our programme thanks to the additional \$9.5 million funding from Waka Kotahi. Construction has commenced on four sites, with procurement in progress for various others, including the Fletchers Crossing temporary abutment reinstatement and Patangata Bridge scour protection.

In the last month, a further four repairs have also been completed with work ongoing at sites like Gwavas and Douglas Cutting Bridges on track for completion before the 30 June 2024 deadline.

Collaborating with our professional service provider, Stantec, we are advancing designs and investigations for unfunded recovery sites.

Looking ahead, our focus remains on progressing construction on current and upcoming sites within funding deadlines. Additionally, we aim to further develop non-construction activities such as resource consenting and our multi-criteria analysis.

Furthermore, progress has been made in selecting preferred design options for recovery sites, with stakeholder engagement underway before further design and procurement activities.

Despite these advancements, there is a continued focus on mitigating the risk of exceeding the funding deadline, especially considering the uncertain funding situation beyond June.

### **IMPLICATIONS ASSESSMENT**

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

- Council staff have delegated authority for any decisions made.
- Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter.
- Any decisions made will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
- Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan.
- Any decisions made are consistent with the Council's plans and policies; and
- No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council or would transfer the ownership or control of a strategic asset to or from the Council.

**RECOMMENDATION**

**That the report be noted.**





# Key Programme Status Report

## ROAD to RECOVERY



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## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



<b>Programme Name</b>	Land Transport Planned Response and Recovery
<b>Programme Manager</b>	Rebecca England
<b>Programme Sponsor</b>	Doug Tate
<b>Reporting Period</b>	20 Mar 2024- 20 Apr 2024

### Programme Objectives:

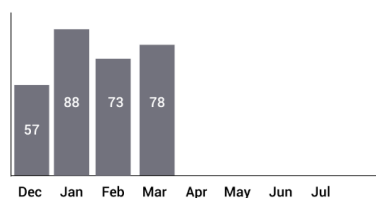
- To rapidly assess and prioritise road damage to facilitate immediate response efforts.
- To ensure immediate safe access for affected community members and road users. In some areas undertaking temporary road repairs to restore basic functionality for emergency services and essential transportation.
- Where able under budget constraints, permanently re-establish access to isolated or affected areas by repairing damaged roads
- To communicate and engage with the community on the programme and progress of each project.
- To deliver these capital projects in alignment with budget and quality parameters whilst ensuring community benefit.
- To work with community members, affected landowners, businesses, iwi and other stakeholders to establish priorities and ideal levels of service, which will inform future recovery works.

### Delivery Analytics

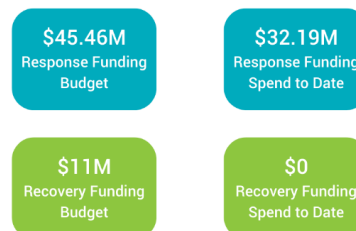
#### Active Project Delivery



#### Contractor Performance



#### Programme Finance



#### Spend Breakdown



#### Response



#### Recovery



## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Executive Summary:

This month, significant progress has been made across our programme thanks to the additional \$9.5 million funding from Waka Kotahi. Construction has commenced on four sites, and procurement is in progress for various others, including the Fletchers Crossing temporary abutment reinstatement and Patangata Bridge scour protection.

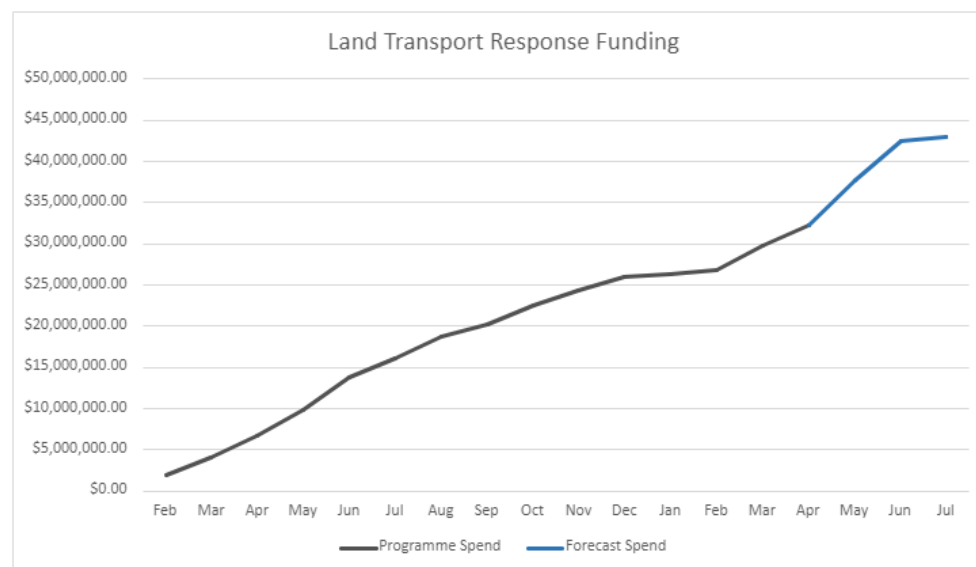
In the last month, a further 4 repairs have also been completed with work ongoing at sites like Gwavas and Douglas Cutting Bridges on track for completion before the June 30, 2024 deadline

Collaborating with our professional service provider, Stantec, we are advancing designs and investigations for unfunded recovery sites.

Furthermore, progress has been made in selecting preferred design options for recovery sites, with stakeholder engagement underway before further design and procurement activities.

Looking ahead, our focus remains on progressing construction on current and upcoming sites within funding deadlines. Additionally, we aim to further develop non-construction activities such as resource consenting and our multi-criteria analysis for prioritisation of unfunded response sites.

Despite these advancements, there is a continued focus on mitigating the risk of exceeding the funding deadline, especially considering the uncertain funding situation beyond June.



## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Risk and Issues Assessment

Key Issues Impact on Project Objectives	Yes	No	Explanation and Proposed Resolution
Are there scope control problems?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All sites affected by Cyclone Gabrielle and the weather through the winter of 2022 have been identified and included in the scope of funding required.
Will target dates be missed?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	We are working with contractors to ensure all work is completed before the 30 June 2024 deadline. This situation is being closely monitored in collaboration with our consultant and contracting partners.
Will project budgets be overrun?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	None at present.
Are there quality problems?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Contractor performance has improved on average across the most recent month. Where contractor performance to date has been variable, we have re-outlined Council's expectations and are working with contractors to ensure improvement.
Are there resource problems?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The scale of the programme and the funding deadline continue to present resourcing issues, including forwarding planning. These are being managed both internally at Council and through work with consultant partners.
Are there risk management problems?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	None at present. A risk register is established and regularly maintained by key team members.
Are there issues with key stakeholders?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	None at present.
Are there communications problems?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	None at present. All communications are operating in alignment with the overarching plan.
Are there health and safety issues?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Although health and safety risks have been identified, we are comfortable these are being mitigated appropriately.

### Key Programme Risks

Likelihood	Consequence				
	1 - Insignificant	2 - Minor	3 - Significant	4 - Major	5 - Catastrophic
5 - Almost certain	Low	Moderate	Significant	Extreme	Extreme
4 - Very Likely	Low	Moderate	Significant	High	Extreme
3 - Likely	Low	Moderate	Significant	Significant	Extreme
2 - Unlikely	Low	Low	Moderate	Moderate	Moderate
1 - Rare	Low	Low	Low	Low	Low

## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



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Risk	Mitigation	Residual Risk Level
At present all response funding (excluding \$11 million recovery funding provided by the Crown) has a deadline of the 30 June 2024. Unless further funding is secured, all work will stop or incur further costs to CHBDC and, in turn, ratepayers.	A further funding application has been provided to NZTA and is currently available for review. Collaboration with the Regional Recovery Agency is underway to generate a forward programme that can be presented to the Crown for further funding. In April, through work with the Regional Recovery Agency, a meeting with the Prime Minister and Minister of Transport took place. At this meeting, CHB Mayor Alex Walker, along with partners from across the region, advocated for further funding assistance.	Extreme
Funding constraints restrict work from taking place at certain sites. There is a risk that with continued rain we will lose access to some roads, for example, Kahuranaki Road, Cooks Tooth Road and Patangata Bridge.	At-risk sites have been weight-restricted, closed and/or temporary repairs implemented where possible. We are monitoring and repairing sites where possible under funding restrictions.	Extreme
There is a risk that design and construction work will take longer than programmed and therefore exceed the 30 June 2024 funding deadline, increasing potential costs to CHBDC.	Initial conversations with NZTA have indicated that there is potential to slightly increase the deadline and allow for essential work to be undertaken in early July. Conversations with NZTA continue at the appropriate level to resolve this matter.	Extreme
Contractor performance does not meet Council's expectations, therefore leading to unforeseen cost increases, programme delays, poor quality results and negative public perception of the work being completed by Council.	Council clearly outlines its expectations to contractors at commencement of the contract. Council builds a collaborative working relationship with contractors that allows for clear and regular communication. Council undertakes regular performance monitoring utilising Performance Assessment through Consistent Evaluation scores (PACE).	Significant
There is a risk that without funding certainty a forward programme cannot be developed to provide certainty for external resources supporting the programme.	Transparent and ongoing communication has been taking place with consultants and contractors to outline funding challenges and plan for work past June 2024.	Significant
Lack of communication with the community leads to incorrect messaging of the work programme and potential damage to Council's reputation.	The successful implementation of work outlined in the finalised communications plan including visual aids, website, social media, radio and community conversations.	Moderate

## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Communications and Engagement

Following the approval of additional emergency response funding from NZTA, we have been working to implement our key communication tools across the sites where construction has recently started. Such communication tools have included advising residents through written letters, worksite signboards and social media posts.

As we plan to commence our minor protection works, we have also prepared key messages for the community that explain the type of work planned across our unfunded sites. This messaging aims to ensure community members understand the aims of the work, including increasing the longevity of sites, decreasing temporary traffic management costs, and improving safety for road users.

### Emergency Response

Following the devastation caused by Cyclone Gabrielle in February 2023 \$35.9 million of Emergency Response funding was provided by Waka Kotahi. Between February and June 2023, funding was provided at a 100% funding assistance rate. From June 2023 onward this has been a 99% FAR. On 9<sup>th</sup> April 2024, a further \$9.5 million of emergency response funding was approved bringing the total available budget to \$45.46 million. All emergency response funding must be used before 30 June 2024.

Work completed to date has included addressing over 4,000 minor repairs, and simple, complex sites across the district. The report below outlines progress on current projects under the current emergency response funding.

### Taurekaitai Bridge

Execution	55% PROGRESS	Aug 2023 START DATE	Jun 2024 END DATE	\$417,500 BUDGET	\$35,803 SPEND TO DATE
<b>Scope:</b> To design and construct a repair to the true left bank approach of Taurekaitai Bridge and provide rock armouring to the bridge					
<b>PROGRAMME</b>	Construction commenced on site in the last week of April and is programmed to be completed by the end of May 2024.				
<b>BUDGET</b>	A measure and value contract has been signed and at this stage no variations are expected.				
<b>RISK</b>	There is a risk that construction could be delayed by wet weather as we move into winter and rain increases in frequency.				



## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Douglas Cutting Bridge

Monitor and Control	75% PROGRESS	Mar 2023 START DATE	Jun 2024 END DATE	\$1,965,724 BUDGET	\$721,974 SPEND TO DATE
<b>Scope:</b> To design and construct a bridge extension to replace an abutment that was washed out during Cyclone Gabrielle					
<b>PROGRAMME</b>	Construction commenced on site on 26 February and is planned to be completed by the end of June. There has been a minor delay due to a change of scope for rock protection installation. We are working with the contractor to minimise the impact of this delay.				
<b>BUDGET</b>	A design-build contract is in place and while variations are expected, none of them will increase above the approved contract value.				
<b>RISK</b>	There is a risk to quality when completing sealing in winter. We are working with contractor Emmetts to ensure delivery in alignment with best industry practices.				



### Gwavas Road Bridge

Monitor and Control	75% PROGRESS	Mar 2023 START DATE	Jun 2024 END DATE	\$2,854,530 BUDGET	\$1,189,803 SPEND TO DATE
<b>Scope:</b> To design and construct a new bridge to replace the culvert on Gwavas Road					
<b>PROGRAMME</b>	Construction commenced on site in mid-January and is planned to be completed by the end of June. The contractor is currently tracking on programme.				
<b>BUDGET</b>	A design-build contract is in place to an agreed value and there are currently no further variations expected.				
<b>RISK</b>	There is a risk to quality when completing sealing in winter. We are working with the contractor to agree the most appropriate approach.				





## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



**CENTRAL  
HAWKE'S BAY**  
DISTRICT COUNCIL

### Wakarara Road Bridge

Monitor and Control	85% PROGRESS	Mar 2023 START DATE	Jun 2024 END DATE	\$274,085 BUDGET	\$87,665 SPEND TO DATE
<b>Scope:</b> To design and construct true right abutment repairs to Wakarara Road Bridge					
<b>PROGRAMME</b>	Construction paused due to necessary design changes but has now resumed. Work is expected to be completed by 17 May.				
<b>BUDGET</b>	A variation is expected for changes to the design, which backfills and ties in new abutment protection.				
<b>RISK</b>	None to report.				



### Titoki Bridge

Execution	50% PROGRESS	Aug 2023 START DATE	Jun 2024 END DATE	\$1,412,815 BUDGET	\$434,360 SPEND TO DATE
<b>Scope:</b> To design and construct an underpinning of the true left abutment at Titoki Bridge					
<b>PROGRAMME</b>	Construction of the temporary pier is complete. Final construction of the castellation work, which will enable weight restrictions to be lifted, is planned to take place before the end of May. Design of the permanent solution is underway and engagement with the contractor to find efficiencies is also taking place.				
<b>BUDGET</b>	Funding for the temporary and permanent solutions has been provided under additional Emergency Response funding.				
<b>RISK</b>	The restricted load limit will remain in place until castellation work has been completed. This is significantly impacting the farming business adjacent to the bridge.				



## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Simple Landslip Sites

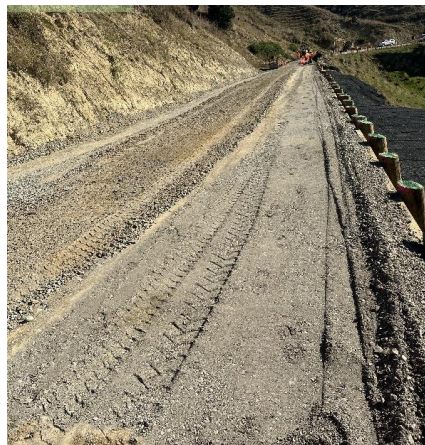
<b>Monitor and Control</b>	85% PROGRESS	Aug 2023 START DATE	Jun 2024 END DATE	\$5,075,813 BUDGET	\$1,717,574 SPEND TO DATE
<b>Scope:</b> 44 simple and complex landslip sites have been identified across the district. Within response funding, 14 sites will receive treatments. Treatments at each site can differ depending on the scale, size and complexity of the site.					
<b>PROGRAMME</b>	5 out of the 14 sites are underway for construction. There are currently no delays expected on any sites, although completion before 30 June is still a risk.				
<b>BUDGET</b>	Variations within contract contingency have been approved and no sites are currently expected to exceed their budgets.				
<b>RISK</b>	There is a risk that work could be delayed due to poor ground conditions or wet weather.				



*Rotohiwi Road 8.33- in progress*



*Hiranui Road 1.385- in progress*



*Hautope Rd RP6.12- in progress*



*Tourere Road 4.5- in progress*



## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Rock Armouring and River Protection

Monitor and Control	95% PROGRESS	Aug 2023 START DATE	Jun 2024 END DATE	\$937,820 BUDGET	\$644,816 SPEND TO DATE
<b>Scope:</b> 26 bridges at risk of scour and erosion have been identified across the district following the cyclone. Within current response funding, we will deliver river protection at 8 at-risk sites across the district, including Flaxmill Bridge, Renalls Bridge, Saleyards Bridge and Wallingford Bridge.					
<b>PROGRAMME</b>	Construction at all funded sites is now complete. We are working with contractors to close out contracts, including minimising potential defects and gathering defects.				
<b>BUDGET</b>	Variations received were all within approved contract values.				
<b>RISK</b>	No significant risks were identified.				



*Saleyards Bridge- construction complete*

### Resource Consenting

Planning	5% PROGRESS	Apr 2024 START DATE	Jun 2024 END DATE	\$174,665 BUDGET	\$0 SPEND TO DATE
<b>Scope:</b> To identify which sites, where construction has been completed, require a retrospective consent under S330 of the Resource Management Act. Once sites have been identified then submit necessary consent applications to Hawkes Bay Regional Council (HBRC).					
<b>PROGRAMME</b>	Work on stage 1 of the work (a planning needs assessment and consenting strategy) is underway.				
<b>BUDGET</b>	A scope of work and budget to complete and the work has been agreed with Stantec. There is a small risk that HBRC's processing fees exceed the budget.				
<b>RISK</b>	There is a risk that engagement with mana whenua delays the consenting programme and therefore exceeds the funding deadline of June 2024.				

## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Minor Protection Works

Execution	25% PROGRESS	Apr 2023 START DATE	Jun 2024 END DATE	\$872,507 BUDGET	\$0 SPEND TO DATE
<b>Scope:</b> To design and implement protection measures across 82 sites across the district. This work typically includes the installation of road signage, sight rails, edge protection barriers, batter stabilisation, removal of slip material of swales, and minor pavement and scour protections.					
<b>PROGRAMME</b>	A procurement plan has been approved and the contract works is to be awarded to two contractors, planned for the first week of May.				
<b>BUDGET</b>	There are currently no risks to the budget.				
<b>RISK</b>	There is a risk of negative public perception of the works implementing permanent traffic management rather than repairing damaged sites.				



### Simple Drainage Sites

Execution	25% PROGRESS	Apr 2023 START DATE	Jun 2024 END DATE	\$586,007 BUDGET	\$0 SPEND TO DATE
<b>Scope:</b> To design and construct repairs to drainage assets such as broken culverts or damaged headwalls					
<b>PROGRAMME</b>	A procurement plan has been approved and the contract works is to be awarded to two contractors, planned for the first week of May.				
<b>BUDGET</b>	There are currently no risks to the budget.				
<b>RISK</b>	There are currently no significant risks.				



## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Mill Road

Execution	25% PROGRESS	Apr 2023 START DATE	Jun 2024 END DATE	\$432,863 BUDGET	\$1,900 SPEND TO DATE
<b>Scope:</b> To design and construct repairs to landslides, drainage and roading assets along Mill Road damaged by Cyclone Gabrielle.					
<b>PROGRAMME</b>	A procurement plan has been approved and the contract works is to be awarded to a contractor, planned for the first week of May.				
<b>BUDGET</b>	There are currently no risks to the budget.				
<b>RISK</b>	There are currently no significant risks.				



### Patangata Bridge

Planning	20% PROGRESS	Aug 2023 START DATE	Jun 2024 END DATE	\$1,212,281 BUDGET	\$0 SPEND TO DATE
<b>Scope:</b> To design and construct minor structural repairs and scour and erosion protection, and complete preliminary ground investigations to assist with future recovery work					
<b>PROGRAMME</b>	Minor structural repairs have been issued to Higgins under their maintenance contract and procurement is currently underway for scour protection. This includes a procurement paper brought to Council for approval on 23 <sup>rd</sup> May meeting.				
<b>BUDGET</b>	There is a risk that cost increases are experienced in construction work. This will likely minimise the scale of the scour and erosion work that can be completed.				
<b>RISK</b>	There is a risk that Central Government provide no further funding to support the long-term recovery of Patangata Bridge.				



## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Recovery, Phase 1

Following negotiations with Central Government, a total of \$11 million has been provided to Central Hawke's Bay District Council as a part of the North Island Weather Event Fund. This funding has been allocated to remediation at four sites, Wimbledon Road RP1.3, Wimbledon Road RP9.5, Elsthorpe Road and Fletchers Crossing, Wakarara Road.

To maximise the available recovery budget, we are utilising the current Waka Kotahi Emergency Response Funding to complete the investigation and partial design work on these four sites.

In addition to this, we are also utilising Emergency Response funding to reinstate the abutment at Fletchers Crossing Bridge and therefore allow for temporary reinstatement of access whilst the design, procurement and construction of the long-term solution is completed.

Preferred and resilient solutions have been identified for each site; however, current cost estimates see these exceeding the available budget. Alternative solutions which provide a lower level of resilience are more likely to fit within the budget. We are currently working with Crown Infrastructure Partners to identify the accepted level of resilience within funding criteria.

### Wimbledon Road RP1.3

Planning	15% PROGRESS	Oct 2023 START DATE	Jun 2025 END DATE	TBC BUDGET	\$41,350 SPEND TO DATE
<b>Scope:</b> To design and construct a solution that restores the agreed level of service at this site					
<b>PROGRAMME</b>	A design option report has been provided to Council Officers and a preferred option has been selected. We are now working to engage with key stakeholders before proceeding with a decision in alignment with the three other recovery sites.				
<b>BUDGET</b>	The budget is to be confirmed once the option is selected.				
<b>RISK</b>	There is a risk that the site continues to degrade further throughout winter before construction can take place				





## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Wimbledon Road RP9.5 - 9.7

Planning	15% PROGRESS	Oct 2023 START DATE	Jun 2025 END DATE	TBC BUDGET	\$52,759 SPEND TO DATE
<b>Scope:</b> To design and construct a solution that restores the agreed level of service at this site					
<b>PROGRAMME</b>	A design option report has been provided to Council Officers and a preferred option has been selected. We are now working to engage with key stakeholders before proceeding with a decision in alignment with the three other recovery sites.				
<b>BUDGET</b>	The budget is to be confirmed once the option is selected.				
<b>RISK</b>	There is a risk that the most resilient solution for the road does not align with cultural values. Land acquisition is required throughout all options and poses a risk of delaying the programme and increasing costs.				



### Elsthorpe Road RP14

Planning	15% PROGRESS	Oct 2023 START DATE	Jun 2025 END DATE	TBC BUDGET	\$25,636 SPEND TO DATE
<b>Scope:</b> To design and construct a solution that restores the agreed level of service at this site					
<b>PROGRAMME</b>	A design option report has been provided to Council Officers and a preferred option has been selected. We are now working to engage with key stakeholders before proceeding with a decision in alignment with the three other recovery sites.				
<b>BUDGET</b>	The budget is to be confirmed once the option is selected.				
<b>RISK</b>	Providing a resilient solution requires agreement with the adjacent landowner, therefore posing a risk of delaying the programme and increasing cost.				



## KEY PROGRAMME STATUS REPORT- LAND TRANSPORT PLANNED RESPONSE & RECOVERY



### Fletchers Crossing, Wakarara Road

Planning	15% PROGRESS	Oct 2023 START DATE	Jun 2025 END DATE	TBC BUDGET	\$50,872 SPEND TO DATE
<b>Scope:</b> To design and construct a solution that restores the agreed level of service at this site.					
<b>PROGRAMME</b>	A design option report has been provided to Council Officers and a preferred option has been selected. We are now working to engage with key stakeholders before proceeding with a decision in alignment with the three other recovery sites. Procurement work is also underway to construct a temporary reinstatement of the bridge abutment and allow traffic whilst design for the long term solution is taking place.				
<b>BUDGET</b>	The budget is to be confirmed once the option is selected.				
<b>RISK</b>	Depending upon the option selected, land acquisition could be required. With the road closed, community continues to be impacted. There poses a reputational risk to Council.				



### 7.3 THIRD QUARTER FINANCIAL RESULTS FOR THE 2023/2024 FINANCIAL YEAR

**File Number:** COU1-1400

**Author:** Brent Chamberlain, Chief Financial Officer

**Authoriser:** Dylan Muggeridge, Acting Chief Executive

**Attachments:** Nil

#### PURPOSE

The purpose of this report is to provide Council with visibility of how Council's finances are tracking for the first six months of the 2023–2024 financial year.

#### RECOMMENDATION

1. That the report be noted.

#### SIGNIFICANCE AND ENGAGEMENT

This report is of some significance noting the financial pressures that Council faces following Cyclone Gabrielle and changes in reform programmes, most notably three waters.

#### BACKGROUND

Council Officers provide quarterly updates to Council and its Committees throughout the financial year, discussing the results and the trends they are seeing across the organisation.

This report is the first of these reports covering the first nine months of trading for the 2023–2024 financial year.

As we indicated in the half year financial update, this report sees a continuation of the slowdown in the building market impacting consents and solid waste activities in particular, although solid waste has seen some improvement in Q3 with the addition of some additional out of district demolition waste.

#### DISCUSSION

Council's operating revenues appear well ahead of budgets (see the graph below), but this is misleading as the extra revenue is coming from the emergency roading funding from Waka Kotahi +\$15.1m and the tail end of economic recovery grants, social work contracts +\$1.4m not budgeted for and come with corresponding additional costs.

Putting these unbudgeted revenue streams aside, business as usual revenue is actually down on budget, namely in the fees and charges area. Resource Consents and Building Consents are down \$282k and \$135k respectively on lower volumes than the previous year, Solid Waste is down \$152k against budget (but actually \$211k up on same period LY).

A more granular look at solid waste's revenue shortfall has revealed:

	Volume in Tons	Fee Revenue	Average Price per Ton (incl. carbon & MfE)
YTD 2022 Act	10,028	\$1,656,071	\$165.14
YTD 2023 Act	8,178	\$1,867,906	\$228.40

	<b>Volume in Tons</b>	<b>Fee Revenue</b>	<b>Average Price per Ton (incl. carbon &amp; MfE)</b>
YTD 2023 Budget	9,000	\$2,020,869	\$224.54

NB – LY Volumes include Cyclone Clean Up, which also impacts revenue and average price achieved due to the “free disposal period”.

What this shows is that the largest driver of the revenue shortfall is volume (against the annual plan) driven by a slower building market resulting in lower levels of demolition waste. Compared to the previous year revenues are actually up, despite volumes being lower (driven by the Cyclone recovery).

Similarly, the drop in Consent Revenue can be quantified in a similar way and reflects the slowdown in the real estate market at present:

<b>Resource Consents</b>	<b>Number of Consents</b>	<b>Fee Revenue (YTD)</b>	<b>Change (YTD)</b>
YTD 2022 Act	223 (FY)	\$473,727	
YTD 2023 Act	59 (YTD)	\$392,769	(\$81k) or (17%)
YTD 2023 Bud		\$675,000	(\$282k) or (42%)

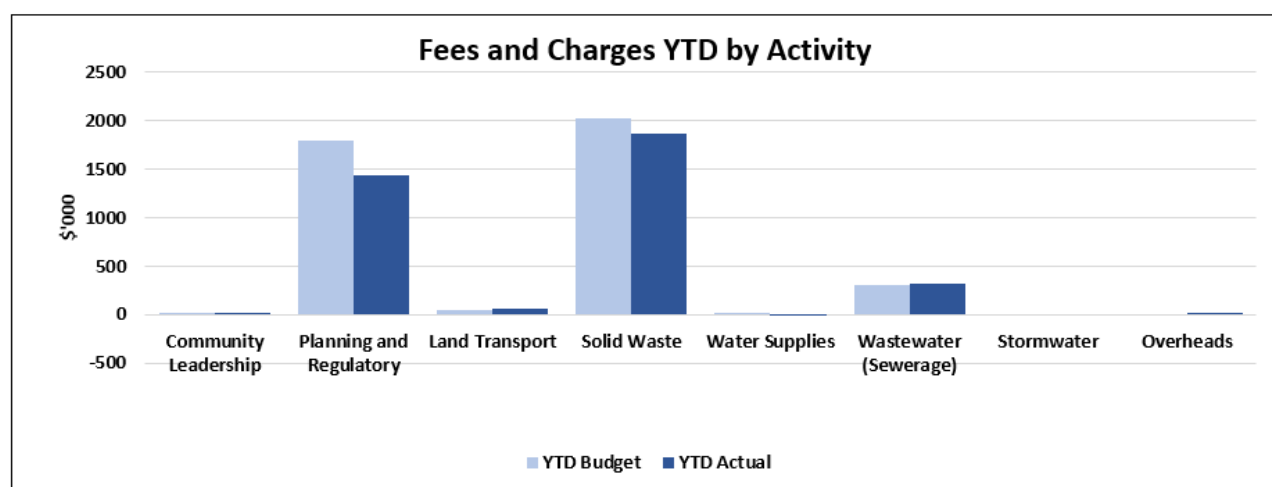
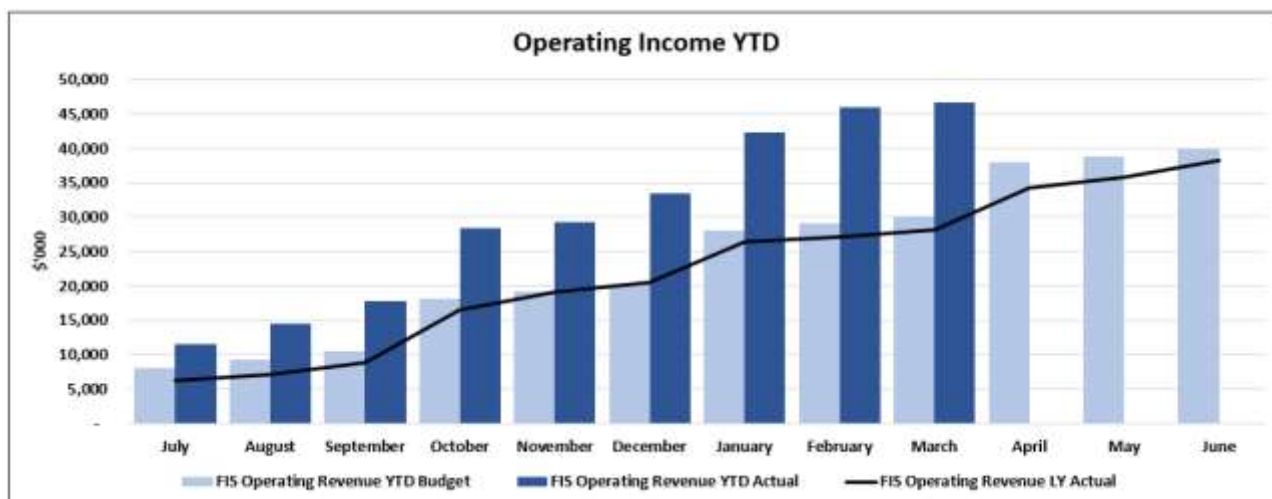
<b>Building Consents</b>	<b>Number of Consents</b>	<b>Value of Consents</b>	<b>Change</b>	<b>Fee Revenue</b>	<b>Change</b>
FY 22/23 Act	FY 387	FY \$67.8m		FY \$875,202 YTD \$665,119	
YTD 23/24 Act	YTD 167	YTD \$43.6m	42% volume, 13% value	YTD \$534,040	(\$131k) or (20%)
YTD 23/24 Bud				FY \$892,537 YTD \$669,411	(\$135k) or (20%)

NB – Consent values are being held by commercial building activity which are actually up year on year.

Compounding the issue, Council has had to recently partly refund a small number of consent fees due to statutory timeframes being exceeded due to their complexities and time taken to resolve these.

There is also a timing difference between payment to contractors and final invoices being raised to customers. It is estimated that Council was holding \$150k in work in progress yet to be invoiced out. This will be caught up on and either invoiced or accrued at year end.



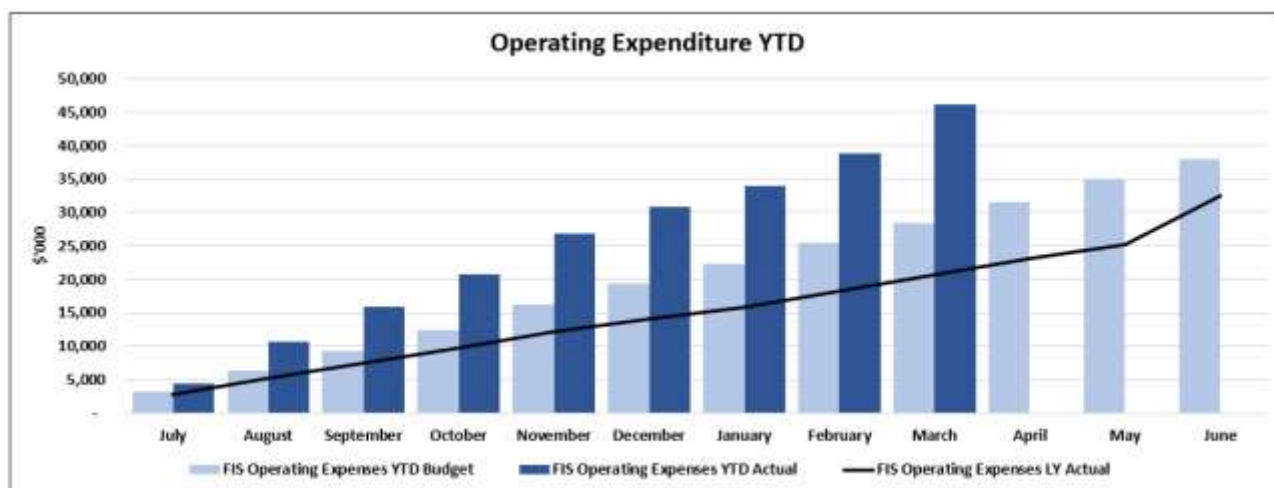


Like Council's operating revenues, Council's operating costs are also running ahead of budget +\$17.8m (see graph below). As stated above, in many cases the additional revenues are linked to additional costs such as economic recovery and social work +\$0.7m, and road reinstates+\$18.1m (offset by some decreases in roading business as usual +\$16.1m in total).

However, in the resource consent area, despite revenues and volumes being down, external consultancy is up on budget. This is partly due to being a staff member down and partly due to the extra complexity of implementing the new district plan provisions. In the fourth quarter officers have reduced the use of third party processing.

Officers have been reviewing consenting costs in an attempt to pull costs back to match the drop in revenue. They have also been ensuring that every chargeable cost is recovered.

Under Council's Revenue and Financing Policy approximately 15%-30% of these activities have a public good component and are funded from General Rates. Based on the year to date results it is likely that approximately 45% of this activity will need to be rate funded this year. They are currently running a deficit of \$455k which will need to be funded from surpluses in other General Rated activities, or loan funded as a last resort. This higher level of public good in the current year is partly explained by the additional costs of implementing the district plan.



At a top-level Council is under budget in staff costs for the year \$793k reflecting the vacancies being carried.

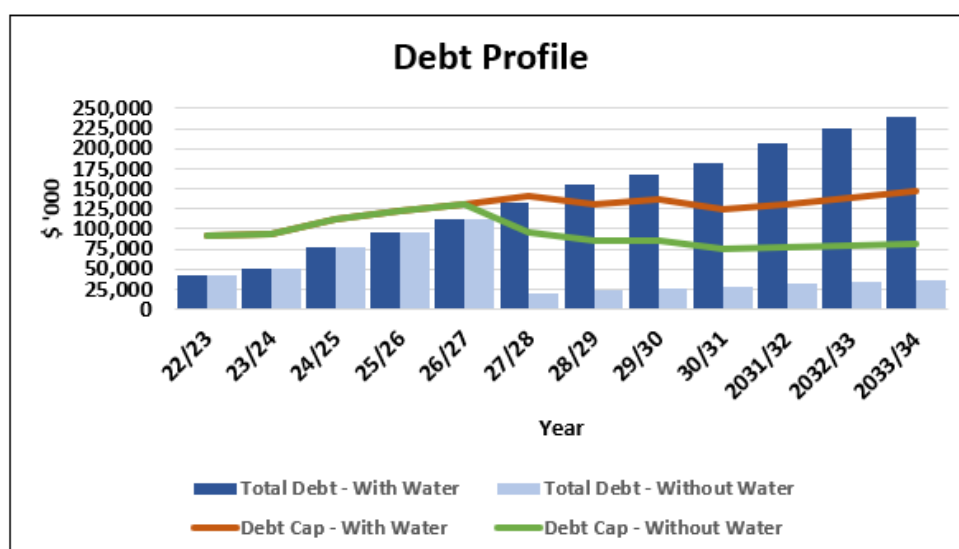
The District Plan appeal costs are currently below the current year's budget (\$487k) but expect that this a timing issue due to the phase of the appeal process.

Finance costs are slightly below budget with no sign that interest rates will fall any time soon. Councils' debt has increased by only \$1m from its end of year position due to the pausing of the capital programme.

In April (which is technically in the next quarter) Council had to refinance a \$10m fixed loan which came off a 2.19% pa interest rate and was replaced with a 5.47% pa loan.

Also in April, Council entered into its first interest rate swap (a financial instrument that turns a floating rate loan into a fixed rate loan). The swap doesn't start until 2026 but runs through to 2029 and locks in an effective interest rate for \$10m at 3.91% pa.

The graph below shows Council's forecast debt profile over the next 10 years (based on the draft LTP) and the debt cap being set at 150% of revenue. The graph compares Council's debt under the status quo model vs setting up Hawke's Bay Water (with the water revenue, assets and debt moving to a new entity).

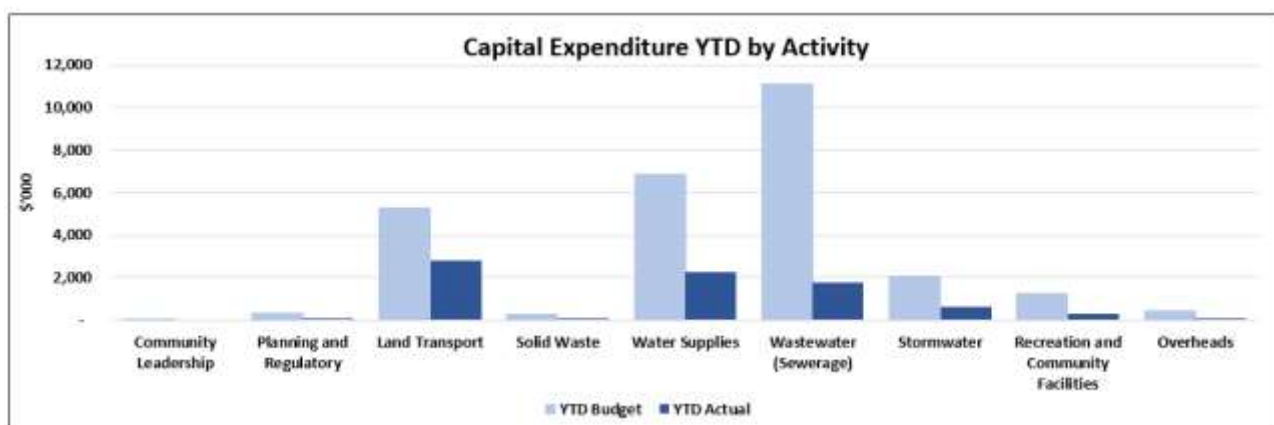
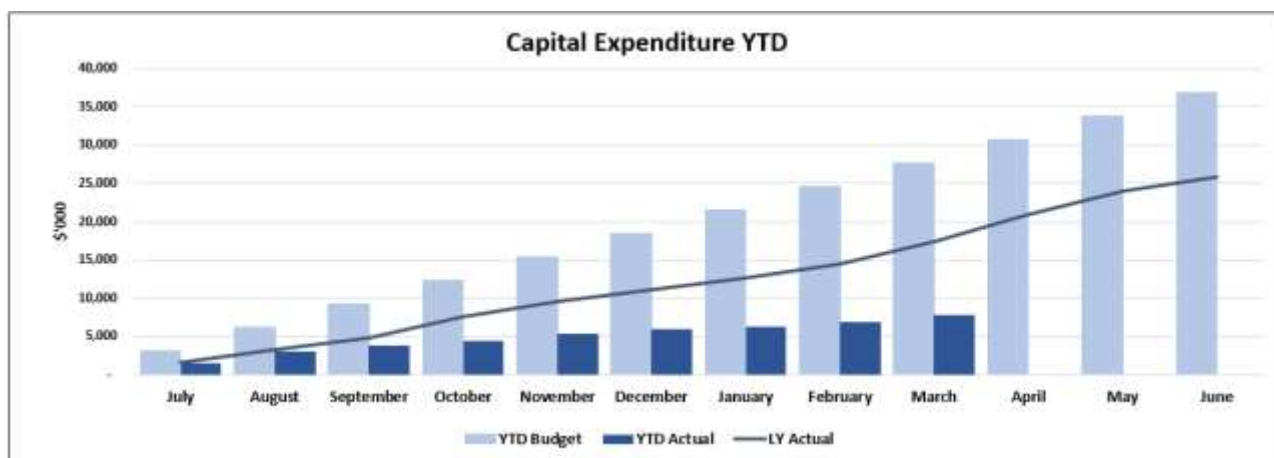


Council is within its funding limits set by the Local Government Funding Authority and Council's own Treasury policies:

<b><u>Treasury Compliance with Policy</u></b>		
<b><u>Liquidity (Liquid Assets + Debt / Debt)</u></b>		
✓	<b>Policy Limit</b> >115%	<b>Actual</b> 122%
<b><u>Finance Costs / Total Revenue</u></b>		
✓	<b>Policy Limit</b> <20%	<b>Actual</b> 2.7%
<b><u>Finance Costs / Total Rates Revenue</u></b>		
✓	<b>Policy Limit</b> <25%	<b>Actual</b> 6.9%
<b><u>Debt to Operating Revenue</u></b>		
✓	<b>Policy Limit</b> <150%	<b>Actual</b> 62.1%

Capital expenditure is below both budget and last year's levels reflecting the pause and wait approach Council has taken until some clarity appears as to what the change in Government means for the 3 waters reform programme.

Roading capex is also below budget, but most of repair work being undertaken post cyclone is being treated as repairs, or operational, at present.



The tables below show how all this fits together showing the additional subsidies/grants revenue, offset by lower fee revenue, paying less in wages but more in supplier payments.

### **Funding Impact Statement Report**

Sources of Operating	YTD Actuals	YTD Budget	Bud Var
General rates, uniform annual general charges and rates penalties	13,373,926	13,358,127	15,799
Targeted rates	7,197,786	7,379,763	(181,977)
Subsidies and Grants for Operating Purposes	20,675,503	4,144,676	16,530,827
Fees, charges	4,338,541	4,850,707	(512,167)
Interest and dividends from investments	242,494	59,418	183,076
Local authorities fuel tax, fines, infringement fees and other receipts	926,642	364,653	561,989
<b>TOTAL</b>	<b>46,754,891</b>	<b>30,157,344</b>	<b>16,597,547</b>
Applications of Operating			
Payments to staff	6,407,349	7,200,320	792,971
Payments to suppliers	39,319,847	21,264,878	(18,054,969)
Finance costs	1,411,978	1,486,431	74,453
Other operating funding applications	(954,448)	(1,467,036)	(512,588)
<b>TOTAL</b>	<b>46,184,726</b>	<b>28,484,593</b>	<b>(17,700,133)</b>
<b>Net Operating Cash Flows</b>	<b>570,165</b>	<b>1,672,751</b>	<b>(1,102,586)</b>

The capital section shows the lower than budgeted capital expenditure, the lack of new debt being drawn, and the maturity of the last of the investment bonds Council held.

### **Funding Impact Statement Report Continued**

Sources of Capital	YTD Actuals	YTD Budget	Bud Var
Subsidies and grants for capital expenditure	5,112,062	3,108,042	2,004,020
Gross proceeds from sale of assets	0	15,885	(15,885)
Development and financial contributions	1,160,554	1,929,222	(768,668)
Increase (decrease) in debt	1,000,000	18,570,708	(17,570,708)
<b>TOTAL</b>	<b>7,272,616</b>	<b>23,623,857</b>	<b>(16,351,241)</b>
Applications of Capital			
to meet additional demand	289,228	2,877,957	2,588,729
to improve the level of service	2,932,170	12,583,577	9,651,407
to replace existing assets	4,656,365	12,176,980	7,520,615
Increase (decrease) in reserves	(618,183)	64,503	682,686
Increase (decrease) of investments	(955,000)	(2,644,191)	(1,689,191)
<b>TOTAL</b>	<b>6,304,580</b>	<b>25,058,826</b>	<b>18,754,246</b>
<b>Net Capital Cash Flows</b>	<b>968,036</b>	<b>(1,434,969)</b>	<b>2,403,005</b>
<b>Grand Total</b>	<b>1,538,201</b>	<b>237,782</b>	<b>1,300,419</b>

## IMPLICATIONS ASSESSMENT

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

- Council staff have delegated authority for any decisions made.
- Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter.
- Any decisions made will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
- Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan.
- Any decisions made are consistent with the Council's plans and policies; and
- No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council or would transfer the ownership or control of a strategic asset to or from the Council.

## NEXT STEPS

Officers will continue to monitor the trends identified above, and work to correct them where this is practical.

### RECOMMENDATION

1. That the report be noted.

## 7.4 FEES AND CHARGES 2024-2025

**File Number:** COU1-1400

**Author:** Brent Chamberlain, Chief Financial Officer

**Authoriser:** Dylan Muggeridge, Acting Chief Executive

**Attachments:** 1. Fees and Charges 2024-2025 [↓](#)

### PURPOSE

The matter for consideration by Council is the adoption of the Fees and Charges for 2024–2025.

### RECOMMENDATION

1. That the Council adopts the Fees and Charges for the financial year dated 2024–2025 as set out in Attachment 1.
2. That Council gives notice pursuant to Section 103 of the Local Government Act 2002 of its intention to prescribe the fees payable for the period 1 July 2024 to 30 June 2025 in respect of certificates, authorities, approvals, consents, and services given or inspections made by the Council under the Local Government Act 2002, the Building Act 2004, the Building (Infringement Offences, Fees, and Forms) Regulations 2007, the Amusement Devices Regulations 1978, the Resource Management Act 1991, Health (Registration of Premises) Regulations 1966, Sale and Supply of Alcohol (Fees) Regulations 2013, the Gambling Act 2003, the Burial and Cremation Act 1964, and the Central Hawke's Bay District Council Bylaws as set out in the Fees and Charges Schedule 2024-2025.

### BACKGROUND

As part of the Annual Plan, Council has reviewed the Schedule of Fees and Charges as part of the Three-Year Plan development process.

The fees and charges noted in the schedule for 2024–2025 relate to certificates, approvals, consents, and services given or inspections made by the Council under the Local Government Act 2002, the Building Act 2004, the Building (Infringement Offences, Fees, and Forms) Regulations 2007, the Amusement Devices Regulations 1978, the Resource Management Act 1991, Health (Registration of Premises) Regulations 1966, Sale and Supply of Alcohol (Fees) Regulations 2013, the Gambling Act 2003, the Burial and Cremation Act 1964, and the Central Hawke's Bay District Council Bylaws as set out in the Schedule of Fees and Charges 2024-2025.

Council is required under Section 103 of the Local Government Act 2002, to give notice of its fees and charges payable for the period 1 July 2024 to 30 June 2025 as part of the Revenue and Financing Policy.

This report seeks approval of Council's fees and charges for the 2024–2025 year.

### DISCUSSION

As part of the review of fees and charges, officers have considered whether Council's Revenue and Financing Policy is being met and therefore, whether a change in fees and charges was required as part of the development of the Annual Plan for 2024–2025.

For the majority of fees and charges, officers are recommending an inflationary adjustment to be made. This reflects that fees and charges are operating within the Revenue and Financing Policy bands, and some increases do not have a material impact.

Some prices reflect legislative changes rather than inflation, for example parking offences are set by the Land Transport Act, and the Waste Minimisation levy is set by the Ministry for Environment.

The activities that have had the most significant changes are:

- Solid Waste
- Room Hire – Libraries and Community Facilities
- Resource Management
- Trade Waste.

### ***Solid Waste***

The changes to Solid Waste have previously been approved at the 14 March 2024 Council meeting and came into effect from 1 May. They have just been included here for completeness.

The changes relate to each activity under Solid Waste (Transfer Station, Landfill, Kerbside Collection) now being fully costed and paying their own share of the ETS and MfE levies (Emissions Trading Scheme and Waste Minimisation/Education Levy) as well as pricing designed to set ourselves up for the introduction of weight based pricing.

It should be noted that the public dropping-off of official Council rubbish bags to the Transfer Station remains free of charge.

### ***Room Hire***

Council has recently introduced a web-based booking system for the hire of our “rentable spaces”. This has resulted in a review of the fees associated with these spaces to ensure they are affordable and consistent such as the Waipawa Library Meeting Room not currently having an hourly hire rate.

### ***Resource Management***

This activity has a new manager who has consolidated some charges, repriced others, and tidied up the descriptions to make the charges clearer and more transparent to reduce the number of complaints being dealt with.

It is noted that this is one activity that is struggling to maintain its public/private split at present. This is due to a combination of low volumes/revenues being applied to fixed costs (salaries), as well as additional costs being incurred during the transition period from one district plan to another. This is likely to continue in 2024/25 while construction and development markets remain soft. Council Officers have added inflation to their fee structure but have avoided raising fees too high in an effort to plug this gap. Such a fee based on this strategy would make Central Hawke’s Bay an expensive and unattractive district to operate in and be self-defeating in the long run.

### ***Trade Waste***

As part of the last Long Term Plan Council introduced a “Capital Contribution” component to its trade waste charges.

In accordance with its practice note for this activity Council seeks to obtain a capital contribution towards its “Current Year” capital program.



For year one of the Three Year Plan this involves the installation of a DAF unit in Waipukurau to deal mainly with Phosphorus, hence the fee for Phosphorus going from \$6.31 to \$44.49. On the flipside other waste types (like Nitrogen and Suspended Solids) receive no benefit from a DAF's treatment so their contribution is falling to \$0.00.

The measures for Trade Waste are per Kg or per m<sup>3</sup> as per the table below extracted from Council's Practice Note.

Category	Description
B14 Inorganic Suspended Solids	Payment based on the mass of inert suspended solids \$/kg
B15 Volatile Suspended Solids	Payment based on the mass of volatile suspended solids \$/k.
B16 rbBOD	Rebate for readily biodegradable biochemical oxygen demand \$/kg
B17 Volume capex (Vc)	Payment based on the volume discharged \$/m <sup>3</sup>
B18 Organic Loading capex (BODc)	Biochemical oxygen demand or chemical oxygen demand \$/kg
B19 Nitrogen capex (TNc)	Payment based on the defined form(s) of nitrogen \$/kg
B20 Phosphorus capex (TPc)	Payment based on the defined form(s) of phosphorus \$/kg
B21 Inorganic Suspended Solids capex (ISSc)	Payment based on the mass of inorganic suspended solids \$/kg
B22 Volatile Suspended Solids capex (VSSc)	Payment based on the mass of volatile suspended solids \$/kg

Council may wish to consider a change to its policy settings. Because each year the capital program can fluctuate (for example year three we are budgeting for no capex improvements, so no Capital Contribution will be applicable) the Capital Contribution can be quite volatile year to year.

By comparison, Development Contributions are based on a 10-year growth window.

The only way to avoid such swings in fees is to adopt a longer capital construction time period to be considered when setting the fee. Every three years Council develops a ten year budget, but with a higher level of confidence in delivery in years one to three. If Council wishes to review these policy settings, one option would be for the Trade Waste Capital Contribution to be set as part of adopting the Long Term Plan, and for the fee to take into account a three year view (beings years 1-3 of the Long Term Plan) and for the fee to be applicable for the same 3 year period.

If Councillors wish to make such a change, it would require updating the current Trade Waste Practice Note and Bylaw and targeted engagement with the companies producing the Trade Waste.

## RISK ASSESSMENT AND MITIGATION

Officers have been mindful to, where possible, keep increases to inflation.

However, officers have also tried to ensure that Council's Revenue and Financing Policy has been adhered to ensuring that the charges for activities follow the benefit and beneficiary of the activity, rather than falling on the general ratepayer.

Officers have also been mindful of the various pieces of legislation governing the various Council activities, to ensure that Council is in adherence with these pieces of legislation with these proposed changes.

## FOUR WELLBEINGS

Fees and Charges have been set with the affordability of the end-user and local economy in mind, while at the same time ensuring that the charges for activities follow the benefit and beneficiary of the activity, rather than falling on the general ratepayer.



Some of the fees and charges (such as those in the solid waste area) have been influenced by Central Government Policies, where New Zealand is a participant in the Paris Climate Agreement and has agreement to reduce its carbon dioxide emissions. This is being done through a Carbon Emissions Trading Scheme where polluters are being encouraged to reduce emissions through price.

## **DELEGATIONS OR AUTHORITY**

Council has the ability to set its fees and charges under the Local Government Act 2002, the Building Act 2004, the Building (Infringement Offences, Fees, and Forms) Regulations 2007, the Amusement Devices Regulations 1978, the Resource Management Act 1991, Health (Registration of Premises) Regulations 1966, Sale and Supply of Alcohol (Fees) Regulations 2013, the Gambling Act 2003, the Burial and Cremation Act 1964, and the Central Hawke's Bay District Council Bylaws.

## **SIGNIFICANCE AND ENGAGEMENT**

In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as significant because it has a material impact on the Council's abilities to deliver the services included in the Long-Term Plan.

## **NEXT STEPS**

Following the approval of the Schedule for Fees and Charges, from the 1 July 2024, the Fees and Charges will be updated on all forms and on the website.

## **RECOMMENDATION**

1. **That the Council adopts the Fees and Charges for the financial year dated 2024–2025 as set out in Attachment 1.**
2. **That Council gives notice pursuant to Section 103 of the Local Government Act 2002 of its intention to prescribe the fees payable for the period 1 July 2024 to 30 June 2025 in respect of certificates, authorities, approvals, consents, and services given or inspections made by the Council under the Local Government Act 2002, the Building Act 2004, the Building (Infringement Offences, Fees, and Forms) Regulations 2007, the Amusement Devices Regulations 1978, the Resource Management Act 1991, Health (Registration of Premises) Regulations 1966, Sale and Supply of Alcohol (Fees) Regulations 2013, the Gambling Act 2003, the Burial and Cremation Act 1964, and the Central Hawke's Bay District Council Bylaws as set out in the Fees and Charges Schedule 2024–2025.**

## Administration

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Council Chamber</b>		
<i>Non-Council organisations and clubs using the Council Chamber will be charged \$30.00 per hour with a minimum charge of \$60.00. This includes the use of the kitchen and crockery.</i>		
Minimum Charge	\$60.00	\$70.00
Hourly Charge	\$30.00	\$31.50
<b>Photocopying</b>		
<i>There is no discount if the customer supplies their own paper</i>		
A4 Single Sided per sheet	\$0.20	\$0.30
A4 Double Sided per sheet	\$0.40	\$0.60
A4 Colour Single Sided	\$1.50	\$1.50
A3 Single Sided per sheet	\$0.40	\$0.50
A3 Double Sided per sheet	\$0.80	\$1.00
A3 Colour Single Sided	\$3.00	\$3.00
A1 and A2 Scanning to USB drives only (Council Office Only)	\$10.00	\$10.00
<b>Laminating</b>		
A4 size	\$3.00	\$3.50
A3 size	\$4.00	\$5.00

## Animal Control

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Dog Registration</b>		
<i>Proportionate fees apply for dog registration from 1st August for all dogs legally required to be registered from that date and pups that turn 3</i>		
Town Dogs on or before 1 August	\$118.00	\$124.00
Town Dogs after 1 August	\$177.00	\$195.00
Responsible Dog Owner on or before 1 August	\$80.00	\$84.00
Responsible Dog Owner after 1 August	\$120.00	\$132.00
Rural Dogs on or before 1 August	\$56.00	\$59.00
Rural Dogs after 1 August	\$84.00	\$88.50
Responsible Dog Owner Property Inspection for first time Application	\$55.00	\$58.00
Working Dogs (as per Dog Control Act 1996) on or before 1 August	\$58.00	\$59.00
Working Dogs (as per Dog Control Act 1996) after 1 August	\$84.00	\$88.50
Transfer of Selected Owner Policy (Responsible Dog Owner) or more than two dogs permit from another district	\$27.00	\$29.00
Gold Card Dog Owner	\$56.00	\$59.00
Dangerous/Menacing Dog	150% of the applicable registration category	150% of the applicable registration category
Penalty for payment received after 1 August	50% of standard registration fee	50% of standard registration fee
<b>Dog Impounding</b>		
First impounding	\$80.00	\$90.00
Second impounding	\$100.00	\$110.00
Third impounding	\$140.00	\$154.00
Daily charge	\$18.00	\$20.00
After hours opening fee	\$55.00	\$61.00
Costs associated with, but not limited to, vet treatment, supplementary feeding or whelping	Actual Cost	Actual Cost
Housing dog at other facilities (if required - veterinary clinics, boarding kennels)	Actual Cost	Actual Cost
<b>Other Charges</b>		
Microchipping	\$30.00	\$50.00
Replacement tags	\$12.00	\$14.00
Collars - Large	\$12.00	\$14.00
Collars - Small	\$12.00	\$14.00

Rehoming fee	\$250.00	\$250.00
Application to keep more than two dogs	\$55.00	\$61.00
Voluntary Handover (surrender dog)	\$45.00	\$50.00
Officer time	\$130.00	\$143.00
<b>Ranging Charges</b>		
<i>Pursuant to the Impounding Act 1955</i>		
Staff attendance at incidents of stock on roads including State Highways (per hour)	\$270.00	\$540.00
Travel costs (per km)	\$1.20	\$1.20
Minimum charge	\$110.00	\$121.00
<b>Impounding fees for stock (excluding dogs)</b>		
<i>Trespass rates shall be additional and as described in the Regulation to the Impounding Amendment Act 1980.</i>		
Impounding for every animal per day	\$22.00	\$25.00
Sustenance for every animal per day	\$18.00	\$20.00
Notice to owner by advertisement[s]	Actual Cost	Actual Cost
Transport to Pound [By transport operators or other]	Actual Cost	Actual Cost
Transport to Pound [By Council]	Actual Cost	Actual Cost
Transport to Pound [By driving]	Actual Cost	Actual Cost
Minimum charge for any impounding	\$200.00	\$220.00
Minimum Charge for second and subsequent impounding of stock from same owner - additional fee	\$250.00	\$275.00
<b>Bylaws and Compliance</b>		
Attendance at bylaw breaches	\$220.00	\$242.00
Travel Costs (per km)	\$1.20	\$1.20
Minimum Charge	\$220.00	\$242.00

## Building Control

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Building Consent Information</b>		
<i>All building consent, building consent amendment, code compliance certificate and certificate of acceptance, fees are charged on an actual and</i>		
<b>Levies</b>		
Building Research Association New Zealand (BRANZ) Levy - Assessed at \$1 per \$1,000 when the project exceeds \$20,000 (value of works)	Actual cost	Actual cost
Ministry of Business Innovation and Employment (MBIE) Levy - Assessed at \$1.75 per \$1000 when the project exceeds \$65,000 (value of work)		Actual cost
<b>Consent Fees</b>		
Administration (hourly rate)	\$140.00	\$150.00
Building Consent Officer Rate (hourly rate)	\$180.00	\$200.00
Project Information Check Fee (hourly rate) - other areas of Council roading, waters, engineering, planning	\$180.00	\$200.00
Building Technician Vetting (hourly rate)	\$180.00	\$180.00
Fireplace - Free Standing (includes one inspection)	\$295.00	\$355.00
Fireplace - In Built (includes two inspections)	\$395.00	\$455.00
Marquee (includes one inspection)	\$185.00	\$185.00
Minor plumbing and drainage works - may include (but not limited to) new connections, septic tanks and effluent fields, demolition work and new swimming pool fences	Actual and reasonable costs	Actual and reasonable costs
<b>Inspection Fees (including travel)</b>		
Inspection Fee - Zone 1	\$220.00	\$230.00
Inspection Fee - Zone 2	\$230.00	\$240.00
Inspection Fee - Zone 3	\$250.00	\$270.00
Inspection Fee - Zone 4	\$280.00	\$300.00
Inspection Fee - Outside Zone 4	\$320.00	\$340.00
Issuing retrospective Code Compliance Certificate greater than 10 years old fee (charged at Building Consent Officer hourly rate)		\$200.00
<b>Administration Charges</b>		
Administration Fee - under \$5,000	\$295.00	\$0.00
Administration Fee - \$5,000 - \$80,000	\$550.00	\$300.00
Administration Fee - over \$80,000	\$750.00	\$600.00
BCA Accreditation Fee - For consents valued under \$5,000	\$70.00	\$0.00
BCA Accreditation Fee - For consents valued \$5,000 - \$10,000	\$100.00	\$50.00
BCA Accreditation Fee - For consents valued \$10,000 or over	\$155.00	\$100.00

BCA Software Fee - All Consents (excluding Fireplace consents)	\$105.00	\$170.00
Certificate of Title	\$35.00	\$35.00
<b>Miscellaneous Fees</b>		
Certificate of Public Use	\$350 deposit plus actual and reasonable cost	\$100.00
Certificate of Acceptance	\$500 deposit plus actual and reasonable cost	Actual and reasonable costs
PS2 Engineering Review	Actual and reasonable costs	Actual and reasonable costs
Notification of Section 72 (Natural Hazards) to a Certificate of Title	Actual and reasonable costs	Actual and reasonable costs plus hourly rate
Notification of Section 75 Certification (Building across 2 or more allotments) to a Certificate of Title	Actual and reasonable costs	Actual and reasonable costs plus hourly rate
<b>Building Warrant of Fitness</b>		
Building Warrant of Fitness - Annual Renewal Fee	\$180.00	\$100.00
Building Warrant of Fitness - periodic audit, update and reissue (hourly rate)	\$215.00	\$200.00
<b>Swimming Pool Fees</b>		
Compliance of existing swimming pool fences (3 yearly inspection and certificate)	\$220.00	\$275.00

## Cemeteries and Crematoria

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Cemeteries and Crematoria</b>		
<i>Fees include 'burial plot fees' plus 'interment fees' and potentially 'other cemetery fees'</i>		
<i>The sale of reserve plots is restricted to one and then only in conjunction with the burial of a member of the same family. (With each application a Those persons who have reserved plots on behalf of another person or for family members cannot reserve a further plot until the original reserved Pursuant to section 10 (4) of the Burial and Cremation Act 1964 the exclusive right of burial will lapse after sixty (60) years. All plots not used after The cost of general grounds maintenance in the cemetery including mowing plots in the lawn cemetery areas is carried out by Council and paid for</i>		
<b>Burial Plot Fees</b>		
Adult	\$875.00	\$920.00
Children under 13	No Charge	No Charge
Baby -Waipukurau Cemetery Memorial only	No Charge	No Charge
RSA Burial Plot	No Charge	No Charge
<b>Ashes Plot Fees</b>		
Lawn Ashes	\$360.00	\$380.00
Ashes Garden Plot	\$440.00	\$460.00
Ashes Family Garden Area (8 plots - where available)	\$3,200.00	\$3,360.00
Ashes Family Garden Area (10 plots- where available)	\$4,000.00	\$4,200.00
RSA Ashes Plots	No Charge	No Charge
<b>Interment Fees</b>		
Standard	\$950.00	\$1,000.00
Children under 13 and Babies	No Charge	No Charge
Ashes Interment	\$195.00	\$205.00
After hours Burial Interment fees - <i>This fee will apply to burial interments that begin after 1.00pm Saturday and 4.00pm on weekdays. There are no burial interments on Sundays or Public Holidays. This fee is additional to the interment fee.</i>	\$800.00	\$840.00
After hours Ashes Interment Fees - <i>This fee will apply to burial interments that begin after 1.00pm Saturday or anytime Sunday or public holidays and 4.00pm on weekdays. This fee is additional to the interment fee.</i>	\$525.00	\$550.00
<b>Other Cemetery Fees</b>		
Memorial Plaque on Wall - Takapau Cemetery	\$110.00	\$115.00
Monumental Permit Fee - A monumental permit is required for all new headstones and plaques, including ash garden plaques within the cemetery. It also applies to major monumental works.	\$55.00	\$60.00
The transfer of burial rights	\$55.00	\$60.00
Double depth (more than one burial where ground permits). This fee is additional to the interment fee	\$275.00	\$290.00

Breaking concrete	Actual Costs	Actual Costs
Disinterment	Actual Costs	Actual Costs
District-wide reservations (maximum of one adjoining plot at the time of interment)	200% of the current plot fee	200% of the current plot fee
Manual records search fee - per entry (per hour) plus actual costs	\$160.00	\$170.00

## Land Transport Group

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Land Transport Group</b>		
<b>Vehicle Crossings</b>		
<i>Vehicle crossings must be installed by a contractor approved by the Council. Council must approve the design and location of crossing prior to</i>		
<i>The applicant shall supply to the Council an estimate of the cost of the vehicle crossing along with a bond of 150% of the estimate prior to</i>		
<i>Bond is refundable.</i>		
<i>The vehicle crossing must be constructed within 12 months of being granted the approval to proceed or the Council will construct the crossing</i>		
<i>Extra charges will be applicable for development levies. These will be assessed on a case by case basis. Please contact Council for exact costs.</i>		
Administration Fee payable at time of Vehicle Crossing application	\$247.50	\$247.50
Bond Administration Fee	\$77.00	\$77.00
<b>Temporary Road Closure</b>		
Application	\$467.50	\$467.50
Road Inspection Staff (per inspection)	\$313.50	\$313.50
Travel Costs (per km)	\$1.20	\$1.20
Licence to Occupy - Road Reserve (Grazing the long acre) by application	N/C	N/C
<b>Livestock Crossing Permit</b>		
Application	\$231.00	\$231.00
<b>Road Stopping</b>		
Application	\$2,860.00	\$2,860.00
<b>Plans and Consents</b>		
Generic Traffic Management Plan (annual fee)	\$1,980.00	\$1,980.00
Road Inspection Staff (per inspection)	New	\$313.50
Individual Traffic Management Plan including the project or events	\$192.50	\$192.50
Work Access Permit (WAP) extension	New	\$75.00
Corridor Access Request with Traffic Management Plan (4 months)	\$467.50	\$467.50
Corridor Access Request with Traffic Management Plan (12 months)	\$1,430.00	\$1,430.00
Corridor Access Request	\$367.50	\$367.50
Generic Overweight Permit	\$302.50	\$302.50
Individual Overweight Permit	\$192.50	\$192.50
<b>Enforcement/Infringement</b>		
Corridor Access Enforcement-non notifications fees	New	\$350.00
Corridor Access Enforcement-non conformance fees	New	\$750.00
Tipping of waste in the Corridor	New	\$2,500.00

## Library Services

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Library Charges</b>		
<i>All residents of Central Hawke's Bay have free membership.</i>		
Standard Free Fiction Issue	Free	Free
Rental Book - Category A (4 weeks)	\$1.00	\$1.00
Rental Book - Category B (4 weeks)	\$0.90	\$0.90
Rental Book - Category C (4 weeks)	Free	\$0.80
Rental Book - Category D (4 weeks)	Free	\$0.70
Rental Book - Category E (4 weeks)	Free	\$0.60
<i>Rental Book Automatic Renewal Fee - Where item is not returned within issue period</i>		
Rental Book Renewal Fee - Category A (4 weeks)	\$1.00	\$1.00

Rental Book Renewal Fee - Category B (4 weeks)	\$0.90	\$0.90
Rental Book Renewal Fee - Category C (4 weeks)	Free	\$0.80
Rental Book Renewal Fee - Category D (4 weeks)	Free	\$0.70
Rental Book Renewal Fee - Category E (4 weeks)	Free	\$0.60
Magazines	\$1.00	\$1.00
Magazines - Teens and Students	Free	Free
Magazines - Older	Free	Free
Holds - up to 1 week	Free	Free
Magazine Renewal Fee	\$1.00	\$1.00
Library Request books from libraries with reciprocal agreement	\$10.00	\$10.00
Library Request books from other libraries	\$25.00	\$25.00
Books for Sale	Library Services Manager Discretion	Community & Library Services Manager Discretion
Lost books (Adults Content)	Replacement item cost plus \$5.50 processing fees	Replacement item cost plus \$5.50 processing fees
Lost books (Children's Content)	Replacement item cost only	Replacement item cost only
<b>Printing &amp; Photocopying</b>		
A4 Single Sided per sheet	\$0.20	\$0.30
A4 Double Sided per sheet	\$0.40	\$0.60
A4 Colour Single Sided	\$1.50	\$1.50
A3 Single Sided per sheet	\$0.40	\$0.50
A3 Double Sided per sheet	\$0.80	\$1.00
A3 Colour Single Sided	\$3.00	\$3.00
Scanning	Free	\$0.20
Aotearoa Peoples Network Kaharoa printing - per page (black and white)	\$0.20	\$0.20
Aotearoa Peoples Network Kaharoa printing - per page (colour)	\$0.50	\$0.50
3D Printing charged per gram	\$0.11	\$0.20
A4 size - Laminating	\$3.00	\$3.50
A3 size - Laminating	\$4.00	\$5.00
<b>DVD Rental</b>		
DVDs Set - 3 week issue	\$7.00	\$5.00
DVDs Restricted - 3 week issue	\$7.00	\$5.00
DVDs Category A - 1 week issue	\$5.00	\$4.00
DVDs Category B - 1 week issue	\$4.50	\$4.00
DVDs Category C - 1 week issue	Free	Free
DVDs Restricted - 1 week issue	\$5.00	\$4.00
School DVD's - 1 week all categories	Free	Free
<i>DVD Automatic Renewal Fee - Where item not returned within issue period</i>		
DVDs Set - 3 week issue	\$7.00	\$5.00
DVDs Restricted - 3 week issue	\$7.00	\$5.00
DVDs Category A - 1 week issue	\$5.00	\$4.00
DVDs Category B - 1 week issue	\$4.50	\$4.00
DVDs Category C - 1 week issue	Free	Free
DVDs Restricted - 1 week issue	\$5.00	\$4.00
School DVDs - 1 week all categories	Free	Free
<b>Room Hire</b>		
Waipawa Library Meeting Room - Not for Profit/Schools -per hour	New	\$8.00
Waipawa Library Meeting Room - Not for Profit/Schools -full day	New	\$40.00
Waipawa Library Meeting Room - Corporate, Commercial - per hour	New	\$16.00
Waipawa Library Meeting Room - Corporate, Commercial - full day	\$55.00	\$80.00
Te Huinga Wai: Not for Profit/Schools - Up to 15 people - per hour	\$16.00	\$9.00
Te Huinga Wai: Not for Profit/Schools - Up to 15 people - Full Day	\$55.00	\$54.00
Te Huinga Wai: Not for Profit/Schools - 15+ people - per hour	\$32.00	\$14.00
Te Huinga Wai: Not for Profit/Schools - 15+ people - Full Day	\$65.00	\$70.00
Te Huinga Wai: Corporate, Commercial - Up to 15 people - per hour	\$32.00	\$18.00
Te Huinga Wai: Corporate, Commercial - Up to 15 people - Full Day	\$86.00	\$108.00
Te Huinga Wai: Corporate, Commercial - 15+ people - per hour	\$43.00	\$28.00
Te Huinga Wai: Corporate, Commercial - 15+ People - Full Day	\$130.00	\$140.00
Te Huinga Wai: Learning and Innovation Space	Free	Free
Replacement Library Cards	\$2.50	\$2.50
Book Covering	\$4.00	\$4.00
Bond for temporary membership	\$20.00	\$20.00
Road Code Bond	\$10.00	\$10.00
Aotearoa Peoples Network Kaharoa Internet Access	Free	Free



## Licences

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Registration of Premises</b>		
<b>Annual Registration of Premises</b>		
Food premises / Food control plans	\$450.00	\$475.00
Verification Fee - Hourly Rate	\$180.00	\$190.00
Prepacked food only/low risk	\$240.00	\$260.00
Re-inspection for failure to comply / failure of CAR hourly rate	\$180.00	\$190.00
Offensive Trades: Operating under Schedule 3 of Health Act 1956	\$220.00	\$230.00
Hairdressers Registration	\$185.00	\$195.00
Cake Makers Registration	\$110.00	\$115.00
Camping Grounds	\$230.00	\$240.00
Funeral Directors	\$225.00	\$235.00
Animal Sale Yards	\$225.00	\$235.00
Transfer of Registration	\$120.00	\$125.00
Registration of event on public/open space	\$80.00	\$85.00
Street tables and chairs	\$225.00	\$235.00
Food Control Plan Registration	\$225.00	\$235.00
National Programme Registration	\$150.00	\$160.00
Food Control Plan Renewal	\$120.00	\$125.00
National Programme Renewal	\$100.00	\$105.00
<b>Other Applications</b>		
<b>Compliance and Monitoring</b>		
Complaint driven investigation resulting in issue of improvement notice by food safety officer	\$160.00	\$170.00
Application for review of issue of improvement notice	\$160.00	\$170.00
Monitoring of food safety and suitability, i.e. at an event	\$160.00	\$170.00
<b>Liquor</b>		
<i>Fees set by Regulation under Sale and Supply of Alcohol Act</i>		
<b>Other Applications</b>		
Managers Certificate Application	\$316.25	\$316.25
Temporary Authority / Temporary Licence	\$296.70	\$296.70
Permanent Club Charters annual fee	\$632.50	\$632.50
Extract from registrar	\$57.50	\$57.50
Sale of Liquor Certificate (Building)	\$75.00	\$75.00
Sale of Liquor Certificate (Planning)	\$70.00	\$70.00
District Licensing Committee Costs	Actual Costs	Actual Costs
Liquor Licensing Officer (per hour)	\$170.00	\$170.00
<b>Application Fees</b>		
Very low risk application	\$368.00	\$368.00
Low risk application	\$609.50	\$609.50
High risk application	\$1,023.50	\$1,023.50
Very high risk application	\$1,207.50	\$1,207.50
Medium risk application	\$816.50	\$816.50
<b>Annual Fees</b>		
Very low risk application	\$161.00	\$161.00
Low risk application	\$391.00	\$391.00
Medium risk application	\$632.50	\$632.50
High risk application	\$1,035.00	\$1,035.00
Very high risk application	\$1,437.50	\$1,437.50
<b>Special Licence Applications</b>		
Class 1 - 1 large event, more than 3 medium events or more than 12 small events	\$575.00	\$575.00
Class 2 - 1 to 3 medium events or 3 to 12 small events	\$207.00	\$207.00
Class 3 - 1 to 2 small events	\$63.75	\$63.75
<b>Hawkers, Pedlars, Itinerant Traders, Markets and Street Stalls</b>		
<b>Trading Licence (Public Places)</b>		
Trading in Public Places Annual Fee	\$80.00	\$85.00
Hawker/Itinerant Trader	\$55.00	\$60.00
Lease/Rent of private land or buildings	\$200.00	\$210.00
Markets - Event Organisers - seasonal	\$85.00	\$90.00

Markets - Food Stall Holder - seasonal	\$35.00	\$40.00
Street Stalls, Raffle Days, Street Collections - Non Commercial	No permit fee is required	No permit fee is required
<b>Vehicle Stands</b>		
<b>Licences For Vehicle Stands On Streets (Omnibus and Taxicabs)</b>		
Annual Rental	\$200.00	\$210.00
Application	\$115.00	\$120.00
<b>Amusement Devices and Shooting Galleries</b>		
<i>The Permit Fee for Amusement Devices is in addition to any Ground Rental etc that may be required.</i>		
<b>Amusement Devices Permit Fees</b>		
For one device, for the first 7 days of proposed operation or part thereof	\$11.50	\$11.50
For each additional device operated by the same owner, for the first 7 days or part thereof	\$2.30	\$2.30
For each device for each further period of 7 days or part thereof	\$1.15	\$1.15
Annual Fixed Amusement Facility	\$115.00	\$115.00
<b>Class 4 Gaming Licensing</b>		
<i>Pursuant to the Gambling Act 2003.</i>		
Application Fee	\$250.00	\$265.00
License Inspection Fee	\$150.00	\$160.00
<b>Skateboard and Bicycle Confiscation</b>		
Return of confiscated skateboards and bicycles	\$55.00	\$60.00
<b>Advertising Signs</b>		
<b>Hoardings and Signs</b>		
Application and Permit	As per resource consent fees	As per resource consent fees
Annual Licence Fees (per m <sup>2</sup> or part thereof per month)	\$2.00	\$2.00

## Noise Complaints

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Noise Complaints</b>		
<i>Pursuant to Section 36(1) and 36(3) of the Resource Management Act 1991, Council may require the person who is liable to pay one or more of the</i>		
<b>Noise Complaints</b>		
Seizure charge for noise emission equipment	\$220.00	\$242.00
Abatement Notice Fee	\$65.00	\$71.50

## Resource Management

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Resource Management</b>		
All fees and charges are inclusive of GST		
<b>Note:</b> A Non-Refundable lodgement fee shall be payable at the time of lodging, Resource Consent and Certificates of Acceptance, or other applications as listed in the following tables for Planning fees and charges:		
<b>Note:</b> For applications and other approvals under the Resource Management Act 1991 the following lodgement fees represent a fixed charge in terms of Section 36(1) of the Resource Management Act 1991.		
<b>Note:</b> All lodgement fees unless otherwise stated shall be subject to standard Clause 10 (Hourly Charges) where the costs exceed the lodgement fee		
<b>Note:</b> Where inspections or site visits are necessary in addition to the normal requirements, these will be charged at the applicable hourly rate. Any costs incurred through the engagement of external expertise will be charged to the applicant at cost.		
<b>Note:</b> In respect of any charges under the Resource Management Act 1991, hourly rates, vehicle rates and payment of balance/refund and penalties set out in this schedule shall be applicable to any additional charge payable in terms of Section 36(5) of the Act, where the actual and reasonable costs incurred exceed the fixed charge paid.		

**Note:** Provided that for resource consents, private plan changes and any other application requiring notification, advertising, photocopying and postage costs incurred in public notification, agenda preparation and agenda distribution shall be charged at cost as disbursements.

**Note:** Development Contributions may be payable in accordance with Councils Development Contribution Policy. These will be assessed on a case by case basis. Please contact Council for exact costs.

<b>Land Use Lodgement Fee (Plus Actual and Reasonable Costs)</b>		
Deemed Permitted Boundary Activity (s87AAB)	\$400.00	\$500.00
Controlled Activity	\$1,000.00	\$1,300.00
Restricted Discretionary Activity	\$1,500.00	\$1,800.00
Discretionary Activity	\$2,000.00	\$2,300.00
Non-Complying	\$2,500.00	\$2,800.00
Variation of Conditions of Consents (s127)	\$1,500.00	\$1,800.00
Limited Notified Applications	\$5,000.00	\$7,500.00
Public Notified Applications	\$10,000.00	\$15,000.00
Extension of Time application (s125)	\$1,000.00	\$1,300.00
Urgent - Non-notified consents only - issued within 10 working days (conditions apply, and applications will only be accepted on a case-by-case basis at the Resource Consent Managers Discretion.)		Twice the normal fee and charge rate
<b>Subdivisions Lodgement Fee (Plus Actual and Reasonable Costs)</b>		
Controlled	\$1,500.00	\$1,800.00
Restricted Discretionary	\$2,000.00	\$2,300.00
Discretionary	\$2,500.00	\$2,800.00
Non-Complying	\$3,500.00	\$3,800.00
Limited Notified Applications	\$5,000.00	\$7,500.00
Public Notified Applications	\$10,000.00	\$15,000.00
Variation of Conditions of Consent (s127)	\$1,500.00	\$1,800.00
Extension of Time Application (s125)	\$1,000.00	\$1,300.00
Subdivision Compliance Fee - 1-4 Lots (s223 and/or s224)	\$650.00	\$650.00
Subdivision Compliance Fee - 5 or more lots (s223 and/or s224)	\$1,500.00	\$1,500.00
Certification Fee (consent notices, demalgamation certification, cancellation of easement, esplanade etc.) Per Certificate	\$250.00	\$350.00
Engineering approval for section 224 - 1-4 lots	\$500.00	\$550.00
Engineering approval for section 224 - 5 or more lots	\$800.00	\$850.00
ROW application (S348 LGA)	\$700.00	\$1,000.00
Property file creation (Payable at 223/224 application) Per new lot	\$80.00	\$90.00
<b>Miscellaneous Lodgement Fee (Plus Actual and Reasonable Costs)</b>		
Certificate of Compliance (s139)	\$1,000.00	\$1,100.00
Certificate of Existing Use Rights (s139A)	\$1,000.00	\$1,400.00
Outline Plan of Works (s176A)	\$1,500.00	\$1,500.00
Outline Plan Waiver	\$500.00	\$700.00
Travel Costs (per km)	\$1.20	\$1.20
Sale of Liquor Certificate (RMA)	\$140.00	\$180.00
Project Information Memoranda	\$370.00	\$400.00
Land Information Memoranda - ten (10) working days (Residential Property)	\$350.00	\$400.00
Land Information Memoranda (Commercial)	\$625.00	\$700.00
Certificate of Title	\$35.00	\$40.00
Property File Request	\$35.00	\$50.00
Objection of RMA decisions (Section 357) (Deposit)	\$1000 lodgement fee plus actual and reasonable charges*	\$1,500.00
<b>Charge out rates per hour</b>		
Administration	\$150.00	\$150.00
Planner	\$180.00	\$190.00
Senior Planner	\$195.00	\$205.00
Principal Planner		\$220.00
Manager	\$210.00	\$240.00
Engineers	Actual and reasonable costs*	\$230.00
Consultant Fee - Consultant and specialist fees including but not limited to: Expert evidence/advice, external consultants, provision of external legal advice, external peer reviews	Actual and reasonable costs*	Actual Costs
<b>Administrative Charges</b>		
Bond Administration Fee	\$200.00	\$800.00
Supply of documents	Photocopying Costs	Photocopying Costs
<b>District Plan Charges</b>		
Private Plan Change (plus actual and reasonable costs)	\$15,000.00	\$20,000.00

Designation (notified)		\$15,000.00
Designation (new and alterations, non-notified) (plus actual and reasonable costs)	\$3,000.00	\$3,000.00
Heritage Orders (plus actual and reasonable costs)	\$1,500.00	\$1,500.00
District Plan (including Planning Maps) Electronic	\$50.00	\$50.00
District Plan (including Planning Maps) Hardcopy	Actual and reasonable costs	Actual and reasonable costs

## Parking Fees

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Parking Fees</b>		
<i>Fixed by the Land Transport Act (Schedule B, Part 1 - Offences parking wardens may enforce)</i>		
Not more than 30 minutes but less than an hour	\$12.00	\$12.00
More than 30 minutes, but less than 1 hour	\$15.00	\$15.00
More than 1 hour, but less than 2 hours	\$21.00	\$21.00
More than 2 hours, but less than 4 hours	\$30.00	\$30.00
More than 4 hours, but less than 6 hours	\$42.00	\$42.00
More than 6 hours	\$57.00	\$57.00
Unlawfully on disability carpark	\$150.00	\$150.00
Parking on or within 6 metres of an intersection	\$60.00	\$60.00
Parking on or near a pedestrian crossing	\$60.00	\$60.00
Parking on broken yellow lines	\$60.00	\$60.00
Double Parking	\$60.00	\$60.00
Inconsiderate Parking	\$60.00	\$60.00
Parking on a clearway	\$60.00	\$60.00
Parking on a bus-only lane	\$60.00	\$60.00
All other parking offences	\$40.00	\$40.00
<b>Towage Fees</b>		
<i>The towage fees as set out in the Transport (Tow Fees) Notice 2004 are:</i>		
Where the vehicle gross weight does not exceed 3500kgs - Between hours of 0700 and 1800 Monday to Friday (other than Public Holiday)	\$53.67	\$53.67
Where the vehicle gross weight does not exceed 3500kgs - Between hours of 0700 and 1800 Monday to Friday any other time	\$71.56	\$71.56
Where the vehicle gross weight exceeds 3500kgs - Between hours of 0700 and 1800 Monday to Friday (other than public holidays)	\$132.89	\$132.89
Where the vehicle gross weight exceeds 3500kgs - Between hours of 0700 and 1800 Monday to Friday any other time	\$204.44	\$204.44

## Recreation and Community Facilities Group

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Parks and Reserves</b>		
<b>Russell Park</b>		
Changing Rooms (per season)	\$250.00	\$262.50
Junior Codes (all - per season)	No Charge	No Charge
Senior Codes (all - per season)	\$250.00	\$262.00
<b>Districtwide Parks</b>		
Casual hire - field/area (per day) major codes (additional games, tournaments etc), social clubs, service clubs, schools	\$80.00	\$84.00
Overnight groups (excluding children or youth groups)	\$160.00	\$0.00
Key Bond	\$100.00	\$168.00
Commerical Event Fee and Bond (eg circus) \$1000 total, \$500 refundable bond after event	\$1,000.00	\$1,000.00

Special Opening or Closing of Gate	\$75.00	\$78.00
Rubbish Bin Supply and Removal per bin	\$12.00	\$12.50
Other Service required including reline marking, cleaning, rubbish removal - actual cost per hour including vehicle	\$60.00	\$63.00
Wedding Ceremonies	No Charge	No Charge
<i>Fees may be waived, on a case by case basis, for youth events or not for profit/community events, at the discretion of the Open Spaces Manager.</i>		
<i>For permits issued for a one week period between the 20th December and 6th February each summer. At all other times no fee applies.</i>		
Booking Administration Fee	\$40.00	\$0.00
<b>Central Hawke's Bay Municipal Theatre</b>		
<b>Gwen Malden Concert Chambers</b>		
<b>- Stephenson Transport Auditorium &amp;</b>		
<b>All Facility Hires will receive a proposal which details inclusions for the booking.</b>		
<b>*To receive a proposal, enquire via the facility website <a href="http://www.chbtheatre.co.nz">www.chbtheatre.co.nz</a></b>		
<b>*A minimum charge of 3 hours applies to hourly venue rental.</b>		
<b>*Kitchen hire is additional to venue rental and includes the use of 'in-house' cutlery, crockery, cookware &amp; serveware.</b>		
<b>*Catering Equipment not included - Price list available on request.</b>		
<b>*Community and Library Services Manager has the discretion to negotiate fees and charges for events, catering and other beverages as required.</b>		
<b>Multi Space (Large Venue)</b>		
Multi Space - Premium: Auditorium Floor & Stage/ Concert Chambers Floor & Stage/ Dress	\$160.00	\$170.00
Multi Space - Advanced: Auditorium Floor & Stage/ Concert Chambers Floor & Stage/ Dress Circle OR Backstage Dressing Rooms - Community Rate PER HOUR	\$135.00	\$140.00
Multi Space - Standard: Auditorium Floor & Stage/ Concert Chambers Floor & Stage - Community Reduced Rate PER HOUR	\$110.00	\$115.00
Multi Space - Floor Only: Auditorium Floor / Concert Chambers Floor - Community Rate PER HOUR	\$85.00	\$90.00
Multi Space - Premium: Auditorium Floor & Stage/ Concert Chambers Floor & Stage/ Dress Circle & Backstage Dressing Rooms - Community Rate FULL DAY	\$965.00	\$1,010
Multi Space - Advanced: Auditorium Floor & Stage/ Concert Chambers Floor & Stage/ Dress Circle OR Backstage Dressing Rooms - Community Rate FULL DAY	\$860.00	\$900
Multi Space - Standard: Auditorium Floor & Stage/ Concert Chambers Floor & Stage - Community Rate FULL DAY	\$750.00	\$780
Multi Space - Floor Only: Auditorium Floor / Concert Chambers Floor - Community Rate FULL DAY	\$645.00	\$680
Multi Space - Premium: Auditorium Floor & Stage/ Concert Chambers Floor & Stage/ Dress Circle & Backstage Dressing Rooms - Corporate/ Private Function PER HOUR	\$240.00	\$250.00
Multi Space - Advanced: Auditorium Floor & Stage/ Concert Chambers Floor & Stage/ Dress Circle OR Backstage Dressing Rooms - Corporate/ Private Function PER HOUR	\$215.00	\$225.00
Multi Space - Standard: Auditorium Floor & Stage/ Concert Chambers Floor & Stage - Corporate/ Private Function PER HOUR	\$190.00	\$200.00
Multi Space - Floor Only: Auditorium Floor / Concert Chambers Floor - Corporate/ Private Function PER HOUR	\$160.00	\$170.00
Multi Space - Premium: Auditorium Floor & Stage/ Concert Chambers Floor & Stage/ Dress Circle & Backstage Dressing Rooms - Corporate/ Private Function FULL DAY	\$1,610.00	\$1,610.00
Multi Space - Advanced: Auditorium Floor & Stage/ Concert Chambers Floor & Stage/ Dress Circle OR Backstage Dressing Rooms - Corporate/ Private Function FULL DAY	\$1,500.00	\$1,570.00
Multi Space - Standard: Auditorium Floor & Stage/ Concert Chambers Floor & Stage - Corporate/ Private Function FULL DAY	\$1,290.00	\$1,350.00
Multi Space - Floor Only: Auditorium Floor / Concert Chambers Floor - Corporate/ Private Function FULL DAY	\$1,070.00	\$1,120.00
<b>Gwen Malden Chambers (Smaller Venue)</b>		
Standard: Floor and stage - Community Rate PER HOUR	\$43.00	\$60.00
Standard: Floor and stage - Community Rate FULL DAY	\$270.00	\$395.00
Standard: Floor and stage - Corporate/ Private Function PER HOUR	\$90.00	\$105.00
Standard: Floor and stage - Corporate/ Private Function FULL DAY	\$750.00	\$785.00
<b>Pack-In/Pack-Out</b>		
Pack-In/Pack-Out Half-Day	\$135.00	\$145.00
Pack-In/Pack-Out Full Day	\$270.00	\$280.00
Backstage Change Rooms (ideal for weddings) per hire	\$35.00	\$60.00
<b>Kitchen Hire</b>		
Community Rate PER HOUR	New	\$20.00
Corporate/ Private Function PER HOUR	\$30.00	\$40.00
<b>Equipment Hire</b>		

Large Screen & Rear Projector (3m x 2m)	\$160.00	\$170.00
Round Tables (1.5m diameter) with table cloths	\$25.00	\$30.00
Trestle Tables with table cloths	\$20.00	\$25.00
Table Cloths	\$13.00	\$15.00
Plastic Chairs (outdoors) each	New	\$5.00
<b>Decorative Hire</b>		
Red carpet runner	\$65.00	\$70.00
Ivy wall (Full Wall = 4 Panels)	\$375.00	\$375.00
Ivy Wall (Per Panel)	New	\$100.00
Artificial Turf (1m x 3m) - Per section	New	\$15.00
Indoor Fairy Lights (50m)	New	\$60.00
Festoon lights - Outdoor Patio Lighting	New	\$80.00
Wagner - Upright Piano	New	\$150.00
<b>Food &amp; Beverage - Price list available on request</b>		
<b>Waipukurau War Memorial Hall</b>		
Half Day - Community Rate	\$35.00	\$40.00
Full Day - Community Rate	\$75.00	\$80.00
Half Day - Commercial Rate	\$75.00	\$80.00
Full day - Commercial Rate	\$150.00	\$160.00
<b>Retirement Housing</b>		
<i>Note: Residential rents are GST exempt supplies and therefore do not include GST.</i>		
<i>These fees will be effective from October 2024, being not less than 12 months from the previous increase.</i>		
<i>Retirement housing rentals have been included in the Fees and Charges Schedule purely for review and information purposes. They do not form</i>		
<i>New tenancies that occur during the year, may be negotiated at rentals which exceed the below</i>		
<i>Rentals are reviewed annually</i>		
<i>Residential Rents are GST exempt supplies and therefore do not include GST</i>		
<b>Wellington Road Waipukurau (per week)</b>		
Single Occupancy	\$234.00	\$246.00
Married Occupancy	\$250.00	\$263.00
<b>Kingston Place Waipawa or Ruahine Place Waipukurau (per week)</b>		
Single Occupancy	\$218.00	\$229.00
Married Occupancy	\$234.00	\$246.00

## Solid Waste Group

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Refuse and Greenwaste</b>		
<i>The following conditions apply to all trade refuse users of the landfill and transfer stations:</i>		
<i>The disposal of Special wastes (as defined in the landfill management plan) at the landfill requires the Waste Generator to complete the "Special Waste Questionnaire" and "Waste Profile Declaration". Special waste will be only accepted after Council's approval of the application.</i>		
<i>Hazardous waste, Prohibitive waste and Trade waste (as defined in Council's Solid Waste Bylaw) will not be accepted at Council facilities.</i>		
<i>Council will invoice commercial users at appropriate intervals. The assessment of volumes of refuse for charging will be based on the volume of refuse in the vehicle, not the compacted volume in the landfill. Council's assessment of volumes will be final.</i>		
<i>Unless agreed with Council NO truckloads of trade refuse or loads of clean fill greater than 0.2m. Such loads may be accepted at the landfill and will be charged for separately at the landfill charge.</i>		
<i>Unless agreed with Council or the landfill operator no after hour access is allowed to the landfill or transfer stations. No keys to the landfill or transfer stations will be issued.</i>		
<i>Special/Difficult Refuse is waste that is bulky, lightweight or requiring immediate burying due to containing offensive odour, or is easily windblown, attractive to vermin, has health implications, contains asbestos, or as required by the Council or landfill operator.</i>		
<i>*Based on \$60 Waste Levy (excluding GST) and Carbon Credit (GST exempt). These prices are subject to change during the year based on third party pricing. Please note: Carbon Credit price from July 1st is \$78.20</i>		
Landfill (minimum charge of 0.75 a tonne) plus Waste Levy and Carbon Credits	\$129.50	\$140.60
Standard Refuse (per tonne) plus Waste Levy + Carbon Credits	\$172.50	\$187.50
Special/Difficult Refuse (per tonne)	Actual Costs of disposal or standard refuse rate charge	Actual Costs of disposal or standard refuse rate charge



Asbestos (per tonne) plus waste levy and carbon credits	\$390 (old price included waste levy and carbon credits)	\$257.80
Expanded polystyrene (EPS) / Poly Panel	\$1,550.00	\$1,550.00
<b>Transfer Station - Refuse</b>		
Car - boot only	\$14.00	\$16.00
Car - boot and back seats	\$28.00	\$32.00
Car - SUV or station wagon boot only	\$16.00	\$18.00
Car - SUV or station wagon and back seats	\$32.00	\$36.00
Utilities and Vans/People movers (Not courier vans)	\$36.00	\$52.00
Utilities and Vans/People movers (Not courier vans) 1/2 FULL	\$18.00	\$26.00
Trailers up to 2.2m long (6-7ft long) with no cage	\$36.00	\$52.00
Trailers up to 2.2m long (6-7ft long) with no cage 1/2 FULL	\$18.00	\$26.00
Trailer up to 2.2m long (6-7ft long) with cage	\$72.00	\$86.00
Trailer up to 2.2m long (6-7ft long) with cage 1/2 FULL	\$36.00	\$43.00
Trailer between 2.2m to 3.05m long with no cage	\$61.25	\$60.00
Trailer between 2.2m to 3.05m long with no cage 1/2 FULL	\$30.62	\$30.00
Trailer between 2.2m to 3.05m with cage	\$84.00	\$100.00
Trailer between 2.2m to 3.05m with cage 1/2 FULL	\$42.00	\$50.00
Trailers over 4m long, Flat Deck Truck up to 4.8m long, Courier Vans with Seats removed or Trailers over 4m with a cage	\$125.00	\$150.00
Trailers over 4m long, Flat Deck Truck up to 4.8m long, Courier Vans with Seats removed or Trailers over 4m with a cage 1/2 Half Full	\$62.50	\$75.00
Other Truck	Landfill or pre agreed measured m³ rate	Landfill or pre agreed measured m³ rate
Per cubic metre (compacted)	\$126.25	\$160.00
Per cubic metre (not compacted)	\$60.00	\$80.00
NOTE: Vehicle and Trailer	Charged for both individually	Charged for both individually
NOTE: Mixed loads	Charged at refuse rate	Charged at refuse rate
NOTE: Car Bodies (not accepted)	CHBDC's scrap metal partner	CHBDC's scrap metal partner
Concrete/Bricks/Soil/Dirt (per cubic metre)	\$100.00	\$150.00
Wood (per cubic metre)	\$100.00	\$100.00
Gas Bottles/Canisters	\$5.00	\$5.00
Bicycles	No Charge	No Charge
<b>Transfer Station - Greenwaste</b>		
Car - Boot only	\$8.00	\$10.00
Car - boot and back seats	\$16.00	\$20.00
SUV or Station wagon boot only	\$9.00	\$11.00
SUV or Station Wagon boot and back seat/s	\$18.00	\$22.00
Utilities and Vans	\$20.00	\$24.00
Utilities and Vans 1/2 Full	\$10.00	\$12.00
Trailers up to 2.2m long (6-7ft long) with no cage	\$20.00	\$24.00
Trailers up to 2.2m long (6-7ft long) with no cage 1/2 FULL	\$10.00	\$12.00
Trailers up to 2.2m long (6-7ft long) with cage	\$40.00	\$46.00
Trailers up to 2.2m long (6-7ft long) with cage 1/2 FULL	\$20.00	\$23.00
Trailers between 2.2m to 3.05m long (8-10ft long) with no cage	\$23.00	\$28.00
Trailers up to 2.2m long (6-7ft long) with cage 1/2 FULL	\$11.50	\$14.00
Trailer between 2.2m to 3.05m long (8-10ft long) with cage	\$46.00	\$52.00
Trailer between 2.2m to 3.05m long (8-10ft long) with cage 1/2 FULL	\$26.00	\$26.00
Flat Deck Truck to 4.8m long, Courier vans with seats removed or Trailers over 3.05m with/without cage	\$60.00	\$70.00
Flat Deck truck to 4.8m long, Courier vans with seats removed or Trailers over 3.05m with/without cage 1/2 FULL	\$30.00	\$35.00
Flat Deck Truck	Measured m3 rate Must go direct to composting facility	Measured m3 rate Must go direct to composting facility
Other Truck		
Greenwaste per cubic metre	\$36.00	\$42.00
<b>Electronic Waste - ONLY AT WAIPUKURAU TRANSFER STATION)</b>		
Television (Old)	\$40.00	\$40.00
Television (flat screen)	\$25.00	\$10.00

Monitor (old)	\$20.00	\$22.00
Monitor (new flat screen)	\$16.00	\$5.00
Printer/Scanner (small)	\$20.00	\$20.00
Printer/Scanner (large)	\$50.00	\$50.00
Laptops and Tablets	No Charge	No Charge
Photocopier Small/Medium	\$50.00	\$50.00
Photocopier Large	\$75.00	\$75.00
Small Appliances/Drills/Alarm Clocks/Cameras	No Charge	No Charge
Heaters/Fans	No Charge	No Charge
Vacuums	No Charge	No Charge
Microwaves	No Charge	No Charge
DVD/VCR players	No Charge	No Charge
Stereo Systems and Gaming Consoles	No Charge	No Charge
Stereo Speakers per unit	No Charge	No Charge
Keyboards and Docking Stations	No Charge	No Charge
Washing Machines/Dryers/Dishwashers	\$30.00	\$10.00
General Furniture items	No Charge	No Charge
Fridges/Freezers	\$45.00	\$18.00
Stoves	\$30.00	\$10.00
Electric Bike Batteries/UPS	\$30.00	\$20.00
<b>Paint/Oil/Batteries (paint up to 4 litre can) - ONLY AT WAIPUKURAU TRANSFER STATION</b>		
Paint/Oil (up to 4 litre can).	Free for residential quantities. No commercial quantities taken	Free for residential quantities. No commercial quantities taken
<b>Tyre Disposal</b>		
Car	\$10.00	\$10.00
Motorcycle	\$10.00	\$10.00
4x4	\$15.00	\$15.00
Truck	\$20.00	\$20.00
Tractor	\$50.00	\$50.00
Tyres on rims	2x individual tyre charge	2x individual tyre charge
<b>Refuse bags / Recycling bin Charges</b>		
Refuse Bag - 35 litre - Recommended Retail Price	\$2.60	\$3.10
Refuse Bag - 60 litre - Recommended Retail Price	\$3.10	\$3.60
Refuse Bag 35 litre (Box of 500)	\$1,175.00	\$1,400.00
Refuse Bag 60 litre (Box of 500)	\$1,350.00	\$1,650.00
Recycling Bin	\$30.00	\$35.00
<b>Unauthorised Dumping</b>		
<i>Council may prosecute persons caught dumping rubbish unlawfully.</i>		
Staff time for investigating and clearing per hour	\$160.00	\$180.00
Travel Costs (per km)	\$1.20	\$1.20
Minimum Charge	\$200.00	\$250.00

## Wastewater (Sewerage) Group

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Sewerage</b>		
<b>New Connections</b>		
<i>Sewerage connections must be installed by a contractor approved by the Council for the installation of sewerage connections. Connections at the Extra charges will be applicable for development levies. These will be assessed on a case by case basis. Please contact Council for exact costs.</i>		
Application fee	\$145.00	\$155.00
Installation Administration fee	\$200.00	\$210.00
Installation Quality Assurance/ per hour	New	\$75.00
Inspection fee	\$145.00	\$155.00
New Connections	Contractors cost	Contractors cost
Disconnections and Reconnections	Contractors cost	Contractors cost
Reconnection following Council imposed disconnection	Contractors cost	Contractors cost
<b>Existing Connections</b>		
<i>Work and repair to existing connections to Council sewer main. All physical work associated with repair at applicant's expense.</i>		
Inspection fee	\$145.00	\$155.00

<b>Discharge of Trade Waste</b>		
<i>Charges for the discharge of Trade Waste and conditions thereof are recovered under the Central Hawke's Bay District Council Trade Waste Bylaw</i>		
A1 Connection Fee	\$370.00	\$390.00
A2 Compliance Monitoring	\$145.00	\$155.00
A3 Disconnection Fee	\$370.00	\$390.00
A4 Discharge Registration Fee	\$290.00	\$305.00
A5 Discharge Registration Fee	\$145.00	\$155.00
A6 Reinspection Fee	\$145.00	\$155.00
<b>Administration Charges</b>		
Tankered Waste Annual Administration Charge	\$290.00	\$305.00
Conditional Annual Administration Charge	\$435.00	\$460.00
<b>B Trade Waste Charges</b>		
B1 volume	\$0.30	\$0.32
B2 Inert Suspended Solids	\$2.19	\$2.32
B3 Organic Suspended Solids	\$0.30	\$0.32
B4 Biochemical Oxygen Demand	\$2.28	\$2.41
B5 Total Nitrogen	\$3.41	\$3.61
B6 Total Phosphorus	\$11.31	\$11.97
<b>B13 Capital</b>		
B17 Volume capex (Vc)	\$2.36	\$1.62
B18 Biochemical Oxygen Demand capex (BODc)	\$1.44	\$1.22
B19 Total Nitrogen capex (TNc)	\$2.62	\$0.00
B20 Total Phosphorus capex (TPc)	\$6.31	\$44.49
B21 Inert Suspended Solids capex (ISSc)	\$0.03	\$0.00
B22 Organic Suspended Solids capex (OSSc)	\$0.14	\$0.00
<b>Tankered Waste</b>		
Tankered Wastes (\$/L)	\$0.02	\$0.02
<b>Other Wastewater Services Charges</b>		
Wastewater service locate / hour	\$320.00	\$340.00

## Storm Water Group

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Storm Water</b>		
<b>New Connections</b>		
<i>Storm water connections must be installed by a contractor approved by the Council for installation of storm water connections. Connections at the</i>		
<i>Connections to a Council piped stormwater system will incur an installation Administration fee</i>		
Application fee	\$145.00	\$155.00
Inspection fee	\$145.00	\$155.00
Installation Administration fee	\$200.00	\$210.00
Installation Quality Assurance/ per hour	New	\$75.00
<b>Existing Connections</b>		
<i>Work and repair to existing connections to Council's storm water drain, kerb and channel, or open drain. All physical work associated with repair</i>		
Inspection fee	\$145.00	\$155.00

## Water Services Group

All fees and charges are inclusive of GST (except as noted \*).

	Current Fee	Next Year Fee
<b>Water Supply</b>		
<i>Extraordinary users may be charged by private arrangement with Council.</i>		
<i>Quarterly water billing will apply for metered water users.</i>		
<i>Extra charges will be applicable for development levies. These will be assessed on a case by case basis. Please contact Council for exact costs.</i>		
Tankered water (taken from standpipes) per m <sup>3</sup>	\$4.15	\$4.39

Water to metered properties per m³	\$2.95	\$3.12
<b>Common Charges</b>		
<i>Water Connections from the Council main, to and including the toby and/or meter manifold must be installed by a contractor approved by Council</i>		
Application fee	\$145.00	\$155.00
Inspection fee	\$145.00	\$155.00
Installation Administration fee	\$200.00	\$210.00
Installation Quality Assurance/ per hour	New	\$75.00
Debt Recovery - hourly rate	\$145.00	\$155.00
Restrictor Fee (Plus actual costs)	\$135 plus actual costs	\$145 plus actual costs
Installation of testable Backflow Preventer	Contractors Cost	Contractors Cost
Maintenance and Annual Testing Fee	Contractors Cost	Contractors Cost
Disconnections and Reconnections	\$775.00	\$820.00
Reconnection following Council imposed disconnection	\$390.00	\$410.00
New Connections	Contractors Cost	Contractors Cost
<b>Other Water Services Charges</b>		
Water Service locates at / hour rate	\$145.00	\$155.00
Meter testing	\$290.00	\$305.00
Operational assistance / hour. Minimum charge 1 hour	\$70.00	\$75.00
Technical services / hour	\$145.00	\$155.00
Water Service located at / hour rate	\$145.00	\$155.00

## **7.5 THREE YEAR PLAN 2024-2027 UPDATE**

### **File Number:**

**Author:** Lisa Harrison, LTP Programme Manager

**Authoriser:** Dylan Muggeridge, Acting Chief Executive

**Attachments:** Nil

### **RECOMMENDATION**

**That the report be noted.**

### **PURPOSE**

The purpose of this report is to provide an update on the Three Year Plan 2024–2027, focused on next steps following on from hearing of submissions on 22 May 2024, and in preparation of deliberations being held on 30 May 2024.

### **SIGNIFICANCE AND ENGAGEMENT**

This report is provided for information purposes only and has been assessed as of some significance noting the Three Year Plan's overall importance.

### **BACKGROUND**

As mentioned at the Council meeting held on 18 April 2024, Council has made significant progress on its Three Year Plan 2024–2027, achieving a significant milestone at its meeting on 10 April 2024, adopting the Three Year Plan Consultation Document and supporting information to enable public consultation to run from 10 April – 12 May 2024 closing at 11.59pm.

At time of finalising this paper we had received 281 submissions. Of those 21 wanted to seek to their submission. Officers are currently reviewing each submission and providing officer responses which will help inform the deliberations of the Three Year Plan on 30 May 2024. Furthermore, hearings on the 3YP took place on Wednesday 22 May 2024.

### **DISCUSSION**

This section of the report provides an update on the consultation and engagement process.

#### **Consultation and Engagement**

As noted in the previous report on 18 April, our focus in relation to consultation was to ensure that we were consistent with what was outlined with Elected Members through previous workshops and updates through Council Meetings.

#### **Q & A Facebook Lives**

Of the two Q & A Facebook lives, we had varied numbers attend each session, with the highest number of attendees, being 27 on 20 April 2024, with multiple comments and questions which were either answered at the time of the live session or were followed up by our communications team to provide further detail.

## Cuppa with a Councillor

Of the four Cuppa with a Councillor sessions, we had a varied number of community members attend each session with the highest attendance rate of 27 at our Cuppa with a Councillor on 20 April 2024 held at Te Huinga Wai. The majority of the feedback received from these sessions were in relation to reduction of library hours and closing of the transfer stations. Alongside this we also had feedback around the need to continue to invest in infrastructure e.g., roading and waters.

## Social Media Campaign

Our focus was to provide key information around the four trade-off areas and what each option within these trade-off areas meant, alongside what other consultation matters we wanted to hear feedback on.

We also had key messaging around where people could have their say and where they could come and speak to an Elected Member in person via one of our Cuppa with a Councillor sessions or via one of our Q & A Facebook lives.

Through our social media campaign, we had 26 posts on Facebook and 15 posts on Instagram. Total estimated reach from these posts is 20,556. See the breakdown below:

Area	Reach
Waipukurau	3,590
Waipawa	3,378
Tikokino	4,125
Takapau	3,359
Otāne	4,551
Ongaonga	4,058
Pourerere	3,470
Pōranghau	3,425
Kairakau	2,127
Argyll	2,070
Ashley Clinton	1,772
Elsthorpe	2,374
Central Hawke's Bay	6,903

## Direct Email

A total of 713 recipients from key stakeholder groups including received an email to advise that the consultation period had opened for the Three Year Plan, some key information around the challenges and four key trade-off areas, as well as information around what other consultation matters and where they could have their say.

## Community Meetings

Part of the approach for this year's consultation was to seek to engage more directly through local community meetings or activities that are already occurring, rather than seeking out new opportunities. Through the direct email approach, we offered to come and speak to community groups during the consultation period. The following groups asked Elected Members to come and have a chat:



- Waipukurau Rotary Club
- Older Persons Network
- Disability Network
- Pakeke Centre
- EPIC Youth Council
- Kahui Meeting.

### **Key Themes**

Key themes emerging are:

- **Affordability** – those on fixed incomes in particular are not going to be able to afford to pay rates.
- **Transfer Stations** – retaining transfer stations.
- **Libraries** – keeping the library hours at their current level of service.
- **Land Transport** – procurement and contract management, “do the job once, do the job right”.
- **Tukituki Swingbridge** – proceeding with the rebuild of the Tukituki Swingbridge earlier than year 3 as proposed in the Three Year Plan.
- **Other Funding Options** – continuing to explore other funding options, including continuing to lobby Central Government.
- **Essential Services Focus** – Council to continue focussing on essential services only.
- **Levels of Service** – to look at reducing levels of service in key areas of council focussing on operational areas e.g berm mowing.
- **Investment in Drinking Water, Wastewater and Stormwater** – the need to invest in core infrastructure.

### **Programme timeline**

The key project milestones are listed in the table below.

Activity	Date
Consultation Closed	Sunday, 12 May 2024 – 11.59pm
Hearings	Wednesday, 22 May 2024, 23 May 2024 also, if required
Deliberations	Thursday, 30 May 2024
Adoption of Three Year Plan 2024–2027	13 June 2024
Striking of the Rate (if not earlier)	27 June 2024

While the fees and charges for the 2024–2025 year are not part of the consultation process, they have been workshopped with Council on 18 April 2024 prior to coming to Council for adoption on 23 May 2024.

### **IMPLICATIONS ASSESSMENT**

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

- Council staff have delegated authority for any decisions made.
- Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter.
- Any decisions made will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
- Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan.
- Any decisions made are consistent with the Council's plans and policies; and
- No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council or would transfer the ownership or control of a strategic asset to or from the Council.

## **NEXT STEPS**

The next key milestones associated with the Three Year Plan 2024–2027 have been outlined earlier in this report. While the consultation period has now closed, and hearing of submissions have been held on 22 May 2024, our focus is now on providing fulsome deliberation reports which enable elected members to make the hard decisions on behalf of the community.

Deliberations are set to be held for 30 May 2024, ahead of Council's meeting of 13 June 2024, where it is scheduled, that Council will adopt the Three Year Plan 2024–2027.

Officers will continue to update the Elected Members on any major updates or changes that come to hand.

### **RECOMMENDATION**

**That the report be noted.**

**7.6 REPORTS FROM JOINT COMMITTEES JANUARY - MARCH 2024****File Number:****Author:** Annelie Roets, Governance Lead**Authoriser:** Dylan Muggeridge, Acting Chief Executive**Attachments:** 1. 11 March 2024 - Minutes of Climate Action Joint Committee [↓](#)**Purpose**

This report presents the minutes of the following Joint Committee for Council's noting:

1. 11 March 2024 – Climate Action Joint Committee minutes.

**RECOMMENDATION**

**That the Minutes from the Climate Action Joint Committee held on 11 March 2024 be received.**



## Unconfirmed

### Minutes of a meeting of the Climate Action Joint Committee

<b>Date:</b>	11 March 2024
<b>Time:</b>	1.00pm
<b>Venue:</b>	Napier War Memorial Large Exhibition Hall Marine Parade, NAPIER
<b>Present:</b>	Cr H Ormsby (HBRC) – Chair Cr H Browne (NCC) – Deputy Chair Cr A Brosnan (NCC) Cr X Harding (HBRC) M Hazel (Hineuru Iwi Trust) Mayor S Hazlehurst (HDC) P Kelly – HBRC Māori Committee representative N Kerekere (Ngati Ruapani ki Waikaremoana) R Maaka – HBRC Māori Committee representative M McIlroy (Tātau Tātau o Te Wairoa) Cr R Thomas (WDC) T Thornton (Ngati Pahauwera Development Trust) Mayor A Walker (CHBDC)
<b>In Attendance:</b>	P McKelvie-Sebileau – HBRC Climate Action Ambassador D Cull – HBRC Manager Strategy & Governance A Doak – HBRC Governance Advisor Cr D Roadley (HBRC) K Hooker – Hineuru Iwi Trust Pou Taiao T Eubanks – HDC Strategic Policy and Evaluation Advisor P Wilhelm – NCC Senior Policy Planner M Mitchell – HBRC Principal Advisor Biodiversity A Beattie – HBRC Senior Scientist – Terrestrial Ecology N Nicholson – HBRC Acting Manager Policy & Planning L Merson – Plant and Food research K Kozyniak – HBRC Team Leader Air & Land Science R Bailey – NCC Executive Director City Strategy T Diack (NCC Community Strategies Team Leader) B Hemmings – NCC Graduate Policy Planner G Palmer – HDC Climate Action Officer

**1. Welcome/Karakia /Apologies**

The Chair welcomed everyone to the meeting and Roger Maaka opened with a karakia. It was noted that items 9 and 10 will be considered prior to item 4.

**Resolution**

CAJCC12/24 That the apologies for absence from Tania Eden, Mayor Craig Little and councillors Tania Kerr and Tim Aitken be accepted.

**Ormsby/Thomas  
CARRIED**

**2. Conflict of interest declarations**

There were no conflicts of interest declared.

**3. Confirmation of Minutes of the Climate Action Joint Committee meeting held on 11 December 2023****CAJCC13/24 Resolution**

Minutes of the Climate Action Joint Committee meeting held on Monday, 11 December 2023, a copy having been circulated prior to the meeting, were taken as read and confirmed as a true and correct record.

**Harding/Brosnan  
CARRIED**

**9. Climate Action Plan: Risks and Opportunities**

Desiree Cull, Taylor Eubanks and Paulina Wilhelm introduced the item on behalf of TAG, a stepping stone in the development of a Climate Action Plan being presented to obtain feedback on the direction of travel from the Joint Committee. Discussion traversed:

- The importance of the biodiversity pou and the possibility of working to identify and highlight synergies between different projects as well as to investigate a large anchor project such as a regional biodiversity corridor.
- The risk of the joint committee becoming a dumping ground for tangentially climate related work and identifying two key projects to focus on for the first 12 months to avoid that happening.
- Engaging with industry to identify, encourage and lend the committee's mana to actions that could be taken, or are being taken, by other organisations in the region.
- The prioritisation advancing the emissions reduction plan as a separate piece of work.
- The role of the joint committee as a governor for adaptation and mitigation, a facilitator of regionally hard conversations and providing strategic oversight of climate initiatives across Hawke's Bay.
- A clear work programme for the joint committee, with adaptation and mitigation workstreams, is needed.

**CAJCC14/24 Resolutions**

That the Climate Action Joint Committee:

1. Receives and considers the *Climate Action Plan: Risks and Opportunities* staff report.
2. Provides feedback on the direction taken by staff in the formulation of a climate action plan.

**Walker/Hazlehurst  
CARRIED**

**10. Priority Ecosystem Presentation**

Mark Mitchell and Annabel Beattie introduced the item. The presentation and discussion covered:

- Significant Natural Areas and other planning protections may help manage deforestation but will not address long term degradation of eco systems. To do this Hawke's Bay Regional Council works with landowners so they can undertake their own pest control and fencing.
- Biodiversity is significant to regional emissions reduction through sequestration.
- Pest management of feral deer at a regional scale has substantial costs associated with it.
- Protecting the biodiversity that we have is important, given how much carbon is sequestered in big old trees and how long it would take to recreate that with planting.
- The Department of Conservation estate and working with them.
- Programmes like this are important within the wider spectrum of policies, programmes and organisations such as Biodiversity Hawke's Bay and Land for Life, and considering how they work together.

CAJCC15/24 **Resolution**

That the Climate Action Joint Committee receives and notes the *Priority Ecosystems Programme Presentation*.

**Walker/Hazlehurst  
CARRIED**

**4. Joint Committee Funding Update**

Pippa McKelvie-Sebileau introduced the item, noting that Dylan Muggeridge, the author, could not attend due to another commitment and outlining the process to date. Discussion traversed:

- It is difficult to make budgetary decisions without a work programme.
- Whether the Climate Action Joint Committee is best placed to undertake and own the climate risk assessment work given Civil Defence also has responsibility and will use the data, as will partner councils. If there is a risk that nobody else will undertake the work this is an opportunity to take leadership and bring mana to the Joint Committee. It's important that the end users of any data collected as part of the risk assessment have oversight of the data.
- Given that there is funding from councils available for community groups and projects which could be used for climate action, whether it is relevant for the joint committee to have budget specific funding for community grants as an important part of building a movement for mitigation.
- Need to work with the Regional Recovery Agency, Council infrastructure departments and other internal stakeholders to find additional funding for the risk assessment as this is critical for the region. CAJC needs to show some leadership and be part of this, and the question of ownership can be resolved later.
- The funding spilt has been agreed by the chief executives and there is no requirement for detail at the line level.

CAJCC16/24 **Resolutions**

That the Climate Action Joint Committee:

1. Receives and considers the *Joint Committee Funding Update* staff report.
2. Agrees that the decisions to be made are not significant under the criteria contained in Hawke's Bay Regional Council's adopted Significance and Engagement Policy, and that the Joint Committee can exercise its discretion and make decisions on this issue without conferring directly with the community or persons likely to have an interest in

the decision.

3. Endorses the allocation of \$690,000 over three years towards the Climate Action work programme, including provision for communication and engagement.

**Hazlehurst/Walker**  
**CARRIED**

## 5. Horticultural Climate Change Resilience research presentation

Luke Merson from Plant and Food Research presented to the Joint Committee. Questions and discussions highlighted:

- In a warming Hawke's Bay, conventional varieties will become harder to grow, but research that Plant and Food Research is partnering in can continue to enable success in the region.
- Plant and Food Research is not just pursuing yield in their breeding programmes but a more holistic view which is becoming more important especially when working with partners in Europe where there are tighter regulations.
- There is a risk that conventional breeding technology used in New Zealand is not quick enough and this is being addressed by research investigating novel breeding technologies.

*Councillor Annette Bronson left the meeting at 3:02pm*

*The Joint Committee adjourned 3:02pm and convened at 3:33pm*

## 6. Natural Hazards gap analysis

Pippa McKelvie-Sebileau introduced the item, which was taken as read. Highlights and questions covered:

- Guidance from the Ministry for the Environment was published last week, pertaining to the science, but it is still important to establish values and tolerance levels with the Hawke's Bay community.
- The hazards portal requires a software refresh.
- Many risks overlap with civil defence, but many don't, e.g. marine heatwaves, increasing salinity of ground water.
- Important piece of work that needs to be integrated with civil defence, asset management and cyclone recovery work as discussed in the funding item.

### CAJCC17/24 Resolution

That the Climate Action Joint Committee receives and notes the *Natural Hazards Gap Analysis* staff report.

**Hazlehurst/Kelly**  
**CARRIED**

## 7. Napier City Council Natural Hazards: Issues and Options Consultation

Paulina Wilhelm introduced the item, highlighting that the variation had been left out of the NCC District Plan as notified last year due to a need for sufficient time to assess the impacts of Cyclone Gabrielle and for capacity from mana whenua. Consultation is open until the end of May.

### CAJCC18/24 Resolution

That the Climate Action Joint Committee receives and notes the *Napier City Council Natural Hazards: Issues and Options Consultation* staff report.

**Browne/Harding**  
**CARRIED**



**8. Regional Community Carbon Footprint update**

Pippa McKelvie-Sebileau introduced the item. The presentation and discussions included:

- The data is available to be presented to member councils and Post Settlement Governance Entities.
- It may be important to understand emissions within a wider time period than three years to understand the wider context given temporary impacts and the relevance of long term trends to decision-making however there are challenges with older data such as different methodologies used.
- The Regional Energy Transition Accelerator (RETA) programme is looking to address the stationary energy component, which is largely from food production in HB. This will assist the industry to find alternative lower-emissions solutions.
- Better conversations with the community may be facilitated by reporting methane emissions separately especially given that the national goal is a split gas goal however the concern is that this will mean that agricultural emissions will not be adequately highlighted alongside other sectors.
- Potential to include carbon sequestration data supplied by the forestry sector.
- The potential for building a substation at the Port to reduce the burning of heavy fuels in marine freight and reduce emissions by 4%, also as a resilience measure.
- There is some reporting that New Zealand Beef and Sheep Production has a lower carbon footprint than other territories however this is dependent on which metric is used.
- Forestry recorded in the emissions trading scheme may be used to offset emissions outside of Hawke's Bay so communicating that it offsets emissions in HB may be double-dipping so a focus on regional gross emissions is important.
- Staff were asked to show agricultural emissions over time and stock numbers over time, and it was agreed that the HBRC Climate scientist can update the footprint on an annual basis and to undertake a verified assessment 3-yearly, with a full report.

CAJCC19/24

**Resolution**

That the Climate Action Joint Committee receives and notes the *Regional Community Carbon Footprint update* staff report.

**Browne/Harding  
CARRIED**

*Dr Roger Maaka closed with a karakia.*

**Closure:**

There being no further business the Chair declared the meeting closed at 3.53pm on 11 March 2024

Signed as a true and correct record.

**Date:** .....

**Chair:** .....

## 7.7 HAWKE'S BAY CIVIL DEFENCE AND EMERGENCY MANAGEMENT GROUP RESPONSE TO CYCLONE GABRIELLE INDEPENDENT REVIEW

### File Number:

**Author:** Dennise Elers, Group Manager, Community Partnerships

**Authoriser:** Dylan Muggeridge, Acting Chief Executive

**Attachments:** 1. HBCDEM Response to Cyclone-Gabrielle Final-Report [↓](#)  
2. HB CDEM Group Activities [↓](#)

### PURPOSE

The purpose of this report is to provide background and an overview of the scope, procurement processes and methodology for the completion of the independent review of the Hawke's Bay Civil Defence Emergency Management Group's response to Cyclone Gabrielle (the review), the key findings from the review and, importantly, the next steps for the initial implementation of the review recommendations.

### RECOMMENDATION

1. That Council receives the Hawke's Bay Civil Defence and Emergency Management Group response to Cyclone Gabrielle independent review.
2. That Council is committed to working regionally and locally to ensure that the learnings and recommendations from the review are implemented.

### EXECUTIVE SUMMARY

Cyclone Gabrielle was a significant event that far surpassed forecast expectations and resulted in the third ever State of National Emergency. Lives were lost, properties damaged, and communities were changed forever.

Following the immediacy of the event response, the Joint Committee confirmed a Terms of Reference (TOR) and Framework to commence a review into the Group's response to the cyclone, to ensure that learnings and improvements for future events, not just in Hawke's Bay but across the whole of New Zealand, are made for the future.

The review was conducted by Bush International Consulting Limited and completed over a 7 month timeframe.

The Hawke's Bay CDEM Group Joint Committee (Joint Committee) received the *Hawke's Bay Civil Defence and Emergency Management Group Response to Cyclone Gabrielle* report<sup>1</sup> on 25 March 2024.

The key background aspects of the review scope, procurement and methodology are summarised in the Background section of this report.

The key findings of the review detailed in this report are aligned to the review outcomes detailed in the Terms of Reference (ToR) and Framework, and highlight national, regional and local findings. Although there are key findings at each level, there are common themes leading to the conclusion that the scale, extent and speed of Cyclone Gabrielle was beyond what the New Zealand Civil Defence and Emergency Management (CDEM) system is set up to manage which, as concluded in the report, 'sets good people up to fail'.

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<sup>1</sup> Bush International Consulting Limited, *Hawke's Bay Civil Defence and Emergency Management Group Response to Cyclone Gabrielle*, March 2024

Since Cyclone Gabrielle, work has continued through the 2022–2024 Work Programme<sup>2</sup> for the Hawke's Bay CDEM Group. This work programme was underway pre-Cyclone Gabrielle and includes a series of 'priority one' work streams across Risk Reduction, Community Resilience, Operational Readiness, Recovery, and Governance and Management. Group staff have started reviewing what further operational actions from the review recommendations need to be put into their work programme immediately.

There are a series of next steps related to the Joint Committee resolutions from the 25 March 2024 meeting. Work is underway to confirm the immediate and longer term next steps in the 'implementation phase.' In the short term this includes the appointment of an Implementation Director with emergency management expertise, as well as the appointment of an independent appointment with emergency management expertise as a member to the Joint Committee. In addition, the Group and a number of councils are investing in community hubs and local resilience.

This report talks further to these actions.

Whilst this report outlines the findings of the Hawke's Bay CDEM Group, it is important to note that Central Hawke's Bay District Council has also undertaken its own 'hot debrief' of the event. It included Council's Incident Management Team, Councillors, Local and Regional Emergency Services, Mana Whenua and many of the local agencies who responded to support their communities.

## BACKGROUND

The Hawke's Bay CDEM Group Joint Committee (Joint Committee) received the *Hawke's Bay Civil Defence and Emergency Management Group Response to Cyclone Gabrielle* report<sup>3</sup> (the review report) on 25 March 2024.

The key background aspects of the scope, procurement and methodology for the review are discussed following.

## DEVELOPMENT OF THE REVIEW OF THE SCOPE

The Terms of Reference (ToR) and Framework to support the independent review were developed in consultation with the Joint Committee and Te Kahui Ohanga o Takitimu (TKO). A clear focus for the review was the requirement for communities to have the opportunity to give voice to how Cyclone Gabrielle impacted them. The Joint Committee approved the Review ToR<sup>4</sup> and Framework<sup>5</sup> on 26 June 2023, having previously provided feedback and clear outcomes being sought from the review to the HB CDEM Group Coordinating Executives Group (CEG).

The purpose of the independent review was to assess the performance of the Hawke's Bay Civil Defence Emergency Management Group's (the Group) operational response to Cyclone Gabrielle, with a particular emphasis on:

- the systems and processes
- roles and responsibilities of Group members and partners, and
- to what extent the implementation of pre-existing arrangements contributed to an effective management of the response for mana whenua and the community.

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<sup>2</sup> Hawke's Bay CDEM Group Work Programme 2022/2024.

This Work Programme details the major work streams and projects during the 2022/23 and 2023/24 financial years across Risk Reduction; Community Resilience Planning; Operational Readiness; Recovery; and Governance and Management.

<sup>3</sup> Bush International Consulting Limited, Hawke's Bay Civil Defence and Emergency Management Group Response to Cyclone Gabrielle, March 2024

<sup>4</sup> Independent review into Hawke's Bay Civil Defence Emergency Management Group's response to Cyclone Gabrielle Terms of Reference, 20 June 2023

[FINAL-Hawkes-Bay-Operational-Review-Terms-of-Reference-V0.4-20-June-2023.pdf \(hbemergency.govt.nz\)](#)

<sup>5</sup> Independent review into Hawke's Bay Civil Defence Emergency Management Group's response to Cyclone Gabrielle Framework, 20 June 2023

[FINAL-Review-Framework-Hawkes-Bay-CDEM-Group-Cyclone-Gabrielle-Version-0.4-20-June-2023-.pdf \(hbemergency.govt.nz\)](#)

The review was to focus on the timeframe between the initial warning of the cyclone, through to the demobilisation of the Group Emergency Coordination Centre (GECC) – 9 February to the end of April 2023. Review outcomes were to focus on improving resilience and ensuring that the Group has robust emergency management capability and capacity before, during and after an emergency, that supports better emergency management outcomes for Hawke's Bay. Review findings were to outline strengths and areas for improvement and will inform the Group Work Programme aligned to the Hawke's Bay CDEM Group Plan.

## PROCUREMENT TO SUPPORT THE REVIEW

To support the sourcing of appropriate contractors to undertake the review based on the agreed ToR and Framework, and to provide transparency that robust and current processes were followed, procurement was conducted in accordance with the Hawke's Bay Regional Council (HBRC) Procurement Guidelines with support from the HBRC Procurement Team.

The procurement process involved the development of a comprehensive procurement plan and Request for Proposal including:

- supporting documentation
- pre-market engagement advertisement through the Government Electronic Tenders Service (GETS), and
- establishment of a Panel for RFP evaluation and preferred contractor recommendation.

Subsequent to the Evaluation Panel decision on a preferred contractor, contract negotiations and award and finalisation of contractual arrangements being concluded, Bush International Consulting Limited was engaged on 24 August 2023 to undertake the review.

## REVIEW METHODOLOGY

The methodology for the Bush International Consulting Limited review followed the guidance detailed in the *Review ToR and Framework* with the development of a detailed Project Plan to support it. The report on the review outlines the specific methodology used, however, in summary the activities undertaken to inform the review outcomes included:

- **Documentation review** of internal Hawke's Bay CDEM Group and external agencies' documentation.
- **Interviews and engagement** – conducting interviews at the local, regional and national level with individuals across multiple agencies involved in the response to Cyclone Gabrielle and engagement with Te Kahui Ohanga o Takitimu (TKO).
- **Community engagement** – with community representatives through the facilitation of Community Focus Groups, engagement with iwi, hapū and Marae, and analysis of data captured from approximately 1,000 community survey responses through a survey specifically designed for the review.
- **Review of draft review report** – using a Review Advisory Group made up of representatives from Mana whenua, welfare, lifelines and CDEM with technical expertise for guidance on the draft review report and themes, as well as using other key subject matter experts involved in the Cyclone Gabrielle response for technical fact-checking.

## KEY FINDINGS OF THE REVIEW

A summary of key findings, aligned to the review outcomes sought in the ToR and Framework for the review, are following. The summary provides an overview and is not an in-depth analysis of the report and its recommendations – that piece of work will be undertaken as part of the implementation phase.

While the Joint Committee has received the review report in full, it may also be that additional actions are added, or the recommendations amended, to ensure the full outcomes sought are achieved.

### **General**

The scale, extent and speed of Cyclone Gabrielle was beyond what the New Zealand emergency management system is set up to manage.

From a CDEM perspective the response and early-stage recovery were based on personalities and relationships, as opposed to repeatable and proven systems and frameworks.

### ***Outcome 1: Hawke's Bay CDEM Group has appropriate capability and capacity to support community resilience, considering the impacts of Cyclone Gabrielle on communities.***

Cyclone Gabrielle strained relationships with local authorities and communities and created bitterness amongst those who felt unsupported, ignored or shuffled by bureaucracy at a time of great trauma.

Communities, volunteers, the contractor sector, businesses, and utility providers provided critical and heroic response activity. These local resources were not well utilised by the CDEM Group in the response to Cyclone Gabrielle.

Elected members were well versed in their responsibilities and powers under the CDEM Act 2002 and were proactive in fronting key messages to their communities.

Support for communities was activated during the response to Cyclone Gabrielle including the activation of welfare arrangements and the establishment of Civil Defence Centres (CDCs). Regular review and assessment of CDCs should occur to ensure a tailored response to communities based on the community and the hazard.

Pre-Cyclone Gabrielle, communities were not aware of emergency management planning that may impact their specific communities.

There needs to be a better understanding of the current baseline community/ public expectations and the extent of household preparedness.

Specific interventions should be developed to support the resilience of vulnerable communities and groups (community of interest and place) including remote communities, the disabled community, eldercare facilities and rest homes, and others at high risk.

### ***Outcome 2: Hawke's Bay CDEM Group has appropriate capability and capacity to coordinate and effectively manage a response before, during and after an emergency.***

CDEM Governance (Joint Committee and the CEG) had a history of working effectively. This supported coordination between governance bodies and Mayors, and with partner agencies.

Due to resourcing, it was challenging for local authorities in Hawke's Bay to have the depth of capability and operational experience needed to lead a response to an event such as this.

The Hawke's Bay CDEM Group Plan was good, but there was a lack of operational plans at regional and local level. CDEM staff were overconfident about their readiness due to response to previous events and did not have a precautionary approach to planning, communication and warnings in the lead up to Cyclone Gabrielle.

The Group Emergency Coordination Centre (GECC) lacked situational awareness and intelligence about the impacts until it was too late. With only partial understanding of the severity of the event, there was a struggle to coordinate local authorities, partner agencies, volunteers and others.

Issues with initial connection, communication, and interoperability between Emergency Operation

Centres (EOCs), partner agencies and the GECC, leading to issues with information sharing, coordination of the response, and response planning.

Issues with Public Information Management – the coordination and dissemination of key messages by all channels and alignment of key messages across agencies.

GECC and EOC capability – identification of issues with staff training and experience, primary and alternate communications, GECC and EOC standard operating procedures (SOPs), IT systems, lack of plans, lack of a common system for information sharing. Issues were identified across all CIMS (Coordinated Incident Management System) functions; and the interface between CIMS functions.

Number of trained CIMS staff to support local and regional response in Hawke's Bay could not support sustained response. CIMS training and ongoing professional development for anyone in a 'response role' – in any agency – local government, central government, first response and lifelines, should be mandatory and subject to compliance checks through a national assurance mechanism.

Funding for a larger capability of CDEM professional staff at regional and local level. Requirement for dedicated fulltime Controller capability. The depth of specialist skills and operational experience that existed within the pool of volunteers, backed up by the wider resources of Volunteering Hawke's Bay, seems to have been underutilised. There was no key point of interface for Volunteering Hawke's Bay into the GECC to ensure the sharing of intelligence (both ways) and the coordination of volunteer resources.

***Outcome 3: Strengthened relationships with Mana Whenua, Iwi, Hapū; partner agencies; and communities that support a coordinated approach to emergency management capability.***

Engagement of iwi Māori and Māori communities are ad hoc relationships rather than the product of systematic and formalised effort.

From a mana whenua partnership perspective, there was considerable frustration in advance of Cyclone Gabrielle with reference to the weak connection with Taiwhenua service providers, in that they were not engaged by the CDEM Group in preparing for Cyclone Gabrielle. Lack of pre-established relationships at multiple levels with iwi, hapū and marae.

At the operational level, Māori agencies and marae felt that their proven abilities to deliver welfare services at scale were either ignored or hampered by bureaucracy. Māori leaders and communities were also deeply frustrated that the GECC created geographic zones with hubs to service isolated communities throughout the region, instead of using the established network of marae. Stakeholder and partner agencies relationships were in place at governance levels but require strengthening at the operational level (EOC-GECC).

***Outcome 4: Emerging response practice is recognised and assessed with a view to informing future emergency management approaches (including community arrangements).***

It is clear that many people – in CDEM functions, in partner agencies and in the wider community – made impressive contributions to the response and early-stage recovery efforts through innovation of all kinds.

From a CDEM Group perspective, innovations included:

- empowering locally led responses.
- incorporating the NZDF task tracker and logistics frameworks into CIMS functions.
- working with Land Information New Zealand (LINZ) to host aerial imagery and data to support response and recovery efforts, and

- early utilisation of the Employee Assistance Programme (EAP) to support the wellbeing of CDEM staff during the event.

Wider system innovations included:

- effective all-of-government response, particularly by agencies on the ground to support local response and recovery.
- use of *Starlink*-based technologies by response agencies.
- the scale-up volunteers at short notice, and
- the use of the Hastings Aerodrome to support helicopter and other air movements.

There was concern that key innovations and lessons learned were not adequately captured to inform future responses, particularly with innovation that occurred in community organisations, mana whenua or volunteer groups.

***Outcome 5: Identification of key lifeline vulnerabilities and planned contingencies that can inform recovery and improvement programmes.***

The Hawke's Bay CDEM Group appears to have had sound relationships with lifeline utilities at all levels (governance and operational). There were challenges with sharing of lifelines utility information – local-regional-national – including differing communications and Geospatial Information Systems (GIS). There is currently no mechanism to understand contingency and business continuity planning for critical local businesses (e.g. supermarkets, service stations and rest homes). Lifeline Utility Coordinators were not available in the response because of the obligations with their parent agencies.

***Outcome 6: Review findings identify strategic themes to share with NEMA that can inform future emergency management legislative changes.***

There are a substantial number of Tier 1 and Tier 2 recommendations that provide themes for national action and will also inform future emergency management legislative change. The key theme from the national narrative in the review report is the need to take a principles-based approach to building a new national emergency management model.

New Zealand needs to invest further in a comprehensive and professionalised centre of expertise through the National Emergency Management Agency (NEMA). A deeper investment in NEMA, along with more emphasis on its statutory assurance function, would support national resources to enable regional and local response across the spectrum of emergency management (the 4Rs).

Nationally driven enhancements should be considered including the mandated use of common operating platforms; national accreditation and assurance of all Group/Local Controllers, nationally consistent Standard Operating Procedures (SOPs), preassigned tasking protocols, and a centralised workforce strategy with operationally experienced emergency management staff located in regional hubs.

***Outcome 7: Hawke's Bay CDEM Group has appropriate arrangements in place for future transition to recovery situations.***

Early-stage transition to recovery was well handled. The Regional Recovery Agency appears to be a sound model from the perspectives of effective governance, community engagement, and collaboration with iwi and local stakeholders. The Recovery Plan takes a holistic approach to the many dimensions of recovery and is a sound plan with well-defined short, medium and long-term milestones and objectives.



## OTHER REVIEWS UNDERWAY

While the Independent Review is the key focus of this report, there are other reviews underway that will undoubtedly impact and influence the long-term outcomes and approach in which all of the recommendations of the Review are considered.

These include:

- The Government Inquiry into the response to the 2023 North Island Severe Weather Events being led by Sir Jerry Mateparae. This report was presented to the Minister of Civil Defence the day following the Hawke's Bay review report being received by the Committee and was released on 23 April 2024.
- The reviews of the 111 System, FENZ and Police into how the recommendations of the Hawke's Bay review report may be influenced to support the wider systems of Emergency Management are yet to be released or their findings shared with HBCDEM staff.
- Following an initial hot debrief, the National Emergency Management Agency (NEMA) is expected to complete a full review of all of the review findings to inform any future state of the system.
- The independent review into the performance of HBRC's flood scheme assets and river management programmes in response to Cyclone Gabrielle is also underway and due for release mid-year. HBRC also has other catchment-based reviews underway.

Recognising the interconnectedness of the emergency management system, all of these reviews will have a material impact on how the HB review report's findings and recommendations are implemented and what other system changes immediately outside of the Group may also need to occur to support the system changes sought.

## IMPLEMENTATION OF THE REVIEW FINDINGS

Since Cyclone Gabrielle, work has continued in alignment with the 2022-2024 Work Programme.<sup>6</sup> This Work Programme was underway pre-Cyclone Gabrielle and includes a series of 'priority one' work streams across Risk Reduction, Community Resilience, Operational Readiness, Recovery, and Governance and Management.

An overview of the comprehensive work conducted at local and CDEM Group level since Cyclone Gabrielle is detailed in following, in the HB CDEM Group Work Programme section of this report. It is recognised many of these activities continue to contribute to building resilience and capability of the CDEM system, however, does not reflect the significant step change sought for overall performance and capability. The key immediate actions underway include those outlined following.

## INDEPENDENT JOINT COMMITTEE APPOINTMENT

The Committee resolved to make an independent Governance appointment to the Committee at its meeting on 25 March 2024. The independent appointee to the Committee is a pivotal one that seeks to achieve the following outcomes:

- Independent knowledge and experience of the emergency management system in New Zealand in the governance of the Committee.
- A future- focussed best practice governance view of Emergency Management in New Zealand.

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<sup>6</sup> Hawke's Bay CDEM Group Work Programme 2022-2024.

This Work Programme details the major work streams and projects during the 2022-23 and 2023-24 financial years across Risk Reduction; Community Resilience Planning; Operational Readiness; Recovery; and Governance and Management.

- Drive independent public accountability and enhanced performance of the Hawke's Bay CDEM Group.
- To restore community confidence in regional and local emergency management for the Hawke's Bay region.

Feedback from across the Joint Committee has been sought and, at the time of writing, this role is to be advertised shortly.

## **DIRECTOR HBCDEM TRANSFORMATION**

To support the significant step change being sought, a draft role description and scope have been developed for an overall Implementation Director with emergency management expertise to implement the review report's findings.

- In anticipation of releasing this role to the market, CEG has been testing the depth of the national market for a person to fill this role in the short term.
- This person will play an important role in managing the overall HBCDEM Transformation and will be accountable for programming and implementing the review recommendations overall. At the time of writing, this role is to be advertised shortly with CEG continuing to explore a short-term appointment.

## **IMMEDIATE ACTIONS**

CDEM staff at Group office and across have begun reviewing what further immediate operational actions need to be put in place from the review in their immediate work programmes. In the short-term, a draft pathway will be developed for how the Hawke's Bay CDEM Group progress the more substantive changes that will be led by the Implementation Director. This will include the opportunity to connect the substantive changes into a review of the Group Plan, that is due for review in June 2024.

The CDEM Group Plan review process also has a legislative requirement for community consultation, so provides a logical opportunity to reconnect with community on the proposed direction of the Group for the future also, following the review.

## **ACHIEVING WIDER SUBSTANTIAL SYSTEM CHANGE IN HAWKE'S BAY**

The ambition of the Joint Committee to see significant system change is acknowledged, and with pace. CEG is proposing a process that will set the system up for a long-term change, through the review of the HBCDEM Group Plan.

The plan is due for its formal review 30 June 2024 and there is a legal requirement for the Group to formally consult and engage with community on the Group Plan. CEG is currently developing a pathway for the review of the Group Plan to be substantive vehicle that drives change – led by the new Director HBCDEM Transformation.

## **REFERRAL OF NATIONAL RECOMMENDATIONS**

There are a substantial number of Tier 1 and Tier 2 recommendations in the review report that provide themes for national action and will also inform future emergency management legislative change. At the time of writing letters are being prepared to both the Minister of Civil Defence and Chief Executive of NEMA, formally providing the review report to both parties. Both the Minister and NEMA Chief Executive have previously received draft copies of the report.

Again, it is acknowledged that there is significant community and governance interest in seeing implementation of the review report's recommendations move with pace and urgency. This is fully acknowledged. Ensuring an appropriate long term and sustainable approach to the change

management programme will be critical to ensuring the recommendations are implemented in a way that achieves the change sought.

The financial cost and likely increase in expectations of local authorities from the review should also not be understated. The report recommends a number of significant changes that will ultimately require significant financial investment in system enhancement and resourcing to be fully implemented. The review report speaks to this issue, and there will need to be trade-offs and priorities agreed at both a regional and local level to see these changes implemented.

HB CDEM Group members and partners can expect ongoing updates as the review's recommendations are formally implemented and resources confirmed to deliver the implementation.

## **CENTRAL HAWKE'S BAY DISTRICT COUNCIL HOT DEBRIEF**

It is important for Councillors to also note that CHBDC has undertaken its own review/debrief of its response to Cyclone Gabrielle. On 17 July 2023, a hot debrief (the debrief) was held. It included Council's Incident Management Team, Councillors, Local and Regional Emergency Services, Mana Whenua and many of the local agencies who responded to support their communities. The debrief was facilitated by Emergency Services Limited.

The debrief was broken into five main sections in which the facilitator was seeking feedback and perspectives on. Key findings of the debrief are summarised below:

### ***The pre-event coordination of the approaching weather system***

Council took an early precautionary approach and began planning for an Emergency Operations Centre (EOC) activation and response during the week preceding the impacts of cyclone being felt, activating the emergency networks, and disseminating severe weather advisories to partner agencies and the public.

Planning commenced on the 11–13 February in preparation for the approaching system and Council Incident Management Team personnel were involved in online meetings with the HBCDEM Group on Saturday, 11–12 February in preparation for the approaching severe weather system.

IMT was stood up on Monday, 13 February and preparations continued.

### ***Appreciation and dissemination of initial weather warnings and information***

The EOC was disseminating all weather warnings and advisories to the wider organisation and Elected members, emergency management stakeholders, partner agencies and the community, providing as much and as accurate information as was possible. There were some concerns raised during the build-up to the event of some organisational and public complacency due to previous warnings that had not eventuated.

CDEM partner agencies were well advised and placed on standby late in the week prior to the cyclone impacting should the situation develop and require response actions.

### ***Impacts of weather event – initial response actions & advisories***

The impacts of the cyclone began being felt late on Monday, 13 February 2023. It was evident that the EOC was activated early and was well organised, with previous planning, CDEM training, capability development including EOC systems, and resourcing being instrumental in Council being in position to 'front foot' and lead the local response from the outset, with pre-planning having been put in the previous week. The EOC was well led, with Council staff and stakeholders kept informed but by the Council's Chief Executive, the Mayor, the Local Controller and the IMT as the cyclone's impacts began to be felt across the district.

As the event continued to impact, many communities became isolated due to significant flooding, with coordinated response activities severely restricted by power and communication outages, and damage to roading infrastructure.

Evacuations were required across the district due to rising floodwaters and rivers, with many evacuees gathering at local Civil Defence Centres.

With communication lines down between Council and HBCDEM, it was impossible to understand the actual scale of this event across the wider Hawke's Bay region.

### ***Emergency Operations Centre – Coordination & response to event***

Council have previously invested in establishing a good standard of EOC preparedness, including staff training, the develop of an EOC, and emergency information system, good activation processes, EOC processes and systems including Arc GIS, and the identification and resourcing of adequate IMT/EOC facilities.

As the weather system approached, the Council were proactive in activating the IMT and EOC, alerting EOC and BAU staff, notifying partner agencies and community networks, and setting up the EOC base in preparation.

As the event unfolded, the EOC continued to coordinate response activities as best as it could, given the challenges of the event and in the absence of the normal technology and electronic systems that are relied upon to achieve, in the first instance, situational awareness across the response and, subsequently a common operation picture between all of the response agencies.

However; feedback received throughout the debrief process has highlighted that despite all of the challenges thrown up by this event including its exceedance of predicted warning level and the failure of expected systems that the EOC response partners were able to deliver a coordinated response to their communities that, while far from perfect, was identified as people-centric, agile, flexible, based on pre-established networks and relationships, and supported by resilient and well-led communities.

### ***Winding down of Response – Transition to Recovery.***

On 17 March the EOC was stood down however throughout this time there was a strong focus on recovery with the very real understanding that recovery was going to be long and that the impacts of the Cyclone would be felt by the community for years to come.

Appropriate levels of support remained in place for affected community members in both Waipawa and with support to Pōrangahau. The Waipawa Library played a pivotal role in supporting the community through recovery. The library opened its doors to anyone who needed a safe space to connect, they offered a space for agencies who could provide the support needed to engage with those in their time of need and support was provided to the Pōrangahau community who implemented a community led response to recovery approach.

The Recovery Manager and Community Connections Manager Recovery recruitment commenced in March 2023. Both positions were successfully recruited and commenced employment in early to mid-June 2023. These positions are both externally funded and are for a fixed term of 24 months.

A number of recommendations were made from the debrief and Officers are currently working through these. A proposed work programme is currently being developed along with an implementation plan and monitoring framework. Officers have commenced implementation of some of these recommendations. These will be presented to Council workshop on 27 June.

### **Building Community Resilience**

Prior to this external review being released, officers have made good progress responding to the key priorities identified under the Social Pou of the Tamatea – Central Hawke's Bay Cyclone

Gabrielle Recovery and Resilience Plan. This includes the development of Community Resilience Plans, establishment of Community Emergency Hubs, a Civil Defence radio network and improved telecommunications resilience. All these actions contribute directly to the implementation of some of the HBCDEM review findings.

Officers are supporting the work of Ngāti Kahungunu Iwi Incorporated (NKII) who are positioning emergency containers at three marae in the district.

Officers have been working closely with communities to progress their community resilience planning which has included community hui and workshops. Community Emergency Hubs have been identified in 11 localities across the district and the resourcing of equipment is underway.

The hubs will be opened and operated by people within the community, not official authorities, when there is a desire for the community to help itself. This work demonstrates and supports recommendations from the external review.

This work programme is fully funded via a grant received in January 2024 from the New Zealand Disaster Fund via New Zealand Red Cross.

This work programme is reported bi-monthly to Council via the Cyclone Gabrielle – Recovery update.

## **NEXT STEPS**

- Officers will continue to work closely with the HBCDEM Group to support the implementation of the review findings.
- Officers will provide a full briefing on the CHBDC hot debrief to Council on 27 June.
- Officers will continue to implement the recommendations from the CHBDC hot debrief and will provide update reports to Council on the implementation.

## **RECOMMENDATION**

1. **That Council receives the Hawke's Bay Civil Defence and Emergency Management Group response to Cyclone Gabrielle independent review.**
2. **That Council is committed to working regionally and locally to ensure that the learnings and recommendations from the review are implemented.**

## HAWKE'S BAY CIVIL DEFENCE AND EMERGENCY MANAGEMENT GROUP RESPONSE TO CYCLONE GABRIELLE



Photo credits clockwise: Axios, BBC, Rural News



**Bush  
International  
Consulting**

INDEPENDENT EXTERNAL REVIEW FOR HAWKES BAY CIVIL DEFENCE AND EMERGENCY  
MANAGEMENT GROUP

MARCH 2024

## Independent External Review

“The very real consequence of failing to learn lessons is loss of lives and property...We should not belittle the magnitude of this challenge, however; problems recur because they are inherently very difficult to solve. If solutions were evident, emergency response professionals would have adopted them long ago. This should motivate agencies in all emergency response disciplines and at all levels of government to give serious attention to the goal of inculcating a culture of learning from past disasters to prevent future losses.”

*Donahue, Amy, and Robert Tuohy. “Lessons We Don’t Learn: A Study of the Lessons of Disasters, Why We Repeat Them, and How We Can Learn from Them.” Homeland Security Affairs 2, Article 4 (July 2006). <https://www.hsaj.org/articles/167>.*



## Independent External Review

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## Independent External Review

## OVERVIEW

## THE CYCLONE IN HAWKE'S BAY

Over the weekend of 11<sup>th</sup>-12<sup>th</sup> February 2023, as New Zealand braced for the impact of severe tropical Cyclone Gabrielle, emergency management<sup>1</sup> authorities in Hawke's Bay felt confident that they had made appropriate preparations.

Public warnings and information about how to prepare had been posted on Facebook. Emergency management personnel, senior leaders, mayors and partner agencies across the region had met to plan their response. The accountable members of the Hawke's Bay Civil Defence and Emergency Management Group Joint Committee had asked probing questions and been given assurances of readiness by their emergency management teams.

Orange weather warnings from Met Service applied to the region. Hawke's Bay Regional Council modellers felt that, while the forecast 300-400mm of rain would test flood protection and drainage schemes, river flows were unlikely to rise beyond the 1 in 50 and 1 in a 100-year return periods on which their design had been based. Even when the weather warning moved to Red on Monday, emergency management staff were reassured that Met Service predictions of rainfall quantum remained unchanged.

And when some members of the public, including mana whenua with deep knowledge of the behaviour of the region's waterways, phoned emergency management authorities with concerns about observable river levels, forestry slash or river maintenance, they were told they were 'overreacting' or that plans were well in hand.

However, during the late evening of Monday 13<sup>th</sup> February 2023 and the early hours of Tuesday 14<sup>th</sup>, rain and winds intensified in the Hawke's Bay ranges and across the Heretaunga flood plains to unprecedented levels. Drainage systems were overtaken, stopbanks were breached or compromised. River flow telemetry failed as electrical substations were damaged, and some rain gauges stopped working for a period, while others were subject to such high winds that they underreported rainfall levels. The combined effects of silt from landslides, high rainfall, and forestry byproducts led to rivers breaching their banks, with silt covering crops and filling homes. Critical infrastructure -roads, electricity, fibre, bridges, businesses - was inundated, damaged or destroyed<sup>2</sup>.

During this critical period, lives were lost, livelihoods ruined, communities were cut off and thousands of people across the region were traumatised, required rescue and were displaced.<sup>3</sup>



<sup>1</sup> In this report the terms 'emergency management' and 'civil defence' are used interchangeably.

<sup>2</sup> For a more detailed outline of the weather event and its regional impacts, refer to Appendix Seven below.

<sup>3</sup> Picture: Guardian at <https://www.theguardian.com/world/2023/feb/17/cyclone-gabrielle-survivors-return-esk-valley-new-zealand>

## Independent External Review

## REGIONAL RESPONSE

As the weather event intensified, the Hawke's Bay Civil Defence Emergency Management Group Emergency Coordination Centre (HBGECC or GECC) lacked situational awareness and intelligence about much of the danger and damage until too late. With only partial understanding of the severity of the event, they struggled to direct and coordinate first responders, partner agencies,<sup>4</sup> tangata whenua, volunteers and other territorial local authorities (TLAs).

Communications failures, lack of data and the speed, severity and extent of this event overwhelmed staff in the GECC. They, and their partners in the other territorial authority Emergency Operations Centres (EOCs) did some brave and innovative things. They also had significant blind spots and made some mistakes. But above all, they were simply overwhelmed.

It is a profoundly counter intuitive feature of New Zealand's emergency management system, that as a crisis builds, and a declaration of emergency made, the command and coordination function<sup>5</sup> goes to local council staff who, while they may be well intentioned about their roles, are inconsistently trained in the national Coordinated Incident Management System (CIMS), often lack operational experience and, as response moves into recovery, have full time day jobs with which to contend.

Given their modest resources, it was always going to be challenging for local authorities in Hawke's Bay to carry the depth of capability and operational experience needed to lead a response to an event such as this. This is in spite of the fact that the region has a more centralised approach to emergency management than many and an atypically large number of full-time civil defence staff.

Just as local communities continue to grieve and suffer as they move towards recovery, the local councils' emergency management staff have also been traumatised. Many have resigned. Some have left the region altogether as a result of public backlash, amplified in a region with many small, close knit communities. Councils are finding it hard to recruit their replacements.

## THIS REVIEW

This Report describes the Hawke's Bay CDEM response and the early pivot to recovery, within a concentrated timeframe. Our findings have been drawn from the thousands of documents, hundreds of survey responses and dozens of interviews we conducted.

We see the critical lessons for the future that can be drawn from this event as falling into *two broad narratives*. One should inform improvements at *local and regional* levels and must be driven by the Hawke's Bay CDEM Group and TLAs. The other speaks to the need for new investment in enhanced *national* coordination, assurance, consistency and depth of professional leadership in response to emergencies. This is a more strategic matter for central Government.

<sup>4</sup> In this report we use the term 'partner agencies' to refer to central and local government agencies involved in response and early recovery, including but not limited to the designated lifeline agencies.

<sup>5</sup> The language in the CDEM Act is 'direction and coordination'. In using the term 'command' here and hereafter we are making the point that in emergencies a clear command function is required. That is, one entity must direct and lead the response.

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These lessons have been well traversed in previous reviews. The 2020 review of the Napier flood response found many of the same issues and had similar recommendations<sup>6</sup>.

A Ministerial review in 2017<sup>7</sup> suggested greater professionalisation of emergency response and more national consistency, via a series of recommendations that were only partly implemented at the time. We further endorse those recommendations here.<sup>8</sup>

As severe weather events become more common with climate change, the 'four Rs' of emergency response<sup>9</sup> will only be satisfactorily delivered through *combining* granular and community led Reduction and Readiness activity, with a more professional Response command and coordination resource that is regionally managed and nationally governed. Recovery from a severe and widespread event must be a partnership between local, regional and national agencies.

## REGIONAL LESSONS LEARNED

At the local and regional levels, the lessons learned from this event include the following:

- Hawke's Bay Civil Defence and Emergency Management (CDEM) Group plans were as sound as any we have seen but lacked the operational detail needed to address an event of this scale and magnitude.
- The local CDEM Joint Committee and Chief Executives' Coordinating Group (CEG) had a history of working effectively. This supported coordination between governance bodies and mayors, and with partner agencies. Local mayors were well versed in their responsibilities and powers and were proactive in fronting key messages to their communities.
- CDEM staff were overconfident about their readiness on the basis of prior emergency events such as COVID-19. They lacked a scenario planning mindset, had low multi - agency operational exercise experience and suffered from optimism bias. We have formed the view that they tended to take a best case scenario rather than a precautionary approach to planning, communication and warnings.
- Communities, volunteers, the contractor sector, businesses and utility providers provided critical and heroic response activity. These local resources were not well utilised by the CDEM Group in the response to this event.
- Engagement of iwi Māori and Māori communities was more a matter of ad hoc relationships than the product of systematic and formalised effort.
- At the operational level, Māori agencies and marae felt that their proven abilities to deliver welfare services at scale were either ignored or hampered by bureaucratic decision making from the centre.

<sup>6</sup> See <https://www.napier.govt.nz/assets/Links/2023-12-14-Cyclone-Gabrielle-Response-Review-V4-1.pdf>

<sup>7</sup> See <https://www.dpmc.govt.nz/departamental-agency/nema/ministerial-review-better-responses-natural-disasters-and-other>

<sup>8</sup> Picture: NZDF

<sup>9</sup> The New Zealand integrated approach to civil defence emergency management can be described by the four areas of activity, known as the '4 Rs'; Reduction, Readiness, Response and Recovery.

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- Reduction activity in the form of precautionary river dredging to remove excess shingle, active management of forestry byproducts, stop bank, drain and flood management device maintenance proved inadequate to the event.<sup>10</sup>
- The GECC needed clearer protocols for engagement with other TLAs and their EOCs and with first responder command centres. Communications failures and the lack of integrated systems made it hard for responders to work to a common operating picture.<sup>11</sup>
- GECC communications were seen by many in the community as generic, lacking timeliness and overly focused on social media as opposed to mainstream media channels.
- The GECC did not have a deep enough pool of CIMS trained and operationally confident controllers and staff in the critical functions – particularly with regard to welfare and logistics.

*“Those volunteers were awesome. There was kai. There were clothes. There was shovel power...what our communities came together to do was unbelievable. And thank God, because we didn’t see anyone from civil defence for a week.”*

*“The nannies, who had to swim out of the marae in their nighties, evacuated to us and are still too scared to go back home. They are terrified of even a little rain.”*

This led to CDEM staffing inefficiencies, confusion and burnout.

- Tailored planning for and support from CDEM to migrant, remote, disabled and vulnerable communities also underutilised the available agency, volunteer and community resources; and

- The GECC focused their advice to mayors about the possible declaration of a state of emergency on the need for supplemental powers, rather than on the signalling and public reassurance impacts of such a declaration. In the lead up to the event, civic leaders asked the right questions, but received technical answers. This, along with low situational awareness early in the event, meant the declarations were made too late, in spite of being promptly signed by mayors.

*“There was a failure to evacuate earlier. Residents of places like Pakowhai were failed and not told to get out. This placed them at unnecessary risk and exposed them to massive trauma and loss. The water there didn’t come until later morning. There would have been time to tell each inhabitant face to face or use a loud hailer on the place. What about sirens? We could do that back in World War II. Those people should never have been in their roof spaces.”*

From a CDEM perspective the response and early-stage recovery were based on personalities and relationships, as opposed to repeatable and proven systems and frameworks.

Response tended toward the reactive and tactical, as opposed to taking a more strategic view. Things were often chaotic. They were based on a consensual approach to decision making, as opposed to decisions made on the basis of intelligence and clear command lines.

<sup>10</sup> These matters will be more fully addressed by the independent Flood review noted above. While they are outside our Terms of Reference, we note them here because of the enormous stress placed on these matters by interviewees and public survey respondents. While we understand that sirens are a more complex issue than some communities realise, the core point is that communities expected a low tech, failsafe public warning system. A decision was taken in 2019 to decommission the Napier tsunami sirens in accordance with NEMA guidance. See <https://www.civildefence.govt.nz/assets/Archive/Tsunami-Warning-Sirens-TS-03-14.pdf>

<sup>11</sup> The text boxes in this section and throughout the report are verbatim comments drawn from the Review’s public survey responses. See details about survey method and approach in Appendix Six below.

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All this takes us back to our core point.

*The great strength of local and regional government should be to understand and plan alongside local agencies, businesses, communities, volunteers, iwi Māori and marae, in order that their collective, ground level intelligence can reduce risks, build resilience and preparedness in advance of an event, and support effective response during it. Local leaders know their communities and whenua best.*

However, as we noted in our Auckland review, part time, volunteer staff, who are inconsistently trained and often lack operational experience, cannot be expected to assume critical command leadership roles that require deep expertise, operational muscle memory and an understanding of interoperability with local and national agencies.

As one respondent to this review commented: *'the New Zealand emergency management system was designed for a crisis in a region, not a region in crisis.'*

The future regional model we propose centres on using regional hubs to concentrate nationally assured and accredited professional emergency management expertise, which improves planning and Response. We also suggest enhancing local and mana whenua networks and self-sufficiency, which goes to improved Reduction, Readiness and community Resiliency.

### NATIONAL LESSONS LEARNED

The key theme of the national story is the need to take a principles-based approach to building a new national emergency management model. We believe it is past time for New Zealand to invest further in a comprehensive and professionalised centre of expertise in the National Emergency Management Authority (NEMA). A deeper investment in that agency, along with more emphasis on its statutory assurance function, would help mobilise the resources of central government in support of regions in all 4Rs.



The recommendations made by the 2017 Ministerial review of the national emergency management system should be revisited in this regard. While the review led to the establishment of NEMA, it also recommended a number of additional system enhancements that would have assisted in this event.<sup>12</sup>

As an example, although NEMA flew in one additional resource to Hawke's Bay in advance of the Cyclone hitting the region to assist the regional response, it would ideally

have supplied an advance 'fly in team' of seasoned experts to the regional command centre the weekend prior to the storm.

Other nationally driven enhancements, such as the mandated use of common operating platforms, national accreditation and assurance of all Group and incident controllers, nationally consistent

<sup>12</sup> Photo: Guardian.

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Standard Operating Procedures (SOPs), preassigned tasking protocols and a centralised workforce strategy reflected in a 'spine' of operationally experienced emergency management staff located in regional hubs would also have helped.

We also note in this context that, in Australia, State Emergency Services (SES) volunteers are the first responders to emergencies. They provide assistance to many emergency situations including flood, storm, bush search and rescue and give relief to those impacted. These are models that could be further explored by Fire and Emergency New Zealand, (FENZ) and NEMA.

#### EMBEDDING LESSONS LEARNED

The world in which New Zealand's current emergency management arrangements were designed has changed. Weather driven events are increasingly frequent and severe. This is happening in a time when specialist responders, such as the Defence Force and Police, are also facing both cost pressures and increased demand driven by worsening geopolitical and law and order trends.

All of this suggests that changed system settings, culture and policies are urgently required. We believe that New Zealand needs to invest additional resources in a more fit for future emergency management system. The future system must get the balance right between local planning, regional delivery, and national professionalism, enablement and assurance.

Embedding these lessons learned will require honesty, courage and leadership tenacity to address complex changes and drive them forward as a system. We hope that civic leaders in Hawke's Bay, and national leaders – at NEMA and across Government – can jointly develop and implement an improved system of civil defence and emergency management at both local and national levels. It must build on the strengths of the existing model and address its demonstrated weaknesses.

Doing so will promote healing for the communities of Hawke's Bay and hope that their pain and loss can mitigate the suffering of the next communities to find themselves in harm's way.



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## METHOD AND APPROACH

## TERMS OF REFERENCE

The purpose of this Independent External Review was to assess the operational performance of the Hawke's Bay Civil Defence Emergency Management (CDEM) Group's response to Cyclone Gabrielle, with a particular emphasis on the systems and processes; roles and responsibilities of Group members and partners; and to what extent the implementation of pre-existing arrangements contributed to an effective management of the response for mana whenua and the community.

This review is focused on Readiness, Response and the pivot to early-stage Recovery from the Cyclone event of February 2023. Specifically, our review examined the period 8<sup>th</sup> - 16<sup>th</sup> February in particular detail, and also addresses the period to the disestablishment of the CDEM GECC in the end of April 2023. Our Terms of Reference specifically required us to examine the following:

- Response arrangements (including response capabilities within Hawkes Bay).
- Communication and information flows; and the interoperability of local Emergency Operations centres.
- The CDEM Group Emergency Coordination Centre and national emergency management structures.
- Relationships with partners.
- Any emerging practice that could support future resilience for communities, local authorities and the Hawke's Bay Civil Defence and Emergency Management Group.
- The criticality of lifeline infrastructure during an emergency.
- Any strategic lessons that could support national level response management; and
- The arrangements in place to support an effective transition to recovery.

Our approach is future focused. We asked respondents to this review to reflect on lessons learned from the event and how they might inform improved future practices, both regionally and nationally.

## METHODOLOGY

In addressing the issues set out in our Terms of Reference, we built on the earlier work carried out by multiple prior reviews, both of prior local events, and of emergency management effectiveness in previous national and local disasters. In addition, we:

- Conducted one on one interviews with Hawke's Bay civil defence staff in key functional roles.
- Held interviews with mayors, local authority chief executives and key governance bodies including post settlement governance entities and Taiwhenua groups.
- Spoke with local tangata whenua.
- Facilitated interviews and focus groups with key community stakeholders and affected groups.
- Received and responded to some informal submissions from stakeholders.
- Commissioned and incorporated comments and suggestions from an online survey to which the wider Hawke's Bay community was invited to respond<sup>13</sup>; and

<sup>13</sup> The survey received around 1000 responses, mostly from community members directly affected by the response. It was undertaken on our behalf by AskYourTeam, a local survey provider. More details can be found at Appendix Four. Verbatim comments from the survey are used throughout this report in support of our findings.

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- Conducted a high-level review of internal documentation, such as plans, policies, prior reviews, reports, internal communications and other materials.

The suggestions and recommendations we outline below are accompanied by an indicative implementation map (at Appendix Three) for the consideration of regional and local leaders.

#### LIMITATIONS

In keeping with the Terms of Reference, the review is purposefully not a forensic investigation. Rather, the approach we took was exploratory and inquisitive, based on the materials available to us and this insights of these impacted by and involved in responding to the Cyclone Gabrielle event. Our focus is on opportunities to improve the future performance of the Hawke's Bay CDEM Group, like entities in other regions and the national CDEM system.

This review is not focussed on assessing the performance of any other emergency services and response agencies to this event, such as FENZ, Police and others. These agencies will conduct their own reviews.

To the judgement and observations we have made in this report, we bring our collective experience as a review team in crisis and disaster response, executive leadership and organisational performance.

Although this report includes our best efforts at a reconstruction of the relevant timeline of events, the supporting materials were partial or conflicting in places, and the recollections of participants differ. Recordings of several key Incident Management Team (IMT) meetings early in the crisis, for example, were partial and in some cases appear not to have been retained.

Consequently, the timeline included as an Appendix should not be relied upon as being fully definitive. There are multiple discrepancies in the source materials which underpin it. The timeline does, however, offer insight into the way the emergency was managed, particularly in the key hours leading up to the declaration of a local emergency and issuing of an initial emergency mobile alert.

Each person interviewed for this review was given an assurance that individual responses would be treated in confidence and that documentary materials shared with us would be held only by the review team for the purposes of this exercise and not used for any other purpose.

Finally, there are several other reports that address matters related to those in our Terms of Reference. We have made minimal reference to technical matters related to weather and flood as these will be covered in the separate, independent flood review commissioned by the Hawkes Bay CDEM Group and due to report in mid-2024. The later section on national insights should also be considered in the context of the wider national review of North Island severe weather events currently being undertaken by Government.<sup>14</sup> This report should be read with the above limitations in mind.

<sup>14</sup> Details on the flood review can be found at

<https://www.hbifr.nz/thereview#:~:text=About%20the%20Review&text=The%20Review%20is%20independent%20and,the%20end%20of%20May%202024>. The Terms of Reference for the national review can be found at <https://www.dia.govt.nz/Government-Inquiry-into-Severe-Weather-Events-About-the-Inquiry>. Napier City Council has also undertaken a related review, which is discussed in <https://www.napier.govt.nz/our-council/news/article/2408/council-welcomes-recommendations-following-cyclone-gabrielle-response-review/>. The recent Metservice review, discussed at <https://www.nzherald.co.nz/nz/auckland-floods-metservice-admits-its-weather-forecasting-models-were-poor/CQAXHKVNGNADHCGEO6NR3QUNWUJ/>, is also relevant.



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## ACKNOWLEDGEMENTS

Thank you to the many individuals and communities in the Hawke's Bay region who have contributed to this review. Your willingness to draw on your own, sometimes traumatic experiences to provide advice and suggestions to help those who may be impacted by future emergencies has been humbling to witness.

Those who suffered the loss of whānau, property and jobs told us very clearly that they wanted their pain and insights to inform positive changes in both regional emergency management and the wider national system of response.

Thanks too, to the passionate and dedicated people who work in the Hawke's Bay and national first response and emergency management systems, for your candour and openness to change.

We thank the iwi, tangata whenua, volunteer, business, partner agency and community groups who contributed vital insights to this report. We look forward to seeing your roles expand in future Readiness, Resiliency and Response.

We want to specifically acknowledge the support and humility of the mayors and chief executives of the relevant local authorities who initiated this review. Their willingness to address difficult issues, determination to improve and commitment to supporting their communities throughout the ongoing recovery give us confidence that these recommendations and suggestions will be energetically addressed.



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## HOW TO NAVIGATE THIS REPORT

The following sections are organised by our Terms of Reference. This creates some duplication of key points. Detailed practical suggestions follow each subsection so that they can be seen in context.

Readers unfamiliar with regional and national civil defence arrangements can refer to Appendix Two for a summary or refer to <https://www.civildefence.govt.nz/>.

The entire report should be read in conjunction with Appendix Five, the detailed timeline of events.

<sup>15</sup> Photo, Chris Skelton, STUFF

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## PRIORITY RECOMMENDATIONS BY THE 4RS

We have made a number of suggestions throughout this report with regard to both the regional and national dimensions we address in this review.

In this section, we summarise our 'tier one', or priority recommendations. We organise these around the '4Rs' of emergency response: Reduction, Readiness, Response and Recovery. The 4Rs, as shown in the graphic below, should be considered as an integrated and circular system which supports community resilience. As a consequence, a number of the recommendations below overlap.<sup>16</sup>



The various councils in the region will want to reflect on how these recommendations mesh with their existing work programmes and the many other, more detailed suggestions made throughout this report.

This is addressed in Appendix Three, in which we suggest a sequencing and prioritisation framework to assist the HBCDEM Group and TLAs in addressing our recommendations and suggestions.

## REDUCTION

1. Develop, implement and communicate a regional **Disaster Reduction Plan** in partnership with local partners and communities. The Plan should include:
  - a. Formalised utilisation of indigenous knowledge and Kaupapa Māori approaches to land and water management and the 4 Rs more generally.
  - b. Risk reduction operations such as:
    - i. River management (dredging, maintenance of river mouths and tributaries etc.)
    - ii. Stop bank planning and maintenance.
    - iii. Drain and flood scheme maintenance.
    - iv. Management of forestry by products.
    - v. Plans for mitigation of utility and service outages; and
  - c. Targeted sub plans for particular communities, including migrant, disabled, vulnerable and remote communities.
2. Advocate to central Government for a principles-based overhaul of the current CDEM system in New Zealand, including changed legislation, and systems and structures that better reflect and respond to the current threatscape.

The future system must remove the confusion inherent in the current model, be adequately resourced and support both improved central coordination and regional and local delivery. This work should include consideration of the role of NEMA and the current Australian SES (State Emergency Service) and Disaster Relief models.

<sup>16</sup> For more detail on the 4Rs, see <https://www.civildefence.govt.nz/cdem-sector/the-4rs>

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## READINESS

3. Develop, implement and communicate a regional **Disaster Readiness Plan** in partnership with local partners and communities. The Plan should include:
  - a. Formalised utilisation of indigenous knowledge and Kaupapa Māori approaches to land and water management and the 4 Rs.
  - b. Readiness operations such as:
    - i. River management (dredging, maintenance of river mouths and tributaries etc.)
    - ii. Stop bank planning and maintenance.
    - iii. Drain and flood scheme maintenance.
    - iv. Management of forestry by products.
    - v. Stormwater management plans.
    - vi. Plans for mitigation of utility and service outages; and
  - c. Targeted sub plans for particular communities, including migrant, disabled, vulnerable and remote communities.
4. The HBCDEM Group should invest in **capability building** at regional and local levels, including:
  - a. Ensuring that CDEM partnerships with lifeline utilities, iwi, PSGEs, mana whenua, volunteers, the private, contract and philanthropic sectors, media and communities are more inclusive, mature and enduring.
  - b. Establishing reliable detection and early warning systems that are resilient to outages and provide adequate warning of potential or pending disaster.
  - c. Ensuring officials take a precautionary approach to potential disasters, reducing the risk of optimism bias inherent in a best case scenario approach. A precautionary approach will ensure advance warnings are given to at risk areas and communities.
  - d. Ensuring CDEM staff and partners have contemporary and comprehensive knowledge of communities to enable access to real time information. This should include an up to date and accessible GIS system.
  - e. Ensuring at risk and vulnerable communities have the resources required to be self-sufficient when a disaster occurs; and
  - f. Developing better and more resilient communications systems to ensure that all officials have real time information and can communicate with the public, partners and other authorities.
5. Develop a plan for more regular **scenario development, training and exercising** in conjunction with a wide range of partner entities, including iwi Māori and communities.

## RESPONSE

6. Work with CDEM operational staff and partners to:
  - a. Ensure that those in civic leadership and governance roles are adequately informed and enabled during response.
  - b. Ensure improved operational command leadership clarity and capability.

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- c. Take an inclusive approach to Response by ensuring that the needs, resources and capabilities of all partners, iwi Māori and communities are considered and utilised.
- d. Resource the CIMS structure with experienced leaders for each function.
- e. Ensure Response is adequately funded and that financial policies and delegations are appropriate and enabling.
- f. Develop improved mechanisms for situational awareness and intelligence gathering that are resilient under most disaster scenarios.
- g. Ensure internal and external communications are regular, timely, accurate and go to all stakeholders and partners.
- h. Ensure public warnings, information and advice are issued regularly, go via multiple channels and are timely.
- i. Ensure operational incident and meeting logs are complete, maintained and retained: and
- j. Ensure the Response phase is professionally debriefed, with lessons learned taken into all 4 Rs.

#### RECOVERY

- 7. Ensure a Recovery lead is appointed early in the Response phase to ensure seamless and appropriate transition to Recovery.
- 8. Ensure that Recovery planning is undertaken using a holistic and inclusive approach, that utilises the insights of mana whenua, partner agencies, and the private, philanthropic, contract and volunteer sectors.

#### RESILIENCE

- 9. Ensure that the current Regional Recovery Agency, (RRA) produces a full lessons learned document at the conclusion of its work, which can inform community Resilience and future regional Recovery efforts.

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## SUMMARY OF ADDITIONAL SUGGESTIONS

Below, we summarise the more detailed suggestions made throughout this report. These are our 'tier two' recommendations. They are numerous, and we understand that almost all have resourcing implications beyond what can be achieved within current local authority or NEMA baselines.

As noted, Appendix Three provides an indicative guide to our views on the prioritisation and sequencing of both the tier one recommendations above and these tier two suggestions.

1. Consider requiring mandatory CIMS training for all national, regional and local CDEM and response staff (including lifelines), with training compliance to be audited by NEMA's assurance function.
2. Clarify escalation and tasking responsibilities between command structures within FENZ, Police, NZDF and Group CDEM Controllers and reflect in CIMS documentation.
3. Consider reviewing current CIMS training models, with a view to increasing rigour in regard to common SOPs, training and professional development and regular NEMA accreditation for those in the Controller function.
4. Review the recruitment proposition, reward and support arrangements for staff in key CIMS functional roles.
5. NEMA should consider developing skills, training and development profiles for each functional CIMS role and assuring compliance.
6. Create and mandate the use of standardised task books in hard and soft copy for each functional CIMS role, including key performance metrics, templates and detailed process SOPs.
7. NEMA should consider reviewing the current guidance (and, if necessary, legislative requirements) relating to declarations of states of emergency and expand criteria sets to include more holistic matters. This should be accompanied by new guidance for mayors and group controllers.
8. Government should consider legislative amendment to provide mayors and CDEM Group appointees with the ability to declare a 'major incident' that enables enhanced response and communications, but which limits legislative powers to those that can be used under other Acts.
9. NEMA should consider reviewing the current guidance, (and, if necessary, legislative requirements) requiring declarations to be physically signed. Provision should be made for verbal and/or online approval of emergency declarations.
10. Train those in iwi liaison roles, and other key mana whenua leaders in the CIMS framework.
11. Deepen engagement with Taiwhenua, local marae and Māori communities for preparedness, response and recovery planning, including shared scenario training for event types, and clear delegations that support devolved welfare and service delivery decisions and accountabilities.
12. Utilise marae as distribution and welfare hubs throughout the region and ensure they are supplied with current sitreps and action plans. Ensure that their role in the CDEM system is both appropriately resourced and clearly communicated to local communities.

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13. At CDEM Group level, more formally engage iwi and other Māori leaders in planning at both governance and executive levels, in order that indigenous knowledge and networks inform the 4Rs, major disaster plans and SOPs.
14. NEMA should consider developing a standardised process to capture lessons learned in a mandatory after action review template for EOCs and GECCs.
15. Develop a field learning lessons learned process such as that used in the National Crisis Management Centre (NCMC) during this response to enable dissemination of real time lessons and opportunities.
16. Designate a lessons learned staff position for all large incidents at regional level, to take accountability for debriefs, after action reviews and information sharing with partner agencies and NEMA.
17. Rebuild, clarify and communicate the operating model for the regional GECC, including its relationship to local emergency coordination and incident management teams in other TLAs and response agencies.
18. Consider whether it is sufficient for the regional AoG lead to be a non-voting observer on the CDEM Group, or whether NEMA should consider legislative change to allow full membership.
19. Develop a disaster Master Plan and operating model for Hawke's Bay CDEM Group.
20. In the context of the Plan, pre plan tasking protocols and test with scenario exercises. Document these across all CDEM and response agencies.
21. Record action items during leadership, CIMS function and coordination meetings and assign one accountable task owner. Recap all tasks in subsequent meetings to ensure tasks have been completed.
22. Consider the fitness for future of Hawke's Bay CDEM building in Hastings. A larger facility and/or different location may be required.
23. NEMA should consider developing and mandating a shared common operating platform and ICT system for emergency management on a national basis in order that all responders are working to a common operating picture and so that lessons learned information can be captured.
24. Create regionally consistent protocols for all CIMS functional communication, including emails and text communications.
25. Create both physical and online information boards at command posts and key sites in order that current sitreps, action plans, public communications, meeting timetables etc. are shared with all players in response and recovery. Plan in advance for information sharing with key partners and stakeholders.
26. NEMA should review overall rostering protocols for major events and complex emergencies, including the consideration of a longer rotation for functional area and responder leadership.
27. Develop a CDEM deployment plan for the Hastings Aerodrome and establish full protocols for its use as a contingency airfield, including asset configuration, cost recovery arrangements and a special helicopter manager position to coordinate airspace when using multiple types of aircraft, and to oversee helicopter safety and loading.



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28. Either abandon the current MOU with VHB or turn it into a formal contract and develop a data sharing process to coordinate between the councils and the volunteer Call Centre.
29. Ensure that VHB and other relevant entities (such as private sector contractors) have access to situation reports and other relevant materials to support the tasking and deployment of volunteers.
30. Working with Volunteer New Zealand, NZDF, Police and FENZ, consider the establishment of a new national Disaster Relief Organisation, coordinated by NEMA, with membership from military veterans, reservists, volunteers and retired first responders, to support regional hub expertise by acting as a deployable resource when required. Members should be CIMS trained and participate in regional and local operational exercises and training.
31. Establish a daily operational brief for the GECC and all response agencies, facilitated by controllers and including updates from each functional lead to establish the plan for the day and debrief operational issues or achievements from the prior period.
32. Ensure that multiple scenarios are planned for in multi-agency sessions and subsequently tested in realistic simulation events.
33. NEMA, MBIE and MSD should consider developing a resource procurement and payment system for use in disasters that balance public procurement protocols and the need for accountability with agile asset and resource acquisition and deployment. They should consider the applicability of the emergency procurement provisions of the Government Procurement Rules to this suggestion.
34. Utilise a templated planning process within the planning function of CIMS to identify risks, establish priorities and SMART success metrics and plan strategy and tactics for the 'mission'.
35. NEMA should consider developing a national training and exercise plan to guide regional exercises and with an interface to its assurance and lessons learned capability.
36. HBCDEM exercise plans should be reviewed, to provide a greater emphasis on the balance between frequent smaller-scale training events and larger, inter agency operational exercises. Both should be mandatory for all CDEM personnel.
37. NEMA should consider developing and mandate TLAs' use of a standard national emergency operating platform, to underpin sharing of interagency intelligence inputs, analysis, taskings and communications.
38. Standardise the production of paper and online mapping products to improve situational awareness and enable better intel led decision making.
39. Incorporate the Hawke's Bay GIS team into the Planning area of CIMS.
40. NEMA should develop collateral for a public awareness campaign about donations in a disaster, which can be rolled out on a local or regional basis as required.
41. NEMA should establish a standard database to support the CIMS logistics function, including key induction materials, templates, incident tracking mechanisms and expenditure tracking and management, for assess by all agencies and EOCs at multiple levels.
42. Working with partner agencies such as MSD, Hawke's Bay CDEM should adopt a standard needs assessment tool and database along with information sharing protocols.

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43. Working with MSD and other agencies, NEMA should facilitate the development and application of a standardised, national needs assessment tool for use in response and recovery.
44. The HBCDEM Group should undertake full post major event debriefings with staff by CIMS function, facilitated by a mental health professional.
45. The CDEM Group should develop 'incident within an incident' procedures should responder illness, injury or death occur.
46. The Hawke's Bay CDEM Group should review the depth and capability of the PIM workforce with a view to ensuring that all available staff have CIMS training and to allow for specialisation into subcategories of communications management, such as external media, community liaison, central government liaison and so on.
47. NEMA should develop a kete of pre-planned emergency communications for use across multiple channels, along with clear criteria for the use of emergency mobile alerts.
48. In a major event, the CDEM Group PIM should publish daily updates to the community that include both achievements and setbacks to manage public expectations and proactively shape the narrative.
49. Develop a stakeholder master plan at both regional and local levels, including contact information, SOPs, roles and responsibilities for emergency response and recovery, and key relationship owners. Maintain and update the plan annually via the PIM function.
50. Include registers of key community contacts in the CDEM stakeholder plan recommended above.
51. Working collaboratively, develop SOPs and contingency technologies for inwards capture of community intelligence during an event and for outward dissemination through key community leaders and organisations.
52. Work with local PSGEs and Iwi leaders to develop a plan to harness and incorporate indigenous knowledge into the CDEM planning process.
53. Once the outcomes and recommendations of the Government's wider review of the CDEM system are known, the roles, interfaces and relative resourcing of national, regional and local institutions should be redesigned around a more centralised, hub and spoke operating model that balances local insight and centrally managed expertise. We suggest that this could be effected by means of an interagency co design symposium, as opposed to commissioning yet another review.
54. Standardise the regional CDEM operating model to centralise consistently structured CDEM Groups in regions and clarify relationships and accountabilities between NEMA, GECCs, first responders and local TLA EOCs/IMTs.
55. Consider growing NEMA's regulatory and intelligence capability and strengthening that agency's role in monitoring and assuring regional CDEM Group performance
56. NEMA could consider improved national guidance regarding protocols with iwi Māori, post settlement entities and Māori communities in the CDEM '4 Rs'. This should include recognition of the capability that Māori bring to emergency management and the formal inclusion of iwi in regional CDEM Groups.

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57. NEMA should consider developing fly in teams of expert professionals, (with a particular focus on controllers, but also including other experts, such as welfare, engineering, science, and communications) in order that (mostly part time) local CDEM staff can be supported by full time, technical experts. Fly in controllers need a mechanism enabling them to act in the role of CDEM controller in any region.
58. Develop clear protocols and triggers for local controllers to hand over to national 'fly in' controllers as a crisis escalates.
59. Create greater clarity for controllers and first responders about who is in command at what stage of an event and where tasking for supplemental resources (such as volunteers and NZDF) sits.
60. NEMA should consider developing a national CDEM workforce strategy, addressing recruitment, training, remuneration and professional development.
61. NEMA should consider requiring all local authority staff with CIMS functions to receive nationally accredited CIMS training and professional development experiences, with a related system of audit across local authorities.
62. Consider more explicitly ring fencing regional operating funding for civil defence and emergency management so that is not competing with other Council funding priorities. Provide greater public transparency about the use of levies.
63. Utilise insights from the Australian SES model to clarify the training and activation of volunteers, their protection from liability and mechanisms for payment for the use of community resources.
64. Review the CDEM funding model, at both local and central government levels.
65. Require local and central government agencies to partner to explore a range of place-based solutions for uninsurable or underinsured communities.
66. NEMA should consider developing formalised shared service arrangements and model agreements, including with partner agencies, first responders and lifelines, to strengthen more consistent region wide approaches and clarify roles and accountabilities on a national basis.

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## OBSERVATIONS BY TERMS OF REFERENCE

In this section and those that follow, we outline our more detailed findings and organise our suggestions against the themes within our Terms of Reference. This approach creates some duplication and overlaps between sections.

It also illustrates that, during this event, shortfalls or opportunities lost in particular areas 'layered up' with those in others, to create a combination of system weaknesses that hindered preparedness, Response and early-stage Recovery.

Future improvements will require changes at local, regional and national levels. These have implications for the future design and resourcing of the overall operating model for emergency management in New Zealand.

Taken together, the suggestions in the following sections amount to a considerable, and potentially costly, body of work.

## SECTION 1: RESPONSE ARRANGEMENTS WITHIN HAWKE'S BAY

## OBSERVATIONS: THE NEW ZEALAND WAY

The scale, extent and speed of this weather event was beyond what the New Zealand civil defence and emergency response system is set up to manage. As one respondent put it to us: *"our system was designed to manage a crisis in a region, not a region in crisis."*

Yet, in spite of the fact that some key personnel were absent or personally impacted by the event, the national, regional and local teams who led the response made it happen somehow. Although they were overwhelmed and stressed, they often utilised interpersonal relationships effectively, innovated on the fly, and coordinated the work of disparate agencies and organisations in the interests of their communities. Civic leaders communicated with empathy, in spite of incomplete information. Individuals worked tirelessly through the response. They also learned as they went. The quality of CDEM action plans, sitreps and public communications improved over time.

This was the number 8 wire New Zealand way in action, but it also had its drawbacks. From a CDEM perspective, the response and early-stage recovery were based on personalities and relationships, as opposed to repeatable and proven systems and frameworks. Response tended toward the reactive and tactical, as opposed to taking a more strategic view. Things were often chaotic. There was a consensual approach to decision making, as opposed to decision made on the basis of intelligence and with clear command lines. GECC teams relied on adrenalin and heroics, as opposed to training, operational experience and muscle memory. They functioned well enough in short bursts but momentum was hard to sustain over a long period. They imposed a high toll in terms of physical exhaustion and mental ill health amongst those involved in the response phase of this event.

Because of its inherently fly by wire ethos, this approach also does not tend to learn the lessons of particular disasters well. Multiple recent reviews of significant events in Hawke's Bay and elsewhere have found the same issues and made similar recommendations. We think it is time to further professionalise and better invest in more systematic response arrangements, at local, regional and national levels.



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From a NEMA and first responder perspective, this event highlighted the limitations and challenges inherent in New Zealand's current emergency management model, particularly when it must address a severe and widespread disaster with multiple impacts and a lengthy recovery period.

From a community and partner perspective, this event strained relationships with councils and created bitterness amongst those who felt unsupported, ignored or shuffled by bureaucracy at a time of great trauma. Lingering sensitivities continue to make it hard for local authorities to have open discussions with the community about the need for *both* improvements in local and national CDEM response *and* the need to lift community and household preparedness and self-sufficiency for the first days of an emergency event.

We suggest that both regional communities and government must invest in greater resiliency, improved planning and improved response. While the natural tendency of those who have been harmed by an event is sometimes to seek out who to blame, a better response is to identify and internalise the lessons learned from a major disaster such as Cyclone Gabrielle so that we are all better equipped to face the next emergency event.

*"The whole thing was an uncoordinated shit show. There was chaos, inequity of response and people in roles who tried hard but didn't know what they were doing. Most of the really useful stuff was done by volunteers and communities themselves. Did we take the lessons from that? Surely we can do better next time with better plans, better comms and deeper, more inclusive partnerships."*

Embedding lessons learned takes honesty, courage and leadership tenacity to address complex changes and drive them forward as a system. We hope that civic leaders in Hawke's Bay, and national leaders – at NEMA and across Government – can jointly build and implement a vision and plan for an improved system of civil defence and emergency management at both local and national levels. Doing so will promote healing for the communities of Hawke's Bay and hope that their pain and loss can prevent the suffering of the next communities to find themselves in harm's way.

It is past time to further professionalise and invest in more systematic response arrangements at local, regional and national levels.

These general observations are foundational to those that follow.

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### OBSERVATIONS: UNCOORDINATED COMMAND LEADERSHIP

Responders, whether in local government or other agencies, were not consistently trained in the New Zealand CIMS framework. In a large scale and complex event, with multiple agencies involved, it is essential to have a common command system and language which is understood by all and implemented in a consistent manner.

At present, CIMS training is not mandatory for all staff in response roles, although it is required for all FENZ staff.

In a disaster on the scale of this weather event, it is natural for each agency - FENZ, Police, St John, Volunteers, NZDF, Te Whatu Ora, utilities and so on – to establish specific command structures. They each have their own missions, responsibilities and cultures. Without an overarching command structure

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to which all participants subscribe however, the result will always be confusion, duplication and even conflict. This manifested here in a number of ways, including:

- Lack of clarity about overall command of the event and how command leadership was to be coordinated, which sometimes manifested as tensions between the GECC and local EOCs.
- Patchy coordination and information flows (exacerbated by communication technology failures) between the five-territorial authority EOCs. Flows were similarly poor between the GECC, other command authorities in first response and other government agencies.
- Uneven CIMS capability and seniority in local EOCs and the GECC, which meant a lack of standardisation, knowledge, consistency, operational experience and sometimes, leadership presence.
- Unclear handover from FENZ to the GECC once states of emergency were declared; and
- Unclear mission objectives, prioritisation and tasking for first response and other partner agencies from the GECC, particularly early in the response.

In a disaster such as this, a top table of the relevant key players needs to be established, with a clear single point of command. Under the current CDEM model, this is supposed to be the Group Controller and alternates. In this event, these controllers had variable CIMS training and operational experience. Some were full time CDEM professionals and others were not. Despite the fact that NEMA surged in additional support staff in the first days of the event, including an experienced Controller, in our view, a minority of controllers had a clear understanding of what good should look like in terms of crisis command and the coordination of operational response capabilities.

This resulted in unclear operational tasking and mission objectives, insufficiently frequent and tightly run incident management meetings in the early phase of response, and too many cooks in the kitchen at early GECC meetings. Some respondents told us that, in the words of one, *“far too many adrenalinised desk jockeys cluttered the initial response effort, with the result that some of the key professionals found engagement with the GECC slow and frustrating. People in the GECC were well intentioned but operationally inexperienced.”*

What this meant in practice is that, in spite of generally good relationships in the region, this response sometimes suffered from a lack of understanding between disciplines and agencies. In high pressure situations, if things are unclear, agencies will tend to default to just trying to deliver their own core business well. It can be easy to be unaware of what other agencies are doing or to fail to see the need to find out. Trying to navigate through interagency tensions or confusion can also distract controllers from their core command and coordination role.

As one respondent commented:

*‘It is more than counter intuitive to expect a Group Controller, after a declaration by the Mayor, to take charge (possibly cold) of an event that is rapidly scaling, and then to expect them to exhibit calm and decisive strategic leadership across the massive range of response operations. This expectation on local government needs to change’.*

Improvements cannot be achieved by more training alone. We suggest the development by NEMA of more explicit national SOPs and performance indicators for each CIMS function and particularly that of

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Controller. All agencies and players must be working to a shared picture of what operational command excellence should look like.

As we discuss elsewhere, we also believe that CIMS training for those in full or part time CDEM roles, in any agency – local government, central government, first response and lifelines – should be mandatory and subject to compliance checks through NEMA’s assurance mechanisms.

To lift overall command abilities and coordination, we further suggest the development, at national level, of a clear success profile for those in the Controller role, with leadership skills and some form of operational experience being explicitly required. A critical skill for those in this position is the ability to rise above the fog of war and weave intelligence inputs into a strategic picture. They must then have the ability to communicate required outcomes and priorities in the context of a shared mission and common operating picture.

We also think that Controller expertise needs to be full time, and as such, is likely best concentrated at regional level<sup>17</sup>. This will allow for more targeted professional development and scenario training and exercising, as outlined in the relevant section below.

All this should not be taken to imply that the answer to this is the funding of a larger standing army of regional and local government CDEM professionals. Throwing numbers at this will not necessarily improve outcomes. Command clarity and coordination can be improved by a combination of selecting the right people, greater rigour and consistency around technical CIMS training and its assurance, and more frequent exercising and training to develop operational confidence and maintain skills.

Such training also needs to be more consistently applied within lifeline and partner organisations and agencies. This will ensure that all responders, irrespective of discipline or agency affiliation, are working to the same best practice emergency management model and have rehearsed complex response command and coordination, in advance of a real event.

#### SUGGESTIONS

1. Consider requiring mandatory CIMS training for all national, regional and local CDEM and response staff (including lifelines), with training compliance to be audited by NEMA’s assurance function.
2. Clarify escalation and tasking responsibilities between command structures within FENZ, Police, NZDF and Group CDEM Controllers and reflect in CIMS documentation.
3. Consider reviewing current CIMS training models, with a view to increasing rigour in regard to common SOPs, training and professional development and regular NEMA accreditation for those in the Controller function.

#### OBSERVATIONS: CIMS CAPABILITY

In addition to the patchiness in CIMS training described above, current CIMS training packages seem overly simplistic or superficial with regard to the need for intelligence led, disciplined, team-based

<sup>17</sup> This has implications for national CDEM structures, which we address later in the report.

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decision making under pressure. As one respondent put it: *"My CIMS stuff felt too light for an event of this magnitude"*.

Some responders in key CIMS roles were also forced to learn about the requirements of their function in the heat of this event. Several told us they were unsure of the requirements of the function and what good would look like.

This is evident in the recordings of IMT meetings, in which functional leads can be seen to adopt different approaches to what matters need to be briefed to the wider team and how. As a result, some functions reported very tactically, while others took a larger strategic view. This made it difficult for controllers to see a full and balanced picture.

Inexperienced staff sometimes also made up templates or processes on the fly, which created inefficiencies, duplication, confusion and distraction from public facing activity. This was exacerbated by the fact they were often working within their home organisation's information management and email systems, as opposed to shared and dedicated emergency management systems and data repositories. From communities' perspectives, this iterative and messy work created the impression of a bureaucracy in which the right hand did not know what the left was doing.

Given that these functional staff come from (sometimes junior) full time jobs in their local councils into the response team, they cannot be expected to operate well in their functional CDEM roles without excellent training, ongoing professional development and regular involvement in inter agency operational exercises.

In the wake of this event, and given its huge emotional toll on CDEM staff, many of whom have resigned or left the region in the aftermath, it is also important to consider the recruitment proposition and ongoing support for staff in these 'reserve army' roles. Many described to us the constant stress of having the 'CDEM phone' by their beds and being available 24/7 in the event of an emergency. One said: *"No matter what we do it will never be enough because we aren't experienced professionals in emergency stuff. It's like we are being set up to fail in this and the pressure and scrutiny sometimes feel unbearable."*

As the system is configured at present, there is little in the way of either carrot or stick for these staff and their managers. Supplemental allowances are modest, training is not mandatory and extractions from BAU for exercises and other training can be hard to manage in a small territorial authority. Incentives need to be reviewed for these roles.

In addition, the system needs to be able to manage the capability constraints and pressures that arise when staff in CDEM roles are caught in the emergency themselves. In this event, several system players in key leadership positions were seriously impacted. While CDEM staff proved creative at working around these issues, contingency planning should encompass these 'incidents within the incident' and plan for redundancy and work arounds in advance, rather than on the fly.

For example, old school phone trees and an accessible data base of contact and next of kin information for those in critical positions should be retained at the GECC, in the event of communications failure or



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key decision makers being out of action. As it happened, critical absences placed extreme pressures on some individuals, particularly those in controller and leadership roles.

#### SUGGESTIONS

4. Review the recruitment proposition, reward and support arrangements for staff in key CIMS functional roles.
5. NEMA should consider developing skills, training and development profiles for each functional CIMS role and assuring compliance.
6. Create and mandate the use of standardised task books in hard and soft copy for each functional CIMS role, including key performance metrics, templates and detailed process SOPs.

#### OBSERVATIONS: EMERGENCY DECLARATIONS

The key issue here was not so much the timing of the various emergency declarations, but the way in which decision making around them was considered by the team at the GECC, the nature of the advice provided to mayors and the practical clunkiness of mayoral approval arrangements.

As our timeline shows, the possibility of a declaration of a state of emergency at territorial authority or regional level was being discussed on Sunday and Monday, prior to the worst phase of this emergency. CDEM staff were aware on Monday of the wisdom of declaring in daylight if possible, considered the merits of a precautionary declaration and debated the issue of local and regional declarations. At the controllers' meeting late Monday afternoon, with the NEMA REMA present, the Group Controller asked regional leads and other experts for their thoughts on the pros and cons of a declaration. Most were in favour of a wait and see approach, based on the data available to them at that time.

At the subsequent meeting to brief the CDEM Joint Committee and other agencies on Monday evening, the matter was discussed further and probed by the mayors, all of whom were well aware of their responsibilities in this regard.

Both meetings concluded that a region wide declaration was preferable to local ones, that any declaration would remain under advisement and that any ultimate decision needed to be based on good data and intelligence.

While the written records of these and other early meetings are brief and some recordings were accidentally erased, we have formed the view that the decision making on the possibility of a declaration of a state of emergency was overly narrow and tactical. It is also clear that advisors came at the matter from different perspectives, with some loss in translation.

On the former point, in the meeting with controllers in particular, the matter was framed in terms of:

- The need for supplementary resources.
- A requirement to compel evacuations; and
- An enhanced ability to recover costs.

Controllers appeared confident that they could manage evacuation under the forecast rainfall and river scenarios. They felt they had sufficient resources on standby to manage an event that they knew would 'stretch' the system, as a potential one in 50 year event, but which should be manageable. Some

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worried that asking for more resource could deprive other regions in the path of the Cyclone, such as Tairāwhiti.

Matters that were not considered in the records we have seen, but in hindsight, could have been, included:

- The fact that other North Island territorial authorities were declaring throughout Monday afternoon.
- The fact (possibly not known to the group) that FENZ and Police had been door knocking in Esk Valley and that few residents wanted to move.
- The fact that the change to the red weather warning meant that rain would be more widespread and could thus affect multiple areas and river catchments.
- The need for public information that signalled the potential seriousness of the event; and
- The need for public reassurance.

It is also clear from interviews and from reviewing the tapes that some decision makers came at the declaration decision from the perspective of the democratic rights of the public. They were mindful of the extraordinary powers conferred on local authorities by a declaration and hesitant to, in the words of one, *“do a Treaty of Waitangi and sign peoples’ rights away.”*

Others saw it from the perspective of a national emergency. *“Did Hawke’s Bay have a clear need for resources that might detract from the support to others?”*, said one participant. Still others appeared to be thinking about the sufficiency of boots on the ground. *“Given current projections, this will be tough but doable”* said one.

All of this is hindsight. The key decision makers were human and thus fallible. They reflected carefully on the matter and made the best call they could at the time. They asked the right questions. They tried hard to take multiple perspectives into account.

We have formed the view that the ‘to declare or not to declare’ decision is an overly binary one as the system is currently configured. As per the TAG review<sup>18</sup>, we suggest that the ability for local authorities to declare a ‘major incident’, and follow this with the appropriate warnings, mobile alerts and so on would have been a good option here, in a situation where the decision was borderline, much was unknown and the light was fading. Such a decision could, if communicated by national media, have given some families and communities more time to prepare grab bags or catalysed their decisions in regard to self-evacuation.

Declaring a major incident on a precautionary basis could also have driven a heightened communications tempo which improved public understanding of the potential seriousness of the event. In some respects it would only formalise what had already occurred, but it also would likely have ensured additional media attention and mayoral communications that may have tipped the balance for some members of the public.

Finally, there is something both farcical and dangerous in the current requirement for mayors to physically sign a declaration of emergency by hand on a piece of paper. Epic feats, for example, were

<sup>18</sup> See <https://www.dpmc.govt.nz/departamental-agency/nema/ministerial-review-better-responses-natural-disasters-and-other>

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required of CDEM staff to travel, in the height of the storm, to a Mayor's flooded home to deliver the paper for signing. Similar stories applied with regard to the Chair of the CDEM Group and other mayors. In spite of the heroic efforts of staff, this cost time and seems an oddity in the 21<sup>st</sup> century context.

#### SUGGESTIONS

7. NEMA should consider reviewing the current guidance (and, if necessary, legislative requirements) relating to declarations of states of emergency and expand criteria sets to include more holistic matters. This should be accompanied by new guidance for mayors and group controllers.
8. Government should consider legislative amendment to provide mayors and CDEM Group appointees with the ability to declare a 'major incident' that enables enhanced response and communications, but which limits legislative powers to those that can be used under other Acts.
9. NEMA should consider reviewing the current guidance, (and, if necessary, legislative requirements) requiring declarations to be physically signed. Provision should be made for verbal and/or online approval of emergency declarations.

#### OBSERVATIONS: PARTNERSHIP WITH IWI

Prior to Cyclone Gabrielle, the Hawke's Bay CDEM Group had established relationships with its Taiwhenua groups, Post Settlement Governance Entities (PSGEs), the Tihei Mauri Ora team, hapū<sup>19</sup> and, via Police, with iwi liaison officers.

However, mana whenua were not a formal part of the Joint CDEM Committee or the CEG. (Nor are they able to be under current CDEM legislative provisions.) This has been addressed recently with regional mana whenua leaders participating as non-voting members of the Joint Committee on the basis of amended Committee Terms of Reference. This more formal joint work needs to be extended and embedded, at both governance and operational levels.

During the response however, both those in CIMS functions and mana whenua felt that there was not an appropriate level or style of engagement with iwi Māori, hapū, marae or Māori organisations such as the Taiwhenua service providers. Internal CIMS staff responding to the post event operational debrief survey undertaken by the CDEM Group<sup>20</sup> referenced the following issues:

- Lack of pre-established relationships at multiple levels with iwi, hapū and marae.
- Those in other CIMS functions had little understanding of the role of the iwi Māori liaison function.
- The placement of the iwi Māori liaison under the CIMS Welfare function was not appropriate or respectful.
- Respondents to the survey suggested that there was low understanding of culturally safe practice within the GECC/EOCs, and poor understanding of what a Kaupapa Māori response would look like; and

<sup>19</sup> See <https://www.kahungunu.iwi.nz/copy-of-cyclone-gabrielle> for details on this team.

<sup>20</sup> This stakeholder survey was undertaken for Hawke's Bay Regional Council by <https://simplicity.co.nz/>

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- Iwi Māori had minimal advance training in CIMS structures and processes. Where training had occurred, it was often funded by FENZ or Te Puni Kokiri, rather than driven by CDEM.

Of the 14 Māori liaison respondents to the debrief survey, 67% felt their induction to the CDEM system was inadequate.

From a mana whenua partnership perspective, there was considerable frustration in advance of the event about the weak connection with Taiwhenua service providers, in that they were not engaged by the CDEM group in preparing for the event. One Taiwhenua entity had staff with CIMS and Te Puni Kokiri training, was tracking weather and planning its 'worst case scenario' (which proved accurate) response. There was little coordination between their command structures and those of CDEM.

Māori leaders and communities were also deeply frustrated that the GECC created geographic zones with hubs to service isolated communities throughout the region instead of using the established network of marae. This created confusion, was not clearly communicated to Māori wardens and iwi liaisons and left mana whenua feeling that their proven expertise in community service support was being ignored and disrespected.

Some marae personnel had recently been trained in CIMS by FENZ and mobilised themselves anyway. They felt unsupported by the wider response and unsure about how to connect to the GECC or local EOCs.

More strategically, mana whenua told us that they felt the current CDEM system did not use indigenous knowledge and networks effectively in community resilience, preparedness and response. *"It's all here", said one. "We know this whenua and how its waters behave. We know which Pa and marae are above the flood zone and we know how to contact and support our people. We know how to support traumatised people with manaakitanga. Why wasn't all that built into the system from the start?"*

In the event, Police's Māori wardens proved to be critical liaison points with Māori communities. These personnel were well placed to provide vital community contact information to the response, but again, were unconnected to the GECC.

Community representatives discussed the ad hoc approach of the CDEM group to engagement with Māori communities about preparedness and resilience. One said *"We shouldn't be reliant on one off TPK or other fund initiatives for things like civil defence resources on marae. If we really want to build resilience in our communities, that should be an ongoing, planned investment."*

As the Napier Flood Review recommended, we agree that there would be considerable value, going forward, in formalising iwi/Māori involvement in CDEM structures at governance, executive and operational levels. Councils have begun work on this and should continue to discuss what would work best with iwi and other local tangata whenua leaders.

The Emergency Management Bill currently before Parliament goes some way to mandating such arrangements. We suggest that NEMA should also reflect how it might enhance partnerships at national level, which might go beyond its current cultural advisory arrangements and more formally embed iwi partners at system governance level.

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At the operational level, CDEM authorities must have the agility and humility to work with Kaupapa Māori providers, including marae, as vital providers of community intelligence and services. Quite aside from partnership obligations, why invent new arrangements when well tested default arrangements and providers are already in place?

#### SUGGESTIONS

10. Train those in iwi liaison roles, and other key mana whenua leaders in the CIMS framework.
11. Deepen engagement with Taiwhenua, local marae and Māori communities for preparedness, response and recovery planning, including shared scenario training for event types, and clear delegations that support devolved welfare and service delivery decisions and accountabilities.
12. Utilise marae as distribution and welfare hubs throughout the region and ensure they are supplied with current sitreps and action plans. Ensure that their role in the CDEM system is both appropriately resourced and clearly communicated to local communities.
13. At CDEM Group level, more formally engage iwi and other Māori leaders in planning at both governance and executive levels, in order that indigenous knowledge and networks inform the 4Rs, major disaster plans and SOPs.

#### OBSERVATIONS: INNOVATION AND LESSONS LEARNED

It is clear that many people; in CDEM functions, in partner agencies and in the wider community, made impressive contributions to the response and early-stage recovery effort through innovation of all kinds.

From a CDEM Group perspective, innovations included a wide range of matters such as:

- Empowering locally led responses such as the work of Te Kahui Oranga and Tihei Mauri Ora.
- Incorporating the NZDF task tracker and logistics frameworks into CIMS functions.
- Working with LINZ to host aerial imagery and data to support response and recovery efforts; and
- Early utilisation of employee assistance to support the wellbeing of CDEM staff during the event.

From a wider system perspective innovations included:

- Effective all of government work, particularly by social agencies on the ground, to support local response and recovery.
- Extended use of Starlink-based technologies by response agencies.
- Harnessing a wide range of volunteer contributions, including the ability to scale up volunteers at short notice; and
- The first use since the 1930s of the Hastings Aerodrome to support helicopter and other air movements.

However, a range of participants in this event expressed concern that key innovations and lessons learned were not adequately captured to inform future responses, particularly when they occurred in community organisations, mana whenua or volunteer groups.

Nor have the combined Police/FENZ/NZDF hotwash templates, or Police's 4R based after action reports for example, which captured key lessons for those organisations, necessarily informed the wider CDEM system.



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There was also a need for innovation happening in the moment to be caught in real time during the response, in order to share immediate insights, opportunities and concerns.

We suggest that more formal, consistent, lessons learned processes, based on those used by NEMA, need to be communicated to those in CIMS functions. Examples of such templates and mechanisms abound.

More fundamental however, will be the entrenchment of a lessons learned *mindset* in CDEM functions and other response and recovery agencies. The common and repeated themes in prior review reports suggest that the system is somehow failing to internalise and apply lessons. The learning process *should* be straightforward, as in this graphic:



It appears that there are weaknesses in the current CDEM system at each of these steps. In the after action reports we have seen, agencies tended to look short term and internally for lessons, rather than trying to see them in the context of the whole CDEM system.<sup>21</sup>

Nor do agencies appear to see lessons learned through a behavioural change management lens. Responders tend to do what they have always done, absent a clear link between lessons learned and revised training that embeds the changes and performance targets which measure the impacts of the changes.

Past practices are hard to shift and require concerted, explicit effort. As one respondent said: *“We did Covid really well, so when this came along we thought, ‘sweet’, we are up for it. But not only was this a different beast, but we hadn’t learned what we thought we had.”* Another observed: *“We were part way through implementing the Napier flood review recs when this hit us. The urgency to change and apply the lessons tapers off between big events.”*

It is also very easy, in the absence of formal lessons learned processes that engage a wide range of people and perspectives, for optimism bias to creep in to the planning and preparedness phases. In our view, the CDEM Group and local TLA pre event planning was not aimed at black swan or worst case scenarios, but took a rather more complacent approach.

Improving and embedding lessons learned is a significant challenge for all emergency management systems, regionally, nationally and internationally. In the Homeland Security Report quoted at the head of this Review Report entitled ‘The lessons we don’t learn’, the authors analysed after action reviews from many of the United States’ largest disasters, including Hurricane Katrina and 9/11. They concluded:

*“In today’s environment, when the emergency response mission space is expanding...the ability to capitalize on experience and improve capability is ever more important. But organizations cannot just be*

<sup>21</sup>The graphic under discussion here is based on a similar diagram in Donahue, Amy, and Robert Tuohy. “Lessons We Don’t Learn: A Study of the Lessons of Disasters, Why We Repeat Them, and How We Can Learn Them.” Homeland Security Affairs 2, Article 4 (July 2006). <https://www.hsai.org/articles/167>

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*told to change. Organisational change needs to address the structure, system and culture of an organisation so that patterns of behaviour can be adjusted. Truly institutionalizing a new process requires long term commitment.”<sup>22</sup>*

Organisational and system planning are vulnerable to both political and personnel changes and to distraction by business-as usual. It will be critical that both Hawke’s Bay CDEM Group and the national CDEM system learn from the events of Cyclone Gabrielle. Doing so will require tenacity and focus by local and national leaders.

#### SUGGESTIONS

14. NEMA should consider developing a standardised process to capture lessons learned in a mandatory after action review template for EOCs and GECCs.
15. Develop a field learning lessons learned process such as that used in the National Crisis Management Centre (NCMC) during this response to enable dissemination of real time lessons and opportunities.
16. Designate a lessons learned staff position for all large incidents at regional level, to take accountability for debriefs, after action reviews and information sharing with partner agencies and NEMA.

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<sup>22</sup> Ibid.

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## SECTION 2: CDEM GROUP EMERGENCY COORDINATION

## OBSERVATIONS: STRUCTURE OF HAWKE'S BAY CDEM ARRANGEMENTS

As noted above, the Hawke's Bay architecture of command-and-control mechanisms and the existing structure and nature of its plans did not serve it well in this event.

First, the need for coordination and information flows between the five-territorial authority EOCs and the regional GECC undoubtedly complicated the early-stage response. At the simplest level, replication of EOCs and functions created unworkably large meetings which took up too much time. Other challenges included:

- At least initially, there was a lack of regular leadership connection (meetings, shared incident boards etc) between EOC and GECC controllers.
- The five EOCs, with the possible exception of Hastings, could draw on a smaller pool of CIMS trained staff, many of whom lacked CDEM experience or familiarity with the CIMS framework.
- In local EOCs, there was a lack of clarity in command lines between local (EOC) and regional (Group) controllers.
- A lack of contingency communications, such as Starlink, when conventional communication technologies failed.
- No preexisting, shared stakeholder engagement or communications plans.
- Difficulties for EOCs in communicating granular local information to Group and reciprocal difficulties for Group to understand local conditions and resources. The most notable example was perhaps the Taradale evacuation order, which was initially applied by Group to all of Taradale (some 14,000 people), when Napier's local leaders knew that the stop bank concerns would potentially impact a much smaller section of the suburb.
- Lack of prior engagement and experience in joint scenario training and exercising, which limited relationships and meant key staff were often unfamiliar with standard CIMS protocols and templates, as well as the connections between CIMS functions.
- The lack of a common system for information sharing and for recording of actions and decisions.
- The consequential need to coordinate multiple action plans, sitreps and communications, which took time and slowed response.
- Inconsistent prioritisation, escalation and information sharing between EOC controllers and the GECC.
- The need to coordinate and align public information messages from multiple civic leaders and elected members; and
- The GECC interface with other command centres, such as those in Police, FENZ, St John, and Te Whatu Ora was also under planned and ad hoc during the event. While in part this was due to the lack of a common operating system, the relationships, operational experience and skills needed to coordinate multiple response operations were not consistently evident in the GECC. We address this in detail in the next section on the GECC. This also limited early response situational awareness, interoperability and the ability to take diverse perspectives into planning.

At a more strategic level, there was also considerable confusion with regard to the high-level roles of the respective agencies within the national CDEM system early in the response. This was particularly the



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case with regard to public safety. This became a pressing issue a few days into the response as power outages continued. For example, requests for NZDF to assist with law-and-order matters that were properly the purview of Police came from some local officials.

The early-stage response also missed an opportunity to take advantage of regional all of Government (AoG) networks that could have informed intelligence products and utilised key relationships. The Ministry of Social Development (MSD) Regional Commissioner is the lead for government agencies in the region and these AoG resources were, initially, poorly connected to the local EOCs and GECC. Relationships held by these agencies could have eased a number of challenges the Group was facing. MSD has six service centres across the region and strong relationships into local marae. Waka Kotahi held some of the critical data on State Highway roads and bridges. The Ministry of Education had networks amongst school principals. Te Whatu Ora needed to bring the public health dimension to the event earlier than it was able to. Te Puni Kokiri had deep relationships with key iwi leaders, and so on. These agencies found it challenging to have their voices heard in the GECC and to understand what was going on. Initially at least, they tended to meet separately to resolve response and recovery issues. At one point, transport staff told us they retreated to a cupboard in the overcrowded Hastings CDEM facility.

Some respondents commented that they felt the response was smoother in Tairāwhiti because it was led and coordinated by a unitary authority. The Joint Committee should consider whether in future, more fully rationalising CIMS functions across the Group to a regional level may be helpful in consolidating expertise and taking noise out of the response and recovery systems.

In doing so, they will need to carefully balance the need for local granularity - in planning, relationships and intelligence - with the need for a rapid, agile, professional regional response.

#### SUGGESTIONS:

17. Rebuild, clarify and communicate the operating model for the regional GECC, including its relationship to local emergency coordination and incident management teams in other TLAs and response agencies.
18. Consider whether it is sufficient for the regional AoG lead to be a non-voting observer on the CDEM Group, or whether NEMA should consider legislative change to allow full membership.

#### OBSERVATIONS: FUNCTIONING OF THE GECC

Many respondents to this review also observed that the functioning of the GECC, particularly early in the response, appeared chaotic, with considerable confusion over who was doing what and whether tasks had been completed.

Part of this is attributable to the fact that existing GECC systems and processes were not suitable for an event of this nature. Many had to be built in the heat of the event. However, this comment was also typical of several: *"The GECC was chaos. No organisation initially. No focus. No structure. People everywhere. No disaster SOPs. People working in silos making poor decisions."*

Other issues noted by respondents in regard to GECC operations were as follows:

- There was no disaster Master Plan or flood emergency plan at regional or local level.



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- There was a gap in incident management capability between the professional CDEM staff and seconded staff. As one respondent put it, *"You can't run a disaster using inexperienced people taken from day jobs. There's just not enough horsepower to address big crises and as a result it can break these people."* Another said, *"The professionals in the GECC were just spread too thin"*.
- The functioning of the GECC in a major natural disaster had not been operationally practiced, which meant it had to be built in flight.
- The concentration of resource in the central GECC meant that local level resources were often overstretched, particularly in regard to remote and rural communities, which created TLA-GECC tensions.
- There was a lack of understanding by some GECC staff of the roles of partner agencies.
- Early action plans were inadequate and not well communicated. *"There was no battle rhythm on the first day, minus situation boards or a sense of GECC priorities"*.
- There was a revolving door of staff rostering in and out of the GECC, which meant that relationships were disrupted and corporate memory lost, a problem exacerbated by the lack of lessons learned mindset and systems noted in the command and coordination section above.
- Surge staff changed systems and processes, which slowed things down. Things, *"...iterated and reiterated constantly. There was no common model or approach,"* said one respondent.
- Calls for service were coming in on multiple channels (Police, FENZ, CDEM, people at fire stations and via social media), which meant that it was difficult to analyse double ups. Hawke's Bay 111 Communications Centre jobs numbered over 800 on Tuesday 14<sup>th</sup> February. The 111 system was overwhelmed, and this meant that, in some cases, the GECC tasked responses that had already been serviced; and
- There was poor outward communication by the GECC to first responders, a number of whom had little contact from GECC in the early period of response. One said: *"There was a black hole in respect to information from GECC and EOCs. They were not tasking responders or closing feedback loops. GECC still has a responsibility to provide coordination, for example, where are the CDCs?"* As another put it, *"I just decided to deal with the emergency services rather than GECC as they were calm heads under pressure and subject matter experts in dealing with chaos. I just ignored GECC and took my tasking from the 111 calls."*

This latter point was critical in the early hours of Tuesday 14th. To give a specific example, the GECC tasked local army reservists via FENZ at 2.05am to pick up first responders in a Unimog from Bay View Fire Station and respond to a family stuck on Glengarry Road by a fallen tree. There was no information about road condition or casualties.

At 2.45am the Unimog arrived at Bay View fire station (the power was out by this time) and proceeded up SH5. It quickly had to turn around due to water levels. The response team then decided to access the Esk Valley using Hill Road. At the school they found 15 plus vehicles with people trapped and in a state of panic. These residents advised the Unimog team that people were stuck in the valley.

As the responders tried to get into the Esk Valley a surge of water came though their vehicle at chest height. The vehicle started moving and was forced to reverse out. It then made an evacuation run from the school to a local marae.

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Throughout this incident the responders were unable to contact the GECC by phone or text. They had no information about the scale of the flood and the GECC could not receive their situation report from the field.

The initial tasking was the only one received from the GECC by this group of responders that night. From this point, they liaised with Police and FENZ to effect further rescues, still unable to close the loop back to the GECC.

#### SUGGESTIONS

19. Develop a disaster Master Plan and operating model for Hawke's Bay CDEM Group.
20. In the context of the Plan, pre plan tasking protocols and test with scenario exercises. Document these across all CDEM and response agencies.
21. Record action items during leadership, CIMS function and coordination meetings and assign one accountable task owner. Recap all tasks in subsequent meetings to ensure tasks have been completed.
22. Consider the fitness for future of Hawke's Bay CDEM building in Hastings. A larger facility and/or different location may be required.

#### OBSERVATIONS: INFORMATION SHARING AND MANAGEMENT

As noted above, the information systems in each territorial authority and at the Group ECC were not readily interoperable. In some local EOCs, much work was done on off system spreadsheets and paper templates. This made consistency and information sharing difficult.

In addition, staff in EOCs, or those seconded from other agencies, often used their own home organisation emails, instead of function specific emails reflecting the CIMS framework and feeding a shared database. This meant that valuable information was not able to be shared at handover or held in a common system for lessons learned analysis. Given the rapidity of rostered staff turnover in positions, this created a loss of key insight as well as compromising the historical record of events. All of this also made the creation of quality intelligence products challenging.

A flow on effect of complex regional CDEM structures and disconnected information systems was that those in functional teams often felt poorly informed by functional leads about the latest intelligence and planning. Not all leads returned from joint meetings with updates. Handovers between shifts and functional leads were often poor. This meant that not all staff were working to a common operating picture.

Functional leads and partner agencies also commented that it was hard to track a request for service once submitted to 'the system'. Feedback loops and decision timelines were confused in the early stages of response and recovery. Notes about welfare needs or requests for equipment for example, seemed, in the words of one respondent, *"to disappear into this opaque Group system for days and then pop out again for my own agency to action. I could have done that in the first place. It was very hard to know whether something had been done or not. In the end we just tended to do it ourselves."*

Information sharing also tended to be limited to CIMS functions and arguably insufficient attention was paid to sharing key reports – such as sitreps and action plans - with partners, such as iwi leaders, partner



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agencies, private sector players and volunteers. It is better to err on the side of over than under sharing to ensure that information is current and can itself be informed by upwards feedback and intelligence flows.

Finally, we note that some key records, such as incident management meeting notes, logs and recordings were overly brief or have not been retained. These are vital to the historical record of the event and central to lessons learned processes.

#### SUGGESTIONS

23. NEMA should consider developing and mandating a shared common operating platform and ICT system for emergency management on a national basis in order that all responders are working to a common operating picture and so that lessons learned information can be captured.
24. Create regionally consistent protocols for all CIMS functional communication, including emails and text communications.
25. Create both physical and online information boards at command posts and key sites in order that current sitreps, action plans, public communications, meeting timetables etc. are shared with all players in response and recovery. Plan in advance for information sharing with key partners and stakeholders.

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## SECTION 3: OPERATIONS

## OBSERVATIONS: ROSTERING

Respondents told us that a variety of rostering issues constrained the response and recovery system's ability to function effectively. These included:

- In the critical early stages of the response, CIMS trained staff in key positions were turned away from the GECC after positive Covid tests and quarantines were put in place. This increased the burden on remaining staff. In the event, the urgent need for specialist skills in the first hours of the response perhaps outweighed infection risk.
- As noted above, within the GECC, individuals rotated through CIMS roles on a daily basis, often with poor handover and variable levels of capability, training and experience. This, when combined with the lack of interoperable systems and a common operating picture, led to considerable loss of corporate memory and disrupted working relationships with first responders and specialists; and
- Over the wider cast of response personnel, the conventional NEMA response protocols typically applied, with a 1-5-1 roster (one day travel to the incident, five days on duty and one day travel home). In the view of many respondents, this was quite disruptive in an event of this scale and complexity, with significant loss of information at each changeover.

## SUGGESTION

26. NEMA should review overall rostering protocols for major events and complex emergencies, including the consideration of a longer rotation for functional area and responder leadership.

## OBSERVATIONS: CONTINGENCY AIRFIELD AND AIR MOVEMENTS

The Hawke's Bay CDEM Lifeline Plan identifies Hastings Aerodrome as the backup to Napier in the event of tsunami, inundation or earthquake disabling Napier Airport.

Skyline Aviation, which holds the Te Whatu Ora contract for patient transfers in the region, also identifies Hastings Aerodrome as the back up to Napier Airport for hospital patient transfers.

In this event, FENZ and NEMA moved onto Hastings Aerodrome as an ad hoc emergency airbase, with the FENZ air desk taking control of all flight authorisations. The GECC deployed security onto the airfield for two months.

The airfield was used as a base for the NZDF's NH90 helicopters, private helicopters and various small aircraft used to transport patients and other members of the community.

This contingency use of the airfield had last occurred during the Napier earthquake in 1931 and subsequent floods in the 1930s. Contingency plans were underdeveloped. This created a number of issues, both during the response and subsequent to the event, including:

- Aircraft tasking and deployment, including for private helicopters, was initially managed by FENZ. At one point in the early days of response, the GECC asked FENZ to stop tasking and took over, with what some respondents described as chaotic results. A short time later, FENZ control was restored.

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- Instrument Flight Rules (IFR) aircraft use of the main runway and helicopter use of the east/west approach paths – particularly for sling load operations - highlighted the importance of maintaining obstacle free flightpaths over the neighbouring area.
- Although air traffic was coordinated at the Aerodrome, the Hastings EOC helipad at the Distribution Centre was several kilometres away and was somewhat high risk, given the lack of airspace/helipad coordination. Expert responders also expressed concern at the frequent overloading of aircraft arising from the lack of an expert in a loadmaster role.
- The Aerodrome's water supply and wastewater struggled to accommodate the hundreds of responders and evacuees on site.
- The Aerodrome access road had to be upgraded for the multiple heavy vehicles using it during response.
- The supply of A1 jet fuel at the airfield had not been preplanned and was unreliable; and
- The Aerodrome was unable to conduct the normal business that provided revenue for the period of use, and incurred additional costs, such as the need to upgrade its access road and improve water supply. At the time of writing, these expenses remained outstanding and there is no obvious mechanism to recover these costs from central and/or local government.

#### SUGGESTION

27. Develop a CDEM deployment plan for the Hastings Aerodrome and establish full protocols for its use as a contingency airfield, including asset configuration, cost recovery arrangements and a special helicopter manager position to coordinate airspace when using multiple types of aircraft, and to oversee helicopter safety and loading.

#### OBSERVATIONS: USE OF VOLUNTEERS AND THE PRIVATE SECTOR

One of the most positive elements of the New Zealand way discussed above is the willingness of community members to support each other in times of disaster. This event was no exception.

Volunteer resources can also present both opportunities and challenges to emergency management. These resources can be hard to record and track and tend to have variable experience and training in the CIMS operating framework. It can be challenging to check the backgrounds and affiliation of volunteers. Well-meaning community volunteers can actually add considerable management burden and risk to a response.

However, in this instance, Volunteer Hawke's Bay (VHB) had signed a Memorandum of Understanding (MOU) with the CDEM Group in 2022 to provide and oversee volunteer services, including a Call Centre. It had capability and capacity to coordinate volunteer and contract resources for the GECC.

In the event, advance planning for the use and deployment of community volunteers appears to have been superficial. During early response, the core team of VHB staff, unable to make their voices heard in the GECC, decamped, along with other government agency representatives, to the Te Puni Kokiri building in Hastings and did their best from the outside. The depth of specialist skills and operational experience that existed within the pool of volunteers, backed up by the wider resources of Volunteer New Zealand, seems to have been underutilised by the CDEM Group, both in response and during recovery.



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In spite of this, the volunteer response in the region was invaluable. It included, for example:

- Tasked by FENZ, extensive and vital rescue activity by the surf lifesaving community.
- Tasked by Police, vital SAR capabilities deployed in hard to access areas.
- Coordinating initial data entry of details of missing persons for Police.
- Coordinating offers of help from out of region contractors.
- With MSD, providing targeted welfare checks for the elderly and those with disabilities.
- Running the emergency volunteer registration database, which registered 3,000 volunteers within the first four days of response.
- With Tihei Mauri Ora, Te Kāhui Ohanga and CDEM, converting the hall at the A&P showgrounds to manage the distribution operation and helping staff the operation alongside NZDF, NEMA and others.
- Supporting the Hastings Aerodrome hub; and
- In the early stages of recovery, establishing community Facebook groups to coordinate workers to clear silt and empty homes, orchards and businesses.

*As the Barber family huddled in their roof cavity, furniture bobbing against their ceiling in floodwaters below, they heard a motor approach.*

*The sound was a godsend for Chris who six hours previously had been told by 111 operator to smash a hole in the ceiling and shelter with his wife and two young children.*

*Frantically banging on the roof, the family yelled out their whereabouts, and when the inflatable boat arrived Chris asked its wetsuit-clad occupants “are you guys the Navy?”*

*“Nah, we’re just three Māori boys” came the reply.*

Source: <http://www.stuff.co.nz/national/131257319/cyclone-gabrielle-our-extraordinary-stories-of-resilience-after-a-disaster>

Respondents to this review reported a number of specific frustrations with regard to the support provided by Hawke’s Bay CDEM Group to the volunteer services, all of which provide opportunities for future improvement. These included:

- There was no key point of interface for VHB into the GECC to ensure the sharing of intelligence (both ways) and the coordination of volunteer resources. VHB had the ability to mobilise and deploy the 3,000 new volunteers, but the GECC could not, (or would not) provide the information to enable them to do so. HBCDEM’s own volunteer groups were not deployed until day five of the response. These delays cost considerable community goodwill.
- Not all volunteers were called on to participate in lessons learned processes or to problem solve with the GECC and wider CDEM groups, either during or after the event.
- The current process for the vetting of volunteers was insufficiently agile in a disaster of this magnitude and scale, where resources needed to be ramped up quickly.

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- The VHB Call Centre was not used as outlined in the MOU, in favour of council call centres. Arguably the VHB had more staff trained to receive calls from distressed persons and greater depth to call on from the national volunteer call taker network.
- There were delays in HBCDEM groups responding to offers of help from contractors and private sector providers in the response and early stage recovery phases. This was a common frustration expressed by those who provided contractor support. HBCDEM Intel could not release information about where contractors were needed quickly enough, which created delays and caused several to leave the area; and
- The VHB's own volunteer database also proved inadequate to this event. The organisation is currently rebuilding it.

With regard to the utilisation of the private sector, the philanthropic sector and contract resources, some respondents reported similar concerns that their offers of help were not responded to in a timely way or were not utilised to best effect. Many private businesses, from helicopter companies to transport and engineering providers, offered capability, services and resources to the region, during both response and recovery. One told us, *"We just couldn't get any sense out of the Group running the response and so we just did it anyway and at our own cost."*

Another respondent made the point that, *"Even before something happens, I don't get why all the planning has to be about government agencies. It would make sense to involve local private companies and charities and so on in planning before a disaster so the Council has a full picture of the resources it can draw on. Then it can just pull whatever outfit is relevant to the event into the command centre."*

*"The region had some brilliant help from companies like Wattie's, PanPac and Unison. And the volunteers. Without them we'd still be silted up. It all makes me quite proud of us as a community."*

Continuing the theme of underutilisation of regional resources, a number of respondents commented on the fact that there are many in the community with relevant operational experience who could have been more

systematically 'called up' and put to work during response and recovery, on a volunteer basis.

*"We've got some local veterans who've done big operations in their careers and loads of retired cops and firies. Surely civil defence could have used them more effectively in both planning and responding. It's often these people that the community turns to informally anyway."*

We note in this context that, in Australia, State Emergency Services (SES) volunteers are the first responders to emergencies. They provide assistance to many emergency situations including flood, storm, bush search and rescue and give relief to those impacted. These are models that should be further examined by NEMA and regional authorities.

We also note the recent use of models of disaster response and relief using veterans that have been tested in the United States in order to support civilian capability. These are also in place across the Tasman in the charitable organisation, formed in 2016, called Disaster Relief Australia, with a mission statement to, *"unite the skills and experience of military veterans with emergency services specialists to deploy disaster relief teams in Australia and around the world in the wake of disasters."* This organisation now has more than 2,500 volunteer members and 10 fully operational Disaster Relief Teams (DRTs) across Australia. Such a model may be worth exploring in New Zealand.





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**SUGGESTIONS**

28. Either abandon the current MOU with VHB or turn it into a formal contract and develop a data sharing process to coordinate between the councils and the volunteer Call Centre.
29. Ensure that VHB and other relevant entities (such as private sector contractors) have access to situation reports and other relevant materials to support the tasking and deployment of volunteers.
30. Working with Volunteer New Zealand, NZDF, Police and FENZ, consider the establishment of a new national Disaster Relief Organisation, coordinated by NEMA, with membership from military veterans, reservists, volunteers and retired first responders, to support regional hub expertise by acting as a deployable resource when required. Members should be CIMS trained and participate in regional and local operational exercises and training.



<sup>23</sup> Photo: RNZ.

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## SECTION 4: PLANNING

## OBSERVATIONS: PLANNING

Despite the lack of a Disaster Master Plan noted earlier, the overall Hawke's Bay CDEM Plan and its supporting documents are as good as any we have seen in other regions. But in a disaster of the speed, size and severity of this weather event they proved inadequate. They failed to provide enough detail to be actionable. For example:

- Civil Defence Centre (CDC or evacuation centre) lists were not preselected by type of event, which meant that locations safe from flooding could not immediately be activated and had to be assessed in the midst of the event.
- Evacuation plans lacked details about how evacuations would be conducted and who was responsible for the process.
- There were no large-scale evacuation plans, such as for the whole of Taradale. If flooding had been even more widespread, it is difficult to see how those living on the Heretaunga flood plains could have been evacuated with a single road in and out of the region.
- Plans were insufficiently granular to reflect the distinctive needs of specific communities and demographics, such as care homes, remote communities, migrant and refugee communities and the medically vulnerable.
- Despite being aware of the fragility of communications and lifeline infrastructure (with many critical services carried on the region's bridges, for example), there were few contingency plans for how to communicate when technology failed or was destroyed; and
- Despite some pre cached resources, there was a need to access or acquire significant additional resources in real time, which conventional government procurement protocols made difficult. These were procured but payment arrangements had not been determined up front. This has given rise to some significant deficits held by local TLAs and other parties (such as the Aerodrome).

While the nature of this emergency was such that even the best plans may have been insufficient to the event, we suggest that these issues illustrate some weaknesses in the planning process that can and should be corrected for the future. Agencies need, above all, to plan *together*. They also need to test the effectiveness of their plans by training and exercising them realistically, as is outlined in the next section.

In addition, the plans developed by CDEM experts, or senior managers, need to be properly disseminated to all those in partner agencies and in CIMS functional roles. When the time came for the implementation of plans in this event, a number of those in key CIMS functions told us they did not know what the plans required.

In terms of the operational planning activities carried out under the planning function within CIMS, there were also opportunities for improvement identified by respondents to this review. First responders in particular noted the absence of SMART (specific, measurable, attainable, realistic and timely) mission objectives throughout the response and early-stage recovery phases.

Such objectives are critical to creating a shared understanding of mission outcomes. They create a shared direction that unifies the efforts of multiple partners and agencies. While the IMT meetings and

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action plans did list some objectives, these were often vague and did not meet SMART criteria. It was also sometimes hard to reconcile the plans of the various local EOCs and the GECC.

Some respondents felt that action plans and sitreps were not produced often enough or circulated sufficiently widely to promote shared understanding of the direction. Yet personnel changed daily, which meant that incoming staff were often operating from outdated information. Communication technology failures exacerbated this lack of shared mission outcomes and prioritisation of key objectives.

#### SUGGESTIONS

31. Establish a daily operational brief for the GECC and all response agencies, facilitated by controllers and including updates from each functional lead to establish the plan for the day and debrief operational issues or achievements from the prior period.
32. Ensure that multiple scenarios are planned for in multi-agency sessions and subsequently tested in realistic simulation events.
33. NEMA, MBIE and MSD should consider developing a resource procurement and payment system for use in disasters that balance public procurement protocols and the need for accountability with agile asset and resource acquisition and deployment. They should consider the applicability of the emergency procurement provisions of the Government Procurement Rules to this suggestion.
34. Utilise a templated planning process within the planning function of CIMS to identify risks, establish priorities and SMART success metrics and plan strategy and tactics for the 'mission'.

#### OBSERVATIONS: TRAINING AND EXERCISING

Many respondents told us that the key to improving future response and recovery activity was to upweight the rigour and extent of training and exercising. They felt that prior tabletop exercises in the region had neither been sufficiently realistic nor large enough in scale and inter agency scope to be useful in preparing for this event. One respondent said: *"There was just an enormous gap in incident management capability between those who do this sort of realistic operational training for a living – Police, St John, FENZ, NZDF – and inexperienced people taken from their day jobs."* Another said *"There was optimism bias that we'd done COVID well so we could do a big crisis. We need to have a lot of different people in the room saying, 'what if?' so that we can identify some real black swan things to base exercises on."*

It is also critically important that training exercises find the right balance between targeted exercises for individual players in the CDEM system and region wide training events that involve multiple agencies and partners. The latter are expensive, in both direct costs and abstractions. They should only be undertaken after sufficient training and development have been completed. Local authorities and first responders will therefore need to jointly plan the optimal exercise calendar and cadence for the region.

NEMA may also need to take a greater role in developing structured exercise plans and assuring their execution and review. Its national lessons learned framework will need to capture, analyse and communicate the patterns and themes within regional exercise review data.

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Operational training exercises should be both regular and mandatory for those in CIMS functions, in spite of the pull of their day jobs. As one respondent put it: *“Emergency management and leadership skills are perishable and must be regularly drilled and practiced.”*

Leaders, both locally and regionally, also need to set the right context around training and exercising. These must be communicated as opportunities to learn and if necessary, to fail and recalibrate planning. It is important that operational exercises are not seen as punitive.

#### SUGGESTIONS

35. NEMA should consider developing a national training and exercise plan to guide regional exercises and with an interface to its assurance and lessons learned capability.
36. HBCDEM exercise plans should be reviewed, to provide a greater emphasis on the balance between frequent smaller-scale training events and larger, inter agency operational exercises. Both should be mandatory for all CDEM personnel.

#### OBSERVATIONS: INTELLIGENCE

Such was the speed, extent and severity of this event, alongside communication technology and hydrotel failures, that situational awareness in the early stages of the response was low. This compromised early intelligence products and in turn weakened tasking and deployment.

As will have become evident from the above discussion, multiple sources of intelligence, from individual EOCs, first responders, elected members, the community, public agencies and volunteers were not able to be rapidly captured at a central point, analysed and shared. Some of the reasons for this related to challenges in gaining reliable intelligence *inputs*, such as:

- Communications contacts for agency leads such as satellite phone and Starlink details, were not all centrally recorded at GECC, (despite the Hawke’s Bay emergency contact app), which made outreach difficult after conventional communications failed.
- Problems with interoperability and data sharing amongst first response agencies. For example, Police and FENZ could share communications centre data, but could not see council call centre information. The FENZ dashboard could not be shared. As FENZ coordinated the volunteer surf lifesaving response, it gained useful intelligence, but this did not always get to the GECC.
- FENZ and Urban Search and Rescue (USAR) used ArcGIS, Quick Capture and Survey 123 for geographic information, but the latter two were blocked by the Police network. Survey 123 can layer images over each other for real time geospatial intelligence. Not all first responders shared MS teams. Police used Webex. Not all councils shared the same Geospatial Information System (GIS) systems.
- Te Whatu Ora was not involved in the GECC for the first few days due to an error in the invitation list, thus limiting the public health information flows.
- The tools for intelligence and tasking used by NZDF differed from those in other response agencies and did not reflect the CIMS model.
- The community networks, including with iwi, Māori organisations and marae, that had been created during Covid were not utilised for inwards flows of information to the GECC and EOCs; and

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- There was no one place for community leaders and elected members to send local updates and suggestions in local EOCs and the GECC.

Other issues related to intelligence *analysis* and its connection to tasking, including,

- Thin resourcing in the GECC intelligence function created initial delays in turning data into intelligence and then into updated action plans.
- There was an initial absence in the GECC of a tasking process.
- The lack of consistent templates and shared understanding of core processes meant that much information was lost at shift handovers.
- Staff in the CDEM intelligence function were not all CIMS trained and some struggled to understand the critical link between intelligence and other functions such as logistics and welfare. First responders expressed frustration with one what called *"The one-way traffic into the GECC but not out from it to taskings, or at least not in a timely way"*.
- The relative infrequency of GECC meetings in the initial day or two of the response. For example, a GECC meeting was initially called for 7am on the morning of Tuesday 14 and though agency representatives turned up for it, it did not happen. The first full GECC briefing happened at 3pm that day. One respondent said: *"It took ages to settle into a battle rhythm with the right stuff going in and the right stuff coming out. It was a matter of lack of operational experience in key functions"*.
- The previously discussed lack of command coordination between CIMS leads in the GECC and other response agencies. One respondent said: *"There were too many people at the GECC meetings and too little understanding by those in CIMS functions of the need to brief both up to intel and out across the response. This made both inwards and outwards intel flows slow"*; and
- This also related to other partner agencies. For example, the coordination with Immigration New Zealand to identify, support and manage the needs of migrant workers was partial and late.

More specifically, the Hawke's Bay Regional Council GIS team was not woven into the planning or intel functions of CIMS and appears to have been underutilised early in the event. Later, GIS staff worked well with Land Information New Zealand (LINZ) to develop dynamic geospatial products and maps at speed.

However, the HBCDEM Group relied on the ArcGIS common operating picture dashboard which is an online resource. This meant that there were often no hard copy maps and artifacts for staff in the field to draw on when developing operational tasking objectives.

All of this meant in practice that it was almost impossible, in the first few days of the response, to get a consistent and accurate picture of such critical matters as casualty numbers and numbers of people in CDCs.

After the early days of the response, some good intelligence products were eventually produced, but were not always shared. Sitreps and action plans should be widely shared, not just with partner agencies but with the community, elected members and civic leaders who are often the public facing voices of the response effort. As noted elsewhere, other government agencies and volunteers also struggled to access sitreps and action plans from the GECC.

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**SUGGESTIONS**

37. NEMA should consider developing and mandate TLAs' use of a standard national emergency operating platform, to underpin sharing of interagency intelligence inputs, analysis, taskings and communications.
38. Standardise the production of paper and online mapping products to improve situational awareness and enable better intel led decision making.
39. Incorporate the Hawke's Bay GIS team into the Planning area of CIMS.



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<sup>24</sup> Photo: High resolution image of Hawke's Bay flooding from Land Information New Zealand.

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## SECTION 5: LOGISTICS

Almost all respondents involved in response and early-stage recovery felt that logistics was an area of particular weakness in the GECC and EOC structures, particularly before support from NZDF's well-honed logistics function was in place.

*"The logistics were a mess. There seemed no rhyme or reason to how they prioritised. We spent days on our own, watching helicopters fly over to richer communities."*

Respondents to Hawke's Bay CDEM Group operational debrief survey, for example, indicated that staff in the CIMS logistics function had received limited training or induction prior to the event. They pointed to an absence of clear systems and processes, which meant they built systems reactively.

Specific issues included:

- As with volunteers, significant numbers of responders offered themselves as providers of additional support early in this event. Many did not receive any acknowledgement or request for support until late in the response.
- There was poor connection between the GECC and the Hastings distribution hub.
- Incoming donations to and outgoing deliveries from the Hastings distribution hub were not initially tracked, which meant there was little awareness of warehouse supplies, aside from food, water and other basics.
- Public communications about items that should not be donated were slow. This reduced response team productivity as they were forced to sort donations and dispose of unwanted items.
- There was significant disconnection and confusion about the removal of waste, including waste from the Napier industrial area that had been contaminated by sewage system failures. The roles and responsibilities of agencies and private sector entities were not clear.
- There was little in the way of lifelines planning and logistics to support the provision of fuel and water. There were no petrol stations for example, specifically designated for first responder use.
- Some critical businesses did not have generators or adequate Business Continuity Plans, which made requisitioning of fuel and medicines for example, very difficult.
- The plans for distribution centres were confused. These needed to be further broken down to community and marae levels.
- Logistics packages were insufficiently tailored to special needs groups such as the medically vulnerable, disabled and so on, in part because of poor coordination with the welfare function.
- Surge staff sent in by NEMA in the early days of the response used different systems. Out of region support staff also relied on local logistics staff for accommodation and transport arrangements, which distracted the latter from their core functions of community support; and
- There was little preexisting documentation to support expenditure tracking and management, or after event audit and claims processes.

CIMS staff in the logistics function received excellent support from agencies with expertise in logistics, such as NZDF, USAID and FENZ, which meant that the quality of tactical response improved as time went on.

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**SUGGESTIONS**

40. NEMA should develop collateral for a public awareness campaign about donations in a disaster, which can be rolled out on a local or regional basis as required.
41. NEMA should establish a standard database to support the CIMS logistics function, including key induction materials, templates, incident tracking mechanisms and expenditure tracking and management, for assess by all agencies and EOCs at multiple levels.



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<sup>25</sup> Hawke's Bay app. See <https://cdn.hbapp.co.nz/news/news/cyclone-gabrielle-response-distribution-centre-walkthrough>



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## SECTION 6: WELFARE

## OBSERVATIONS: THE WELFARE FUNCTION IN CIMS

Similar comments apply to those above regarding logistics. Staff in this functional area felt that they had received little induction and that surge staff were generally unprepared for the role. Again, many staff in the welfare support function had not received CIMS training and were unfamiliar with the tools and templates available. This meant they tended to make them up as they went, which promoted inefficiency and inconsistency.

Many of the staff in this function were also too junior to hold the senior relationships in the community, with other agencies and with Māori, which could have facilitated better and faster outreach and engagement.

Other issues raised by CDEM staff survey respondents included:

- Challenges in connecting and aligning the welfare functions of the five council EOCs and the GECC, under the Group Welfare Plan.
- Low understanding by some welfare staff of the needs of rural communities and potential underutilisation of the Rural Advisory groups (RAGs) that had worked effectively during Covid response and the 2020 drought. For example, animal welfare efforts were concentrated on domestic as opposed to production animals. Connections into rural support and health networks were also weaker than in prior responses; and
- Low confidence by CDEM staff with a Kaupapa Māori approach to welfare meant that some iwi and marae concerns were underappreciated. An example was the importance of any degradation of urupa to local Māori.

Engagement between the CIMS function and other social agencies was also variable, as noted in the discussion on the AoG agencies above. The local AoG lead, who was also the MSD Regional Commissioner, had a wealth of contacts that could have prevented duplication but which were underutilised until later in the response.

The GECC also lacked a needs assessment data capture tool, which meant that many families and individuals had multiple assessments with different agencies. This created stress and resentment. From an inter-agency perspective, these differing assessment tools could only be shared manually.

This reflects the current lack of a nationally consistent needs assessment tool. In the absence of this CDEM Groups are all developing their own tools, which will present a problem in any future event involving multiple regions.

The interface between the welfare and logistics CIMS functions also seems to have worked less than ideally. For example, welfare was tasked by logistics, early in the response, to call isolated communities and ascertain their needs. The resulting list was then passed back to welfare with a note that these needs could not be supplied and to call back and find out 'what they really wanted'. Eventually, logistics said communities could choose one of four prepacked food boxes whether they needed everything in the box or not.

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Other, similar examples go to such issues as the supply of medications for remote patients or displaced persons.

Welfare support is one area in which preexisting relationships, at the right levels, are critical. This is particularly the case in remote communities. In this event for example, local volunteer fire chiefs proved critical in mobilising local resources and contacting 'missing' people. The well-developed welfare relationships and strategies in Wairoa and Central Hawke's Bay, which were well supported by the relevant Taiwhenua groups, were also remarked on as real positives by several respondents.

Welfare relationships would also benefit from training and scenario exercising in peacetime. Joint engagement in beneficial community projects is also a good way of embedding connections and local knowledge in advance of an event.

#### SUGGESTION

42. Working with partner agencies such as MSD, Hawke's Bay CDEM should adopt a standard needs assessment tool and database along with information sharing protocols.
43. Working with MSD and other agencies, NEMA should facilitate the development and application of a standardised, national needs assessment tool for use in response and recovery.

#### OBSERVATIONS: CIVIL DEFENCE CENTRES

As noted above, the list of available CDCs was not sorted by event type, and some locations proved unsuitable in a flood emergency.

Nor were CDC locations pre-qualified by capacity and fully tested in advance with partner agencies. An example is the advertising of St Joseph's College as a CDC, which became known to the Ministry of Education (and the School's Principal) only via public media. Given the school was in session at the time, the arrival of dozens of displaced people proved challenging. Agencies and the school community rallied around and this CDC was ultimately very effective, but things were harder than they should have been.

Potential CDCs, sorted by capacity and type, should be regularly assessed, reviewed and publicly communicated prior to a predicted event.

Each CDC should have a detailed welfare and logistics plan around its set up and staffing in advance of events.

As recommended above in the section on relationships with tangata whenua, we suggest that the default network of CDCs should be provided by marae, given their long experience in and excellent facilities for servicing the accommodation and welfare needs of their communities.

Working with marae to invest in CIMS training for marae leaders, marae-based caches of civil defence materials, joint operational exercising and clarification of plans, including arrangement for reimbursement of expenses, should all now be priorities for the CDEM operations, planning, logistics and welfare functions.



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## OBSERVATIONS: RESPONSE STAFF WELFARE

A number of GECC and EOC response staff cited poor workforce planning and rostering arrangements as contributing to staff burn out and fatigue. The lack of a plan to deal with 'incidents within the incident' and meet the needs of staff who were themselves impacted by the disaster did not help.

Most other first responders had wrap around welfare support to staff in place from the beginning of the response.

As the event progressed, councils provided more welfare and EAP support to staff, and some felt that the post event operational debrief survey was a positive opportunity to vent concerns and articulate things they were proud of. However, the ongoing trauma still being experienced by some response staff and key officials was evident in our interviews. Many others have left their positions.

## SUGGESTIONS

44. The HBCDEM Group should undertake full post major event debriefings with staff by CIMS function, facilitated by a mental health professional.
45. The CDEM Group should develop 'incident within an incident' procedures should responder illness, injury or death occur.



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<sup>26</sup> Inside the Flaxmere Community Centre. Photo: Lauren Crimp, RNZ

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## SECTION 7: PUBLIC COMMUNICATIONS

## OBSERVATIONS: CDEM PUBLIC INFORMATION MANAGEMENT (PIM) FUNCTION

As will have become evident, the overall lack of a common operating picture across this entire response effort made it not only difficult to coordinate the work of agencies and establish mission objectives, but also made it hard for staff in the public information function to respond to information requests from government, media and communities.

From a community point of view, residents told us they felt that communications were sparse, too generic and overly concentrated into social media channels. As one respondent said: *"I saw their comms. To me it was all just the usual civil defence spam. There wasn't anything tailored to me or really useful."* Another commented, *"It was all slow and bitsy on a local level. I got more from watching TV than from the councils."*

Particular challenges, (and thus opportunities for future improvement), in this function included:

- The CDEM Group lacked a fulsome and pretested communications plan for a major disaster, which meant plans had to be formed in the crucible of the event.
- A lack of quality assured, pre-planned communications packages that could be deployed quickly via multiple channels.
- An absence of clear criteria and trigger protocols for the issuing of emergency mobile alerts (EMAs).
- CDEM PIMs, particularly in the EOCs, were overstretched throughout this event and not all had had CIMS training in the function. Volunteers within the function had little understanding of national communication assets and their role as lifeline communications channels, with the result that national media was arguably underutilised.
- Interoperability issues between NEMA and the GECC made it difficult to push information upwards to the national system and the NCMC.
- Some local PIM staff used business as usual emails and phones which meant that the work of the previous shift was lost at handover.
- Local public information was limited to Hawke's Bay and did not inform the public of progress made in establishing services (roads, infrastructure and communications) in a timely manner.
- Information was focused 'out' on what the GECC was doing, rather than on asking people what their needs were and how to communicate these into the CDEM system.
- Stretched PIM staff were trying to cope with social media, national media, community requests, VIP visits and partner agency requests all at once, when each required a different skill and experience set. This jack of all trades approach also meant that external parties, such as media, did not have a consistent point of contact.
- Communications channels were dominated by social media such as Facebook, which not all in the community could access. Arguably, for example, public radio was underutilised as a communication channel.
- In the stress of the event, inter-agency alignment in the communication of key messages was inconsistent. For example, Transpower's messaging that Napier power could be 'out for some

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weeks' had not been pre-socialised with the GECC or civic leaders. It created considerable community consternation; and

- Not all PIMs understood their responsibilities to brief up to their civic leader as the face of the response as well as into the national emergency management system and NEMA.

This cannot all be blamed on communication technology failures. Technology is only an enabler. Effective communication requires that players in the system are able and willing to talk to other each and share information. We have formed the view that some staff in the communications space carried their 'defensive' postures toward external media into the emergency space, where these have no place and media become a critical communications partner and ally.

*"Why did the Council say to see Facebook for info when there was no bloody power? It was impossible to find anything out. Why didn't they just use the national media for more location specific info."*

In our view, communications from PIMs to elected members, outside of the mayors and chairs, were initially sparse. This group of governors is a vital source of local intelligence and is often looked to by communities for key messages. Elected members must be properly and promptly equipped by PIMs with information relevant to their wards and communities. Outgoing CDEM briefings to elected members took a while to fall into a regular rhythm, with the result that some felt unsupported as they tried to get key messages to and help for their communities.

Communications to the local community also sometimes failed to underscore the seriousness of the event. One survivor told us: *"We got helicoptered out after hours on the roof and with nothing to our names. We were taken to Napier and as we drove there, I could see people out mowing their lawns, with no idea of what was going on. It was surreal."*

*"Information was woeful. Couldn't get through to Council. Had no power so relied only on the radio which was too vague. Phoned 111 and got told 'you're on your own'. Not really a good thing to hear. I wouldn't have evacuated if I didn't see my neighbour up the road getting out."*

An old-fashioned stakeholder engagement plan and contacts database, adapted as a contingency plan for emergencies, would also have gone a long way in improving community outreach and helping establish a common operating picture. Low tech options, such as community notice boards and flyers, would have also been useful.

In a crisis, good communications also require sufficient depth of expertise in communications that key staff can remain above the fray to lead strategic communications. In this event, most PIM staff were forced into being so reactive and tactical that they lacked time and space to take a longer and more strategic view.

### SUGGESTIONS

46. The Hawke's Bay CDEM Group should review the depth and capability of the PIM workforce with a view to ensuring that all available staff have CIMS training and to allow for specialisation into subcategories of communications management, such as external media, community liaison, central government liaison and so on.
47. NEMA should develop a kete of pre-planned emergency communications for use across multiple channels, along with clear criteria for the use of emergency mobile alerts.



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International  
Consulting

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48. In a major event, the CDEM Group PIM should publish daily updates to the community that include both achievements and setbacks to manage public expectations and proactively shape the narrative.

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## SECTION 8: RELATIONSHIPS WITH PARTNER AGENCIES AND COMMUNITIES

## OBSERVATIONS: STAKEHOLDER AND PARTNER RELATIONSHIPS

We have made a number of observations on opportunities to improve stakeholder and partner relationships throughout this Report. The critical point is to ensure that key relationships are in place *prior* to an event, and that they are held at the right levels. A positive example here was the preexisting relationships between mayors, council chief executives and first response and lifeline leads that were in place when this event occurred. There were frequent occasions on which personal connections and prior understandings expedited decision making, supported innovation and got communities the help they required.

However, there were also times when stakeholder liaison by those in CIMS functions was lacking or not at the right level. The initial, weak engagement between the GECC and other government agencies such as MSD, the Ministry of Education, Health and other core social agencies is an example. The patchy connections with volunteer and private sector resources discussed earlier in this Report also go to this point. The CDEM Group missed opportunities to leverage other agencies' networks, tools and relationships.

In this event, specific challenges also arose from the recent restructuring of FENZ, which meant that volunteer fire resources were sometimes unknown to the GECC and local EOCs and that new FENZ managers were not always known to community leaders.

Junior and part time CIMS functional staff cannot be expected to know who and how to engage with agency, partner and community leaders during a response without clear guidance and SOPs being developed in advance. For this reason the GECC needs to work with TLAs to develop the comprehensive stakeholder plan in support of its CDEM planning that we suggested in the section on public communications above. The plan must include key contacts and their roles in response and recovery. Such a plan will require considerable maintenance to ensure the requisite granularity and currency.

Our earlier suggestions with regard to multi agency exercising also apply in this regard. It is by working alongside partners and stakeholders that operational experience is honed and understanding of agency specific roles and responsibilities is developed.

Post exercise debriefs should focus on areas of overlap and gaps, to ensure that multi agency response, when required, can cover the grey areas. Areas of confusion in this response and early-stage recovery, such as the roles of Police and NZDF in the public safety space, the role of MBIE in procurement and logistics, the differing logistics systems used by CIMS and NZDF, and the respective roles of CIMS welfare and MSD, could have been clarified if the right training and scenario exercises had been undertaken in peacetime.

## SUGGESTION

49. Develop a stakeholder master plan at both regional and local levels, including contact information, SOPs, roles and responsibilities for emergency response and recovery, and key relationship owners. Maintain and update the plan annually via the PIM function.

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## OBSERVATIONS: COMMUNITY ENGAGEMENT

As will have become evident from the preceding discussion, engagement between communities and the GECC and EOCs during this event was ad hoc and personality driven, as opposed to being consistent and well planned in advance. Key leaders had good personal networks and used these effectively, but this was more opportunistic than strategic. For example:

- Engagement with some standing bodies such as with Tihei Mauriora and the Rural Advisory Group was adequate but more ad hoc than it should have been. As discussed earlier, links into tangata whenua, iwi Māori and key community influencers were not generally preplanned and were underused during early-stage response and recovery.
- Engagement between mayors, council executives and elected members were a good source of inward ground level intelligence, but this was not collected or analysed in a central place to inform outwards intelligence and communications.
- It was difficult for those in the community who had useful intelligence inputs, such as real time observations on how the rivers and drains were behaving, to know where to go with their information. Council call centres were overloaded and struggled to analyse information and connect into the GECC.
- Communities were not armed with prior knowledge of key evacuation strategies and CDCs. As we noted earlier, scrambling to find CDCs and communicate their locations and capacity in the cauldron of a fast moving event is doomed to failure. CDCs need to be preselected and communicated to communities in advance of an event where possible. The long build up to this weather event provided an opportunity for the GECC and local EOCs to do so in this case; and
- Community engagement planning appeared not to have been targeted or prioritised to particularly high risk or high deprivation communities. As one respondent from a remote community put it:

*"We all know that this place is prone to flooding and has only one road in or out. We've mostly got supplies for a week and each other's contacts. We know who the most vulnerable are. What we haven't got is any info about what the civil defence plan is for here, beyond the assembly point sign on the building. We got told by 111 that we were on our own for a few days but we had no idea how to get in touch with the Council or what it was doing about us. We heard zip from them for weeks."*

Some communities told us of their concerns about lack of communication and support from local authorities for warning systems. Several respondents felt that sirens appeared to have been being *"steadily decommissioned in recent years, with no apparent consultation or rationale being communicated."* Others pointed to perceived lack of councils' risk reduction action on forestry slash and the build-up of river shingle deposits.<sup>27</sup>

Some members of remote communities told us they: *'didn't see anyone from Council or civil defence for weeks'*, although it was clear from our base data and other interviews that civic leaders and CDEM staff *had* actually visited that location during the early stage response. It will be important, going forward, that leaders and emergency management staff are properly uniformed and readily identifiable as the accountable experts.

<sup>27</sup> Once again, these matters are out of scope for us. We include them here given that such comments were very frequent in our public survey responses.



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**SUGGESTIONS**

50. Include registers of key community contacts in the CDEM stakeholder plan recommended above.
51. Working collaboratively, develop SOPs and contingency technologies for inwards capture of community intelligence during an event and for outward dissemination through key community leaders and organisations.

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## SECTION 9: LIFELINES

## OBSERVATIONS: CONNECTING LIFELINE INFORMATION TO THE COMMON OPERATING PICTURE

One of the requirements of the Civil Defence Emergency Management Act 2002 for lifeline utilities is that they establish planning and operational relationships with CDEM groups.

Each utility should engage with local CDEM groups to exchange relevant risk management information and the key elements of their readiness and response arrangements.

CDEM groups and utilities need to know what each other's roles are in any given emergency and how they should interact. NEMA advises that, before an emergency, each needs to ensure that it has:

- Assessed the hazards and risks that could affect their operations.
- Applied an appropriate risk management process.
- Developed and tested an effective set of operational procedures to respond to the range of foreseeable emergency events; and
- Addressed external dependencies.<sup>28</sup>

The Hawke's Bay CDEM Group appears to have had sound relationships with lifeline utilities, at both governance and executive levels. Regular quarterly meetings between CDEM staff and lifelines representatives also meant that preexisting relationships were in place. All of these proved critical during the response to this event and subsequent recovery planning.

Regular lifeline meetings were activated on Monday 13<sup>th</sup>, February 2023 and continued throughout the event. They were recorded and fed into sitreps. This helped to build a common operating picture.

While in the CIMS framework, lifeline coordination sits under Operations, in this event these staff reported direct to controllers due to the constant demand for up-to-date information.

However, the CDEM group operational debrief survey of staff in lifeline liaison roles identified the following challenges during this event:

- The connection between local and national bodies for lifelines was patchy. Lifeline associations and head offices were reporting into NEMA and there were challenges in getting this information down to the regional coalface.
- The initial engagement with public health and Te Whatu Ora was poor, although this improved later in the response.
- Operational lifeline engagement had not been trained or exercised prior to this event.
- Different lifeline utilities and CDEM bodies had different video systems with a GIS base that collected real-time information on status, but there was no ability to centralise and pool live information.
- There is currently no mechanism for CDEM (or other relevant agencies) to require critical local businesses (such as supermarkets, service stations and rest homes) to have and review Business Continuity Plans (BCPs). In the event, many of these proved underdeveloped. In future, some form of CDEM approval (a 'CDEM tick' or similar) may be worth exploring.

<sup>28</sup> See <https://www.civildefence.govt.nz/cdem-sector/lifeline-utilities/cdem-work-with-lifeline-utilities>

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- There was a gap in the area of responsibilities for solid waste management, and liaison staff identified a requirement for future advance planning in this area.
- Preplanning in regard to the use of Hastings Aerodrome was underdeveloped, as noted above.
- The scale of the event meant that pre identified lifeline coordinators were not always available because of the obligations of their day jobs. This meant that some staff had hasty inductions to the role and did not hold operational relationships with their lifelines counterparts.
- There was no register of service providers for critical assets; and
- Neither was there a list of local telco providers, some of whom were, in the event, still operational and thus arguably underutilised.

Despite of these issues, CDEM respondents spoke favourably about much of the lifeline communication and cooperation that did occur, particularly with Waka Kotahi and Unison.

As noted above, connection between PIMs and media as lifeline utilities was less planned and systematic.

For the future, respondents suggested a number of practical improvements, including:

- The need to have lifeline teams working across all elements of the CIMS structure.
- The need for joint emergency management training and scenario exercises to encompass lifeline utilities, as well as Te Whatu Ora, welfare agencies and iwi partners.
- Exploring the possibility of collecting live utility status data centrally, to inform CDEM response. Some of this information is commercially sensitive and doing this would require that information exchange protocols be agreed in advance at both regional and national levels; and
- Consideration of incentives or regulatory requirements to require BCPs from critical local assets.

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## SECTION 10: FUTURE RESILIENCE

## OBSERVATIONS: USING INDIGENOUS KNOWLEDGE, STRUCTURES AND RELATIONSHIPS

Some disaster risk reduction experts argue that the indigenous knowledge of local communities can contribute significantly towards saving human lives and property from the negative consequences of disasters.<sup>29</sup>

In the areas of preparation and reduction, for example, one report suggests:

*“Based on a long and close association with the land and its resources, Māori have developed a detailed knowledge of local natural hazards. This includes oral histories and traditions that record past catastrophic hazard events, place names that designate areas that are high hazard risk, and environmental indicators that inform about the safety and viability of activities linked to changes in the environment. Māori Environmental Knowledge is a valuable and neglected area of information on natural hazards and provides a unique source of expertise that can contribute to contemporary natural hazards management and mitigation in New Zealand.”<sup>30</sup>*

The role played by Ngāi Tahu in post Christchurch earthquake recovery has been well documented.<sup>31</sup> The potential contribution of cultural groups to emergency response and recovery initiatives was highlighted in the formation and operation of the Māori Recovery Network following the earthquakes. The graphic below shows the importance of cultural dimensions to response and recovery.

CONCEPTUAL FRAMEWORK FOR MĀORI RESILIENCE<sup>32</sup>

The challenge is for CDEM systems, both locally and nationally, to use lessons learned from Christchurch and other disasters to integrate Māori resources and cultural strengths into pre-event planning and emergency response plans. To several Māori respondents, as we noted earlier, the failure to fully activate marae as CDCs showed, in the words of one, “a lack of respect and awareness of tikanga by civil defence authorities.”



NEMA's Natural Disaster Resilience Strategy<sup>33</sup> is clear about the importance of planning with Māori partners and communities. It notes that CDEM authorities should:

<sup>29</sup> See for example, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6014067/>, about the use of such knowledge in Zimbabwean disasters.

<sup>30</sup> From *Journal of the Royal Society of New Zealand* Volume 37, Number 2, June 2007, pp 59-73.

*Māori Environmental Knowledge and natural hazards in Aotearoa-New Zealand*, by Darren N. T. King, James Goff, and Apanui Skippe.

<sup>31</sup> For example in *International Journal of Disaster Risk Reduction* Volume 14, Part 1, December 2015, Pages 46-55,

*A Māori love story: Community-led disaster management in response to the Ōtautahi (Christchurch) earthquakes as a framework for action* by Christine M. Kenney and Suzanne Pibbs.

<sup>32</sup> Source: Adapted from *Shakes, rattles and roll outs: The untold story of Māori engagement with community recovery, social resilience and urban sustainability in Christchurch, New Zealand* (Kenney & Pibbs, 2014).

<sup>33</sup> See summary at <https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy/national-disaster-resilience-strategy-summary-version#:~:text=The%20Strategy%20provides%20the%20vision,align%20with%20for%20collective%20impact.>

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*“Build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/Māori perspectives and tikanga in emergency management.”*

The Hawke’s Bay CDEM Group appears well aware of and committed to the potential to enrich regional hazard identification, planning and response in this respect. The introduction of a values-based approach to national disaster preparedness planning, which draws upon traditional Māori knowledge and practices, would have broader relevance for Māori, as well as benefits for the overall regional (and national) CDEM system.

The challenge is how practically to engage to do so, at multiple levels within the system and across the wider community. This matter is currently under active discussion in the local Post Settlement Governance Entities (PSGEs) and Taiwhenua groups.

### SUGGESTION

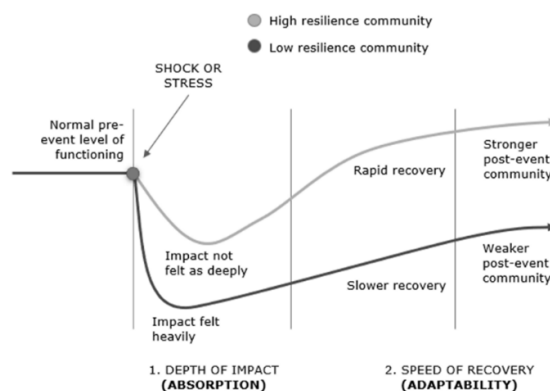
52. Work with local PSGEs and Iwi leaders to develop a plan to harness and incorporate indigenous knowledge into the CDEM planning process.

### OBSERVATIONS: PUBLIC INFORMATION AND COMMUNITY RESILIENCE

This weather event also illustrated both pockets of strong community resiliency across the region (marae, rural areas, some neighbourhoods, many schools) and low resilience in other areas (urban areas without power for prolonged periods, seasonal workers, some rest homes and some critical businesses). As shown in the graphic below from the National Disaster Resilience Strategy, low resilience manifests in worse impacts and slower recovery.

### TWO DIMENSIONS OF RESILIENCE: ABSORPTION AND ADAPTABILITY

Community leaders told us in focus groups that they were not aware of local CDEM plans prior to this event, and that during it they had felt both disconnected from CDEM authorities at the GECC and EOC levels, and unsure who was doing what in terms of response and recovery. One said: *“I guess once the recovery apparatus was set up it’s been better, but in the actual event, there was no single ‘face’ or place to go to for authoritative information.”*



At the strategic level, the emergency management literature shows that resilient communities need strong social capital. This means that communities, and the whānau and individuals within, have pre-existing foundations for working together, know how to collectively identify their needs, what they need

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to do, and who can help.<sup>34</sup> Typically, resilient communities will have multiple types of social capital such as relationships between:

- Similar groups or immediate neighbours and families (bonding).
- Different groups, which helps expand networks and access new information and resources (bridging); and
- Communities and institutions or decision makers, which helps influence resource allocation and intervention (linking).<sup>35</sup>

An Australian study, undertaken by the Foundation for Rural & Regional Renewal (FRRR) in partnership with Resilience New South Wales (NSW) and researchers from the University of Sydney<sup>36</sup>, worked with three diverse NSW communities to explore how best to ensure that rural communities were more disaster resilient and future ready. It found that:

*“While the core principles for building disaster resilience are consistent, the research confirmed that one-size-fits-all frameworks and models are not effective. Resilience-building must be community-led and tailored to each community, and communities must have the support and resources to allow them to create their own resilience-building approaches.”*

*“The research clearly demonstrated that when community members worked on projects and activities co-designed by them, adaptive local resilience building was evident. This is an important insight and consideration for agencies and organisations that are designing and implementing resilience building programs with a shared responsibility philosophy of disaster preparedness.”*

There is an opportunity for Hawke’s Bay CDEM authorities to formalise and codify some of the joint working arrangements with communities that have been forged in the response to and ongoing recovery from this event. These can be used to codesign place-based community resilience interventions.

By embedding ongoing joint work, community bonds can be strengthened, communications improved and expectations managed in ways that one off public information campaigns or community surveys will be much less likely to achieve. Fundamental to this work will be the cultural perspectives discussed above.

The graphic below illustrates how such ongoing engagement could work:

#### EFFECT OF DISASTER ON ONGOING COMMUNITY DEVELOPMENT<sup>37</sup>

<sup>34</sup> See MSD’s useful 2021 study on community resilience at [www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/statistics/covid-19/community-resilience.pdf](http://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/statistics/covid-19/community-resilience.pdf). This study found that even vulnerable communities can develop resilience when they work together with government agencies to prepare and plan for response.

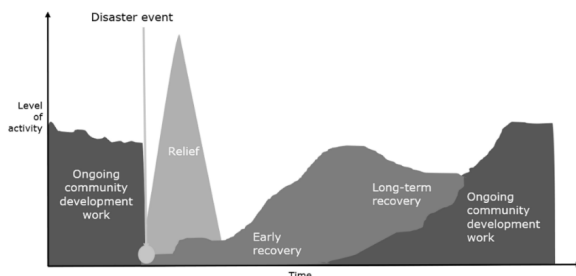
<sup>35</sup> As above page 7.

<sup>36</sup> The the ‘Get Ready Disaster Resilient: Future Ready (DR:FR) pilots project’, see <https://frrr.org.au/blog/2021/09/14/three-year-study-identifies-ways-to-strengthen-community-resilience-to-disasters/>

<sup>37</sup> Source: Sally McKay, in Community recovery (Handbook 2) (Australian Institute for Disaster Resilience, 2018).

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This co design opportunity will help communities and those involved in emergency management to heal from this event and build both hope and greater adaptivity around future events.



*"Some people and communities just weren't prepared to be on their own for days. They only got help when local farmers or volunteers came to their rescue. There needs to be way better public education about this."*

More tactically, there was also a lack of community preparedness at

household level in most impacted areas, although marae and rural communities were arguably more prepared than urban households. First responders and others told us that it was clear that communities and in particular, lower socio-economic areas, typically did not have:

- Sufficient resources to be by themselves for 2-3 days, as per the national CDEM guidance, such as grab bags, medications, reserves of water and tinned food etc. As one respondent said: *"it's all very well to tell people they can't expect help to come for a few days or weeks, but if you can only afford to buy one pack of nappies a week now, you're not going to be able to stockpile ten packs, are you?"*
- Clear understanding of where to go for authoritative information on the event
- Pre-identified hazard specific escape routes. One respondent said: *"We had talked as a whānau about what to do in the event of a wildfire, but not about flooding. You can bet we're going to make some family plans after this".*
- What to expect from local authorities and first responders in an event of this magnitude; and
- Knowledge of where CDCs are likely to be located.

One respondent told us: *"Some people were so traumatised and so grateful for the most basic of help. Some had no idea how to access what they were entitled to. Others seemed to expect to go from the helicopter to a five star hotel room. We need to educate these different communities about what's possible in an event of this sort."*

In addition to the codesign work suggested above, CDEM Group and local CDEM leaders need to better understand current baseline public expectations and the extent of household preparedness. This could be done through community surveys on resilience indicators. The analysis would support the development of more targeted (by sub region and demographics) public information and awareness collateral and interventions.

Specific interventions will also need to be developed to support the resilience of vulnerable communities and groups. These could include remote areas, the disabled community, eldercare facilities and rest homes, and others at high risk.

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The answer to much of this would appear to be pre located CDEM supplies at strategic regional locations<sup>38</sup>, better public information and stronger incentives to require the development and testing of BCPs. This has a cost however, that neither local government nor NEMA are likely to be able to support on current baselines. Some pre cached containers in key locations for example, proved critical in this event, but had been funded by short term grants rather than by a sustainable and longer term investment approach.

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<sup>38</sup> Such as the National Emergency Management Stockpile developed in Australia.



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## SECTION 11: LESSONS FOR NATIONAL RESPONSE MANAGEMENT

This disaster also provides lessons for the current New Zealand emergency management operating model. We address these issues and opportunities in this section.<sup>39</sup>

It is vital that *both* the local/regional and national emergency management systems learn from the disaster of Cyclone Gabrielle and apply its lessons. They came at a high cost, in lives, jobs, trauma and displacement.

We expect that some of the matters traversed in this section will also be the subject of the national review of this weather event, which was ongoing at the time of writing.

## OBSERVATIONS: CAPABILITY AND RESOURCING

New Zealand's emergency management system is premised on local planning and delivery of the 4Rs through the local authorities that know their communities best. We agree that this fundamental principle is correct.

However, the counter intuitive feature of our present system, where local authorities *take the lead in command and coordination* as a crisis escalates and an emergency is declared, needs to change.

As we noted in our Auckland review, part timers, who are inconsistently trained and often lack operational experience, cannot be expected to assume critical command leadership roles that require deep expertise, operational muscle memory and an understanding of interoperability with other local and national agencies.

Our suggestion is to upweight the national element of New Zealand's emergency management model, while also retaining its local and regional strengths.

This entails *more* local granularity and better engagement with iwi and communities on the part of TLAs and regional councils, *as well* as concentration of expertise in regional hubs and an enhanced role for nationally supported expert leadership and assurance.

Those of us who have visited emergency command centres in operation are often struck by the contrast between those operated by well-meaning locals, who are sometimes struggling to make things up as they go along, and those run by operationally experienced response agencies, who have the depth of capability and systems to support a tried and tested machine.

The current model, in our view, unhelpfully sets local authorities up to fail in emergency management. They are critical to the system because they know their land, hazards, communities and resources, but they are simply not set up to take *command* in a fast moving, severe or widespread crisis.

Nor can smaller TLAs sustain the depth of capability and professionalism in CDEM roles that is required in a complex or large-scale disaster.

<sup>39</sup> This section is wide ranging. While national implications are but one element of our Terms of Reference, we explore them in some depth here, given their centrality to our core argument. That is, that the most critical lesson learned from this response is that *both* local/regional *and* national elements of our current emergency management system have to change if New Zealand is to be better prepared for and more effectively respond to future disasters. The improvements suggested in this report for local TLAs, even if fully implemented, would, on their own, be insufficient to ensure future success.

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Thus, while we think the Hawke's Bay CDEM operating model can and should be improved, we believe that these improvements alone will be insufficient to optimise performance across the 4 Rs, without fundamental change and reinvestment *also* taking place at the national level.

We think that the recommendations made by the 2017 Ministerial review of the national emergency management system undertaken by the Technical Advisory Group should be revisited in this regard. In addition to the establishment of NEMA, this review also recommended system enhancements that would have greatly assisted in this event. It called for a system that:

*"Makes the most of local knowledge – balanced with the need for specialist expertise and national capability."*<sup>40</sup>

We suggest that core to this is an expanded role for NEMA, more unified systems between response agencies, and a greater concentration of professional, fulltime expertise in regional hubs taking the operational command pressure off local TLAs in the immediate response phase. The latter, in our proposed model, would be responsible for planning and community resilience and engagement, but would not be obligated to command an event.

The increasing frequency and severity of such emergencies also suggests that NEMA will need to engage with regional and central government to explore new funding models for regional emergency management, perhaps to support a bigger standing army and more extensive and better lanned reserve/volunteer capability in both the centre and in regional hubs.

### SUGGESTIONS

53. Once the outcomes and recommendations of the Government's wider review of the CDEM system are known, the roles, interfaces and relative resourcing of national, regional and local institutions should be redesigned around a more centralised, hub and spoke operating model that balances local insight and centrally managed expertise. We suggest that this could be effected by means of an interagency co design symposium, as opposed to commissioning yet another review.
54. Standardise the regional CDEM operating model to centralise consistently structured CDEM Groups in regions and clarify relationships and accountabilities between NEMA, GECCs, first responders and local TLA EOCs/IMTs.

### OBSERVATIONS: THE NATIONAL EMERGENCY MANAGEMENT BILL

New Zealand's emergency management legislation is currently being amended, with a Bill before the House.

Changes introduced in the new Bill will include:

- Clarifying the role of critical infrastructure providers (services that are essential for everyday life) and strengthening arrangements to enhance the resilience of critical infrastructure.
- Recognising the role Māori play in emergencies and enabling Māori to participate at all levels.
- Ensuring the emergency management system enables better outcomes for people who may be disproportionately impacted by emergencies; and

<sup>40</sup> See <https://www.dpmc.govt.nz/departamental-agency/nema/ministerial-review-better-responses-natural-disasters-and-other>

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- Integrating the principles of the '4Rs' of risk reduction, readiness, response and recovery.

The new Bill will build upon existing systems and structures and is not intended to be transformative. It will not reform the current emergency management powers, nor remove the existing key local and regional response and recovery roles.

The observations and recommendations in this section, taken together, suggest that a more fundamental set of policy, regulatory and legislative changes may be required. In our view, the current proposed legislation does not go far enough to ensure that our national emergency management system is fit for the future.

#### OBSERVATIONS: NEMA AS NATIONAL CENTRE OF EXPERTISE

We suggest that NEMA needs to be strengthened as an agency to ensure it is better positioned to provide support in local emergencies, direction in national emergencies and improve the professional capability and capacity of the overall CDEM system and its workforce.

In our view, the agency needs to be supported to develop a stronger *regulatory* role in setting guidance for and monitoring more rigorous professional standards for CDEM bodies. It should have a full regulatory toolkit and framework - from education and guidance through to assurance and, if required, enforcement.

Its regulatory insights could then inform a deeper policy function, which is better placed to provide advice to central government on best practice in disaster management practices and new models for funding and delivery.

Such an enhanced role would likely need to be supported by stronger data and intelligence capability and capacity at NEMA.

We think NEMA should also have at its disposal a flexible set of expert resources to deploy across the country. This is not currently resourced but in future might include:

- A national emergency management training centre that delivers and provides oversight of training and operational exercising from national to local level, underpinned by a clear competency framework. This could be linked to existing Police, FENZ and NZDF training facilities and frameworks to ensure greater commonality of roles, tools, processes and systems.
- Professional full time emergency management teams in key locations that are on call for domestic and international response.
- Over time, moving the infrastructural footprints of regional hubs to 'Christchurch style' shared first responder campuses.
- Centralising logistics expertise, critical equipment and key contracts at key points, which can be activated during an event; and
- Planning private and philanthropic partnerships that can assist with surge capacity when required.

#### SUGGESTION

55. Consider growing NEMA's regulatory and intelligence capability and strengthening that agency's role in monitoring and assuring regional CDEM Group performance.



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## OBSERVATIONS: COMMON OPERATING PLATFORM

We, and many previous reviewers of similar events, have repeatedly raised the need for technology systems that support the capture of data from multiple sources and the creation of a common operating picture in emergency situations. A key limiting factor in this response was the inability of response agencies to access information held on Group systems and to share intelligence in real time.

This has been the recommendation of multiple local (such as the Napier Flood review) and national reports over the last several years. NEMA has been working on this matter for some time. Individual CDEM Groups meanwhile, have acquired and customised different systems.

This situation cannot continue. A nationally consistent system that allows for all agencies, IMTs, shifts and responders to share information and build a single source of truth is long overdue. It would greatly aid decision making under pressure, coordination of effort and intelligence analysis in support of quality sitreps and action plans.

The closest thing to a shared system during this event was MS teams, used by most agencies. If this or another system could be agreed, mandated nationally and GIS data linked to it, New Zealand would be much better placed to respond to events of this nature. Technologically this does not seem difficult, but NEMA would need both the resources to invest in the system and the powers to drive compliance with whatever shared system is agreed.

## OBSERVATIONS: NEMA'S AND TREATY PARTNERS

While it is well canvassed that iwi Māori and other Māori organisations have a critical role in both local and national emergency management, their roles are not mandated in legislation and there is now a clear and pressing requirement for these groups to be more formally involved in regional Group Plans.

We suggest that NEMA, as the Crown, should take a leadership role in formalising protocols for iwi involvement at all levels of the CDEM system and with regard to all 4Rs. We suggest the agency should also consider its own advisory relationships with iwi Māori at governance level.

## SUGGESTION

56. NEMA could consider improved national guidance regarding protocols with iwi Māori, post settlement entities and Māori communities in the CDEM '4 Rs'. This should include recognition of the capability that Māori bring to emergency management and the formal inclusion of iwi in regional CDEM Groups.

## OBSERVATIONS: REGIONAL HUBS AND FLY IN TEAMS

In our view, New Zealand's emergency management system should be based on a national hub and regional spoke model, with the obligation on NEMA to support the system and the obligation on regional councils to source and consolidate data from local TLAs. This is implicit in the current model but is neither fully articulated nor adequately resourced.

We would concentrate full time CDEM expertise in regional hubs and strengthen both their links to NEMA as system lead and regulator/assurer and their obligations to gather and utilise granular local data from TLAs.

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We do not suggest that this sort of structural change be considered as an immediate priority. Form should follow function and the wider, principles-based work on the future operating model should be completed before any consideration of future structures.

But this concept feels right to us. We have tipped the balance too far to local TLAs who cannot be expected to mount a fully professional emergency management function under their current funding models.

It is timely now to strengthen both system leadership in NEMA and invest in more consistent regional hubs working to the same SOPs and using the same systems. NEMA can effectively engage with 15 regions. It is much harder to do so with 67 TLAs<sup>41</sup>.

In summary, the thrust of the future *regional* model we propose centres on enhancing local and indigenous networks and self-sufficiency, which goes to improved reduction, readiness and community resiliency.

The key theme of the *national* story for a future world in which hitherto unprecedented emergencies become increasingly common, is for New Zealand to invest in a professionalised centre of expertise in NEMA with supportive spokes of distributed resource in the regions proving a national 'spine' of emergency response.

This deeper investment in NEMA would help mobilise the resources of central government in support of regions in all 4Rs. It would also help ensure that consistent and well tested command and coordination approaches are applied in the response phase.

As the TAG report observed in 2017, "*Group effort needs to be backed with national capability that can be deployed as required.*" Respondents to this review agreed.

As an example, although NEMA flew in one additional resource to Hawke's Bay in advance of the Cyclone to assist regional response, it would ideally have supplied an advance 'fly in team' of seasoned experts on the weekend prior to the storm. Worst case scenario, they would all have flown home a couple of days later, without being deployed. Best case, their expertise could have helped the local controllers and functional leads and provided additional community reassurance. National emergency communications experts could have assisted local PIMs to deliver more timely and targeted messages to communities, while science experts might have assisted engineers and others. Such a team could also have assisted in coordinating Defence Force and offshore aid agency activities such as USAID.

This idea was mooted in the aftermath of the Christchurch earthquakes and Port Hills Fire and is a common model in other jurisdictions. Implementation planning will take effort as the devil will be in the detail here. Will NEMA own a standing army of fulltime, regionally based professionals in this regard or will it operate a 'reservist army', many of whom may be employed in specialist agencies, that it can call up as required? Is the Australian model of a volunteer disaster relief agency also a useful template?

During recovery, Hawke's Bay has been inundated with representatives of multiple agencies wanting to support the community and Group. The establishment of the Regional Recovery Agency (RRA) has been

<sup>41</sup> There are 78 local authorities comprising 11 regional councils and 67 territorial authorities (unitary authorities, city and district councils). Additionally, many territorial authorities also have one or more Community Boards.

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useful in coordinating these efforts. In the future, a clear nexus between NEMA and the RRA would be helpful to have established in advance. These communities have become wearied, in spite of the Agency's best efforts, by constant demands for engagement with diverse agencies and the multiple community meetings entailed.

#### SUGGESTIONS

57. NEMA should consider developing fly in teams of expert professionals, (with a particular focus on controllers, but also including other experts, such as welfare, engineering, science, and communications) in order that (mostly part time) local CDEM staff can be supported by full time, technical experts. Fly in controllers need a mechanism enabling them to act in the role of CDEM controller in any region.
58. Develop clear protocols and triggers for local controllers to hand over to national 'fly in' controllers as a crisis escalates.
59. Create greater clarity for controllers and first responders about who is in command at what stage of an event and where tasking for supplemental resources (such as volunteers and NZDF) sits.

#### OBSERVATIONS: NEMA'S ASSURANCE ROLE

We have suggested at various points throughout this report the need for NEMA to be the organising brain of the CDEM system and the holder of lessons learned insights that can inform policy, guidance and regulation. This is likely to require more firepower in NEMA's data, intelligence and assurance roles, along with a regular cadence of audit and monitoring activity.

Putting this into effect will also likely require working alongside DPMC and the Office of the Auditor General (OAG) to clarify the respective roles and responsibilities of these agencies.

Monitoring and assurance of particular regional CDEM Groups could also be calibrated to a transparent risk assessment framework, with more intensive support going into those groups that require it.

From this analytical and assurance work should come whole of system learnings that can drive the design of new policies and interventions as required. NEMA may wish to support its assurance teams with an external risk and assurance panel, which could include experts from other jurisdictions and international agencies.

#### OBSERVATIONS: NATIONAL COMMAND SOPS

All of the above would be in service of greater national consistency and compulsion with respect to operating practice, which should be enshrined in national SOPs, as models for regional authorities. It is unfair to expect local bodies to develop such materials in isolation and national level SOPs will help ensure interoperability.

These SOPs must, above all, clarify who is in charge at various stages in an emergency and what the triggers are for escalation and handoff.

#### OBSERVATIONS: NATIONAL EMERGENCY MANAGEMENT WORKFORCE STRATEGY

There is an urgent need for greater professionalisation of the national emergency management workforce to ensure deeper capability, better training and improved retention. As disasters become



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more frequent and complex, a regionally based, part time, poorly rewarded workforce with little professional development and no career path will not serve us well.

We suggest that NEMA develops a national CDEM workforce strategy to address the matters addressed in this report, such as:

- The recruitment proposition for part time personnel.
- The creation of a professional and portable emergency management workforce that can be surged into regions as required, based on risk. This might include a volunteer and reservist workforce along the lines of the Australian Disaster Relief Agency model. Professional emergency management teams might be based in three main centres for example, and deployed as needed on a 24/7 basis, both domestically and internationally.
- Regional and national career pathways, talent management and professional development.
- Compliance with CIMS training across CDEM groups.
- Design and oversight of regional and national training and exercise curricula, both tabletop and operational scenario exercises; and
- National accreditation for key roles, (such as that of Controller).

#### SUGGESTIONS

60. NEMA should consider developing a national CDEM workforce strategy, addressing recruitment, training, remuneration and professional development.
61. NEMA should consider requiring all local authority staff with CIMS functions to receive nationally accredited CIMS training and professional development experiences, with a related system of audit across local authorities.

#### OBSERVATIONS: FUNDING MODELS FOR NATIONAL AND REGIONAL EMERGENCY MANAGEMENT

Almost everything we have recommended in this report, at both regional and national levels, comes with a cost. For this reason it was common for respondents to say, in the words of one: *"but why are you bothering? No Government wants to bite the bullet of funding this properly."*

But this bullet needs to be bitten, if only to ensure that insurance and reinsurance costs, both public and private, remain within acceptable bounds. Specifically, this response shows that Government needs to consider such matters as:

- The optimal balance between taxpayer and ratepayer funded regional CDEM investments.
- The transparency of CDEM levy expenditure at regional level, with a possible need for ringfencing.
- Increases in NEMA and regional council baselines to support these changes; and
- Changed and more transparent advance arrangements for cost reimbursement by those in communities who support response and recovery. It is unacceptable, for example, that the Hastings Aerodrome, local service stations and small convenience stores remain out of pocket for Cyclone Gabrielle costs many months after the event.

NEMA will also need to work with place-based agencies: Kainga Ora, the Ministry of Housing and Urban Development, MBIE, MSD and others to build the resiliency of high deprivation communities that are underinsured, and to engage with uninsurable communities in retreat. As noted earlier, this implies a



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greater role for NEMA in operational policy and regulation as well as greater clarity in its relationship with DPMC in these areas.

**SUGGESTIONS**

- 62. Consider more explicitly ring fencing regional operating funding for civil defence and emergency management so that is not competing with other Council funding priorities. Provide greater public transparency about the use of levies.
- 63. Utilise insights from the Australian SES model to clarify the training and activation of volunteers, their protection from liability and mechanisms for payment for the use of community resources.
- 64. Review the CDEM funding model, at both local and central government levels.
- 65. Require local and central government agencies to partner to explore a range of place-based solutions for uninsurable or underinsured communities.

**OBSERVATIONS: SERVICE DELIVERY ARRANGEMENTS**

As we have discussed, much that went well in this event relied on preexisting relationships, ad hoc innovation and personality-based interventions. This is not a sustainable model for large and complex events. It also mitigated against intelligence capture and created confused communications: between the GECC and the EOCs, with lifeline utilities and between responders and agencies.

We suggest that formalised shared service arrangements (including formalising some of the existing MOUs) need to be developed by TLAs to support a Group wide approach and shared planning and preparedness. Core service delivery arrangements should not have to be developed during an emergency. Key examples at regional level would be templated shared service arrangements with MSD in regard to welfare needs assessments, Volunteer New Zealand for response support, the private sector for contracted services and with marae for CDC support.

We suggest that NEMA also needs to formalise such arrangements. At national level they might relate to NZDF support to logistics and to the roles and responsibilities of surf lifesaving clubs and other critical community responders.

There are some complex matters to navigate here at system level. For example, should all first responder emergency call centres be merged? Should a single regional ECC/IMT involving all agencies be developed at regional hub level?

**SUGGESTION**

- 66. NEMA should consider developing formalised shared service arrangements and model agreements, including with partner agencies, first responders and lifelines, to strengthen more consistent region wide approaches and clarify roles and accountabilities on a national basis.



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## SECTION 12: TRANSITION TO RECOVERY

## OBSERVATIONS: TRANSITION TO RECOVERY

The CDEM Act defines recovery as, *“the co-ordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency”*. Recovery efforts can include:

- The assessment and ongoing monitoring of the needs of a community affected by the emergency.
- The co-ordination and integration of planning, decisions, actions, and resources.
- Measures to support:
  - the regeneration, restoration, and enhancement of communities across the 4 environments (built, natural, social, and economic).
  - the cultural and physical well-being of individuals and their communities.
  - government and non-government organisations and entities working together.
- Measures to enable community participation in recovery planning.
- New measures:
  - to reduce risks from hazards; and
  - to build resilience.

The Hawke’s Bay Joint Committee formally appointed an Interim Recovery Manager for the region on March 13<sup>th</sup> 2023, and formally transitioned from response to recovery at that date. The CDEM Group provided the Interim Recovery Manager with a Transition Report at around the same time. Recovery priorities were identified as:

- Coordination of infrastructure and flood protection repairs (Lifelines and Three Waters).
- Ongoing welfare and accommodation needs.
- Potential managed retreat from vulnerable areas — national policy direction required.
- Ongoing partnership with iwi throughout the governance and delivery phases.
- Economic support (individual and business levels).
- Waste removal and disposal; and
- Community level support and wellbeing.

Following this, a Regional Recovery Agency (RRA) was established with oversight from the Matariki Governance Group, which is the body that oversees the Hawke’s Bay Regional Economic Development Strategy. A permanent Chief Executive was then appointed to the agency.

The RRA has worked with communities, iwi, lifelines and local and central government agencies to develop an extensive recovery plan for the region. The Plan takes a holistic approach to the many dimensions of recovery and has three core principles, as follows:

1. Locally led: recognises that local communities have their own recovery needs and aspirations unique to their local areas that will need to be progressed. In some cases, recovery activities will be led and delivered at the local level by local entities and groups.

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2. Regionally coordinated: reflects that while local-level recovery needs and opportunities may differ across communities, there will be areas where recovery aspirations align across the region. Therefore, recovery needs to be regionally coordinated to ensure that support is directed to where it is most needed and to avoid duplication of effort; and
3. Government supported: recognises that the size and impact of Cyclone Gabrielle means that Hawke's Bay cannot fund and implement the recovery activities needed on its own. The Government has committed to supporting Hawke's Bay's recovery from the impacts of Cyclone Gabrielle.<sup>42</sup>

Although some respondents told us they felt the initial pivot to early stage recovery came too soon, most respondents felt the early stage transition to recovery was well handled. The RRA appears to be a sound model from the perspectives of effective governance, community engagement and collaboration with iwi and local stakeholders. The Recovery plan also appears sound, with well-defined short, medium and long term milestones and objectives. It is supported by a detailed communications plan.

One respondent told us that, *"the recovery approach has shown the value in appointing people with local mana and networks who are skilled at navigating local and central government frameworks."* Another said: *"In the response phase I felt we were not listened to. And there seemed to be this premature pressure to get back to normal. But once the RRA was set up, it felt like communities really did have a voice at the table. In fact, now I've got the opposite complaint. They want too much engagement and it's wearying."*

In contrast, other survey respondents expressed frustration: *"We've been abandoned. No council help. No agencies want to know. They give conflicting advice or they stand around with clipboards and cones and get officious. The insurance is a nightmare. I feel that no one gives a damn."*<sup>43</sup>

However, equally indicative was the respondent from a remote and hard hit community who told us that: *"Those recovery people are just awesome. In the first days it was all communal kai and feeding 70 people every meal, along with supplying essentials like nappies and prescriptions. Over time their emphasis has shifted to supporting us to be self-sufficient and resilient. They've been a bridge to other parts of government, like welfare, health and housing. They've helped so much with insurance and with getting contractors in to do the rebuild work. They are whānau now."*

Recovery staff themselves suggested that there was an early disconnect between the somewhat technocratic approach to recovery reflected in the Transition Plan from the CDEM Group, and the more expansive approach favoured by the Matariki governance group. One said:

*"I hope we keep the learning that the key to successful recovery is appointing the right community leaders who are connected, influential and also listen well. It is not about process. It's about bringing people and the region a shared sense of direction and hope for the future. At the end of the day, leaders have to give the community hope."*

<sup>42</sup> See <https://www.hawkesbayrecovery.nz/regional-recovery-plan/>

<sup>43</sup> This Review has a short in scope timeframe. Many of these types of comments appear to apply to more recent, later stage recovery experiences, which are out of scope for us.

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## APPENDIX ONE: ABBREVIATIONS/TERMS USED IN THIS REPORT

Abbreviation	Definition
CDC	Civil Defence Centre setup to provide welfare support to displaced people
CDEM	Civil Defence and Emergency Management
CDEM Group	The CDEM Group structure for the region,
CE	Chief Executive
CEG	Coordinating Executives Group
CHB	Central Hawke's Bay
CIMS	Coordinated Incident Management System
EMA	Emergency Mobile Alert
EOC	Emergency Operations Centre facility from which an IMT will coordinate response
EMAT	An Emergency Management Assistance Team is a deployable capability or 'fly-in team' to enhance responses to natural disasters and other emergencies
FCP	Forward Control Point
FENZ	Fire and Emergency New Zealand
GECC	Group Emergency Coordination Centre
HBCDEM	Hawke's Bay Civil Defence and Emergency Management
HBCDEM Group	Hawke's Bay Civil Defence Emergency Management Group,
HBRC	Hawke's Bay Regional Council
HDC	Hastings District Council
IFR	Instrument Flight Rules
IMT	Incident Management Team, based on CIMS model to operate in an EOC
Joint Committee	The Joint Standing Committee under the local Government Act, 2002
MAR	NEMA's Monitoring, Alerting and Reporting Centre
NCC	Napier City Council
NCCMC	National Crisis Management Centre
NEMA	National Emergency Management Agency
NZDF	New Zealand Defence Force
PIM	Public Information Management
RRA	Regional Recovery Agency
SAR	Search and Rescue
Sitrep	Situation Report
TLA	Territorial Local Authority
USAR	Urban Search and Rescue
USAID	United States Agency for International Development

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## APPENDIX TWO: NATIONAL AND REGIONAL CIVIL DEFENCE AND EMERGENCY MANAGEMENT

## NATIONAL ARRANGEMENTS

NEMA is the New Zealand Government's lead agency for emergency management. It is responsible for providing leadership and support during national, regional and local emergencies.

The decision to establish the National Emergency Management Agency as an autonomous departmental agency hosted by the Department of Prime Minister and Cabinet (DPMC) was part of the Government's response to a Ministerial review into better responses to natural disasters and other emergencies, commissioned after the November 2016 earthquake and tsunami and the 2017 Port Hills fire.

The review's Technical Advisory Group (TAG) found that, although New Zealand's emergency management system was fundamentally sound, several issues needed to be addressed. Its report contained 42 recommendations to improve the system.

NEMA's key functions are as steward, operator and assurer of the national emergency management system. Its website describes these as follows:

*"As steward, we provide strategic leadership for risk reduction, readiness, response and recovery activities, and build emergency management capability and capacity.*

*"As operator, we lead or support the response to and recovery from emergencies while also supporting the operation of the emergency management system.*

*"As assurer (a new function) we will provide assurance that the emergency management system is fit for purpose."<sup>44</sup>*

NEMA's role is to work across central government and with local government, communities, iwi, science, research and not-for-profit organisations and businesses, to create an emergency management system that is ready and able to provide an effective and integrated response to, and recovery from, emergencies. The purpose is to reduce the impact of emergencies on New Zealand's people, communities, property, critical infrastructure, economy and environment.

In fulfilling its functions, NEMA supports the Director of Civil Defence and Emergency management by:

- Administering all parts of the Civil Defence Emergency Management Act 2002, including:
- Providing advice to government on civil defence emergency management matters
- Identifying hazards and risks.
- Developing, maintaining, and evaluating the effectiveness of the civil defence emergency management strategic framework.
- Ensuring coordination at local, regional, and national levels.
- Promoting civil defence emergency management and deliver public awareness about how to prepare for, and what to do in, an emergency.
- Supporting civil defence emergency management sector capability development, planning and operations, including developing guidelines and standards

<sup>44</sup> See <https://www.civildefence.govt.nz/about/about-nema/>

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- Monitoring and evaluating the performance of the 16 regional Civil Defence Emergency Management Groups.
- Maintaining and operating the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information; and
- Managing the central government response to, and recovery from, large scale emergencies resulting from geological (earthquakes, volcanic unrest, landslides, tsunami), meteorological (coastal hazards, floods, severe winds, snow) and infrastructure failure.

#### ROLE OF LOCAL GOVERNMENT

In New Zealand, Civil Defence Emergency Management (CDEM) Groups are the lead at the local/regional level.

All local authorities, emergency services and lifeline utilities have emergency management responsibilities under the Civil Defence and Emergency Management Act 2002 (CDEM Act) and other related legislation.

The formal structure for civil defence emergency management is provided by the CDEM Act, which among other things:

- Sets out the powers and obligations of the Minister for Emergency Management
- Establishes three statutory positions and sets out their roles, functions, and powers:
  - Director of Civil Defence Emergency Management
  - National Controller
  - National Recovery Manager
- Requires the establishment of CDEM Groups
- Provides for Group Controllers (who have specific powers during states of national and local emergencies); and
- Provides for Group Recovery Managers (who have responsibilities and some powers in managing the recovery after an emergency).

An important feature of the emergency management system is the role local government undertakes through CDEM Groups. There are sixteen CDEM Groups across New Zealand, all established as joint committees of local authorities under the CDEM Act.

Councils, emergency services, local utility providers and welfare agencies are responsible for working in partnership to implement the '4 Rs' of civil defence: Reduction, Readiness, Response and Recovery.

#### COORDINATED INCIDENT MANAGEMENT SYSTEM (CIMS)

CIMS is New Zealand's official framework to achieve effective coordinated incident management across responding agencies. It has been used as the methodology to underpin emergency responses since 1998. Akin to the United States Incident Command System (ICS), CIMS provides local bodies with guidance and a framework for response and incident management. As such, CIMS constitutes the best practice model for response to this event.



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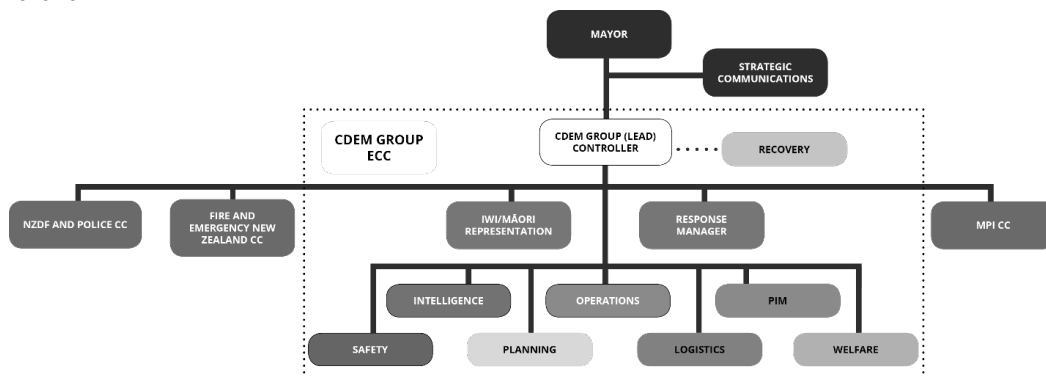
The latest (3rd) edition of CIMS has been applied since July 2020. It incorporates Government decisions announced in August 2018 relating to the Ministerial review of 2017.

The purpose of the CIMS is to provide:

- a framework of consistent principles, processes, and common language that is modular and scalable; and
- a framework for organisations to develop their own CIMS-aligned processes and procedures.

The core CIMS functions are control, intelligence, planning, operations, logistics, PIM (public information management), welfare and recovery (including welfare). There should be a functional lead for each of these functions.

A diagram reflecting the relevant control structure for a local/regional response is set out in the CIMS as follows:



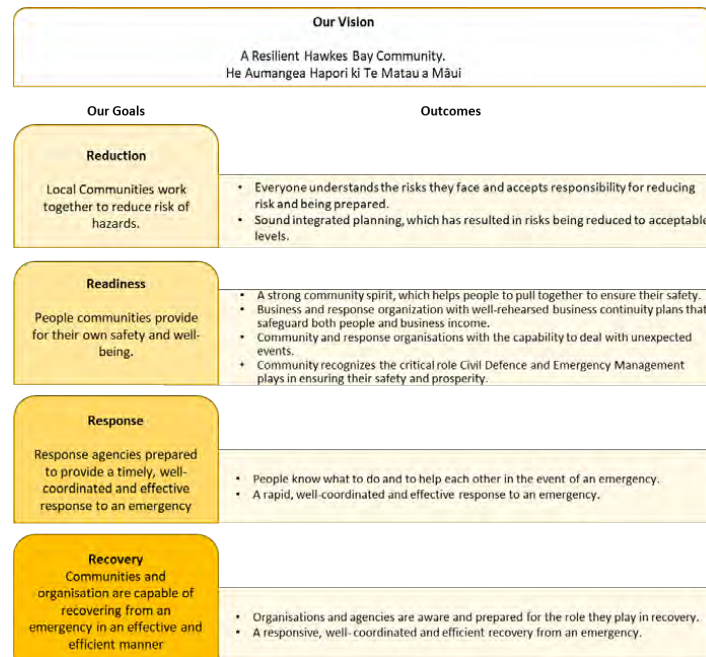
### HAWKE'S BAY REGIONAL STRUCTURES

#### CDEM GROUP PLAN

The CDEM Group Plan for Hawke's Bay covers the areas contained within the Central Hawke's Bay District Council, Napier City Council, Hastings District Council and Wairoa District Council.

The Group Plan vision and goals are as shown in the diagram below, along with the outcomes to achieve the vision.

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The Coordinating Executive Group (CEG) is the management agency of Hawke's Bay Civil Defence Joint Committee. The CEG comprises the following membership:

Member	Member type	Representative
Central Hawke's Bay District Council	Statutory	Chief Executive Officer
Fire Service Eastern Region	Statutory	Regional Commander
Hastings District Council	Statutory	Chief Executive Officer
Hawke's Bay Regional Council	Statutory	Chief Executive Officer
Napier City Council	Statutory	Chief Executive Officer
Police Eastern District	Statutory	Hawke's Bay Police Commander
St John Ambulance	Co-opted	District Operations Manager
Wairoa District Council	Statutory	Chief Executive Officer
CDEM Group controllers	Co-opted	Group Controllers
Group Recovery Manager	Co-opted	
Welfare Coordination Group	Co-opted	Chair
Medical Officer of Health	Co-opted	
Hawke's Bay Engineering Lifeline Group	Co-opted	Chair
Regional Commissioner MSD	Co-opted	

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#### HAWKE'S BAY CIVIL DEFENCE

The Hawke's Bay Civil Defence Emergency Management Group Office (Hawke's Bay Emergency Management) supports the functions of the CDEM Group. It works in partnership with emergency services and other organisations to ensure coordination of civil defence and emergency management within the region.

Hawke's Bay Regional Council is the Administering Authority for the CDEM Group and is responsible for the provision of administrative and related services that may from time to time be required by the Group. This includes hosting Hawke's Bay Emergency Management and employing its staff. However, Hawke's Bay Emergency Management remains operationally responsible to the CDEM Group, through the CDEM Joint Committee and the Coordinating Executive Group (CEG).

The CDEM team is quite large by national standards, with notionally around 16 staff in dedicated, full time emergency management positions. However Central Hawke's Bay and Wairoa have no CDEM staff, and rely on the GECC to provide support, as part of the 2018 centralisation of regional CDEM Group structures and staffing. The GECC is itself supplemented, during events, by Council staff, trained in the CIMS framework, who undertake these roles in addition to their full-time positions.

This local system, nested within the national CDEM system, provides the overall context for the comments and suggestions made in this report.

#### THE ROLE OF MAYORS AND HAWKES BAY REGIONAL COUNCIL CHAIR

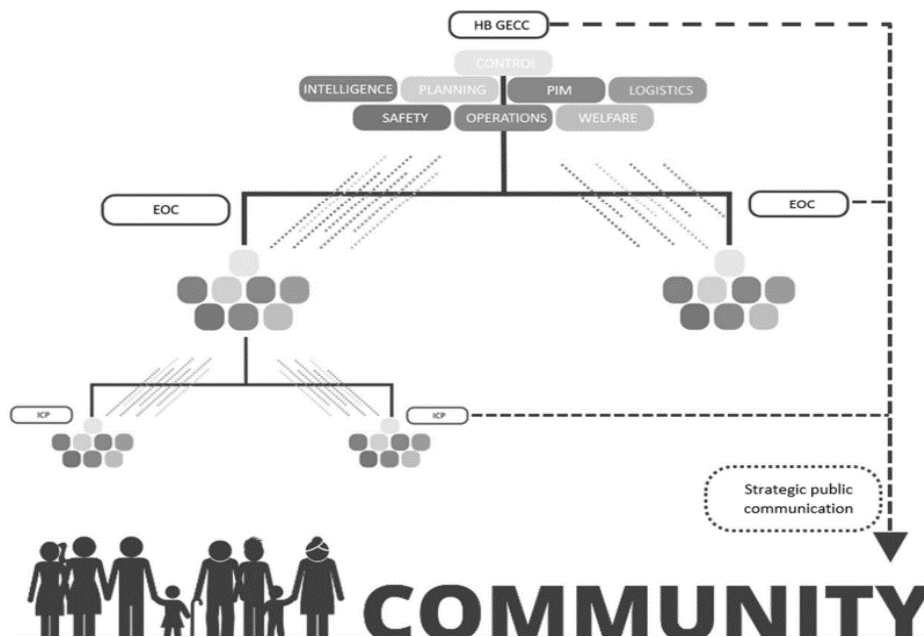
Mayors have formal powers under the CDEM Act to issue states of local emergency for their respective districts and cities. These powers can only be delegated in the Mayors' absence.

Additionally, the Group appoints one of its members to be empowered to declare a state of local emergency for the Group area (that is, the region). This appointment is held by the Chairperson of the CDEM group, who is also the Chairperson of the HBRC.

The next graphic shows the CIMS functions within Hawke's Bay GECC and the communications lines expected during emergency management response, with public information coordinated and disseminated from the GECC.



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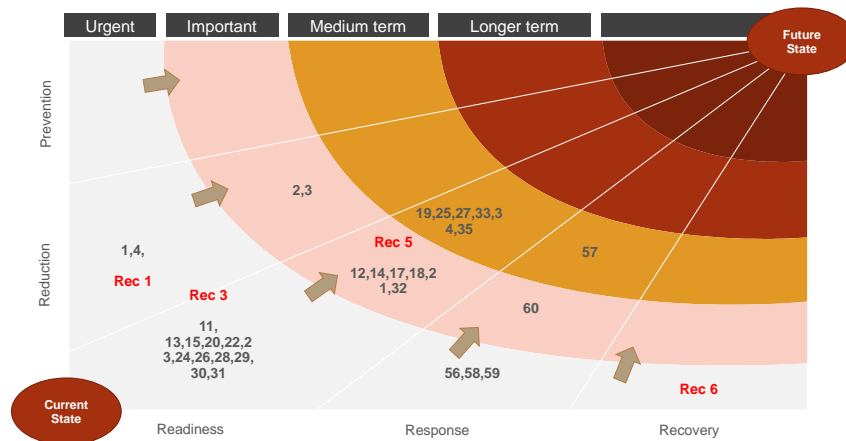


As the diagram suggests, local territorial authority EOCs, each with their own CIMS functions, sit under the GECC, with Incident Command bodies under those. Upwards flows (situation reporting and intelligence) are fed by first responders and EOCs to the GECC and downwards (command, tasking, coordination, public information and intelligence products) flows are driven by the GECC during the response and recovery phases of an emergency.

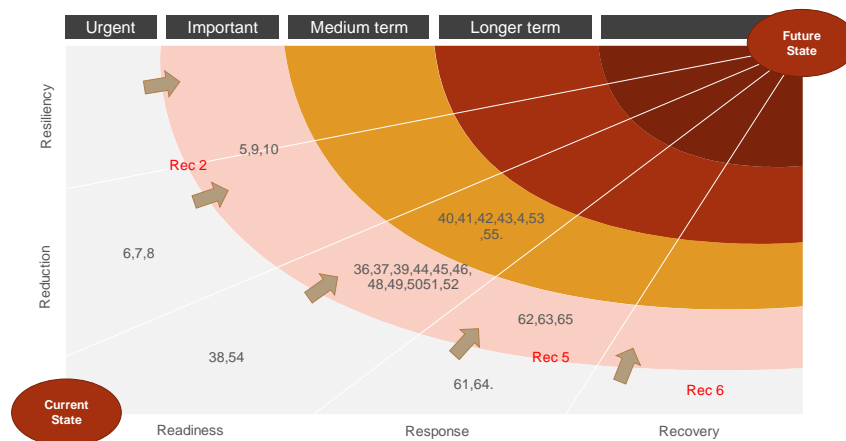
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## APPENDIX THREE: IMPLEMENTATION AND PRIORITISATION

## Implementation map of recs/suggestions by number: regional



## Implementation map by recs/suggestions by number: national



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## APPENDIX FOUR: STAKEHOLDERS INTERVIEWED FOR THIS REVIEW

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Chair of CDEM Joint Standing Committee</li> <li>• CDEM Joint Standing Committee</li> <li>• Coordinating Executive Group Chair</li> <li>• Coordinating Executive members</li> <li>• Territorial Local Authority Mayors/Chairs/elected members</li> <li>• Territorial Local Authority Chief Executives</li> <li>• PSGEs</li> <li>• Taiwhenua representatives</li> <li>• Mana whenua</li> <li>• Group Controllers</li> <li>• GECC response managers</li> <li>• Local controllers</li> <li>• EOC response managers</li> <li>• CIMs IMT managers</li> <li>• NZ Police</li> <li>• FENZ</li> <li>• St John</li> <li>• Te Whatu Ora</li> <li>• NZDF personnel</li> <li>• MET Service</li> <li>• MSD Regional Commissioner</li> <li>• Ministry of Education</li> <li>• Te Puni Kokiri staff</li> <li>• MBIE staff</li> <li>• Surf lifesaving NZ</li> </ul> | <ul style="list-style-type: none"> <li>• CIMs functional leads</li> <li>• Group and other PIMs</li> <li>• Group welfare manager</li> <li>• Lifelines agency representatives</li> <li>• Local iwi representatives</li> <li>• Local marae representatives</li> <li>• Other agency liaison officers</li> <li>• Māori Wardens</li> <li>• Civil defence staff working the GECC and EOCs</li> <li>• Bridge Pa Aerodrome staff</li> <li>• Napier airport representatives</li> <li>• NEMA staff</li> <li>• Volunteer organisations</li> <li>• Recovery leads</li> <li>• Community focus group: Esk Valley</li> <li>• Community focus group Pakowhai</li> <li>• Community focus group Central Hawke's Bay</li> <li>• Community focus group Porangahau</li> <li>• Marae visits</li> </ul> |
|--|---|

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## APPENDIX FIVE: EVENT TIMELINE, FEBRUARY 2023 8-16, 2023

Cyclone Gabrielle began affecting Hawke's Bay on February 13<sup>th</sup>, 2023, and had a devastating effect on the region. For only the third time in New Zealand's history, a National State of Emergency was declared on the 14<sup>th</sup> of February 2023.

The timeline below provides an account of the key milestones, decisions and coordination efforts of Hawke's Bay Civil Defence Emergency Management, and their emergency management partners, in the Readiness, Response and immediate Recovery phases (between 8-17 February 2023). The Recovery phase has continued well beyond the scope of this timeline.

The major damage caused by the weather event happened on Monday 13<sup>th</sup> to Tuesday 14<sup>th</sup> February 2023. For this reason, the timeline below is concentrated in particular detail on that 48-hour period.

This timeline has been composed based on various agencies' own post event timelines, documents released to the review by the relevant TLAs and the Regional Council, (including IMT recordings, personal logbook notes, internal emails etc) and notes and documents provided by interview respondents. We have made every effort to corroborate each entry through multiple sources, but the records and recollections of respondents are very difficult to reconcile in some cases.

The timeline should thus be read with caveats. For example, time stamps on emails, calls, EMAs and media announcements sometimes differ for the same materials, given that internet and other outages impacted some actors. The material here is also skewed in that it reflects more Hastings and CDEM Group records than those of the other regional TLAs and their local EOCs. This is simply because more detailed records were kept by the former.

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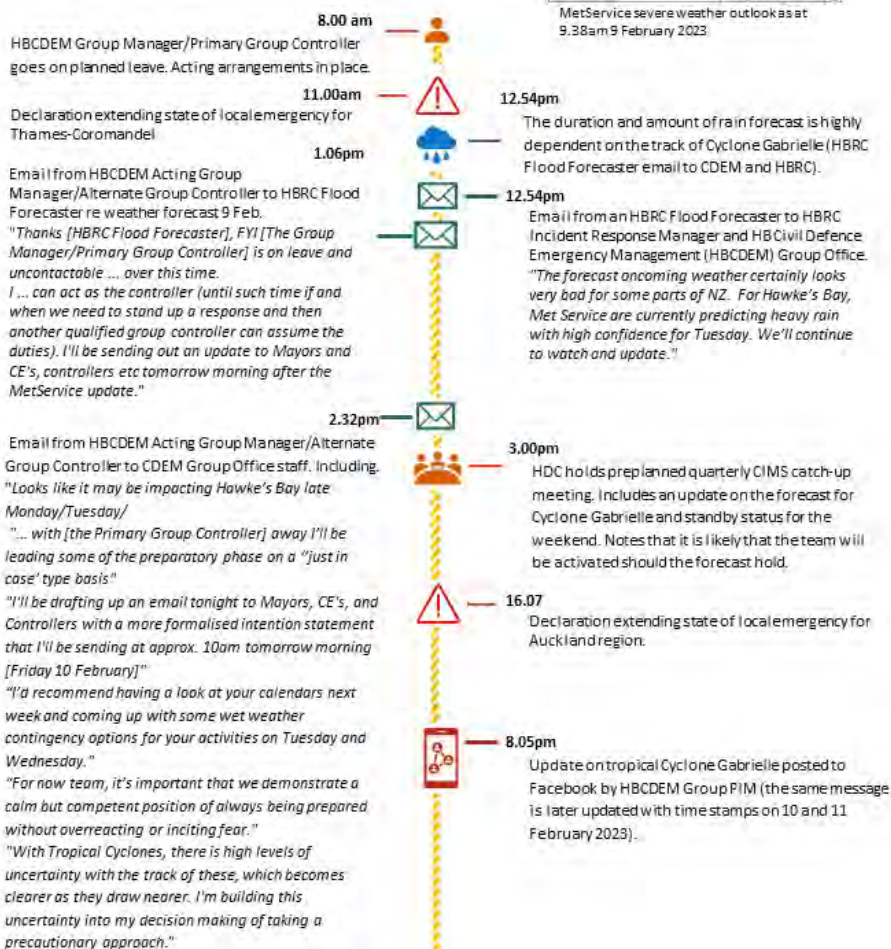
Thursday 9 February 2023

## Incident management

- States of local emergency in place in Auckland and Thames-Coromandel Peninsula as a result of earlier floods are extended in anticipation of Gabrielle's arrival.
- FENZ begins monitoring Cyclone and begins updates to Group Managers and brigade networks.
- Police monitoring Cyclone.
- Metservice issues a heavy rain forecast for 14 February with high confidence.



MetService severe weather outlook as at 9.38am 9 February 2023

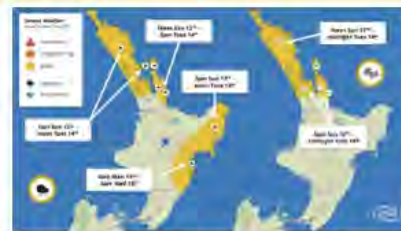


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Friday 10 February 2023

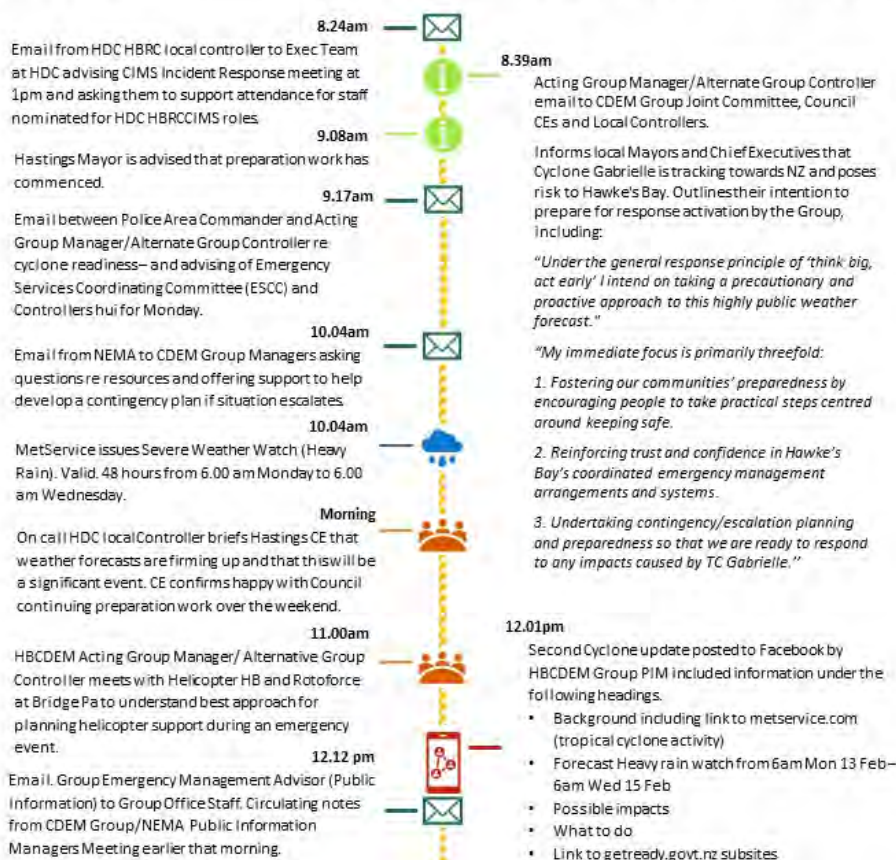


MetService severe weather outlook as at 10.46am  
10 February 2023



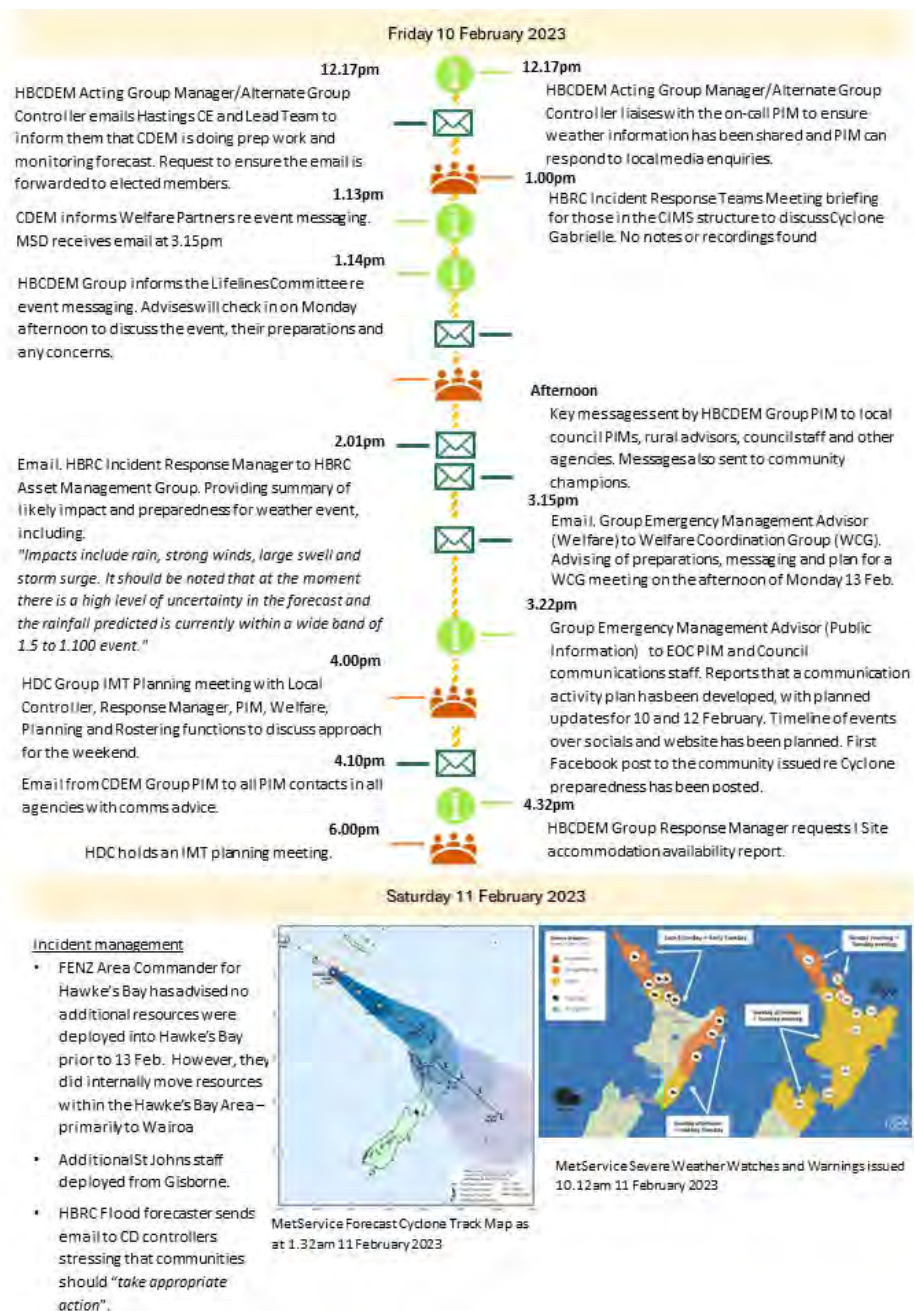
### Incident management

- FENZ moves to twice daily network briefings.
- Police stands up its IMT and begins coordination with CDEM groups. Eastern District command centre moved to 24/7 status. Police MOC (centralised command in support of the local Police District) being prepared.
- Police commence moving staff, 4WD vehicles and generators to key locations

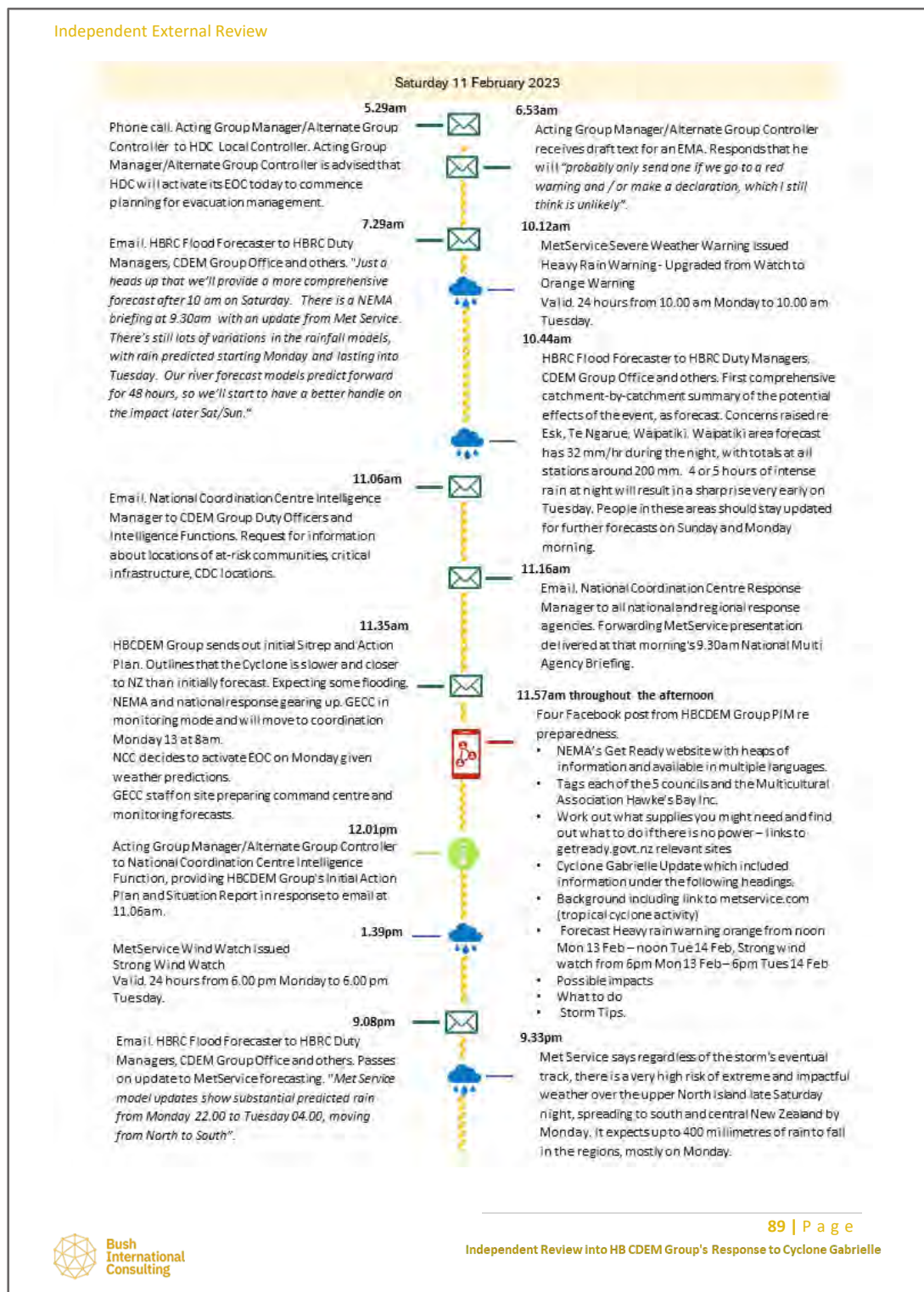




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Sunday 12 February 2023



MetService 3-Day Forecast Accumulated Rainfall as at Sunday Feb 12 2023



MetService Severe Weather Watches and Warnings Update issued 9.32pm 12 February 2023

Incident management

- FENZ sets up air desk.
- FENZ predeploys staff to Wairoa.



MetService Forecast Cyclone Track Map as at 8.05am 12 February 2023



MetService Severe Weather Watches and Warnings issued 10.06am 12 February 2023

HBRC Flood Forecaster to HBRC Incident Response Manager and Acting Group Manager/Alternate Group Controller and another Alternate Group Controller. Sends out a short catchment-by-catchment update of the potential effects of the event, as forecast.

"Just a heads up that if Met Service forecast stays as it is, this will be a substantial event, arriving earlier than previous predictions.

Very briefly as a starting point.

Heavy rain starting 1pm Monday, continuing to noon Tuesday. 250–300 mm in ranges, 100–150 mm on plains

Wairoa – 5yr to 10yr at river mouth. Way more rain up above Waikaremoana – Trumper safety, Tuhai notifications. Rain mainly in Western catchment.

Waipatiki to Esk – +50 year rainfall. Likely require Esk holiday park evacuation. Check if anyone in Hukarere Girls School

Heretaunga Plains – substantial surface ponding likely.

Ngaruroro/Tutaekuri – High risk at places like Mangaone/Rissington, Okawa/Shanley road, Maraekakaho, and any small stream with short time of concentration.

Worst case for NG/TK up to 50 year on Tuesday. Concern for Hohepa at river mouth. What advance time do they need for evacuation?

UTT – 50 to 100 year in main rivers, including down to Red Bridge. Still too early to tell for Red Bridge.

Southern Coast – no significant issues.

Bearing in mind that no rain has fallen here yet, but it is raining in Auckland/Coromandel.

This could change substantially if Met Service alter their prediction."

8.52am



7.00am

HBCDEM Group Controller calls meeting for 10.30am of district leadership committee, Emergency Services Coordinating Committee, regional controllers, CEs, Police, St John, MSD, HBDHB, NEMA, FENZ.

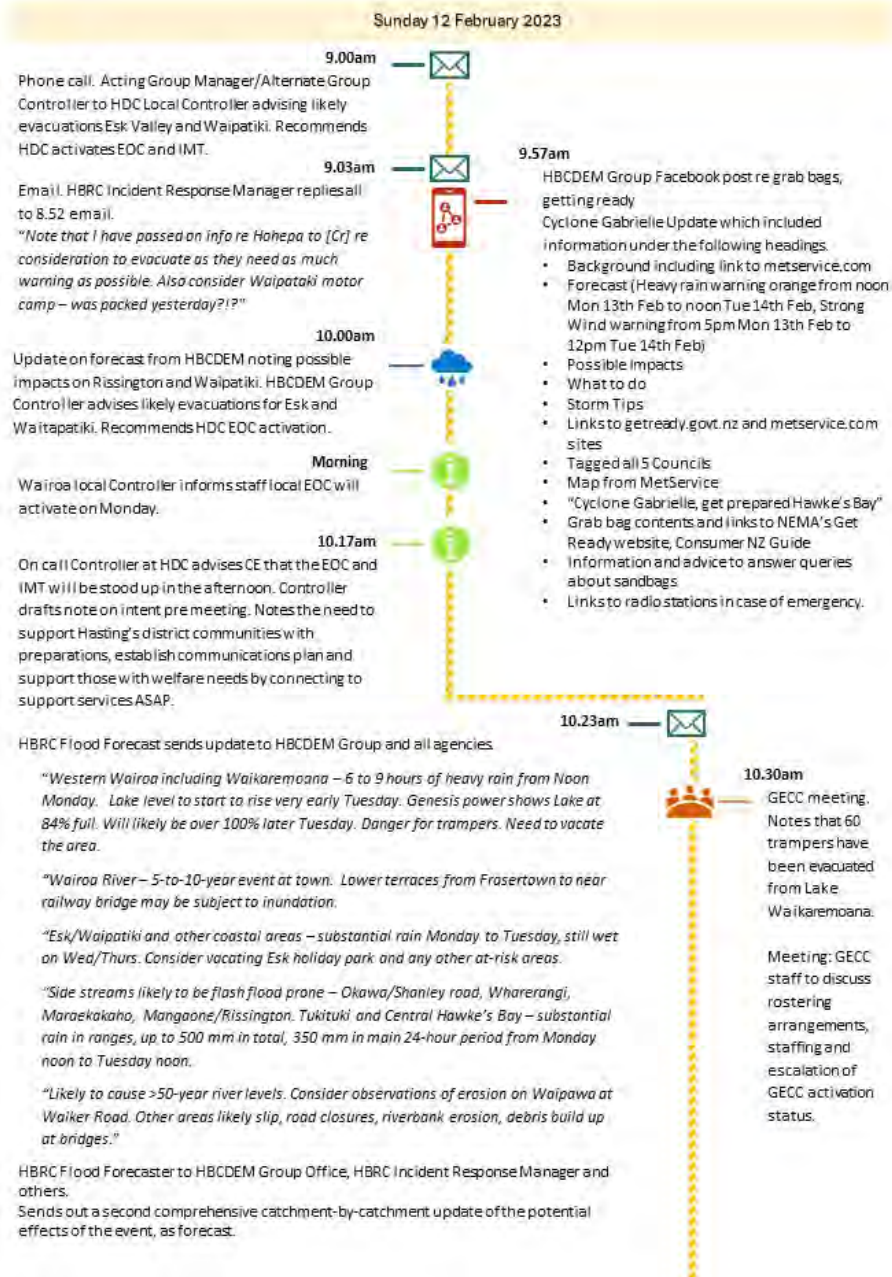


8.59am

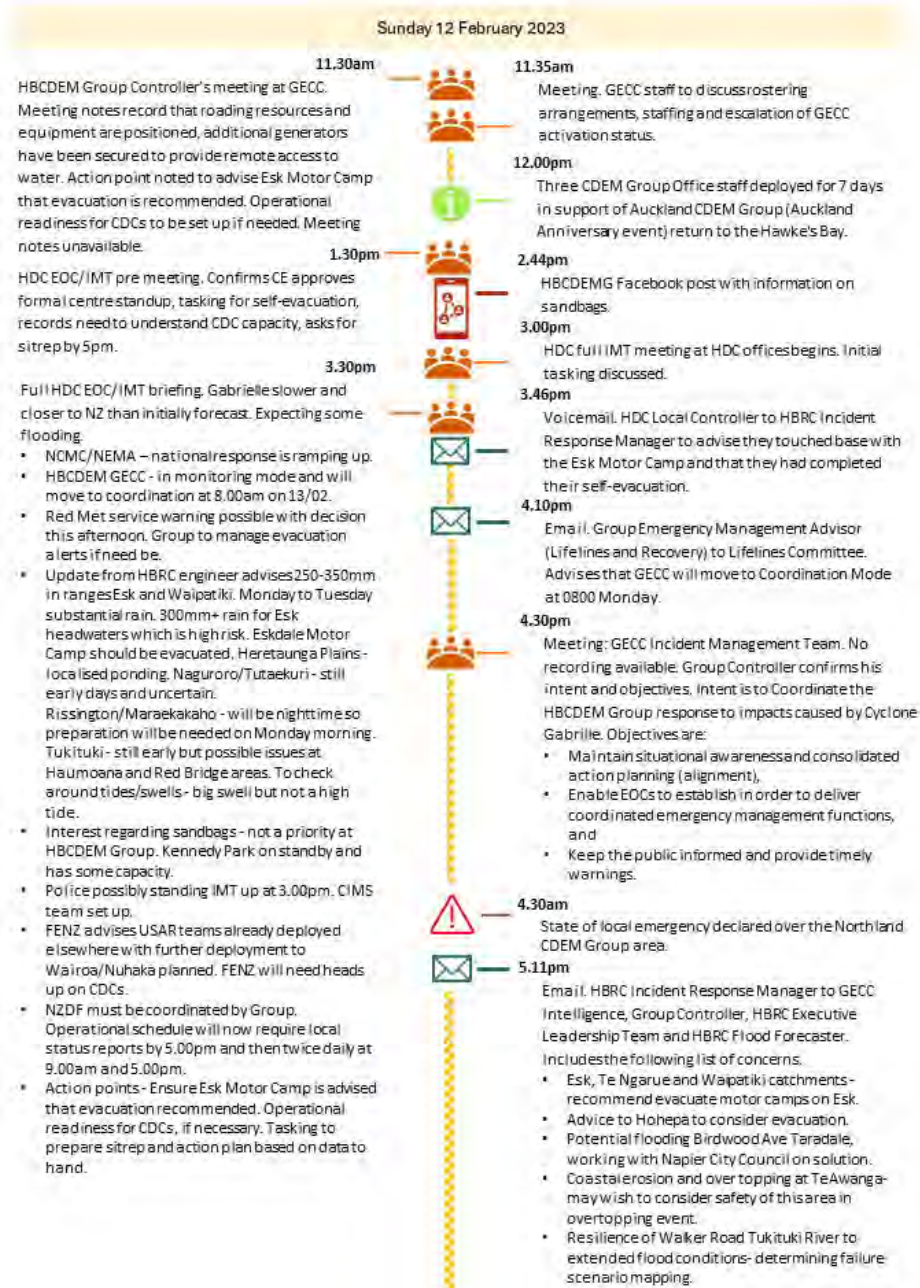
Email. Acting Group Manager/Alternate Group Controller replies all to 8.52 email.

"My initial intention is to keep Emergency Coordination Centre and Emergency Operations Centres at monitoring today with an escalation to coordinating tomorrow."

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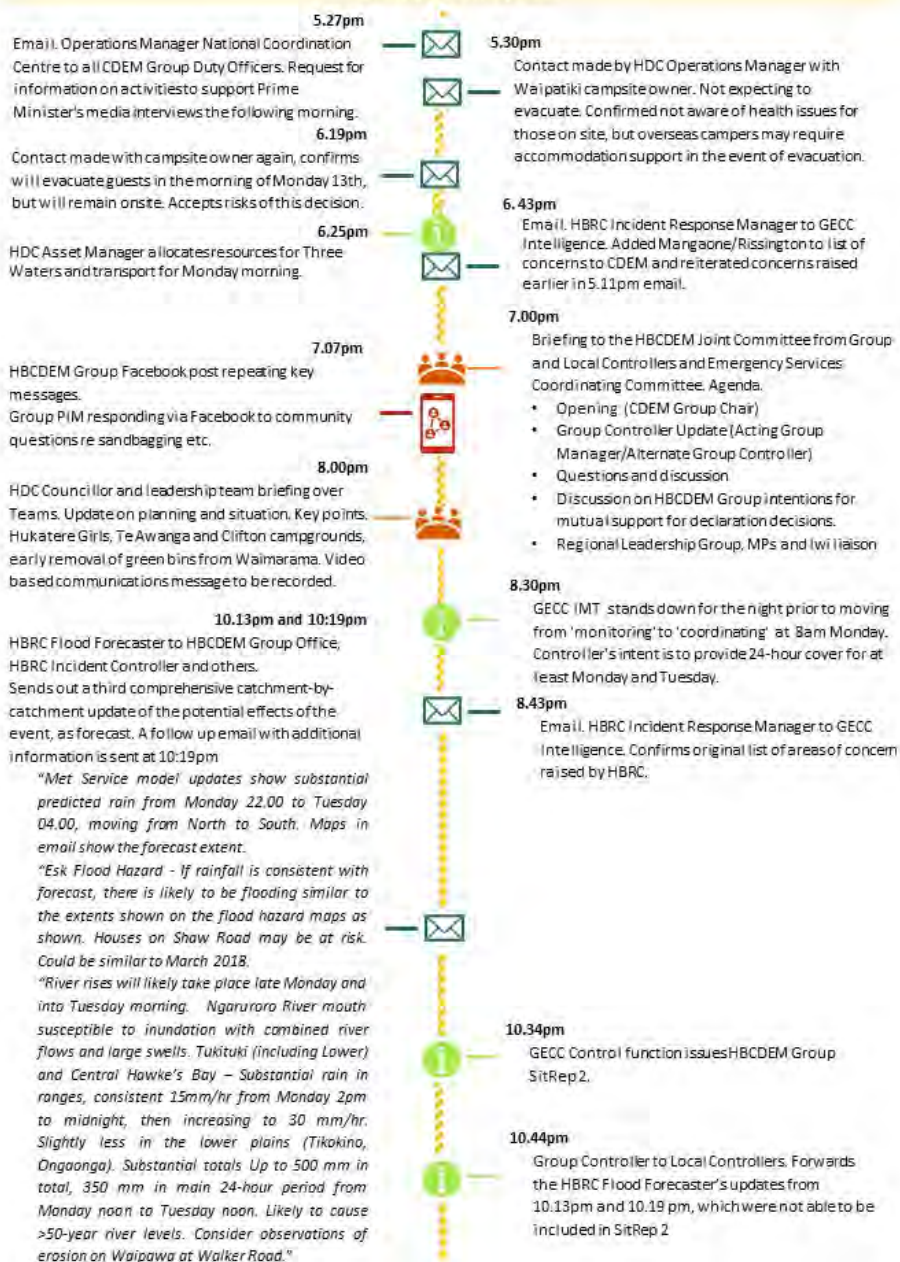
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Sunday 12 February 2023



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Monday 13 February 2023



MetService Severe Weather Watches and Warnings Update  
Issued 10.15am 13 February 2023

## Incident management

- 18 heavy rain and strong wind warnings and watches issued by Met Service across the North Island including Auckland, Northland, Coromandel, Bay of Plenty, Gisborne and Hawke's Bay.
- Many schools across the North Island are closed and some Air NZ flights cancelled.



MetService Severe Weather Watches and Warnings Update  
Issued 3.15pm 13 February 2023

HBCDEM Public Information Manager to Local Authority Public Information Managers.

"Our preference is the advertisement of CDCs/evacuation centres to be done locally first (ie. on council Facebook page). Please notify/tag HBCDEM and then we will share to our channels. The reason for this is because not all councils want to open and publicise evac centres at the same time."

HDC Three Waters meeting to prepare for activation of weather response plan. Sucker trucks, porta loos and generators on standby. Comms prepared for public advising of likely wastewater and storm water network pressures.

Regional Public Services Lead meeting with the Group Controller. Updates from:

- Group Controller. Situation update
- Police. Have stood up their internal Civil Defence framework and structure
- Te Whatu Ora. Health system very full at the moment
- Regional Public Service Commissioner. Keen for Regional public service leads to be represented on IMT
- NZTA. Outlines best sources of information for State Highway impacts.
- Ministry for Pacific Peoples. Mobilising our teams and doing callouts to our Pasifika people in Tairāwhiti and Hawke's Bay.
- Ministry of Education. No directive for schools to close, but principals and boards make decisions at the local level.

6.07am



8.00am

Group Controller activates the GECC in "coordination" mode. HDC EOC/IMT meeting covering key priorities. Controller briefing to the GECC.

"Anticipating impacts tonight, Frasertown/Wairoa River, Arapounui - Whirinaki, Esk catchment possibly around 0150hrs, rain bands on ranges around 400mm. Tukituki peak possibly 0150hrs from Red Bridge and downstream, easterly swells, possibility of rural/urban flash flooding."

9.00am



9.05am

HDC SitRep emailed to GECC Intel and Lifelines - summary includes priority action preparing comms for self-evacuation at Cape Coast and Maraekakaho, Esk camp has self-evacuated to truck stop, Waipatiki beach camp will be asked to evacuate this morning, large group of residents at ocean beach will be encouraged to self-evacuate.

9.09am

State of local emergency declared over the Opotiki District.

9.14am

Email from GECC PIM to GECC Intel with PIM Status Report for Monday 13 Feb including using social media as primary comms channel, phone script being finalised, EMA may need to be issued if SOE declared.

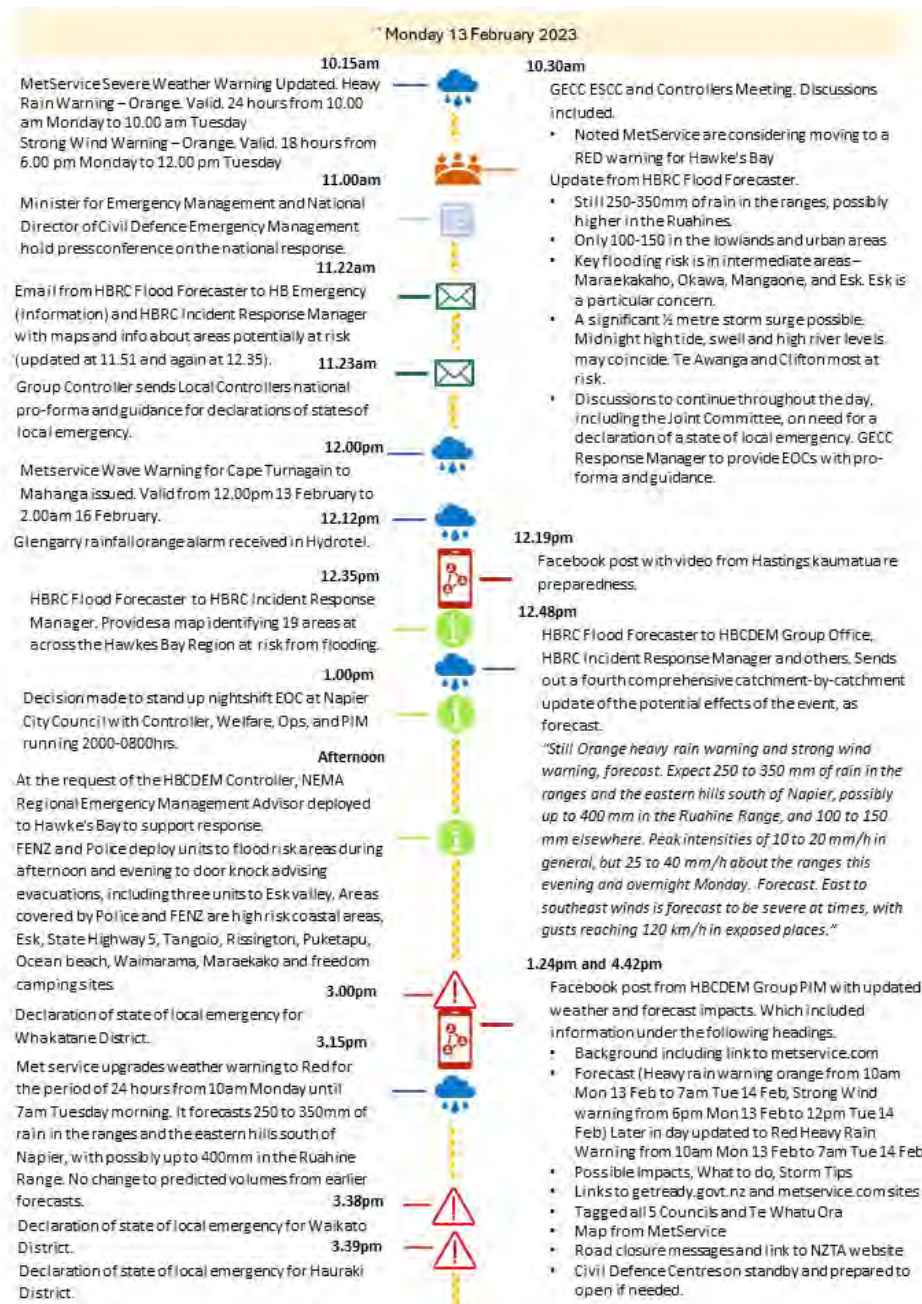
9.45am

State of local emergency declared over Tairāwhiti.

Morning

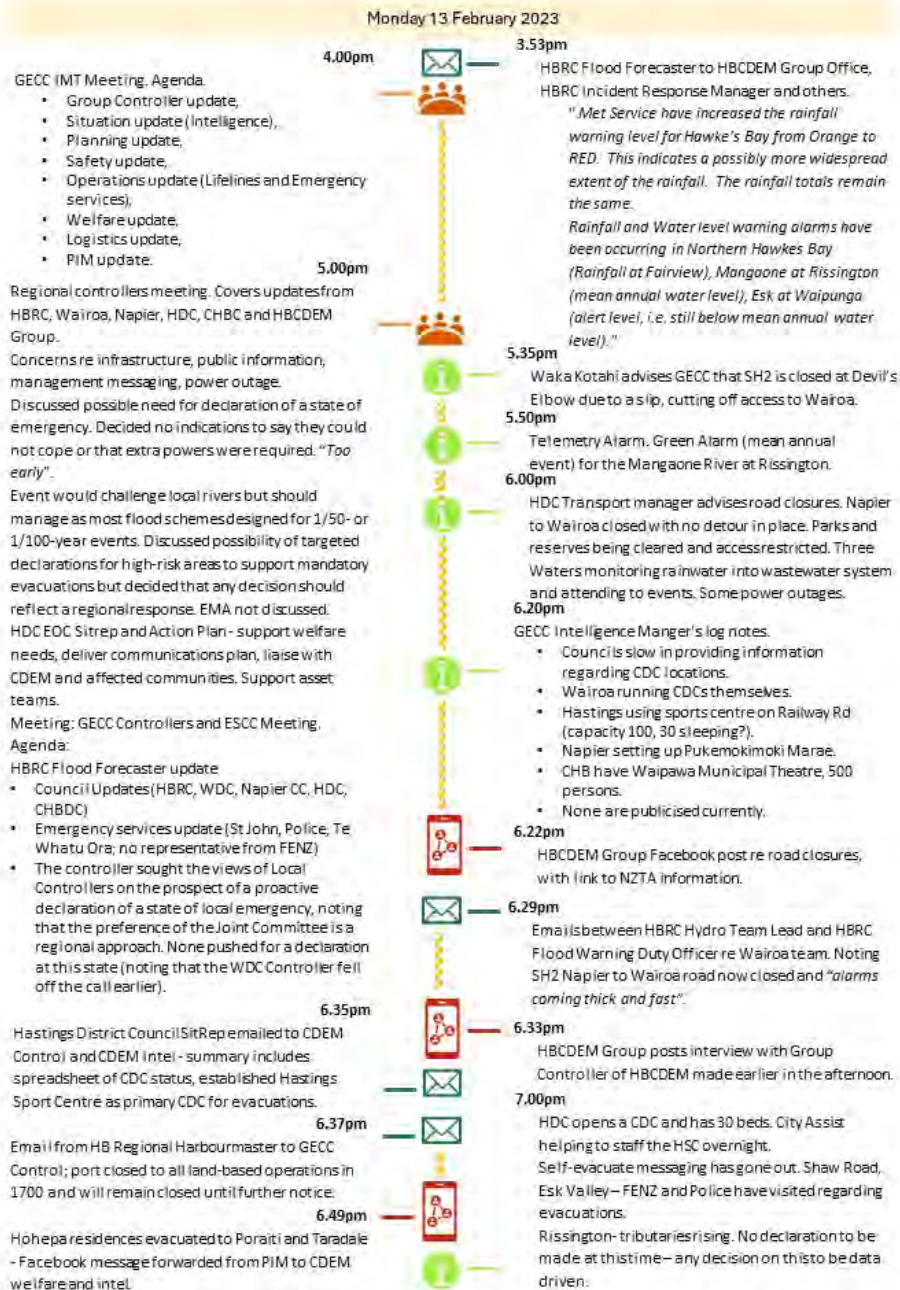
CHBDC activates EOC and sets up rosters.

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Monday 13 February 2023

7.08pm  
GECC PIM Function to EOC PIM and Local Council Communications.

*"The process for publicising evacuation centres. Our preference is for the advertisement of CDCs/evacuation centres to be done locally first (ie. on council Facebook pages) - please notify/ tag HBCDEM and then we will share to our channels. The reason for this is because not all councils want to open and publicise evac centres at the same time. If/when more and more open we will collate this info and continue sharing in FB posts."*

7.30pm

Orange warning upgraded to red due to broader area of intense rain - substantial rainfall in ranges. Advises that a regional Controller meeting was held at 5.00pm and that everything appears generally in hand. Rivers expected to get up to around 50-year levels - particularly in CHB and Heretaunga. The system will be tested but should not overtop stop banks.

7.38pm

Declaration of state of local emergency for Western Bay of Plenty District

7.46pm

Telemetry Alarm. Red Alarm (1.20-year event) for the Mangaone River at Rissington.

7.50pm

Email to HDC and HBRC from engineer - Esk river is of serious concern. Esk at Waipunga at 4.67m at 7pm rising fast, peak level in 2018 was 7.16m. HBRC Flood Forecaster to Hastings EOC and GECC *"Esk at Waipunga is at 4.67m at 7pm, rising fast. Peak level in 2018 was 7.16m."*

7.52pm

Email HBRC Flood Forecaster to EOC and GECC *"Mangaone just passed red level, still rising very fast."*

8.00pm

Declaration of state of local emergency for Bay of Plenty Region.

8.33pm

HBRC Flood Warning Duty Officer to HBRC Flood Forecasters. *"Water level update. As at 8.30 a lot of telemetry alarms have gone off. Red Alarm (1.20-year event) for the Mangaone River, and still rising. Orange Alarm (1.5-year event) for the Esk River at Waipunga Bridge. Green alarms (Annual event) trending more central than northern now. Waipawa river rising but not at alert levels, although levels at Fletchers and Burnt Bridge are rising in the headwaters."*

7.09pm

HBRC Flood Warnings Duty Officer to HBRC Flood Modeller. *"Esk @ Waipunga Bridge on a steep rise and will probably reach orange alarm in next hour."*

7.30pm

Briefing by HBCDEM Group Controller to CEs and Mayors. Meeting includes local MPs, partner agencies including Police, MoE, Kainga ora, Te Puni Kokiri, HBDHB, Oranga Tamariki. Notes. Redeploy assets if possible and operationalise plan, consider who we will need to evacuate and where to take them. Lifelines - there will be power outages.

Reminder that evacuation centres are for shelter - not necessarily to have beds available.

Reports of low fuel availability. Port closed - including to a ship that was due to deliver fuel - but there should still be enough supply.

Local Controllers to decide around using marae in addition to any CDCs already planned.

Hastings Mayor - concerns around coastal area (Te Awanga/Haumoana). Wants social media messaging out to them given the heightened concern.

CHB Mayor - red warning helpful as helps with decisions around self-evacuation. Walker Road identified as area of concern.

Napier Mayor advises all at hand with planning in Napier.

Discussion around triggers for declaration of state of emergency. Group Controller advises it is best to avoid any declaration at night if possible. Should only be used if additional powers are needed to force evacuation or in the event of a major failure of assets.

HDC IMT meeting covering key priorities, support to community and staffing.

8.01pm

Telemetry Alarm. Orange Alarm (1.5-year event) for the Esk River at Waipunga Bridge.

8.30pm

Briefing meeting for elected members and leadership teams. Areas of concern remain Esk and Rissington with potential to exceed 2018 flood levels.

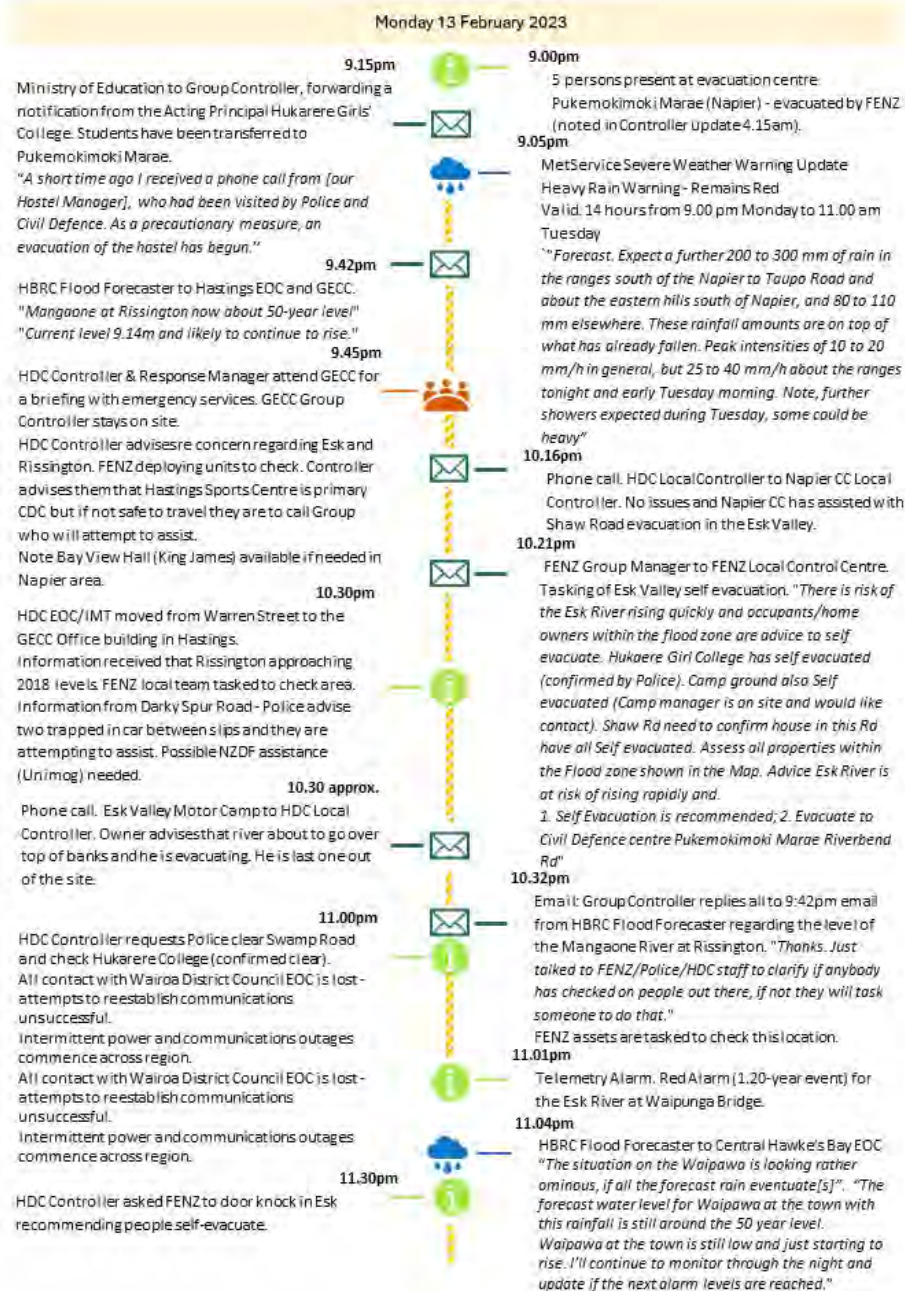
Meeting Mayor Hastings, HDC councillors, Rural Board, CE and advisors.

Around 9pm

GECC IMT reverts to a skeleton crew for the night. Group Controller hands over to another Alternate.

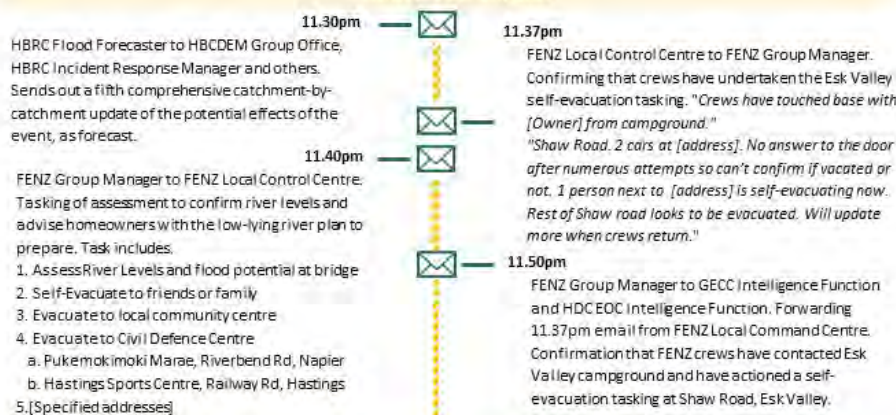


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Monday 13 February 2023



Tuesday 14 February 2023



MetService Severe Weather Watches and Warnings Update issued 7.27am 14 February 2023

## Incident management

- An outage of the MetService rain radar at Mahia occurred for a number of hours during the night. Data was collected, but not available in real time. Collecting data but not sending all data to Wellington. Problem unresolved for some hours. Created false readings.
- Glangarry received nearly 540mm, and Pukeorapa receiving over 400mm of rain. Napier Airport recorded 203.8 mm and Hastings recorded 143.8 mm.
- Wind gusts were recorded up to 90 km/h with exposed stations near the coast reaching higher such as Cape Kidnappers (131 km/h)

**00.30am** Critical failure of HBRC's telemetry system caused by a power (and back up power) failure at the Kahurangi telecommunications repeater site. This resulted in data being unable to be transmitted from rainfall and water level monitoring sites in the southern Hawke's Bay catchments. The extent of the missing information was not evident until approximately 4 am. System reboots were attempted, but not successful.

**From 12.00am** Throughout the day calls for rescue and assistance via 111, 105 and CDEM channels are overloaded and duplicated. Police communications centre logs 800 jobs (not visible to GECC). Surf lifesaving/Coast Guard/local jet boat club activated to assist.

**1.00am** Wairoa River leaves its channel.

**1.05am** FENZ advises reports of surface flooding around Tangoio. Unit going out to investigate. PIMs are monitoring social media for any relevant chatter around coastal areas, etc.

**00.50am** GECC Update with NCC. 57 at Pukemokimoki Marae - total capacity 120. Hukarere Girls there and coping OK at the moment. Trees starting to come down and the odd power outage - similar to Hastings. By early morning Repeaters are failing to measure river gauges. 2/3 of repeaters are lost.

**1.24am** HBRC Flood Forecaster to WDC Local Controller, and GECC

"The Hangaroa River at Doneraile Park just hit its 50 year level. This is about 1.5 m higher than March 24, 2022. Ruakituri is just below the 20 year level, and is still below the March 24 level by 1.7 m, but is still rising. Marumaru is above 5 year and rising. Power just went out at my house, so limited intel."

Note. Communications to Wairoa have been lost by this time, email was unlikely received by the WDC Local Controller at this time.



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Tuesday 14 February 2023

**1.50am approx.**  
Phone calls. Group Controller receives call from the Police DCC and then follow up with SAR coordinator. Car stuck up Glengarry road between 2 trees on active slip.  
Group Controller calls NZDF to deploy Unimog to Bay View Fire Station to assist Police/FENZ with Glengarry Rd task. To muster at Bay View at 2.45am.

**1.58am.**  
HBRC Flood Forecaster to Hastings EOC and GECC. "Mangapone is still rising. It's about 0.6 m above the 2018 level, and still more rain to arrive." Chart included in email shows the level has exceeded the 1.50-year event level.

**1.58am**  
FENZ advises that reports coming in that up to 1-1.5m of water at SH5, Eskdale and that there may be people still in Shaw Road that need evacuation. People in car/van on Glengarry Road stuck between fallen trees and vehicle starting to "float".  
HBRCDEM Group Controller coordinating with Police and FENZ and has requested Unimog assistance. Forward Operating Base being set up at Bay View Fire Station and units will respond from there for both jobs.  
Asked if FENZ are comfortable they can respond without the additional powers that a declaration would give. FENZ tells GECC Controller additional powers are not needed at this point.

**2.11am.**  
HBRC Flood Forecaster responds to HBRC Flood Warning Duty Officer's 2.10am email "Will do the warning. Power went out at my place for a while, but is back on now."

**2.25am**  
HBRC Flood Forecaster to Hastings EOC and GECC "Probably best to consider any house in Esk Valley may be at risk."

**Around 2.30am**  
Bridge over Tutakuri River @ Puketapu collapses, and with it water level recorders. All recorders on Tutakuri river have been damaged.

**Around 230am**  
NCC Incident Controller begins hearing 'rumours' of 'people on the roof' coming from staff in the field.

**2.33am**  
Phone call. HDC Local Controller calls [NCC - TBC] and advises of their intent to recommend a declaration of a state of local emergency.

**2.36am**  
Phone call. HDC Local Controller calls Mayor of Hastings and recommends declaration of a state of local emergency. Agreed. Message left to this effect with Hastings CE.

**1.55am**

Update from HDC Three Waters team. Tekahika Stream outside its banks on St Hills Lane at Havelock North. Team on the way. Passed on to FENZ but they have other priority jobs.  
Three Waters team still have control/able to manage the storm water network to cope with current flows but large-scale power outage in Mahora affecting operations. If storm water overflows from network the Waters team still believe they have control as the flood water not going to spill over into private property as it stands.  
Detention dams in Havelock North are now holding water, indicating that the hills above Havelock North are very wet.

**2.10am**

HBRC Flood Forecaster to Hastings EOC and GECC. "This will likely be the highest ever measured on Esk" and identifying some additional houses that may be at risk to flooding, further to earlier forecasts. Includes charts indicating that the Esk River at Waipunga Bridge is expected to exceed a 1.50-year event."  
Note. Group Controller immediately requested FENZ to evacuate the additional houses at risk identified location.

HBRC Flood Warning Duty Officer to HBRC Flood Forecaster "Burnt Bridge just alarmed at Orange and Folgers Fletchers still rising so it will continue to rise so perhaps warn Waipawa people?"

**2.24am to 4.00am**

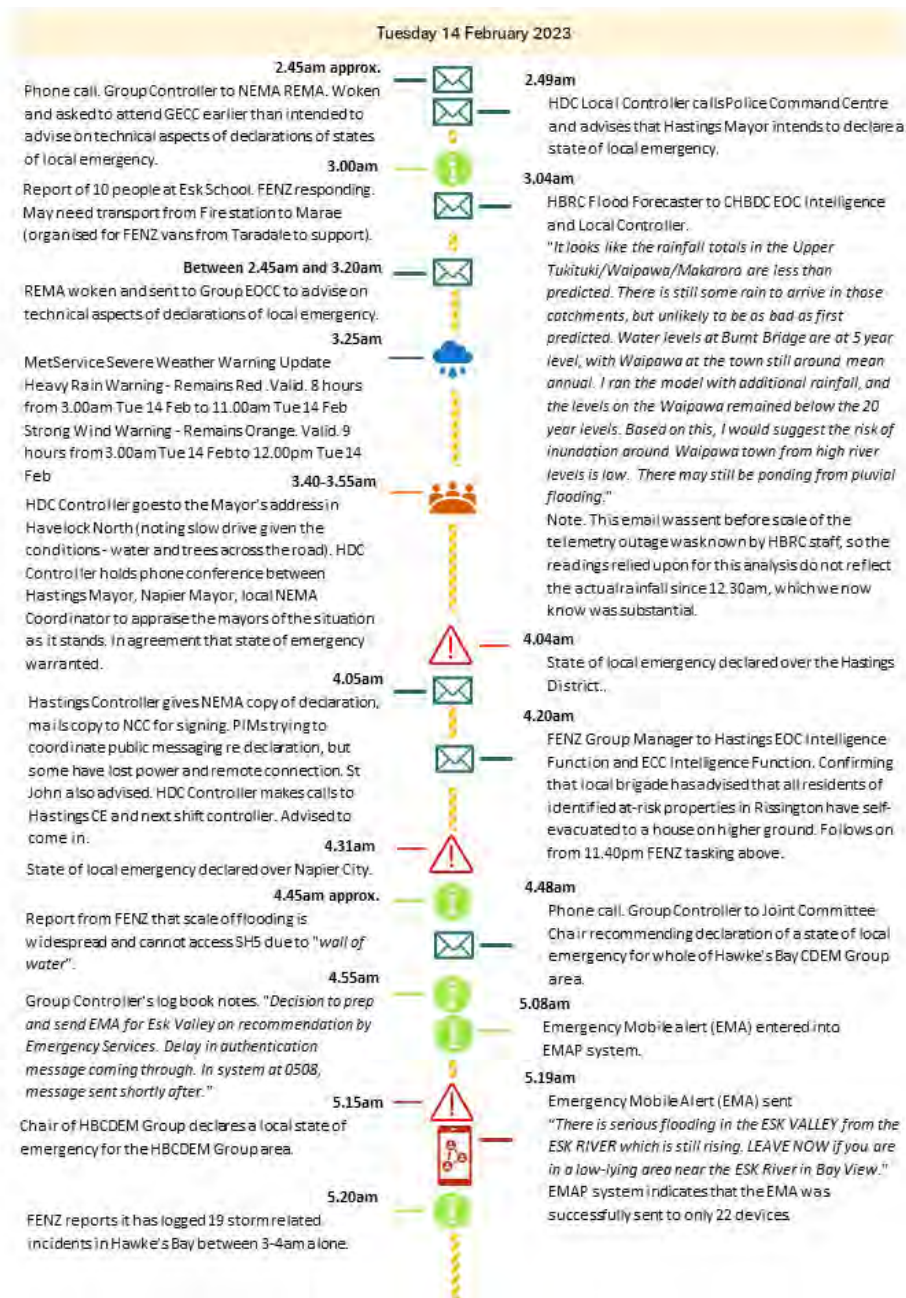
HBRC Flood Forecaster notices parts of the telemetry network is down and begins calling hydrology team to assist.

**Approximately 2.30am**

Meeting. Group Controller, HDC Local Controller, Emergency Services

- The entire Esk Valley now at risk. (2.25am email from HBRC Flood Forecaster)
- Rescue and response options are limited. Option of people sheltering in place during darkness if they haven't got to high ground already. Limit movement through floodwater. Severity known; scale and extent unknown.
- EMA deemed unlikely to generate an effect at this stage for people already flooded and on roofs. Could create undue panic and movement through floodwaters increasing risk. Decision to find out more about situation on the ground before sending EMA.
- All agree that a declaration of a state of local emergency is now warranted, given the widespread nature of the event and the need for a significant response.

## Independent External Review





## Independent External Review

Tuesday 14 February 2023

5.32am

## GECC IMT briefing.

- Group Controller advises that a state of emergency has been declared for the region. Reports of Wairoa River flooding.
- Napier City Council advises that Three Waters are starting to fail, toilets at Pukemokimoki Marae have failed so no longer an option and 3-4 families have been moved to Kennedy Park. Pumps stations have failed and more flooding likely.
- St Johns advises Maraenui and Tamatea extensive flooding with an ambulance in the water. Multiple calls in Napier. Vehicle access difficult and will need Unimog assistance.
- Police advise that rescues at Esk and surrounding area main priority. Police SAR, NZDF and FENZ unable to get to everyone. People on roofs on SH2/SH5.
- FENZ advise that they are setting up command centre at Bay View Fire Station. Police SAR will be there with Coastguard and Surf Lifesaving NZ. All available SAR staff being called in. Nil rescue until daylight hours for safety of staff. FENZ have crews on the ground in Wairoa but unclear on situation because of communications issues. Definite increase in calls right across district.
- Puketapu and Esk bridge failures.
- Concern for Esk water supply and Havelock North detention dams



6.15am  
HDC Controller handover notes that declaration signed, bridges lost, Whirinaki Esk Drinking water supply has lost power, need for Portaloos, need additional support to emergency services

6.25am  
HDC Three Waters advises confident Havelock North detention dams are performing as they should, but this is the first time they've been tested at these levels.

Mangarau Retention Dam has potential to overflow, and the Three Waters team may not be able to regulate spillway to Mangaroa Stream which may exacerbate flooding in the area.

They advise EOC to warn residents downstream. Whirinaki/Esk drinking supply. Lost 1/2 volume on both. Indicates mains failure/instrument failure and possible loss of water supply.

6.37am  
HBRC Incident Response Manager to GECC Intelligence

"Just to advise we are removing part of the stop bank between Taipo stream and lagoon farm to drain Taradale. This will flood lagoon farm - NCC know."

NOTE: This tasking was cancelled before being undertaken.

7.15am  
HBRC Incident Manager to HBRC Flood Forecaster.  
"Ngaruroro/Tutaekuri stop bank overtopping both sides at Mission PS [Mission Pump station, on the landward side of Tutaekuri River stopbank at Awatoto, just upstream of railway bridge]."

5.57am

Messages from NCC and HDC mayors are released, noting that a state of local emergency have been declared. Advise of Esk valley flooding, Rissington evacuations and power outages across district. People urged to stay off roads and conserve water, as wastewater facilities are at capacity.

6.30am

Waiohiki near marae being evacuated. Napier CC to possibly assist HDC

6.37am

HBRC Flood Forecaster to Central Hawke's Bay EOC.  
"We've had major telemetry failure some time in the night. Our readings on the Waipawa need to be checked. Do you have anyone who has recently driven over the Waipawa and Tukituki Rivers and are they able to recall how high the river was (just approximate, i.e. several metres below the deck, or very close to the deck). If not, do you have someone who could have a quick look and report back?"  
"There is also major flooding in Esk and Puketapu. Bridge has collapsed."

6.41am

HBRC Incident Response Manager to GECC Intelligence "Tutaekuri River running at 1.100 level. Telemetry river gauges not working - manually checking level."

7.29am

HBRC Flood Forecaster to HBRC Incident Response Manager.  
"NG [Ngaruroro River] at Fernhill is still rising. Low tide has passed, this is a major issue."

7.30am

MetService Severe Weather Warning Update  
Heavy Rain Warning - Remains Red  
Valid: 4 hours from 7.00 am to 11.00 am Tuesday  
Strong Wind Warning - Remains Orange  
Valid: 5 hours from 7.00 am to 12.00 pm Tuesday

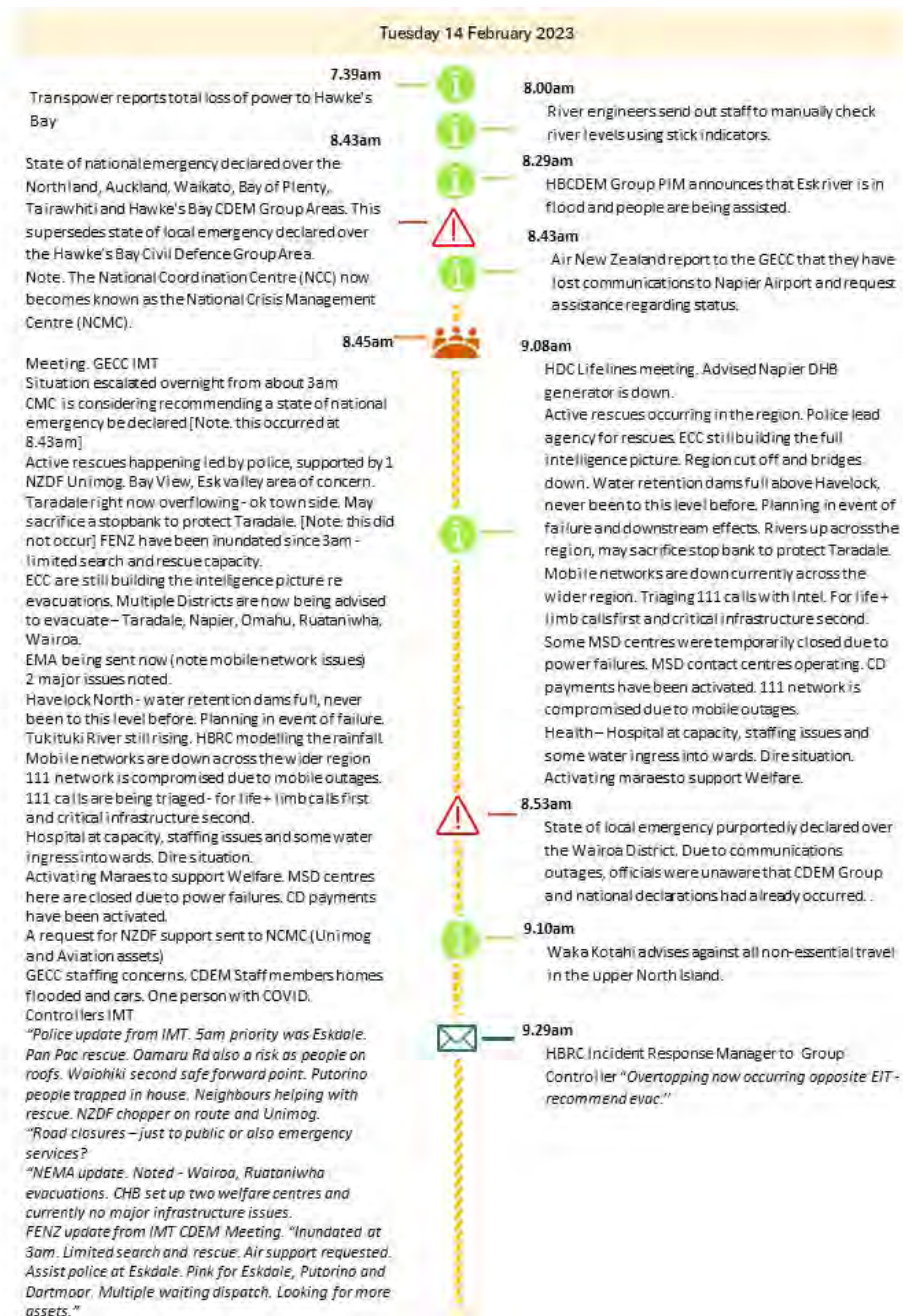


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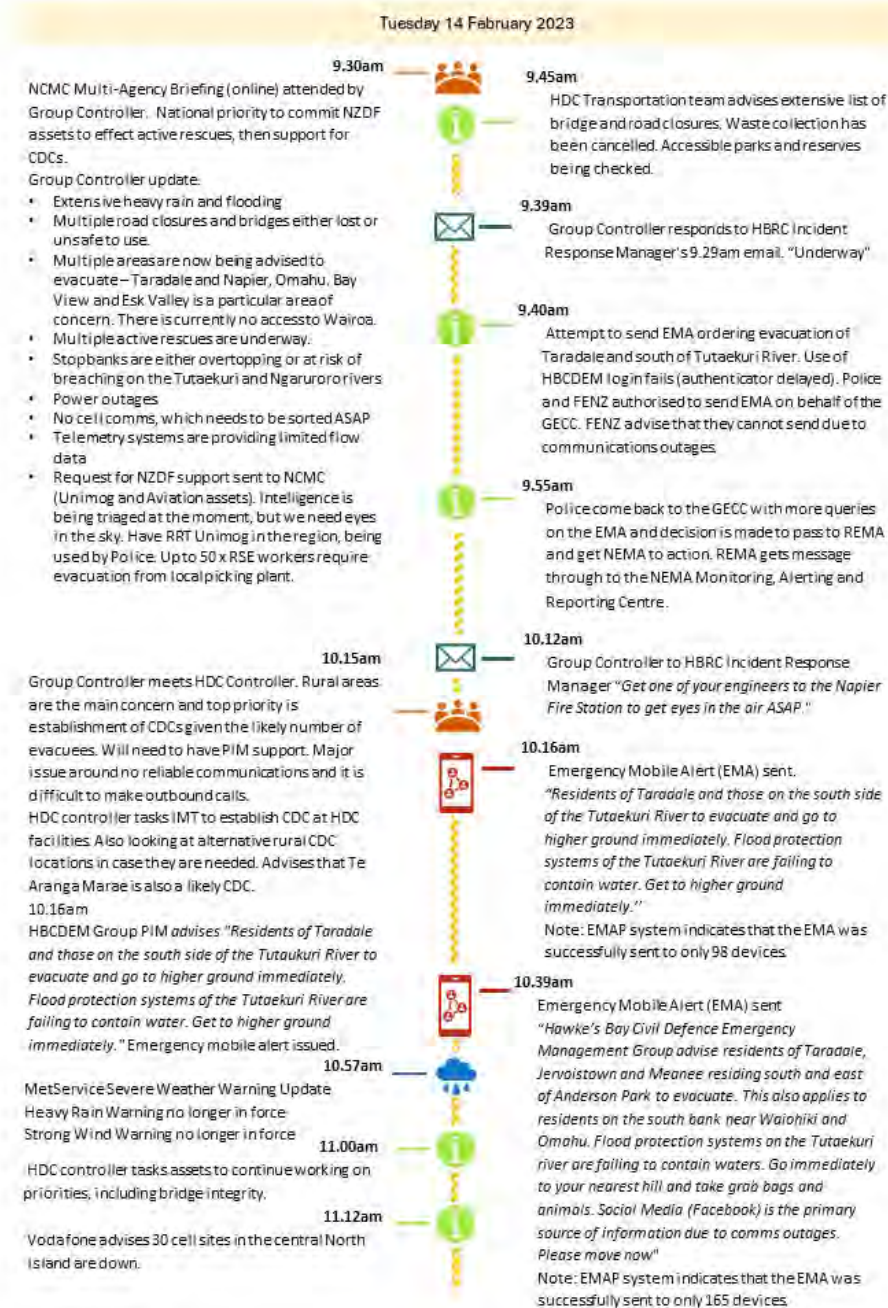
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Independent Review into HB CDEM Group's Response to Cyclone Gabrielle

## Independent External Review



## Independent External Review





## Independent External Review

Tuesday 14 February 2023

11.24am

FENZ reports that

"Multiple people on SH5 in Hawke's Bay are trapped in vehicles and in houses, and people are trapped awaiting rescue in Puketapu. There are also many houses flooded in Eskdale and Whirinaki which can't be reached by road as the bridge access is washed out."

"Helicopters aren't currently able to rescue people trapped on roofs due to the high winds. This is an ongoing situation, and we are monitoring it closely."

12 pm

Three Waters advises that Hastings's detention dams are holding.

12.03pm

HDC IMT notes state that the weather has well-exceeded forecasts and Hawke's Bay is significantly impacted.

"On Tuesday morning the focus remained on welfare with active rescues, and evacuations, followed by the protection of critical assets."

Omahu and Taradale residents being evacuated (Level of the Tutaekuri River and Ngaruroro River overtopping stopbanks).

Hawke's Bay Regional Council engineers are constantly assessing river levels in relation to areas under evacuation notice.

Evacuations and rescues are continuing in Esk Valley (Rissington and Waiohiki were previously evacuated).

Flooding risk in Waipawa has triggered evacuation.

All other suburbs – residents may choose to self-evacuate if they feel unsafe.

If possible, evacuees should stay with family and friends.

If that is not possible there are evacuation centres.

Hastings Sports Centre is open now and Flaxmere Community Centre in Hastings from 1pm,

Waimarama School; St Joseph's Māori Girls' College,

Napier; Tamatea Intermediate, Napier; Centralines Stadium and Waipawa Municipal Theatre,

Parongahau Hall, Tikokino Community Hall, in Central

Hawke's Bay. More are being set up as needed.

Some communities have opened halls, schools and marae.

Defence Force assets are on their way to Hawke's Bay and active rescues are underway."

12.16pm

FENZ Hawke's Bay district manager reports that.

"In the last 12 hours, Fire and Emergency has logged 366 storm-related incidents in the Hawke's Bay, including rescues.... multiple people on SH5 were trapped in vehicles and in houses and have been rescued. People are still trapped awaiting rescue in Puketapu."

"There are also many houses flooded in Eskdale and Whirinaki which can't be reached by road at this stage."

"At 7.19am, Fire and Emergency was called to a landslide at a home in Putorino, Hawke's Bay. One person has been reported as trapped and Fire and Emergency has been unable to determine the status of this person."

"Local brigades have been unable to access the property to carry out a rescue. Fire and Emergency has deployed a local Urban Search and Rescue (USAR) team with equipment by helicopter."

"Fire and Emergency personnel are currently assessing how widespread the damage is. It is unclear yet how many houses have been affected. This is an ongoing situation, and we are monitoring it closely."

"Fire and Emergency urges people to only call 111 when life and safety are at risk to ensure people who urgently need help can get through to our communications centre."

## Independent External Review

Tuesday 14 February 2023

12.38pm  
Group Controller to Mayors/Chair and CEOs of Hawke's Bay councils

"Apologies that this is late, we have been inundated with what I will simply describe as an unprecedented regional scale event. This will be the largest incident that regions has [sic] experienced in many years and the impacts are likely to be ongoing and severe on our communities.

We have limited communications, no reliable mobile coverage.

There is a widespread power outage with indications that it will be days or weeks before this is resolved. There are multiple roads closed and/or bridges lost. Wairoa is effectively isolated.

Police are managing multiple active rescue situations being managed by FENZ and Police. This is the priority and focus, to support situations where life is at risk.

Staff are actively triaging intelligence that is coming into us so that we can respond to the highest risk and highest priority situations.

We have FENZ and HBRC staff in the air to assess critical flood infrastructure and people at risk.

We ordered an evacuation of parts of Napier due to imminent threat of the stop bank overtopping at Waiohiki. HBRC staff are assessing the condition of the stop banks and we might be able to allow people to return home soon.

The Ngaruroro is overtopping at Omahu and I ordered the evacuation of that community.

We are working hard now to stand up as many CDC's as we can and to manage logistics around food and clothing.

Fuel supplies are being managed to ensure that we can supply essential services.

NZDF are sending staff and vehicles and the airforce NH90 is either on scene or will be shortly to support rescue efforts. We plan to use this to do a wider survey of the region to work out what we don't know, as there are many parts of our region that we cannot communicate with nor access.

We are supplying as much information as we can via the PIM team but are seriously hampered by a lack of communications. We are supplying the media as much as we can as we can. Please

Liz Lambert is assisting me in the GECC today and Edan will take over again tonight. Ian McDonald will also hopefully be back in the region either today or tomorrow.

I will try to keep you updated as best I can as this continues to unfold, but it continues to be dynamic."

12.42pm

HBRC Incident Response Manager to GECC Intelligence Function and Group Controller

"Staff have inspected the Taradale stopbank between bridges and have assessed that the main stopbank is sound.

We have confirmed that the water level is dropping. We have found that the stopbank is breached at the abutments to the SH50 (Waiohiki) bridge on both right and true left.

This leak is flooding through Taradale as per the scenario map. The team is sand banking the abutments and will make a further assessment as to regards safety.

At this time we are not in a position to issue an all clear and the evac notice should stay in place. It will be at least several hours to undertake this work."

12.45pm approx.

Reports from Omahu village to GECC for vulnerable persons requiring assisted evacuation.

12.48pm

MetService releases an update about the weather warnings. "Napier Airport had its second wettest day on record with 175mm of rain in the 24 hours to 9am this morning. That's more than three times the February average."

1.00pm

IMT meeting GECC. – Notes include.

"Intelligence chasing information, NEMA to check Waka Kotahi, chasing councils regarding water, Welfare CDC lists required, little information coming in. Welfare team light on numbers as everyone busy. Don't have a full picture of community needs.

Marae 10 days setup. Call centre setting up. Evacuations to St Johns for medical patients.

"Approximately 120 people at Waiohiki Marae. needs are food/blankets etc., evacuation being considered.

"Phone and internet cover are limited and impacting communications from and to EOCs and GECC. Further bridge and road closures. Some areas are without water."

1.17pm

State of National Emergency declared for Taranaki district.



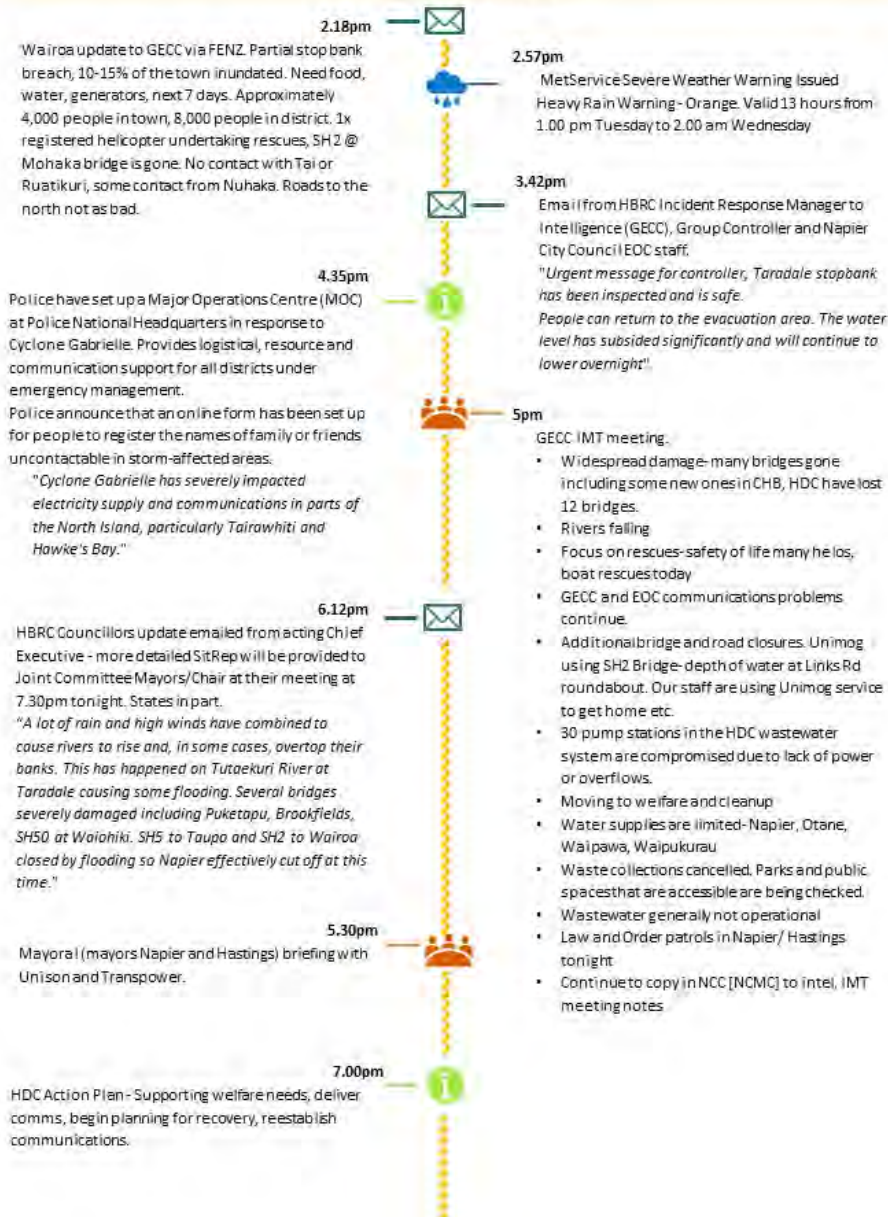
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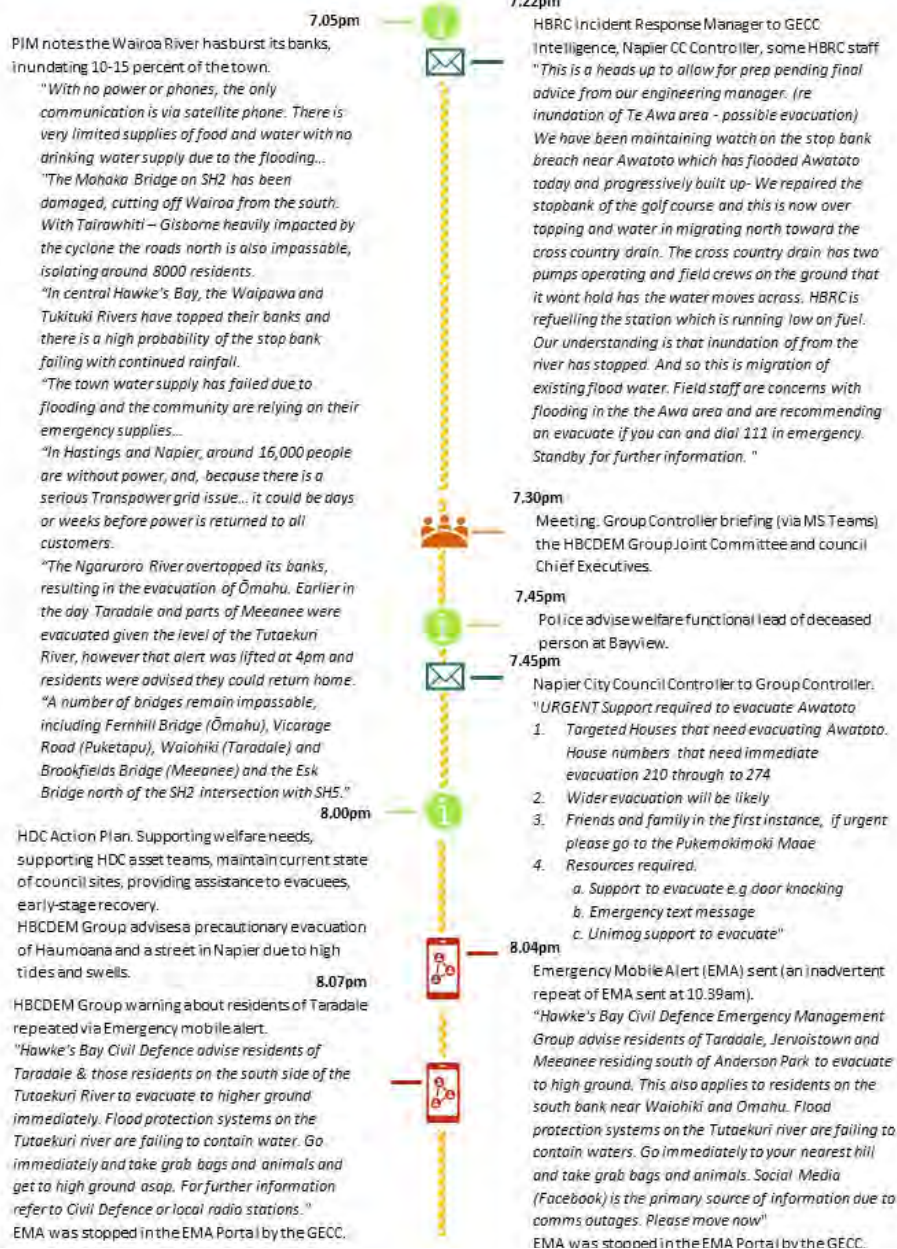
Tuesday 14 February 2023





## Independent External Review

Tuesday 14 February 2023



## Independent External Review

Tuesday 14 February 2023

8.21pm  
Emergency Mobile Alert (EMA) sent: "CORRECTION Hawke's Bay Civil Defence evacuation advisory for Taradale and the Tutaekuri River was delayed in sending due to cell phone tower outages. If you have not already evacuated, you do not need to do so. If you have already evacuated please don't return until you are advised it is safe."

8.47pm  
Response from GECC Controller to Napier EOC Controller's 7.45pm email re Urgent support needed inundation of Te Awa area - evacuation  
"We escalate[d] to Police who indicate they have no ability to assist at this stage unless there is immediate threat to life they have no capacity to respond this situation and people should self-evacuate on foot to the nearest CDC.  
If life is at risk then people should call 111.  
Unfortunately, we have no capacity at this end to send GECC staff at this stage.  
I have asked Police to task a Unimog to the area if available to assist. That area is too small for an EMA, the network coverage would be far wider (about a 5km radius around a cell tower) and would displace people unnecessarily so we do advise on this method at this time. If you have the capacity to send staff door to door that is what we would advise"

8.56pm  
MetService Severe Weather Warning Update  
Heavy Rain Warning - Remains Orange. Valid, 6 hours from 8.00 pm Tuesday to 2.00 am Wednesday

9.55pm  
Police announce that a person has been found dead on the shore in Bay View, Napier.

3.00am  
HDC EOC briefing notes, tasking and objectives, including need to gain understanding on ongoing welfare needs.

3.00am  
HBCDEM Group PIM Facebook posts update, power out, advice on evacuating. Stay off roads, bridges damaged, no Napier to Hastings access. Water update.  
Connection with Wairoa and update from the team there  
Evacuation request Te Awa estate  
Links to CDEM website for Civil Defence Evacuation Centres  
Update from FENZ  
Roading update  
No severe weather watches or warnings in place

11.55pm

Police reports a woman in Putorino has died after a bank collapsed onto her home.

"Police visited the property following a missing person's report and undertook rescue efforts but were unsuccessful."

Announce that Wairoa is completely isolated following the impact of Cyclone Gabrielle overnight, with a loss of lifelines to Napier and Gisborne, including power, phones, internet and roads.

"Evacuations have taken place in Ruataniwha, Waihirere and Ormond Rd earlier in the day. Those areas are now accessible but are covered in silt. Takiwa is isolated by water."

"Wairoa only has one day's worth of food, and enough drinking water for two days. We have made a request to NEMA for enough food and water to supply the district for seven days," the Controller said.

The district had been inundated and although levels are receding there is a lot of silt and forestry slash, which will leave the community with a "lengthy" clean up.

"In Hastings and Napier, the cause of power outages has been linked to the flooding of the Redcliffe substation causing the Transpower network to go down. Unison reported outages for 60,000 customers across Hastings, Havelock North, Napier, north along east coast to Tūitira and south to Waimārama. It is expected to take some time before power is fully restored across the region.

"A number of the region's cell towers are being operated on battery supply allowing some network coverage although this is still intermittent. Mobile communications are still out in Wairoa with response teams relying on radio and FENZ communicating via satellite phones.

"A number of bridges remain impassable and there is still no access between Hastings and Napier."

6.30am

Media Briefing for Mayor of Hastings.

6.43am

MetService Severe Weather Warning Update: Heavy Rain Warning no longer in force.

## Independent External Review

Wednesday 15 February 2023

8.00am



GECC Morning briefing notes. Wairoa communications report water pump required. FENZ and Police continue rescues in Esk Valley. "State highway 2 at Takapau is blocked. "Coastal route (SH 2 between Hastings and Napier) opens only to emergency service vehicles - rail bridge has washed out and concerns the road bridge may be damaged. "Link Rd is flooding under around 1.5m of water (expressway closed between Hastings and Napier). "3 persons missing, 2x confirmed deaths. "Evacuations in Te Awa and Waiohiki. "Process for missing persons and reconciliation is online system (?). Power starting to come back on. "Wairoa and Napier are isolated. Wairoa has some power but no roading. "Napier has no power, no roading, and need food moving to Napier". Lifelines meeting. Power is now the key issue. Unison advises that the Redclyffe substation is badly damaged and cannot access the plant. Priorities are agreed for emergency power supply. Transport advises that the priorities are to gain understanding of damage and accessibility constraints on the rural network, clear urban roads and assess regional routes and bridges. Three bailey bridges are requested from NZTA. Water supply is being supported by diesel generators. Still some areas without water."



MetService Forecast Cyclone Track Map as at 7.27 am 15 February 2023



8.30am

- GECC issues intelligence update. Includes.
- River levels are continuing to fall across the board with the following patterns.
  - Northern sites have dropped 5 to 6m from their peaks and are now flowing near to an annual flood event levels.
  - Central and Southern sites have dropped 2 to 3m below their peaks but are still flowing at up to an orange 1.5yr level.
  - Flooding Updates included the following active evacuations
  - Wairoa, Esk Valley/Whirinaki, Te Awa/Brookfields/Awatoto, Pukemokimoki Marae/Haumoana, Waipawa - Walker Road, Porangahau, Dartmoor/Puketitiri, Waiohiki/Omahu



9.45am

NEMA REMA flies to Wairoa with NZDF and meets with Mayor and CE.

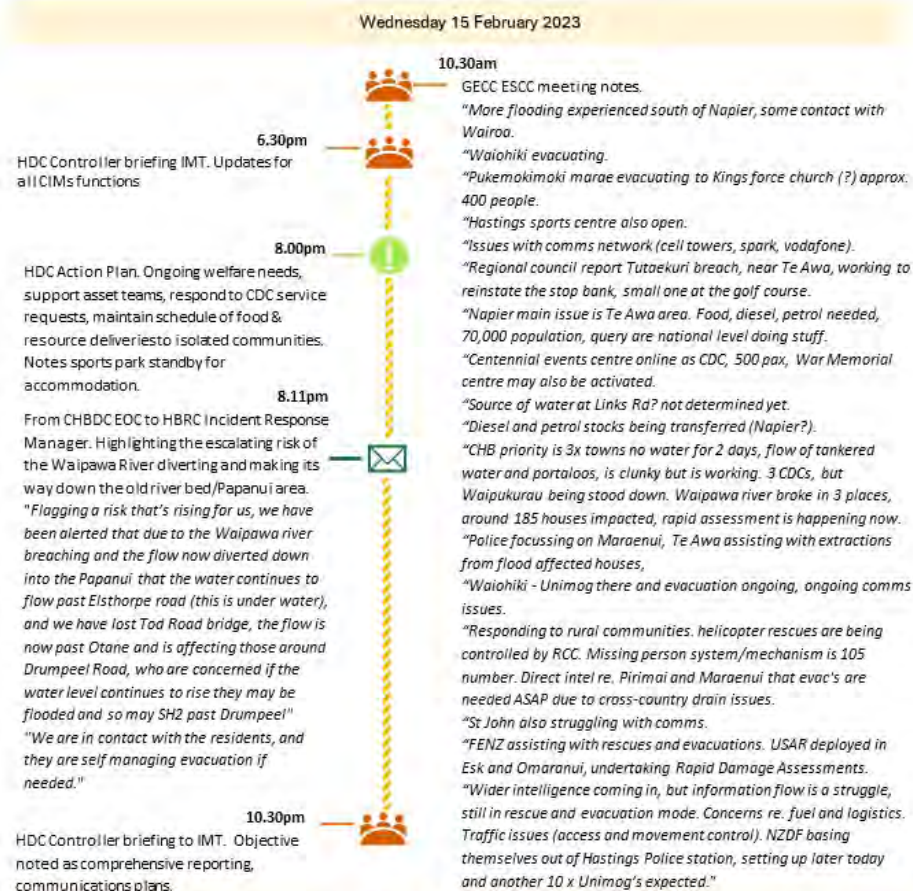
1.10am



EOC NCC meeting on teams. priorities are intel for situational awareness, CDCs, welfare, rosters for staffing. Limitations are no power and most communication channels down.

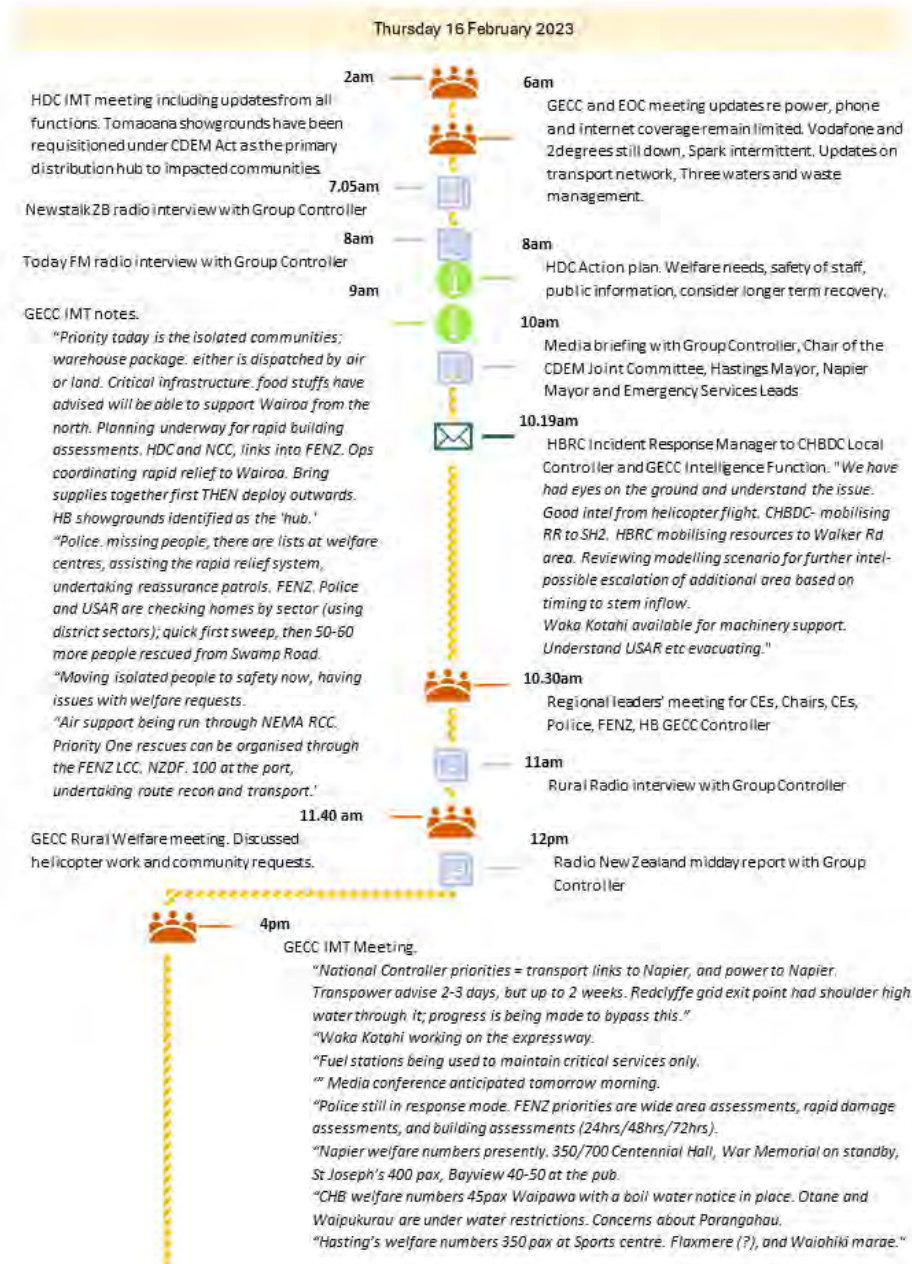


## Independent External Review

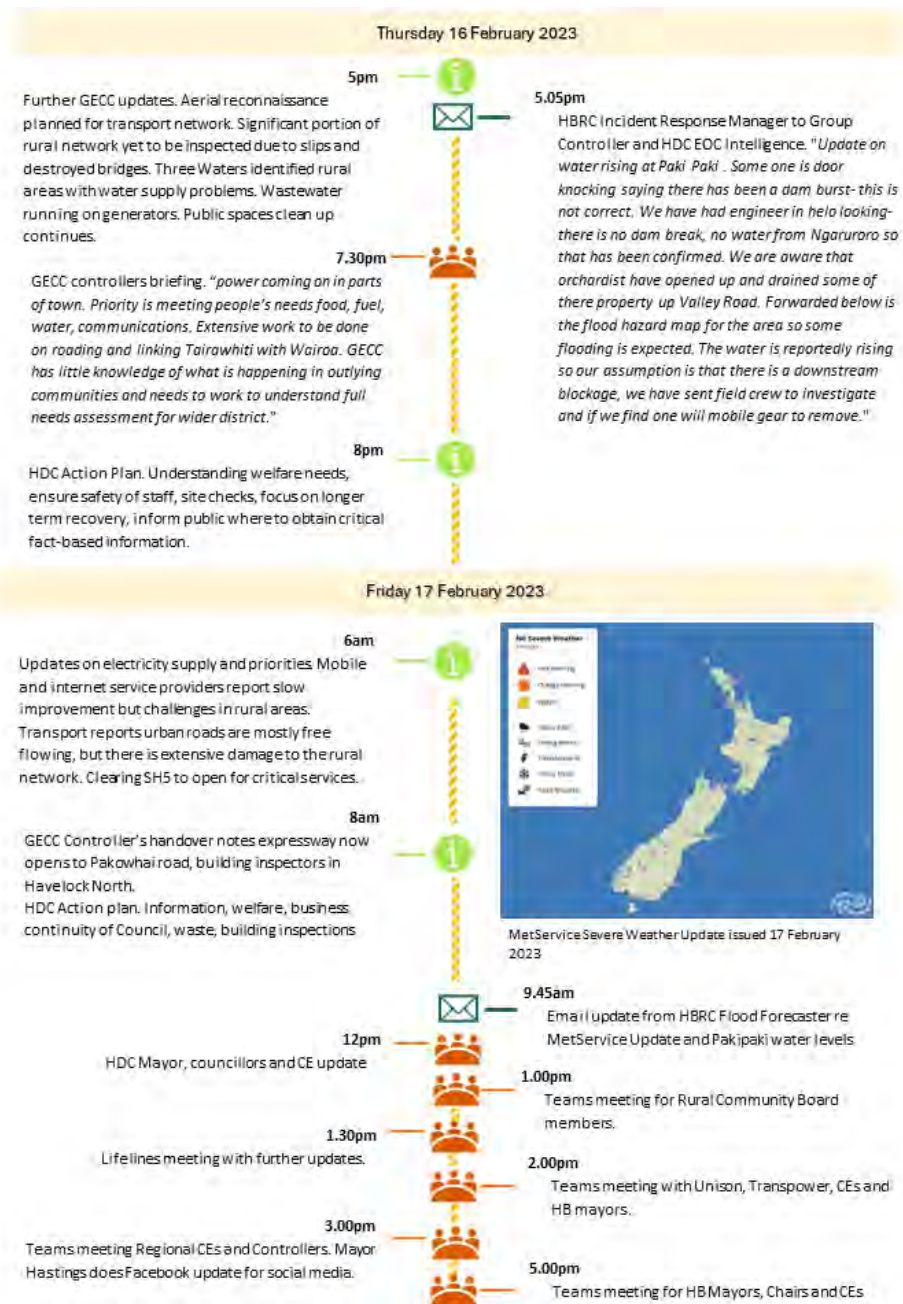
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## Independent External Review



## Independent External Review



## Independent External Review

## APPENDIX SIX: REVIEW SURVEY

## METHOD

As part of the Independent External Review into the Hawke's Bay Civil Defence Emergency Management response to Cyclone Gabrielle, the community and mana whenua were asked for their input via a short and anonymous online survey.

The online survey was to enable Hawke's Bay communities to share their experiences on the days immediately leading into the event and the immediate emergency response stage, prior to the region's move toward recovery.

The survey asked a small number of simple questions:

1. Were you impacted by Cyclone Gabrielle?
2. During the emergency response to Cyclone Gabrielle, which of the following did you interact with and/or receive support from?
3. Based on the interactions you had or the support you received during the emergency response, what comments do you have?
4. In particular, what could have been done differently or better?
5. Please tell us about any other aspect of your experience during the Cyclone Gabrielle response that you feel the Review Panel may also need to know about.

The online survey was open to the community from November 15<sup>th</sup> 2023, to January 15<sup>th</sup> 2024. A total of 1030 responses were received, across 6 demographic groupings.

Overall, the results and feedback provided did not uncover any significant variations across these demographic groups and is representative of what would be reasonably expected from the community in the aftermath of such an extreme event. Key themes and community perceptions, which were also highly consistent with themes in our respondent interviews and focus groups, included:

- Low community preparedness for natural disasters, particularly with regard to:
  - Where to go for authoritative information
  - Community planning for a flood event
  - Challenges in stockpiling and caching adequate resources for a prolonged event, particularly for vulnerable communities and groups
- Heroic efforts by local communities, volunteers, marae, first responders, NZDF, contractors and some businesses
- Inadequate CDEM communications in the early stages of this event. Specifically, over emphasis on social media that was difficult for some to access, lack of timeliness of critical information regarding risks and evacuations, CDCs and regional conditions generally and no single 'face' of the response effort
- Lack of maintenance of river management, drainage schemes and flood protection systems
- Lack of public warning systems, such as sirens
- Poor leadership from the CDEM Group and GECC
- Issues with the 111 system
- Premature pivot to recovery
- Slowness of councils' response to queries and categorisations during recovery; and
- Defensiveness of local authorities post event.



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While we made undertakings to survey respondents that their feedback was confidential, some respondents offered us their contact details and asked for additional conversations.

## Independent External Review

## APPENDIX SEVEN: QUICK FACTS: SEVERE TROPICAL CYCLONE GABRIELLE EVENT, FEBRUARY 2023

On 8<sup>th</sup> February 2023, Tropical Cyclone Gabrielle was named in the Coral Sea. Its formation and subsequent track towards New Zealand were accurately anticipated by weather forecasting models. Gabrielle tracked south-eastwards, then turned to the south and brought intense rainfall and damaging winds to northern and eastern parts of the North Island from 12<sup>th</sup> to 14<sup>th</sup> February 2023 before moving off to the southeast. The strongest impacts were in areas exposed to strong winds and bands of heavy rain to the south of Gabrielle's centre – particularly the Coromandel Peninsula, Tairāwhiti and Hawke's Bay.

The Hawke's Bay Civil Defence Emergency Management (CDEM) Group declared a State of Local Emergency for Hawke's Bay region on 14<sup>th</sup> February 2023. Shortly after, a rare National State of Emergency was declared<sup>45</sup>, also on 14<sup>th</sup> February 2023. All states of emergency were lifted by 14<sup>th</sup> March 2023.

Hawke's Bay CDEM Group activated emergency response arrangements, including the Group Emergency Coordination Centre (GECC), to lead the coordination and management of the response to the Cyclone for the entire Hawke's Bay region. The GECC was supported by local Emergency Operation Centres (EOCs) in each territorial authority (central Hawke's Bay, Hastings, Napier and Wairoa).

Local authorities estimate that, in Hawke's Bay region, around 9,000 people were displaced. Power, phone and internet outages meant that a large number of people remained uncontactable for days.

Power was cut to over 40,000 properties, almost 32,000 of them in and around Napier, when the main Redclyffe substation was damaged after the Tutaekuri River burst its banks.

Downstream, people were evacuated from the low-lying Heretaunga Plains surrounding the river, and parts of Taradale, Meeanee, Pakawhai and Awatoto were inundated. The Esk Valley, Tangoio, Puketapu and Waiohiki, among other areas, were also badly affected.

A flash flood swept down the Esk Valley as the Esk River burst its banks, submerging properties under up to seven metres of water and burying vehicles, businesses and homes in silt.

The Wairoa River burst its banks, flooding 15 percent of Wairoa, containing about half the town's population. Access to Wairoa was cut off after damage on SH2 in the south, and landslides to the north. A number of bridges in the Wairoa District were also destroyed or damaged.

The Ngaruroro River also burst its banks, flooding the settlement of Ōmahu.

Water supply in Central Hawke's Bay failed, and a mandatory evacuation was ordered for eastern Waipawa after the Waipawa River rose to record levels. The river eventually breached its stop banks and flooded over 160 homes in lower Waipawa. Severe flooding also occurred in Porangahau.

Floodwaters damaged rail bridges and destroyed key road bridges on the Heretaunga Plains. SH5 linking Napier with Taupō was closed following major slips and infrastructure damage, as was SH2 north of

<sup>45</sup> For only the third time in New Zealand's history.



### Independent External Review

Napier and the Napier–Taihape Road to the west. SH2 south linking Hastings with the Tararua District was also closed. For a period, the region was isolated from the rest of the country.

Gabrielle was the deadliest weather event to impact New Zealand since the Wahine storm (Cyclone Giselle) in 1968, with 11 deaths overall, including 8 in Hawke's Bay.

It was also the costliest tropical cyclone on record in the southern hemisphere, with total damages estimated to be at least NZ\$13.5 billion, of which the cost of insured damage is estimated at a minimum of NZ\$1.65 billion<sup>46</sup>. The total cost in the Hastings District alone is estimated to surpass NZ\$2 billion.<sup>47</sup>

Following the event, 83 homes in Hawke's Bay were red stickered, meaning entry into the homes is prohibited, and 840 homes were yellow stickered, meaning access is restricted<sup>48</sup>.

By 25<sup>th</sup> February 2023, the Accident Compensation Corporation (ACC) had received 67 claims from Hawke's Bay and Tasman regions and IAG (New Zealand's largest insurer) had received 2064 claims from the region.<sup>49</sup>



50

<sup>46</sup> Sowden, Briony (19 March 2023). "Cyclone Gabrielle: The New Zealand flood victims too scared to go home" BBC News.

<sup>47</sup> "Hastings post-cyclone recovery bill set to top \$2 billion". 1 News.

<sup>48</sup> Williams, Caroline (24 February 2023). "The numbers which show how bad Cyclone Gabrielle was". Stuff.

<sup>49</sup> "Hastings post-cyclone recovery bill set to top \$2 billion". 1 News.

<sup>50</sup> A satellite image with the centre of Cyclone Gabrielle north of the Bay of Plenty, taken at 8.20am on Tuesday 14 February 2023. Source: STUFF

**Appendix 1: Hawke's Bay CDEM Group activities**

1. Since Cyclone Gabrielle, work has continued in alignment with the 2022-2024 Work Programme.<sup>1</sup> This work programme was underway pre-Cyclone Gabrielle and includes a series of *priority one* work streams across:
  - 1.1. Risk Reduction
  - 1.2. Community Resilience
  - 1.3. Operational Readiness
  - 1.4. Recovery, and
  - 1.5. Governance and Management.
2. A snapshot overview of the comprehensive work conducted at local and CDEM Group level since Cyclone Gabrielle has been developed to highlight that significant work has continued in parallel to the review (Figure 1). This snapshot notes the work is post-response from Cyclone Gabrielle and demobilisation of Group and local response arrangements and debriefing, which were ongoing into May 2023.

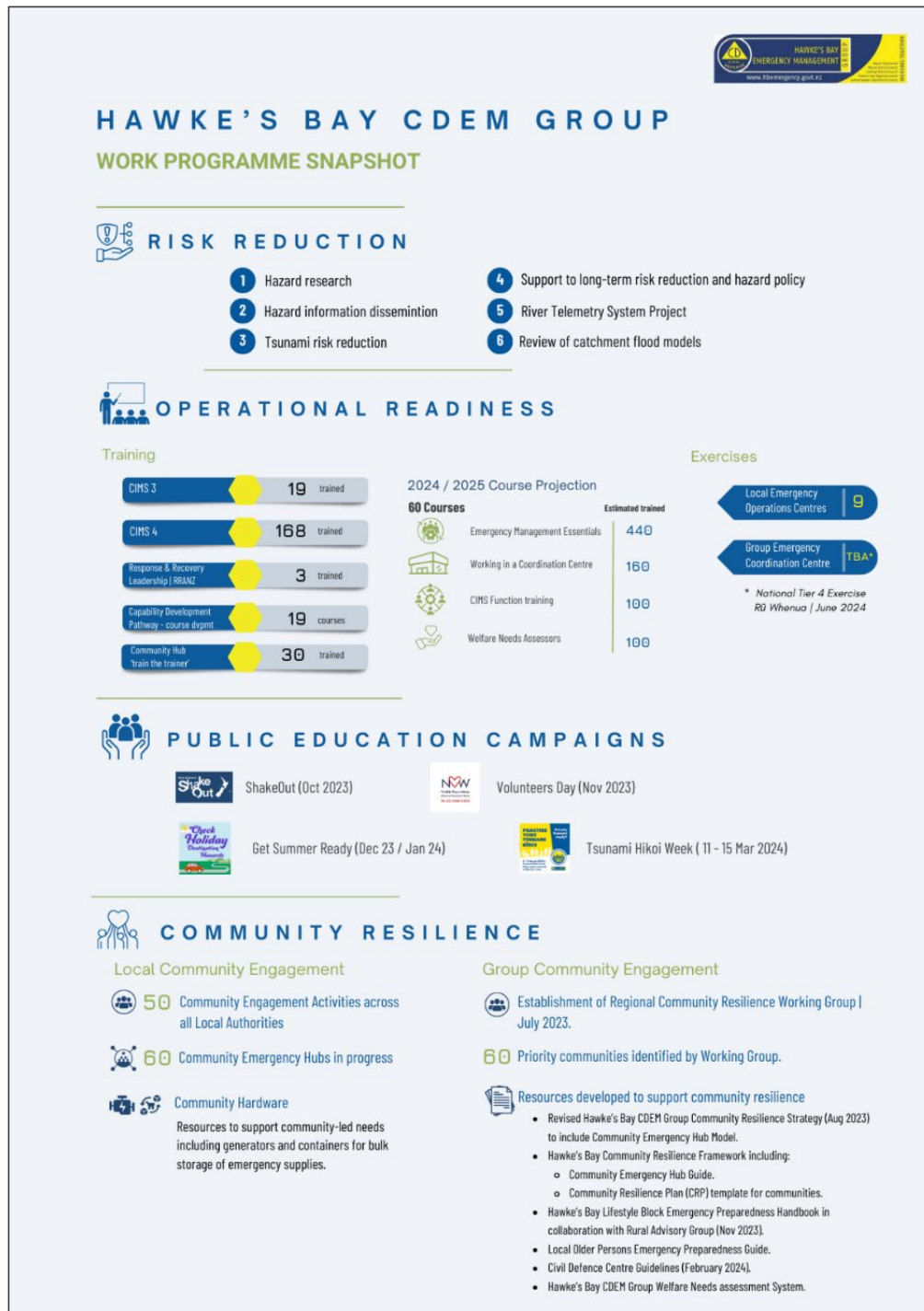
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<sup>1</sup> Hawke's Bay CDEM Group Work Programme 2022-2024.

This Work Programme details the major work streams and projects during the 2022-23 and 2023-24 financial years across Risk Reduction, Community Resilience Planning, Operational Readiness, Recovery, and Governance and Management.



Figure 1 (below): Hawke's Bay CDEM Group Work Programme Snapshot (May 2023-March 2024)



The snapshot is not an exhaustive list of the work completed since Cyclone Gabrielle.

Substantially, community leadership has, and always will play an important role in the network that is the Hawke's Bay Civil Defence Emergency Management system. The scale and scope of activities that have been completed across the region by communities is also significant – whether updating community phone trees or re-establishing local Community Watch Networks, these important actions all form the network of community resilience and preparedness.

This next section outlines all of the work that has been completed or is underway since the response to Cyclone Gabrielle. This work involves the agencies and local authorities that make up the Hawke's Bay CDEM Group and includes:

### **Risk Reduction**

Risk Reduction programmes in the short term remained focused on hazard research; hazard information dissemination; tsunami risk reduction; and support to the long-term risk reduction and hazard policy. There has been on-going work on the Tsunami Risk Reduction Programme with the review of Tsunami Evacuation Zones based on updated tsunami modelling<sup>2</sup> including engagement with coastal local authorities and communities.

Hawke's Bay CDEM Group Office Emergency Management permanent staff are supporting the Hawke's Bay Regional Council in the review of policies for all natural hazards impacting the Hawke's Bay region, in consideration of climate change and urban development. Hawke's Bay Regional Council is leading the 3-year project for upgrade of the River Telemetry System which commenced post-Cyclone Gabrielle. This project is a site-by-site review and equipment replacement to support future site resilience. Noting that the Hawke's Bay Independent Flood Review is still in progress, flood modelling work is also in progress in consideration of data from the NIWA Cyclone Gabrielle Analysis of Flood Flows report<sup>3</sup> to inform the review of catchment flood models.

### **Community Resilience**

Community Resilience programmes focused on community resilience planning with communities; and public information and education have been delivered across the region, led primarily by Local Authorities. Community engagement activities at the local level across all local authorities have been conducted in consideration with on-going recovery programmes and in collaboration with local authorities and Emergency Services.

Community engagement activities across the region have included Community Hub and Civil Defence Centre planning, hui with iwi, hapū and marae, and Community Resilience workshops. Support to enable community-led strengthening of capability through Community Hub planning and resourcing with critical supplies have been a priority with all local authorities. This has seen planning of 60 community resilience hubs underway across the region since the Cyclone.

Post Cyclone Gabrielle, the Regional Community Resilience Working Group was established to provide a coordinated multi-agency approach to community resilience. The Working Group has identified priority communities impacted by Cyclone Gabrielle that require immediate support to build their resilience. To support these; and all communities in the development of emergency preparedness plans, work is underway with the development of a Community Resilience Framework with practical tools. A Community Emergency Hub model has also

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<sup>2</sup> 2022 tsunami modelling using Level 3 LiDAR.

<sup>3</sup> NIWA Cyclone Gabrielle Analysis of Flood Flows report, 29 February 2024

been adopted utilising practised and tested resources from other regions.

There have been region-wide public education campaigns promoting readiness and specific preparedness for hazards (earthquake; tsunami). In addition to the region-wide campaigns, local authorities have conducted further targeted campaigns both externally with communities and internally focussed to local authority staff. There has also been behind the scenes work to improve current front-facing communications for Hawke's Bay CDEM with a review and refresh of Hawke's Bay CDEM website; and supporting information for the delivery of emergency preparedness workshops as part of the Community Resilience programmed activities.

### **Operational Readiness**

Operational readiness programmes cover review of the operating framework and response structure; emergency communications planning; shared emergency information systems; welfare needs assessment platforms; and operational workforce capability.

Priority work on a Capability Development Pathway has been finalised with preparations underway for the roll out the programme across three main pathways: general Emergency Management awareness and support Emergency Operations/ Coordination Centres; support Civil Defence Centres; and Local and Group Controllers. Aligned to these pathways is the identification and design of specific training courses to support each pathway. Future course delivery and attendance projections will provide a significant boost to the emergency management capability at the local and Group level. There will be a requirement for a significant commitment from local authority staff and other agencies to attend training in addition to their day-to-day roles. The development of the pathways; course design and programme implementation have not stopped the continuation of training in the interim at the local and Group level. In the last 10 months, over 230 people across multiple agencies including volunteers have been trained based on current courses and current training programmes.

The Hawke's Bay CDEM Group Welfare Needs Assessment System has been completed with consultation on this system currently in progress through the member agencies of the Welfare Coordination Group. The development of a new regional information sharing platform is underway with the roll out scheduled for mid-2024. Post-Cyclone Gabrielle agency reviews for Fire and Emergency New Zealand, New Zealand Police, National Emergency Management Agency and St John's Ambulance have been completed or are underway. These will help inform the other recommendations and learnings for the Hawke's Bay region.

### **Recovery**

Recovery programmes to build recovery capacity for Hawke's Bay and a review of the current Hawke's Bay Recovery Strategy are currently being scoped in alignment with the Regional Recovery Authority (RRA).

### **Governance and Management**

There are high priorities of work with the review of the Hawke's Bay CDEM Group Plan and partnering with mana whenua in Emergency Management to be progressed.

**Doug Tate**

**Chief Executive, Central Hawke's Bay District Council**  
**Chair, HB CDEM Group Coordinating Executives Group**

## 7.8 REGIONAL ECONOMIC DEVELOPMENT AGENCY - LETTER OF EXPECTATION - LATE REPORT TO FOLLOW

### File Number:

**Author:** Sasha D'ath, Economic Development Manager

**Authoriser:** Dylan Muggeridge, Acting Chief Executive

**Attachments:** 1. REDA Draft Letter of Expectations [↓](#)

### PURPOSE

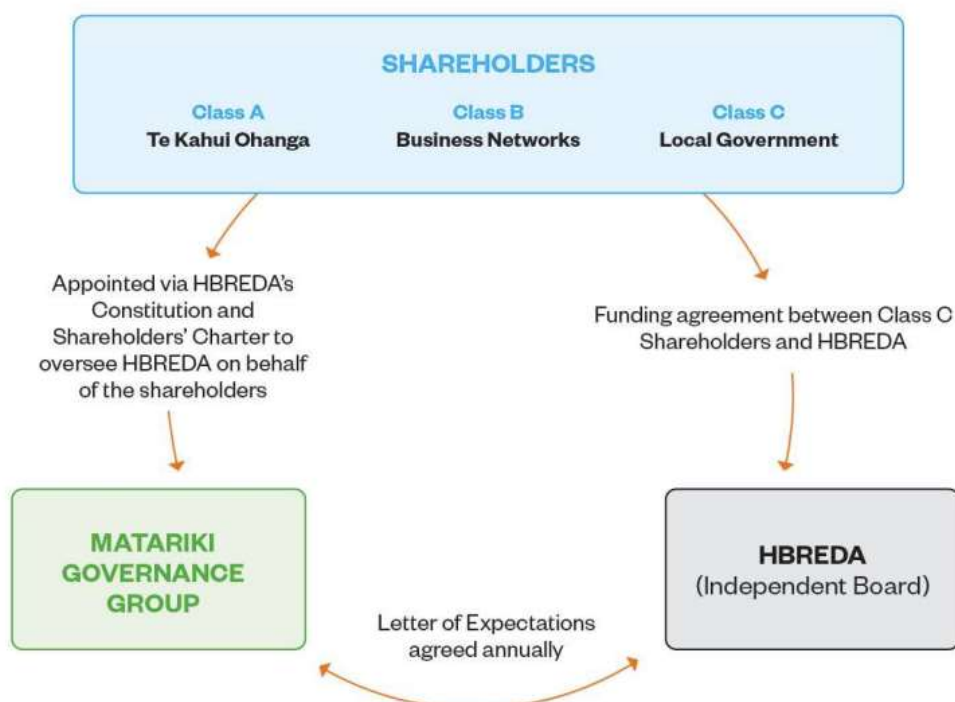
The matter for consideration by the Council is to consider and provide feedback on the Hawke's Bay Regional Economic Development Agency (HBREDA) draft Letter of Expectations (LOE) and to delegate to the Mayor to advocate on behalf of Central Hawke's Bay at the Matariki Governance Group on finalising this LOE.

### RECOMMENDATION

1. That Council notes the draft Letter of Expectations for the Hawke's Bay Regional Development Agency for the six months from 1 July 2024 to 31 December 2024.
2. That Council delegates authority to Mayor Walker to advocate on behalf of Central Hawke's Bay in her role on the Matariki Governance Group to finalise this Letter of Expectations.

### BACKGROUND

The HBREDA was established in 2023. The company is owned by Hawke's Bay's five local government entities, six PSGEs, Ngāti Kahungunu Incorporated, the Chamber of Commerce, and the Māori Business Network.



HBREDA will support the region to work collaboratively to capture opportunities, address regional challenges, reduce inefficiencies and duplication, maximise investments, present a unified voice, and champion positive economic and social outcomes for all whānau in Hawke's Bay.

The shareholders recognise that partnerships and collaboration across, and between, iwi and hapū Māori, business, local authorities, central government, and the community sector are essential for regional success. The shareholders have established HBREDA to work for the benefit of the region as a whole.

The Matariki Governance Group serves as a bridge connecting the Matariki vision with its stakeholders, including shareholders. Matariki represents the Regional Economic Development Strategy and Action Plan for Hawke's Bay. The Matariki Governance Group plays a pivotal role in overseeing and coordinating Matariki's implementation. They collaborate with various stakeholders, including shareholders, to drive economic development and achieve the strategy's objectives.

To ensure alignment for the new financial year, any feedback regarding the Draft LOE is required to be provided ahead of the draft LOE being signed by the Matariki Governance Co-chairs by 21 June 2024.

## DISCUSSION

This report seeks to obtain feedback from Council on the Draft LOE developed by the Matariki Governance Group.

The Draft LOE covers the first six months of the July 2024 to 20 June 2025 financial year. This financial year is the final year of the first 3-year funding tranche from Council Shareholders. The Matariki Governance Group are working on the assumption that funding will continue beyond 2025 and notes that the funding approval process will take place during the 6-month period – to December 2024.

The Draft LOE is for 6 months only in recognition that the HBREDA is finishing its establishment phase and is currently working to build an informed and broad understanding of the economy and the opportunities and challenges for sustainable Economic Development.

It is noted that the following are ongoing core responsibilities:

- **Establishment activities:** Ongoing establishment activities in the 2024/25 year.
- **Operation of a Te Rae:** Operation of a Business Hub in Hastings.
- **Regional Economic Leadership:** HBREDA takes a leadership role in promoting economic growth and development within the region. Activities include fostering partnerships, advocating for investment, and supporting economic initiatives.

Officers note that through this leadership the HBREDA supports the following actions in the Central Hawke's Bay District Economic Development Action Plan 2019.

- Transportation
- Growth and Development:
- Business Development and Attraction.
- **Provision of Economic Data and Insights:** HBREDA will collect and analyse economic data to inform decision-making. Evidence-based insights help guide strategies that enhance economic well-being. Council officers have been actively supporting HBREDA with gaining data requirements from local organisations and helping to put together an Request for Proposal (RFP) for the provision of economic data and insights.

Officers note that through this leadership the HBREDA supports the following actions in the Central Hawke's Bay District Economic Development Action Plan 2019;

- Growth and Development, through the provision of economic data and insights,
  - Land Use Diversification
  - Business Development and Attraction
  - Tourism and Skills
- **Matariki Regional Economic Development Strategy:** HBREDA will lead a refresh of the current strategy.

Officers note that the Central Hawke's Bay District Economic Development Action Plan 2019 is due for a refresh. The timing of the HBREDA Matariki refresh will align with the refresh of the Economic Development Action Plan.

- **Support to the Matariki Governance Group**
- **Support to Cyclone Gabrielle Recovery:** HBREDA plays a crucial role in supporting the efforts of the Regional Recovery Agency (RRA).

Through this action the HBREDA also supports the implementation of the Tamatea – Central Hawke's Bay Cyclone Gabrielle Recovery Plan and the ongoing Resilience Planning in communities through regional and local collaboration with local government, central government and iwi.

The draft LOE ensures coordinated efforts benefiting the wider Hawke's Bay region. Officers have reviewed the HBREDA Draft LOE and in principle, support the Draft LOE through to December 2024.

## **RISK ASSESSMENT AND MITIGATION**

While there is no inherent risk, discussing the draft LOE and providing feedback presents an opportunity for constructive input and to help promote the Central Hawke's Bay narrative to be reflected in the expectations set for the regional agency.

## **FOUR WELLBEINGS**

HBREDA has strategically aligned its activities with the four well-beings of LGNZ: cultural, social, economic, and environmental. This alignment ensures that HBREDA's efforts contribute to the overall well-being of the region with a particular focus on the economic lens.

## **DELEGATIONS OR AUTHORITY**

Council has delegation to make this decision.

## **SIGNIFICANCE AND ENGAGEMENT**

In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as of low significance.

## **RECOMMENDATION**

Officers recommend that Council notes the draft Letter of Expectations and delegates authority to Mayor Walker to advocate on behalf of Central Hawke's in her role on the Matariki Governance Group to finalise this Letter of Expectations.

All Hawke's Bay Councils currently provide financial support to HBREDA, with annual funding committed for the next 2 financial years.

## **NEXT STEPS**

The draft Letter of Expectations will be discussed and finalised at the next Matariki Governance Group meeting on 21 June 2024 to ensure it is provided to the HBREDA by 21 June 2024. A new LOE for the period post December 2024 will be developed later this year.

### **RECOMMENDATION**

- 1. That Council notes the draft Letter of Expectations for the Hawke's Bay Regional Development Agency for the six months from 1 July 2024 to 31 December 2024.**
- 2. That Council delegates authority to Mayor Walker to advocate on behalf of Central Hawke's Bay in her role on the Matariki Governance Group to finalise this Letter of Expectations.**



## Hawke's Bay Regional Economic Development Agency

### Memorandum

<b>To:</b>	Matariki Governance Group
<b>Subject:</b>	HBREDA's Draft LOE
<b>Author:</b>	Lucy Laitinen, CEO HBREDA
<b>Date:</b>	28 March 2024
<b>Type:</b>	For discussion

#### 1. Introduction

- 1.1 The HBREDA Shareholders' Charter, approved on 23 February, defines the letter of expectations (LOE) as the mechanism for Matariki, the shareholder representative, and HBREDA to agree work programme priorities, reporting, and performance measures for the company.

#### 2. Proposed LOE

- 2.1 HBREDA has engaged with shareholders and has been given feedback on expectations for HBREDA's areas of focus.
- 2.2 HBREDA is proposing that our first LOE should coincide with the financial year starting 1 July but that it should only be for six months, with a new LOE to be issued in December 2024.
- 2.3 As HBREDA is still in establishment phase we acknowledge that the initial projects will help provide foundational knowledge on our economy and lead to subsequent research or initiatives that HBREDA may bring back to the Matariki table within the reporting period and which will inform the next letter of expectations.

#### 3. Recommendation

*The Board of HBREDA recommends that the Matariki Governance Group review the draft LOE for the six month period starting 1 July 2024 and provide it to shareholder entities for feedback with a view to agreeing the LOE at the next Matariki meeting in June 2024.*



Date

## **Draft Letter of Expectations for HBREDA**

Tēnā koe Alasdair,

We write to convey our expectations for the work programme and performance of the Hawke's Bay Regional Economic Development Agency (HBREDA or the company). This letter of expectations covers the first six months of the July 2024 to 30 June 2025 financial year. This financial year is the final year of the first three-year funding tranche from council shareholders. We are working on the assumption that funding will continue beyond 2025 and note that the funding approval process will take place during the period covered by this letter.

As a region we established HBREDA to contribute to achieving our regional vision of a sustainable, accessible, and resilient Hawke's Bay economy where every whānau and household benefits. We acknowledge your Board's commitment to this vision. The challenges to our economy brought about by Cyclone Gabrielle and the choices we have around future growth opportunities further emphasise the importance of our region having a robust economic development agency and sustainable development economic development plan for the region.

This letter of expectations is for six months only as recognition that HBREDA is finishing its establishment phase and is currently working to build an informed and broad understanding of the economy and the opportunities and challenges for sustainable economic development. This work will inform HBREDA's future work programme.

The Shareholders' Charter for HBREDA sets out the shareholder expectations of the Matariki Governance Group and the HBREDA Board and should be read alongside this letter.

We look forward to working with you as your shareholder representative.

### **1. FUNDING**

The Council shareholders committed the following funding to the establishment of HBREDA:

<b>Council</b>	<b>Split</b>	<b>Year 1 FY2023</b>	<b>Year 2 FY2024</b>	<b>Year 3 FY2025</b>
HBRC	29%	454,572	461,899	500,000
HDC	29%	454,572	461,899	500,000
NCC	29%	454,572	461,899	500,000
CHB	8%	122,844	124,824	135,120
WDC	4%	64,440	65,479	70,880
		<b>\$1,551,000</b>	<b>\$1,576,000</b>	<b>\$1,706,000</b>

We note that funds assigned by councils to HBREDA were allocated to several projects and operational costs prior to HBREDA's incorporation and that unspent funding was carried forward in year 1. The projects included the regional freight strategy, the operation of the business hub in Ahuriri and its move to Hastings and fitout, and director and consultant fees related to the establishment of HBREDA as well as support to the cyclone response. You have provided us with an overview of HBREDA's finances below:

**NOTE, BUDGET TABLE WILL BE INSERTED BEFORE FINALISATION OF LETTER**

We acknowledge our role in brokering discussions about further funding commitments from shareholders beyond the agreed funding period. HBREDA will also explore funding opportunities from outside of the shareholder group as long as the source and nature of funding aligns with the company's purpose as defined in the Constitution, Charter, and work programme outlined in this letter.

When preparing your strategies and plans you can assume that funding will be provided beyond 30 June 2025.

## **2. ESTABLISHMENT ACTIVITIES**

We acknowledge that since HBREDA's incorporation on 14 September 2023 the company has been in establishment phase. We note that you have appointed a Chief Executive Officer. We want HBREDA to be successful and encourage you to ensure HBREDA's foundations are robust through the establishment of sound policies, systems, processes, and ways of working. We note that some of your establishment activities will continue into the 2024/2025 year.

## **3. ONGOING CORE RESPONSIBILITIES**

### **a. Operation of Te Rae**

HBREDA established Te Rae, the business hub, on behalf of the region, opening it on 23 February 2024. We ask you to continue operating Te Rae as a place where businesses and other members of the community can access affordable, versatile meeting and event space. We collectively want to see Te Rae as a space that fosters the sharing of ideas and collaboration that will support the development of our whole region.

We also ask you to continue to act as landlord at 101 Queen St East, Hastings for Te Rae's permanent tenants, the business support agencies: Hawke's Bay Chamber of Commerce, NZ Trade and Enterprise, Business Central, and Export NZ.

### **b. Regional economic leadership**

We expect HBREDA to position itself as a voice of authority on our local economy, supporting the region's vision for every whānau and every household being actively engaged in and benefiting from a thriving economy. This may involve the identification of gaps and barriers to sustainable growth, advocacy for particular regional priorities, investments and initiatives, or challenges to current thinking. In time, when the Matariki strategy is refreshed, HBREDA will have a clearer direction in

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terms of regional development priorities to guide this work. As a priority, we would like to see you champion progressive procurement/broader outcomes from central and local government infrastructure investments in this region.

We recognise that partnerships and collaboration across iwi/hapū Māori, business, central and local government, and the community sectors are essential to creating the conditions for economic and social wellbeing in Hawke's Bay. HBREDA needs to be a connector and facilitator to ensure joined up, long-term thinking across the region. In particular, HBREDA must work closely with business in the region to understand their aspirations and concerns and look for opportunities for enhancements to the business environment.

**c. Provision of economic data and insights**

We expect HBREDA to fund and hold the region's repository for economic intelligence, data, and insights. HBREDA should make this information freely available to stakeholders to inform strategy, support investment decisions, track progress, and identify areas of need. The data should, where possible, meet the economic data needs of individual shareholders and our stakeholder communities.

**d. Matariki Regional Economic Development Strategy**

The Matariki Regional Economic Development Strategy, developed some years ago, has served as an important guide and focus for the region's development. We envisage that in the future HBREDA will lead a refresh of this strategy. HBREDA may be asked to scope this piece of work on behalf of the region towards the end of this financial year and if so this work will be captured in the next letter of expectations.

In the meantime, we encourage HBREDA to recommend to Matariki a small number of regional targets related to the Matariki Strategy that it can track and provide updates on as part of its provision of economic data to the region.

**e. Support to the Matariki Governance Group**

We ask that you allocate funding and operational capacity to support the Matariki Governance Group secretariat to ensure its smooth operation. In particular we ask you to manage and maintain the Matariki meeting calendar, fund and support the board secretary and communications function, maintain the Office 365 domain, and develop a website for Matariki. We do not expect you to manage Matariki's work programme nor be responsible for its performance.

**f. Support to the Cyclone Gabrielle recovery**

We expect HBREDA to continue to work alongside the Regional Recovery Agency (RRA) to ensure that recovery-related investment is focused on enabling long-term, sustainable recovery. Please continue to engage with the RRA to identify initiatives you can either lead, collaborate with and/or support in some way.

#### 4. DISCRETIONARY PROJECTS

As HBREDA builds its capacity and capability, opportunities for HBREDA to be involved in new projects will arise. We anticipate the annual budgeting and planning process to be the main process for jointly agreeing with you the priorities for HBREDA. That said, there will be occasions when we explore opportunities together outside of the annual planning cycle.

Whichever way opportunities are identified and when, we will both ensure requests are consulted on to ensure they align with the vision, goals, and operating principles outlined in the Shareholders' Charter and that the resources are available to execute them.

It is not our expectation that representatives of individual shareholders will commission work directly from HBREDA. All requests from shareholders will be channelled through the Matariki Governance Group and need to be jointly agreed.

As HBREDA is still in establishment phase we acknowledge that the initial projects will help provide foundational knowledge on our economy and lead to subsequent research or initiatives that HBREDA may bring back to the Matariki table within the reporting period and which will inform the next letter of expectations.

##### a. Analysis of the HB economy

This piece of research will provide an overview of Hawke's Bay's economy with a particular focus on performance of each sector within the wider national and international context. This will give us a view on the strengths and weaknesses of our economy at sector level and the types and levels of investment or interventions are required to maximise sustainable growth.

##### b. Analysis of the Māori economy

###### Phase 1: Review

A factual, quantitative analysis of the Māori economy in Hawke's Bay to inform conversations with local iwi and other stakeholders about how to improve the prospects for Māori in Hawke's Bay and increase the contribution of the Māori economy to the Hawke's Bay economy.

###### Phase 2: Qualitative analysis

Surveys, focus groups, interviews to understand the business needs of Māori business – how they are or are not being met and recommended actions to improve the environment for Māori business growth.

##### c. Analysis of what sectors are missing in Hawke's Bay

This piece of research will explore opportunities to grow industries in Hawke's Bay or attract industries to HB that are currently not present or strong – what are the industries, what are the barriers to investment in HB, what could the potential economic benefit be, and what could be done to attract or grow them?

(What are the natural characteristics, social amenities and transport infrastructures for the HB region relative to other regions that may or may not make us attractive (see Motu work: " People like to be dry and sunny, by the sea, but firms like cities").

## 5. AREAS THAT ARE NOT A PRIORITY

There are areas we do not expect HBREDA to lead or to be actively involved in at this point in your establishment. We are aware of the broad expectations the region has for HBREDA and understand that it will be impossible to fulfil them all in the short to medium term.

Importantly, HBREDA should not replicate the work of other entities in the region. We do, however, want you to work with other entities to ensure a coordinated approach to important regional issues and eliminate duplication, where possible. The exclusions may change over time but are helpful in setting expectations about what HBREDA's role is or is not in the long term.

Specifically, we do not expect HBREDA to undertake or lead the following pieces of work during this reporting period, unless otherwise agreed with the Matariki Governance Group:

- A funding role to support other organisations' operational capacity (i.e. grants to other organisations);
- A project management function for infrastructure or other regional projects;
- Business development support to small and medium enterprise development;
- Tourism, regional events strategy or event management; and
- Duplication of local or central agency functions.

Together we will continually monitor these exclusions from your scope of work.

## 6. REPORTING

HBREDA will report to the Matariki Governance Group formally on a six-monthly basis. For the reporting period, this will include:

Date	Nature of report
July 2024	<ul style="list-style-type: none"> <li>• Narrative report on activities undertaken in the previous six-month period as well as planned activity.</li> </ul>
Dec 2024	<ul style="list-style-type: none"> <li>• Narrative report on activities undertaken in the previous six-month period as well as planned activity.</li> <li>• Annual accounts.</li> </ul>
July 2025	<ul style="list-style-type: none"> <li>• Narrative report on activities undertaken in the previous six-month period as well as planned activity.</li> </ul>
Dec 2025	<ul style="list-style-type: none"> <li>• Narrative report on activities undertaken in the previous six-month period as well as planned activity.</li> <li>• Financial report.</li> <li>• External Board evaluation report.</li> </ul>

The financial reporting provided by HBREDA to the Matariki Governance Group should meet the reporting requirements for local government expenditure. It is our responsibility to ensure this reporting is disseminated to shareholder organisations. It is not expected there will be any additional formal reporting mechanisms to shareholders outside of those outlined in the Letter of Expectations.

REDA Draft Letter ... 3.2 b

You may be asked, from time to time, to provide updates directly to shareholders on your activities. These will not be considered part of your formal reporting processes outlined above but are encouraged as part of your shareholder engagement approach.

We expect the CEO of HBREDA to attend Matariki Governance Group meetings in person, accompanied by the Chair for those meetings at which HBREDA's six-monthly reports are tabled. Additionally, the co-chairs of Matariki will meet regularly on an informal basis with the Chair of HBREDA.

Finally, we wish you all the very best as you work through your establishment and deliver on your work programme over the coming year.

Ngā mihi,

*Insert signatures*

Leon Symes and Mayor Alex Walker

Co-Chairs, Matariki Governance Group

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## Annex 1: Performance measures for HBREDA: 1 July 2024 – 31 December 2024

### 1. CORE OPERATIONAL ACTIVITIES (Example performance measures)

Activity	Qualitative target	Quantitative target
a. Operation of Te Rae	<ul style="list-style-type: none"> <li>Net promotor score of <b>7/10</b> (survey feedback via online booking system)</li> <li>Te Rae quarterly tenant satisfaction survey: <b>7/10</b></li> </ul>	<ul style="list-style-type: none"> <li># of bookings (<i>tbc</i>)</li> <li># of repeat bookings (<i>tbc</i>)</li> <li>Manage costs within budget</li> </ul>
b. Economic leadership		<ul style="list-style-type: none"> <li>Business advisory group established and meeting quarterly – 2 meetings in reporting period</li> </ul>
		<ul style="list-style-type: none"> <li>4 significant speaking engagements for HBREDA CEO or directors</li> </ul>
c. Provision of economic data and insights		<ul style="list-style-type: none"> <li>Establishment of HBREDA website, including link to economic data repository of resources (e.g. studies)</li> <li>Quarterly provision of regional economic data to shareholders via email – 2 reports in reporting period</li> </ul>
d. Matariki Regional Economic Development Strategy		<ul style="list-style-type: none"> <li>Targets related to the Matariki Strategy agreed by Matariki.</li> <li>Baseline measurements established by xx</li> <li>Reporting on targets - xx</li> </ul>
e. Support to the Matariki Governance Group	<ul style="list-style-type: none"> <li>Six monthly MGG governors - satisfaction survey: <b>7/10</b></li> </ul>	<ul style="list-style-type: none"> <li>Matariki agendas delivered one week before meetings</li> <li>Matariki pānui delivered to stakeholders within two week of Matariki meetings</li> <li>Matariki website developed and live</li> </ul>
f. Support to the Cyclone Gabrielle recovery		<ul style="list-style-type: none"> <li>Regular meetings between CEO of HBREDA and RRA</li> <li>Agreed work programme in place outlining HBREDA's responsibilities</li> </ul>

REDA Draft Letter ... 3.2 b

**2. DISCRETIONARY PROJECTS**

Activity	Qualitative target	Quantitative target	Reporting time-frame
<b>a. Analysis of the HB economy</b>		<ul style="list-style-type: none"> <li>On time on budget and deliver the anticipated outcomes (practical application/insights)</li> </ul>	
<b>b. Analysis of the Māori economy</b>		<ul style="list-style-type: none"> <li>On time on budget and deliver the anticipated outcomes (practical application/insights)</li> </ul>	
<b>c. Analysis of what sectors are missing in Hawke's Bay</b>		<ul style="list-style-type: none"> <li>On time on budget and deliver the anticipated outcomes (practical application/insights)</li> </ul>	

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## **8 CHIEF EXECUTIVE REPORT**

### **8.1 THIRD QUARTER ORGANISATION REPORT JANUARY - MARCH 2024**

**File Number:** COU1-1400

**Author:** Annelie Roets, Governance Lead

**Authoriser:** Dylan Muggeridge, Acting Chief Executive

**Attachments:** 1. Organisation Performance Report - Quarter Three (January - March 2024) [↓](#)

#### **PURPOSE**

The purpose of this report is to present to Council the Third Quarter Organisation report from 1 January – 31 March 2024.

#### **RECOMMENDATION**

**That the Third Quarter Organisation Report (January – March 2024) be noted.**

#### **SIGNIFICANCE AND ENGAGEMENT**

This report is provided for information purposes only and has been assessed as being of some importance.

#### **DISCUSSION**

This reports seeks to update Council on a number of key projects and priorities for Central Hawke's Bay District Council.

#### **FINANCIAL AND RESOURCING IMPLICATIONS**

This report does not present any financial or resourcing implications.

#### **IMPLICATIONS ASSESSMENT**

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

- Council staff have delegated authority for any decisions made.
- Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter.
- Any decisions made will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
- Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan.
- Any decisions made are consistent with the Council's plans and policies; and

- No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or would transfer the ownership or control of a strategic asset to or from the Council.

**NEXT STEPS**

The next organisation report will be presented to Council in August 2024.

**RECOMMENDATION**

**That the Third Quarter Organisation Report (January – March 2024) be noted.**



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# Chief Executive Update



**Kia ora!**

**Our Organisational Performance Report format presents to Council and community our achievements and performance for the third quarter.**

This third quarter has seen a huge effort from Councillors and staff as we worked through the challenges and complexities of the Three Year Plan.

From late January, weekly Council meetings or workshops have been held, focussing on all options available to drive reductions, value, or methods to ease the burden associated, most notably, with the major investment required in our Three Waters and Land Transport services.

## **Organisational Focus on Performance**

While the Three Year Plan has been a major focus, driving performance and seeing the value enhanced from the existing services and contracts we have has also been a major focus.

Having developed in the second quarter a refreshed Supplier Improvement Programme, this was launched in this quarter. The real benefits of this programme are yet to be realised but remain a major focus for the organisation and myself.

In this quarter we also welcomed a change in staff into key roles – particularly relating to land transport. We welcome these staff in, recognising the major step change we have to deliver in land transport.

This quarter we also welcomed Philip Stroud in an interim capacity to fill the vacancy of our Group Manager

Community Infrastructure and Development. The absence of this role has been highly notable, and Phil has had a major impact coming in and directly leading these activities since commencing in February. Recruitment for this role will continue into 2024.

## **Government Change**

Following the change of Government in Quarter 2, this quarter has seen a number of key legislative changes that were confirmed in the Coalition Governments 100 Day Plan.

Notably for Council the key changes have seen:

- The repeal in the Water Services Entities Act
- Changes and direction given to the Repeal of the proposed Natural Built Environment and Resource Management Act changes
- Extensions and changes to speed

Undoubtedly there will be further change as the new Government continues on its programmes of work.

Regionally, work on opportunities to reinvigorate the Hawke's Bay Waters model have recommenced at an executive level. This work is ahead of expected legislation that will require Councils to establish a local water services plan in the coming 12 – 18 months. We'll continue to update Council and community as progress is made.

To date, Council and its regional counterparts have received favourable



feedback from the new government, with opportunities for collaboration, funding and development.

#### **Progressing the Three Year Plan**

In the third quarter, work continued to build on the development of the Three Year Plan.

The last quarter has enabled formal endorsement of key policies, levels of service and performance measures, and strategies e.g. Financial Strategy and Infrastructure Strategy that help form the supporting documentation for consultation on the Three Year Plan. This is a culmination of work completed through several workshops with elected members over the last two quarters.

At the time of writing the Three Year Plan is currently out for consultation, which remains a major focus of quarter 4 as we work through hearings and deliberations also.

#### **Representation Review**

Following on from November's decision to establish a Māori Ward, work has progressed through the first quarter, seeking early feedback on the initial presentation review that is planned to be adopted in June 2024 for consultation through July and August.

Progress on the Māori Representative Appointments is also being steadily made, with the process needing to ensure that the representatives are able to be set up for success.

#### **Recovery progress**

We continue to make progress on our key recovery priorities with funding certainty the major barrier to addressing long-term recovery particularly for land transport. It has also been promising to see the progress in Porangahau, being the last community in Hawke's Bay to remain in Category 2a.

#### **Closing in on Quarter 4**

After a massive 2023, the third quarter has provided for an important period of consolidation and addressing major bodies of work such as the Three Year Plan, the Smart Growth review and seeing major programmes progressed.

I'm looking forward to seeing us progress through quarter 4 and into a new financial year from 1 July, with renewed clarity and focus on our major bodies for work.

Together we are thriving.



**Doug Tate**  
Chief Executive

# Elected Member Priorities

The foundations of Project Thrive remain at the heart of the future of Central Hawke's Bay. For the 2022 – 2025 Triennium, Elected Members have identified the following focus areas and big moves to continue to deliver on the outcomes of Project Thrive.

## Our Focus Areas

We've identified three focus areas as Elected Members that will be our specific focus across all of our activities for this Triennium:

#1 – Partnership and Localism	#2 – Right sized for the future	#3 – Climate Change and Resilience
<p>We continue to grow our emerging partnership with Mana whenua through all that we do as well as the local voice of community in all of our activities.</p> <p>We'll achieve this focus area by:</p> <p>Establishing the <b>Tamatea Partnerships Committee</b>.</p> <p>Complete a <b>representation review</b>, including opportunities to devolve local decision making to communities.</p> <p>Continue to promote the <b>implementation of Tūhono mai Tūhono atu</b> – Councils Māori Engagement Strategy.</p> <p>Continue to support our network of networks by implementing the <b>Social Development Strategic Framework</b>.</p>	<p>Despite our ambition, we need to ensure the level of expectation reflects the ability of our community to afford and sustainably deliver on that ambition.</p> <p>We'll achieve this focus area by:</p> <p>Completing an <b>Assessment of Future Affordability</b> for our District as part of the Long Term Plan 2024.</p> <p>Reviewing the <b>Financial Strategy and associated financial tools</b> available as part of the Long Term Plan 2024.</p> <p>Completing a substantial <b>Levels of Service review</b>, as part of the Long Term Plan 2024.</p> <p>Retain oversight of Councils <b>Section 17a Review Programme</b> and approve reviews as they fall due.</p> <p>Continuing to implement the <b>External Funding Strategy</b>.</p>	<p>Having taken away lessons from Cyclone Gabrielle, we've applied a future focussed climate change and resilience focus to our decision making and future planning.</p> <p>We'll achieve this focus area by:</p> <p>Developing a local understanding of <b>climate change and resilience</b>, the priorities and its impacts across our networks and infrastructure.</p> <p>Supporting the development of the <b>Hawke's Bay Regional Spatial Plan and integrated hazard and risk planning</b>.</p> <p>Working with the <b>Regional Climate Action Committee</b> to understand the local opportunities for the reduction and adaptation to climate change.</p>

## Our Big Moves

Council have identified five big moves, following the impacts of Cyclone Gabrielle, to deliver on the long term future of Central Hawke's Bay:

1. Accountable Delivery	2. Resilient Rooding	3. Community Activation	4. Social Infrastructure	5. Secure Water
<p>We have delivered a new approach to accountability across our community and council, that focusses on our Thrive DNA and results in a tangible uplift in community outcomes.</p> <p>We'll achieve this big move by delivering on:</p> <p>Complete a review of our <b>Contract Management Policy</b>, specifically focussing on its successful cultural and leadership mobilisation across Council and its contractors.</p> <p><b>Reinvigorate Community Action and Care Groups</b>, for community clean ups and beautification.</p> <p>Establish and <b>improve organisational reporting</b>, including key outcome data to demonstrate assurance in our services.</p>	<p>We have developed a prioritised approach and plan for investment in our roading networks, including a hierarchy of priority roads and routes for delivery in the Long Term Plan.</p> <p>We'll achieve this big move by delivering on:</p> <p>Complete a substantial review of the <b>Land Transport Strategic Framework</b>, focussing on establishing key routes of resilience and levels of service.</p> <p>Strategically plan, fund and deliver on our <b>Roading Recovery Programme</b> following the effects of Cyclone Gabrielle.</p> <p>Reposition the Transport activity in the widest sense to including the relationship to the <b>Regional Land Transport Committee</b>, Rooding Efficiency Group and other forums.</p>	<p>We have developed a plan to address the challenges and opportunities we have in our Waipukurau and Waipawa Town Centres, including addressing issues like the Waipukurau Library, and have enabled community ownership of our great place.</p> <p>We'll achieve this big move by delivering on:</p> <p>Deliver on our <b>Better off Funding Community Property and Civics Project</b>.</p> <p>Continue to identify opportunities through our <b>External Funding Strategy</b> that will accelerate our ability to deliver the 'nice to have' projects.</p> <p>Deliver the <b>Waipawa Main Street Streets for People</b> project.</p>	<p>We have enabled the social infrastructure that our community needs for long term housing and economic outcomes, through the delivery of our Better off Funding Projects.</p> <p>We'll achieve this big move by delivering on:</p> <p>Deliver on the <b>Better off Funding Housing Project</b>.</p> <p>Continue to focus on the long-term implementation of the <b>Economic Action Plan</b>.</p> <p>Continue to facilitate the <b>Waipukurau South Growth Precinct</b>.</p> <p>Continue to support the <b>Tamatea Housing Taskforce</b>.</p> <p>Deliver the <b>Thriving Places and Spaces Quick Wins Project</b>.</p> <p>Continue with the development and implementation of <b>Community Plans</b>.</p>	<p>We have successfully navigated through three waters reform, including continuing to progress with our #bigwaterstory and #bigwastewater story, have developed a Long Term Plan for stormwater and continued to improve water security for Central Hawke's Bay.</p> <p>We'll achieve this big move by delivering on:</p> <p>Prioritising the Hawke's Bay/ Tairāwhiti <b>Affordable Water Reform Programme</b>.</p> <p>#thebigwastewaterstory and #bigwaterstory are delivered to provide long term improvements.</p> <p>Develop a <b>#bigstormwaterstory</b> in response to Cyclone Gabrielle, to be supported for future funding and delivery.</p> <p>Work with HBRC on the rollout of the <b>Regional Water Assessment</b>.</p> <p>Work with Water Holdings HB and Heretaunga Tamatea Settlement Trust on ownership and sponsorship opportunities for <b>Water Security</b>.</p>



## Organisational Performance Focus

As an organisation, to enable the wider culture that we need to successfully deliver on Project Thrive for the future and Councils priorities for this Triennium, we will be focussing on:

### High Performing Local Government Organisation

We are delivering on a plan to retain our AA CouncilMARK rating and to continue to lift the overall performance and maturity of the organisation.

### Community outcome led and responsive

We will work to be known as an organisation that enables local outcomes, by supporting and enabling local voice, knowledge and remaining responsive to community need.

### Embedding Value for Citizens

Through a refreshed approach to accountable delivery, community will see a visible step change in the value from the services we deliver.

### Enabling Local Success to occur

While we'll be an active national and regional contributor to initiatives and activities, our primary focus will be on securing and enabling the success of Central Hawke's Bay.

## Focus Areas

This next section highlights the achievements and progress we’ve made in this quarter on the three focus areas that Elected Members have in this Triennium.

### #1 - PARTNERSHIP AND LOCALISM

We continue to grow our emerging partnership with Manawhenua through all that we do as well as the local voice of community in all of our activities. We'll achieve this focus area by:

Focus Area	Summary	Update
Tamatea Partnerships Committee	Establishing the Tamatea Partnerships Committee.	<p>A series of quarterly Kahui meetings have been planned for 2024. The first Kahui was held on the 12 March and discussion points included Representation Review, Māori Wards, Māori appointments to Council and the Three Year plan.</p> <p>The second Kahui is planned for 7 of May.</p> <p>The Kahui representatives/collective includes mana whenua and Council representatives. The aim is to build strong working partnerships.</p> <p>The Kahui will be focused on the appointment of mana whenua roles to Council and the Representation Review which includes Māori Ward/s.</p>
Representation Review	Complete a representation review, including opportunities to devolve local decision making to communities.	<p>A Representation Review feedback survey has gone live from 25 March until 28 April 2024. The pre-engagement survey will help the Council to develop, for public consultation, an initial representation proposal that we will formally consult on in July and August this year. Officers will develop and present to council the initial draft Proposal for Councillor feedback on 30 May. The Proposal will be formally adopted on 27 June 2024 ahead of Public Consultation from 15 July – 28 Aug 2024. The final outcome of the Representation Review will be adopted on 19 September 2024.</p>

<b>Tūhono mai Tūhono ātu - Māori Engagement Strategy</b>	<p>Implement the Tūhono mai Tūhono ātu - Māori Engagement Strategy.</p> <p>The strategy's key priorities are:</p> <ol style="list-style-type: none"><li>1. Pou Tahi – Whiriwhiria – Council &amp; iwi</li><li>2. relationships</li><li>3. Pou Rua - Tikanga – Language, Culture &amp; Place</li><li>4. Pou Toru - Oranga – People &amp; Prosperity</li><li>5. Pou Wha - Rauemi – Infrastructure &amp; Resources</li></ol>	<p>The focus across the four Pou in this quarter has been:</p> <p><b>Pou tahi</b></p> <p><b>Representation Review Support - priority 1</b></p> <p>Supporting the representation review process. Setting up a series of hui with mana whenua</p> <p><b>Establish the Kahui gatherings with Mana whenua Governance – priority 2</b></p> <p>Lead out on organising the hui between mana whenua groups and Council.</p> <p><b>Pou Rua</b></p> <p><b>Arts, Culture and Heritage Action Plan – priority 1</b></p> <p>Support the storage of taonga going back to Ngāti Kere by assisting with storage options. Whilst Rongomaraeroa Marae is under repair and restoration from Cyclone Gabrielle the taonga will be placed in a shipping container for safe storage.</p> <p><b>Support of language and culture being celebrated in our district – priority 2</b></p> <p>Support the Matariki planning celebrations led by Te Taiwhenua o Tamatea and Ngati Kahungunu Iwi Incorporated.</p> <p>Assist the committee in hosting the Regional Te Matatini Kapa Haka competition here in Tamatea, planning for 2026.</p> <p><b>Pou Toru</b></p> <p><b>Enhancement of prosperity and wellbeing – priority 1</b></p> <p>Support Tihei Tamatea to enhance their social service capacity by providing ongoing advice and guidance.</p> <p>Support marae and hapu to reach their aspirations for clean drinking water, appropriate wastewater, and greywater infrastructure.</p> <p>Support marae and hapu to resolve historical matters with Council such as signage and paper roads right of way.</p>
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		<p><b>Support of initiatives to enhance capability and capacity – priority 2</b></p> <p>Supporting the development of marae action plans with Civil Defence Emergency Management for Tamatea.</p> <p><b>Pou Whā</b></p> <p><b>Future Generations taken care of – priority 1</b></p> <p>Regular Meetings with Lake Whatuma Management Group to enable aspirations for development and growth.</p> <p>Te Ikatere – Aramoana reserve meetings to progress, gathering spaces, and pou along the coastline.</p> <p>Further hui with Pourerere hapū regarding aspirations for land use, resilience, and restoration.</p>
<p><b>Social Development Strategic Framework</b></p>	<p>Continue to support our Network of Networks by implementing the Social Development Strategy.</p>	<p>All Central Hawke’s Bay Network of Networks have developed their 2024 workplans. This involves each network reviewing and agreeing on their network visions and priorities for the 2024 year.</p> <p>The Whanau Pounamu Network is under development with the formation of the Tamatea/Central Hawke’s Bay NGO Family Violence Steering Group. This strategic group provides leadership in the way Central Hawke’s Bay leads out our response to family violence.</p> <p>This work is supported by funding from Ministry of Social Development and the steering group have employed a kaimahi to coordinate and facilitate in this space.</p>

## #2 – RIGHT SIZED FOR THE FUTURE

Despite our ambition, we need to ensure our level of expectation reflects the ability of our community to afford and sustainably deliver on that ambition. We'll achieve this focus area by:

Focus Area	Summary	Update
<b>Assessment of Future Affordability</b>	Completing an Assessment of Future Affordability for our District as part of the Long Term Plan (LTP) 2024.	Morrison Lowe provided a report to Council in December 2023 on affordability. This report was factored into the Financial Strategy for the Three Year Plan 2024 – 2027.
<b>Financial Strategy and associated financial tools</b>	Reviewing the Financial Strategy and associated financial tools available as part of the Three Year Plan 2024-2027 (LTP 2024).	The draft Financial Strategy was approved by elected members in March 2024 to be included in the Three Year Plan 2024–2027 consultation document.
<b>Levels of Service review</b>	Completing a substantial Levels of Service review, as part of the Three Year Plan 2024-2027 (LTP 2024).	Morrison Low provided a report to Council in December 2023 on the proposed levels of service for the Three Year Plan, and elected members also provided feedback.  The reworked proposed Levels of Service were approved by elected members in March 2024 to be included in the Three Year Plan 2024-2027 consultation document.
<b>Councils Section 17a Review Programme</b>	Retain oversight of Councils Section 17a Review Programme and approve reviews as they fall due.	The Executive Leadership Team is tracking when S17a reviews are being undertaken and when they are next due.  A review on Land Transport is underway. Further reviews on the future of Solid Waste and CHB Community Trust are underway.
<b>External Funding Strategy</b>	Continuing to implement the External Funding Strategy.	Officers continue to attract external funding, critical to supporting Council in the delivery of its services.  This has resulted in the construction of a replacement stop bank at the Tikokino Road Drinking Water Plant, construction of a weighbridge at the Waipukurau Transfer Station, and resources packs being delivered to the community hubs.

#3 – CLIMATE CHANGE AND RESILIENCE

Having taken away lessons from Cyclone Gabrielle, we've applied a future focussed climate change and resilience focus to our decision making and future planning. We'll achieve this focus area by:

Focus Area	Summary	Update
Climate change and resilience	Developing a local understanding of climate change and resilience, the priorities and its impacts across our networks and infrastructure.	<p>This work is currently being progressed at a regional level, through the Climate Action Joint Committee and the Climate Action Technical Advisory Group. There is general consensus among the five Hawke's Bay Councils that developing an understanding of climate – related risk is a priority that needs to be resourced up, in particular, in advance of the next round of Long Term Plans due in 2027.</p> <p>With climate change models indicating more intense and frequent events for New Zealand, this work is important as we work regionally and locally to plan for and build resilience from future climatic events.</p>
Hawke's Bay Regional Spatial Plan and integrated hazard and risk planning	Supporting the development of the Hawke's Bay Regional Spatial Plan and integrated hazard and risk planning.	<p>While the new Government has repealed the Spatial Planning Act 2023 that was to mandate the development of Regional Spatial Plans, discussions are continuing at the regional level on how best to manage growth across the region going forward. Hawke's Bay Regional Council has reset their work programme post Cyclone Gabrielle to focus on the review of the Regional Policy Statement which will provide direction on urban growth and development across the region.</p> <p>The new Government is currently considering submissions on a National Policy Statement on Natural Hazards Management. Work is also being carried out at a regional level on future risk planning following the publication over the reporting period of two reviews into the response to Cyclone Gabrielle.</p>
Regional Climate Action Committee	Working with the Regional Climate Action Committee to understand the local opportunities for the reduction and adaptation to climate change.	Both the Climate Action Technical Advisory Group and the Climate Action Joint Committee met in quarter three, with a focus discussion on establishing a regional budget for progressing and resourcing the work of the committee. As above, there is general agreement that a focus on risk assessment and resilience planning across Hawke's Bay communities and infrastructure is required to be better prepared for the future.



## Big Moves

Council have identified five big moves, refocused following the impacts of Cyclone Gabrielle, to deliver on the long-term future of Central Hawke’s Bay. We have delivered a new approach to accountability across our community and council, that focusses on our Thrive DNA and results in a tangible uplift in community outcomes.

### 1. ACCOUNTABLE DELIVERY

We have delivered a new approach to accountability across our community and council, that focussed on our Thrive DNA and results in a tangible uplift in community outcomes. We'll achieve this big move by delivering on:

Focus Area	Summary	Update
Contract Management Policy	Complete a review of our Contract Management Policy, specifically focussing on its successful cultural and leadership mobilisation across Council and its contractors.	<p>A review has been carried out on the Contract Management and Procurement Policy. These are now ready for review and adoption. In addition to this review, an Implementation Plan is currently being developed to ensure that these processes are stream-lined across the business in alignment with Our Strategic Direction.</p> <p>The successful relaunch of the 'Supplier Improvement Programme' (SIP), coupled with strong buy-in from our term contractors marks a significant achievement in our ongoing efforts to enhance supplier relationships and operational efficiency. The implementation of this programme is tracking well due to the enthusiastic support from the SIP team and is instrumental in driving positive changes and fostering a culture of continuous improvement with a heavy focus on accountable delivery.</p>
Reinvigorate Community Action and Care Groups	Reinvigorate Community Action and Care Groups, for community clean ups and beautification.	<p>Secondhand Sunday was held in February with 79 properties participating in this year's event after a one year hiatus due to the impacts of Cyclone Gabrielle. The event was well received with many community members out and about looking to reuse items that would have otherwise been thrown away.</p> <p>Planning is well underway for Keep NZ Beautiful Week in September with a proposed SH2 clean up. Officers are also working towards launching a Community Beautification and Clean Up Empowerment Programme.</p>

		<p>The concept is to introduce a programme that empowers individuals and community groups to get Council support to complete public clean up and beautification projects in our district, big or small.</p> <p>Parks Week 2024 did not include any specific clean-up projects but focused on raising awareness of our open spaces and fostering community pride in these spaces. This lays the foundation for one the Open Spaces priorities during 2024, which is to develop (or reinvigorate) the "Friends of" concept for various community parks.</p> <p>This will begin with Madge Hunter Park, given the cyclone impacts and strong community interest. The Russell Park user group is another immediate engagement opportunity following on from the Master Planning process.</p>
<b>Improve organisational reporting</b>	Establish and improve organisational reporting, including key outcome data to demonstrate assurance in our services.	<p>The focus in the third quarter has seen a continued focus on our risk maturity reporting and saw the first Risk Report from the Risk &amp; Assurance Committee to Council.</p> <p>In early 2024 we have continued with this Organisation Performance Report that now includes the Levels of Service performance reporting.</p> <p>We have also started targeted surveys to customers that use our services, rather than waiting for the results of the annual Residents Opinion Survey. These surveys have been distributed to customers that have used the services of building consents, resource consents and swimming pool inspections.</p>

## 2. RESILIENT ROADING

We have developed a prioritised approach and plan for investment in our roading networks, including a hierarchy of priority roads and routes for delivery in the Long-Term Plan. We'll achieve this big move by delivering on:

Focus Area	Summary	Update
<b>Land Transport Strategic Framework</b>	Complete a substantial review of the Land Transport Strategic Framework, focusing on establishing key routes of resilience and levels of service.	Work has commenced developing a coordinated programme for the Transport activity across improvement, operations, procurement, strategy, ahead of procuring the major operations contract late this year. The Land Transport Strategic Framework will be revisited and updated with Council input as part of the overall reinvigoration and future proofing of the land transport function. Workshop reviews have commenced for the Section 17A review to ensure we are focused on the correct way forward. Have implemented the land transport team structure recently by filling two key roles. The contract management KPI approach has been setup to measure the delivery of contracts combined affordability with community expectations and providing visibility of delivery.
<b>Roading Recovery Programme</b>	Strategically plan, fund, and deliver on our Roothing Recovery Programme following the effects of Cyclone Gabrielle.	Throughout quarter three, 20 sites under current Waka Kotahi Emergency response funding, have commenced construction. Eleven of these have since been completed. Significant work to acquire further funding support from Central Government has taken place, including planning with the Regional Recovery Agency and an application for further Emergency response funding to Waka Kotahi. We have progressed the funding agreement with Crown Infrastructure Partners allowing us access to the \$11 million to implement solutions at four key sites across the district. In the coming months alongside construction delivery, the other key focus is to remain on further funding applications and developing design for the first four recovery sites.
<b>Regional Land Transport Committee</b>	Reposition the Transport activity in the widest sense to including the relationship to the Regional Land Transport Committee, Roothing Efficiency Group and other forums.	The Land Transport team continues to evolve with the creation of appropriate positions and new staff. This will enable the Land Transport Relationship Manager to put more effort and emphasis on the relationships with external groups to better represent Central Hawke's Bay at a regional and national level.

3. COMMUNITY ACTIVATION

We have developed a plan to address the challenges and opportunities we have in our Waipukurau and Waipawa Town Centres, including addressing issues like the Waipukurau Library and have enabled community ownership of our great place. We'll achieve this big move by delivering on:

Focus Area	Summary	Update
Better off Funding Community Property and Civic Project	Deliver on our Better off Funding Community Property and Civics Project. This project is to identify and explore the most appropriate structure to co-ordinate and deliver housing outcomes in the widest sense in Tamatea – Central Hawke’s Bay.	We had planned to make this project a major focus of this calendar year, however Cyclone Gabrielle and staff changes have delayed our ability to focus and deliver this project.
External Funding Strategy	Continue to identify opportunities through our External Funding Strategy that will accelerate our ability to deliver the ‘nice to have’ projects.	Work has commenced on the development of Council’s External Funding Strategy.  Council officers have continued to explore opportunities with external funders (e.g., Government agencies, Eastern Community Trust etc.) to fund projects that are not planned to be funded through the Three Year Plan.
Waipawa Main Street Streets for People project	Deliver the Waipawa Main Street “Streets for People” project. This project aims to create a safer, healthier and more people-friendly main street that gives people moving around Waipawa town centre safe and easy access to both sides of the main road.	With the contractor ready to start works in February, we received instruction from Waka Kotahi that raised platforms were no longer permitted on State Highways.  The focus for Quarter three has been on getting the designs altered to meet new Government direction whilst still achieving the project’s objectives and completed within the timeframe of 30 June 2024.  Our contractor has worked closely with CHBDC and designers Stantec for an acceptable alternative design for the raised pedestrian crossings. These revised designs include painted zebra crossings with additional lighting to increase visibility. Traffic islands are also being installed to further reduce traffic speeds.  A safety audit was completed on the new designs and contractors have confirmed the

	<p>work will be done at night only with no disruption to retailers.</p> <p>These changes have increased costs and Waka Kotahi has confirmed that any additional costs will be their expense and the project will be cost neutral to CHBDC.</p> <p>A kickoff meeting was held with Engineers, Designers, and contractor to confirm tasks needed to launch the installations with construction started on 22 April and a scheduled completion date of 22 June.</p> <p>Procurement Plan for the procuring of street furniture has been drafted and quotes for planter boxes and seating are being sought.</p> <p>The sudden change in programme has meant working closely with the project team to keep our community updated through regular newsletters, letter drops and social media posts. The retailers have been updated fortnightly as the project has progressed and feedback has been captured in a feedback register. A successful onsite walk through was done with the arts and culture group and landscape designer, and a final design for streetscaping of the Main Street is expected by end May.</p> <p>The reassignment of some of the Better Off Funding has given CHBDC the opportunity to reinstate Harker Street access which has long been asked for by our community.</p> <p>A project plan has been drafted, and three quotes have been sought for the construction work. With the designs of the previous structure, we have contracted Stantec to assist with a review of these designs to ensure they meet current standards.</p> <p>Given the damage to Harker Street is a direct result of Cyclone Gabrielle and is considered recovery works, discussions are being held with Kiwirail for clarity on any requirements we need to meet to work on their site and to expediate the work.</p>
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4. SOCIAL INFRASTRUCTURE

We have enabled the social infrastructure that our community needs for long term housing and economic outcomes, through the delivery of our Better off Funding Projects. We'll achieve this big move by delivering on:

Focus Area	Summary	Update
Better off Funding Housing Project.	Deliver on the Better off Funding Housing Project. This project is to identify and explore the most appropriate structure to co-ordinate and deliver housing outcomes in the widest sense in Tamatea – Central Hawke’s Bay.	The ‘Our Homes’ Strategy forms the basis for this body of work.  An implementation plan for Council actions under the strategy is being developed to prioritise the actions based on the reassignment of available funding. A further update on housing is provided below.
Economic Action Plan	<p>Continue to focus on the long-term implementation of the Economic Action Plan (EAP).</p> <p>Key priorities from the EAP include:</p> <ul style="list-style-type: none"><li>Land use diversification and climate resilience</li><li>Develop a business support network.</li></ul> <p>Issue a Central Hawke’s Bay specific investment prospectus designed to attract new business investment</p>	<p>Land Use Diversification:</p> <p>Ongoing support has been provided to Kaikora Enterprises Limited to develop a seed drying facility with central government funding. In early 2024, the facility was completed and is now fully operational. This project provides an exemplar model for local producers to diversify their crops to high-value seeds.</p> <p>A more casual business networking programme, Business After Five (BA5), is in full swing. Hosted by various local companies and organisations, BA5 events offer a relaxed setting for local businesses to share insights, connect, and foster valuable professional relationships. With approximately 10 events annually, each drawing an average of 30-35 attendees.</p>

<b>Waipukurau South Growth Precinct</b>	<p>Continue to facilitate the Waipukurau South Growth Precinct.</p>	<p>Having secured funding for the Waipukurau South Growth Precinct in late 2022 from Kainga Ora's Infrastructure Acceleration Fund, work has primarily focused since this time on the planning and co-ordination of the Project.</p> <p>The first quarter saw Council formally considering offers made for the disposal of part of a property purchased at 83 Pōrangahau Road for Stormwater Management.</p> <p>The implementation of the project has been challenged by delays caused by the response and recovery to Cyclone Gabrielle and the broader financial constraints Council is managing as it prepares its Three Year Plan.</p> <p>Officers have been working with Kainga Ora in this quarter to determine the next steps for how best to manage the impacts of this, including how to potentially phase and reprioritize the projects to ensure residential growth can be enabled in this area. It is anticipated that an amended delivery plan will be confirmed and agreed upon with Kainga Ora by the end of the 2023/2024 financial year.</p>
<b>Tamatea Housing Taskforce</b>	<p>The Tamatea Housing Taskforce was established provide strategic leaderships and guidance and provide a place to land housing initiatives in Tamatea – Central Hawke's Bay.</p> <p>The Taskforce provides a consistent and coordinated approach to housing and its related areas to enhance the wellbeing of mana of our people.</p>	<p>The development by the Taskforce of the 'Our Homes' Strategy for Tamatea Central Hawke's Bay sets a blueprint for responding to the housing challenges that our people and whānau are facing in the short, medium, and long term.</p> <p>A 0.5 FTE has been allocated to lead the strategy's implementation over the next 18 months, funded via an existing grant from the Ministry of Social Development for the year end June 2024, and Better Off Funding for the year ending June 2025.</p> <p>Endorsed by the Taskforce, the strategy was further endorsed by Council on 19 October 2023.</p> <p>The first Taskforce meeting for 2024 was held on 27 March with all partner agencies attending. A reporting framework for agencies and a communications plan for the strategy are currently under development.</p>



<b>Thriving Places &amp; Open Spaces Quick Wins</b>	<p>Deliver the Thriving Places &amp; Open Spaces Quick Wins. BOF project 5 – this project has identified quick-win projects for implementation including:</p> <p>Implementation of Places &amp; Spaces Reserve Signage, Green Space Activation Projects and Accelerating Russell Park Master Planning</p>	<p>The Russell Park Masterplan has been developed to final draft stage.</p> <p>Following the second stakeholder workshop in November, several groups requested that the draft Plan be taken out to their full committees. These meetings were held throughout February and March.</p> <p>Following this, the final proposed Plan will form part of the review of the Reserve Management Plan later in 2024.</p>
<b>Community Plans</b>	<p>Continue with the development and implementation of Community Plans which includes Ongaonga, Tikokino, Takapau, Otāne, Pōrangahau/Te Pairahi and Elsthorpe/Kairakau.</p>	<p>Engagement with the Takapau community has also been completed for proposed sites for four roadside gateway constructions to support and encourage vehicle speed reductions entering the township. Initial artists impressions of a sign for Sydney Street have been completed and input from community and mana whenua sought.</p> <p>Council officers have supported the Ongaonga Community Hall committee with the procurement of a community noticeboard at the hall, aligning with Goal Five of their community plan.</p> <p>Work on the Otane Community Plan will resume upon completion of their resilience plan.</p>

5. SECURE WATER

We have successfully navigated through three waters reform, including continuing to progress with our #bigwaterstory and #bigwastewater story, have developed a long-term plan for stormwater and continued to improve water security for Central Hawke’s Bay. We’ll achieve this big move by delivering on:

Focus Area	Summary	Update
Affordable Water Reform Programme	Prioritizing the Hawke's Bay/ Tairawhiti Affordable Water Reform Programme	<p>Mid December 2023 saw the announcement that the new government will pass legislation early 2024 to repeal the previous government's services legislation. This repeal is the first part of the governments new approach to water services delivery which they have named "Local Water Done Well."</p> <p>Further details on the key next steps were made public by the government in early April 2024. The government expects councils to work together to address financial sustainability and affordability challenges and has agreed to streamlined decision making processes to establish council-controlled organisations (CCOs) for water services.</p> <p>This helps with the focus of getting on and prioritising the Hawke’s Bay Waters model for further testing and engagement with Elected members and community must be an urgent priority. In this context, local leadership – both at a District and regional level will be critical for us to proactively respond to the challenges that we face because of the significant 3 waters investment required.</p>
#thebigwastewaterstory and #bigwaterstory	#thebigwastewaterstory and #bigwaterstory are delivered to provide long term improvements	<p>Affordability challenges have seen Officers consult and work with Executive Leadership Team (ELT) and Elected Members to rephase the 3 Waters capital works programmes, these are included within the Three-year plan currently out for consultation with the community.</p> <p>As we balance affordability and risk, the focus of the 3 Waters programmes is on the most critical Drinking water and Wastewater projects, improving resilience of our networks, enabling growth, continuing pipeline renewals to catch up from historic underinvestment and priority wastewater treatment upgrades.</p>

<b>#bigstormwaterstory</b>	Develop a #bigstormwaterstory in response to Cyclone Gabrielle, to be supported for future funding and delivery	<p>The Big Stormwater Story is underway, work on an overarching Activity strategy is well underway, with officers and specialist advisors forming the basis of the strategy, wider community engagement will be critical to the strategy reflecting the needs of Central Hawke's Bay, this is being planned to commence following Three-year plan consultation.</p> <p>We have largely completed the immediate remedial works in response to Cyclone Gabrielle with the focus now shifting to planning the regular preventative maintenance programme that forms the step change in the stormwater activity investment included within the Three Year plan.</p> <p>Officers are also progressing the planning of our capital works quick-wins programme, aiming to provide resiliency during heavy rain, this forming the basis for the projects included within the Three-year plan.</p>
<b>Regional Water Assessment</b>	Work with HBRC on the rollout of the Regional Water Assessment	<p>No local work has significantly progressed in the quarter on this activity.</p> <p>The importance of Water Security as a regional matter of significance continues to grow. It was one of the regional priorities identified in the Briefing to the Incoming Government and following the Regional Water Assessment being also considered as part of wider security challenges now being faced across the Heretaunga Plains also.</p>
<b>Water Security</b>	Work with Water Holdings HB and Tamatea Pokai Whenua Settlement Trust on ownership and sponsorship opportunities for Water Security.	<p>Early work has commenced I this quarter on this opportunity with early discussions held between Tamatea Pokai Whenua and Water Holdings Hawke's Bay. We hope to be able to provide a more comprehensive update in the fourth quarter.</p>

# Organisation Performance

## Overview

The Organisation Performance Report provides a quarterly update to Elected Members from each activity which includes the performance tracking for Levels of Services set out in Council's Long Term Plan, as well as other metrics used within the activities.

## Activity Updates

Each activity through this report will provide an overview of their focus areas from the quarter, an update for each and any relevant performance metrics.

## Level of Service Performance Reports

Where applicable, following each activity section is the Levels of Service Performance Report as set out in Council's Long Term Plan. This report is now incorporated within this Organisation Performance Report and replaces the report previously known as "non-financial performance report".

## REQUEST FOR SERVICE (RFS)

In this quarter, there continues to be a concerted effort to reduce the total number of outstanding Requests for Service across the organisation and lift our engagement with the community. We are providing this data in a transparent way, with the level of open and overtime RFS' realistic for the size and complexity of our organisation.

As mentioned in the last quarter, Officers are currently reviewing the RFS system and categories. As part of the Three Year Plan, we are also reviewing the levels of service in relation to customer satisfaction and what realistic response time should be over the next three year period. This will not change our drive to provide customer excellence, but any changes will reflect the challenges we face going forward and what priorities are set through the next Long-Term Plan process.

Received RFS			
Jul – Sep 23	Oct – Dec 23	Jan – Mar 24	Apr – Jun 24
2070	1794	1873	
Open RFS			
Jul – Sep 23	Oct – Dec 23	Jan – Mar 24	Apr – Jun 24
108	53	69	
Overtime RFS			
Jul – Sep 23	Oct – Dec 23	Jan – Mar 24	Apr – Jun 24
86	47	48	

## LGOIMA

Total Local Government Official Information and Meetings Act (LGOIMA) requests received to date:

Received LGOIMA's			
Jul – Sep 23	Oct – Dec 23	Jan – Mar 24	Apr – Jun 24
26	15	12	

LGOIMA requests received for this quarter are listed below:

Subject	Business (if applicable)	Date Received
LGOIMA 2023 Processes	Tasman Democracy	9 Jan 2024
Freedom Camping / Freedom Camping Bylaw	Private	9 Jan 2024
Council Debt	Tasman Democracy	9 Jan 2024
2023 District Licensing Committee decisions	Alcohol Harm Reduction Project	15 Jan 2024
Dog Management - 2023	Private	15 Jan 2024
Waipawa Stormwater / drainage system	Private	12 Jan 2024
Waste & recycling data	Mad World / Packaging Forum	15 Jan 2024
Three Waters spending implications	Radio New Zealand	20 Feb 2024
Building Consents claims	Saunders & Co	29 Feb 2024
Proposed Rates enquiry	Labour Research	13 March 2024
Functions hosted by CHB for Rainbow Storytime	Private	20 March 2024
SOLGM / Taituara payments	Campaign Company	28 March 2024

## LEADERSHIP, GOVERNANCE AND CONSULTATION

This activity enables elected Councillors to effectively govern the activities, services and projects delivered by the Council. Councillors must represent their communities and make decisions in an open, transparent, and accountable manner.

The activity in this section supports the decision-making processes of elected members and ensures decisions are made in accordance with guiding legislation, including the preparation of reports and other supporting functions, to ensure a functioning local democracy exists in Central Hawke's Bay. Through this activity, funds such as the Community Voluntary Organisation Scheme (CVOS) are sources and distributed to community organisations through the Social Development Activity.

Focus Area	Overview	Last Quarter	Next Quarter
Representation Review	Te Kaunihera a rohe o Tāmatea / Central Hawke's Bay District Council voted in favour of Māori wards and invited hapū to select up to two representatives for Māori representation in an advisory role for the 2025 and 2028 elections on Wednesday 15 November 2023	A kanohi ki te kanohi (face to face) meeting held on 12 March with marae, Tāmatea Pokai Whenua Trustees, Ngāti Kahungunu Iwi Incorporated leadership. The workshop focussed on Representation Review options and the feedback assisted officers to develop a final Draft Representation Review Proposal.  Officers developed a preliminary survey which will be open for feedback until 28 April 2024.	Collate survey feedback and provide Councillors with a preliminary summary report and preferred options on 18 April. A draft Proposal will be presented to Council at their meeting on 30 May. The final proposal will be adopted by Council on 27 June 2024 followed by a formal public notification process in July-Aug 2024.  Still a strong focus on establishing the Governance work programme for the year.

### Activity Update

On Thursday, 7 March 2024, a Citizenship Ceremony was held at the Central Hawke's Bay District Council Chambers in Waipawa, welcoming 19 new citizens to the district. Hailing from all around the globe including four new citizens from England, one from the Philippines, one from Scotland, five from South Africa, seven from the United Kingdom, and one from the United States of America.



CHB welcoming 19 new New Zealand Citizens on 7 March 2024

### 2023-24 Representation Review

A Representation Review feedback survey has gone live from 25 March until 28 April 2024. The pre-engagement survey will help the Council to develop, for public consultation, an initial representation proposal that we will formally consult on in July and August this year. To find out more and share your thoughts with us:

[Kōrero Mai | Let's Talk](#)

The focus for this coming quarter is to develop and present to council the initial draft proposal for Councillor feedback on 30 May. The proposal will be formally adopted on 27 June 2024 ahead of Public Consultation from 15 July – 28 August 2024. The final outcome of the Representation Review will be adopted on 19 September 2024.

### Meetings held during the Quarter

Furthermore, we had 2 Council meetings and 7 Council workshops and 1 Risk and Assurance Committee meeting held in the last quarter.

Leadership, Governance and Consultation – Level of Service Performance Report

[LTP Doc Page 42](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council listens to its community and responds efficiently and effectively communicates well and has a ‘can do’ customer services attitude.	The percentage of people who consider that Council has responded well or very well to community needs and issues.	85%	<b>Not yet achieved.</b> Residents survey is undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved</b> Residents survey is undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved</b> Residents survey is undertaken in Quarter 4 – no results available for this quarter.	
	The percentage of formal consultation which follows legislative and policy requirements.	100%	<b>On track to be achieved.</b> 100 %. All consultation has been in line with legislation and policy.	<b>On track to be achieved.</b> 100 %. All consultation has been in line with legislation and policy.	<b>On track to be achieved.</b> 100 %. All consultation has been in line with legislation and policy.	
	The percentage of people who consider that Council has engaged and communicated well about Council business.	85%	<b>Not yet achieved.</b> This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved.</b> This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved.</b> This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.	



## SOCIAL DEVELOPMENT

This activity covers the implementation of the Social Development Strategic Framework, community plans and community funding.

Focus Area	Overview	Last Quarter	Next Quarter
Social Development Strategic Framework	Delivery of Social Development Strategic Framework through the coordination and support of the Central Hawke's Bay Network of Networks.	2024 Action plans will be developed.	All Network of Networks action plans are being implemented.
Community Plans	Development and implementation of Community Plans for Ongaonga, Tikokino, Takapau, Otane, Porangahau/Te Paerahi and Elsthorpe/Kairakau communities.	Pause in Otane community plan due to cyclone recovery	Implement Community Plan actions in conjunction with communities and partner organisations

### Activity Update

#### Social Development Strategic Framework

A regular Network of Networks monthly radio session with Central FM has been established where upcoming network initiatives and events are promoted by partner organisations. Activities during this period included the "She Is Not Your Rehab" event hosted by Safer CHB where over 200 people came to listen to Matt Brown share his inspiring message.



Safer CHB delivered a successful Electric Blanket Check which saw 75 blankets checked and fire safety messaging distributed. Following on from the successful car seat recycling and repurposing pilot in September, in conjunction with Councils Solid Waste team we have not established this service permanently in the district. Car seat drop off points have been established, with car seats checked monthly and either sustainably recycled or repurposed to families via our partner agencies.

#### Social Housing

The number of applicants on the Public Housing Register decreased from 73 applicants in September 2023 to 69 at the end

of December 2023, and there were 42 public housing occupied homes. (March 2024 quarter data via MHUD not yet available). As at March 2024, 11 households are in emergency accommodation in Central Hawke's Bay, 14 adults and 10 children.

The 'Our Homes' Strategy for Tamatea-Central Hawke's Bay (which provides a blueprint for responding to the housing challenges that our people and whānau are facing in the short, medium, and long term) includes an action to create more social housing opportunities and better support for the housing we have. This includes reviewing the level of wrap around support provided to social housing tenants and identifying further opportunities to deliver social housing across Central Hawke's Bay.

#### Community Grants

Two applications to the Community Pride and Vibrancy fund were received, both were successful with \$1800 of funding being awarded.

The February round of the Creative Communities fund has been completed with seven individuals and groups receiving grants ranging from \$500 to \$5700.

A total pool of \$12,200 was distributed.

Community Grants Given			
<b>\$26,435</b>	<b>\$1,446</b>	<b>\$14,000</b>	
Jul – Sep 23	Oct – Dec 23	Jan – Mar 24	Apr – Jun 24

Social Development – Level of Service Performance Report

[LTP Doc Page 44](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council has a strong voice so that it can, in partnership with community, advocate and lead change in social issues and opportunities for the district.	The percentage of the community satisfied with the Social Development activity of Council.	95%	<b>Not yet achieved.</b>  This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved.</b>  This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved.</b>  This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	
	Council implements the Social Development Strategic Framework.	100%	<b>On track to be achieved.</b>  Work continues on the implementation of our Social Development Strategic Framework.	<b>On track to be achieved.</b>  Work continues on the implementation of our Social Development Strategic Framework.	<b>On track to be achieved.</b>  Work continues on the Implementation of our Social Development Strategic Framework	
Council creates opportunities for the community to build capacity and is resourced to deliver on community priorities.	The percentage of community groups associated with the Social Wellbeing Network that are satisfied with the advice and support provided by Council.  Council supports community groups to achieve their goals.	85%	<b>Not yet achieved.</b>  This will be measured in the annual Network of Networks survey in quarter 4.	<b>Not yet achieved.</b>  This will be measured in the annual Network of Networks survey in quarter 4.	<b>Not yet achieved.</b>  This will be measured in the annual Network of Networks survey in quarter 4.	
	The percentage of community groups supported by Council are satisfied with the level of service provided.	100%	<b>Not yet achieved.</b>  This will be measured in the annual Network of Networks survey in quarter 4.	<b>Not yet achieved.</b>  This will be measured in the annual Network of Networks survey in quarter 4.	<b>Not yet achieved.</b>  This will be measured in the annual Network of Networks survey in quarter 4.	

## EMERGENCY MANAGEMENT

This activity covers the Community Resilience Activities and Central Hawke's Bay District Council Emergency Management Operations & Capabilities.

Focus Area	Overview	Last Quarter	Next Quarter
Community Resilience	Community Resilience Plans, Community Emergency Hubs, Community Workshops, Community Events	Attendance at various Community engagement events. Continuation of Community Resilience planning and setting up of hubs around CHB.	Community Resilience Plans: finalise Tikokino. Consultation and review Porangahau. Commence Otane and Ongaonga Lifestyle Block Emergency Preparedness Handbook Press Release and Distribution Older persons Emergency Preparedness guide being reviewed.
Emergency Management Operations & Capabilities	Exercises, Incident Management Team (IMT) meetings, Training Programmes, Equipment and Maintenance, Emergency Operations Centre (EOC) Management	Emergency Management Essentials Training roll out for Council staff. One course delivered in CHB.	Alternative EOC identified & discussion with venue owner progressing. Discussions with CDC venue owners re: MOU and terms Review of IMT membership and onboarding and training of new members.

### Activity Update

The first Emergency Management Essentials course was held on Thursday 21st March in Council Chambers.

Twelve eager participants spent the morning learning about hazards, agencies, Civil Defence Emergency Management systems, Hawke's Bay arrangements, Coordination Centres, CIMS model, States of Emergencies, Recovery and Personal Preparedness.

The feedback from participants included:

*"It was a really good course, and I enjoyed the interactive delivery, I liked the competitive quiz's, it made a lot of sense having responded to the cyclone."*

*"I found the Civil Defence emergency management workshop to be both informative and engaging, providing valuable insights and practical strategies that I believe will greatly enhance our preparedness in times of crisis."*

*"I found the course this morning to be both informative and engaging, delivered by knowledgeable presenters who were well versed in their craft."*

The formal structure in place is particularly encouraging, as it will provide essential support for individuals entering the emergency response environment."



## OPEN SPACES

This activity covers the management of Councils Open Spaces, including parks, reserves, cemeteries, streetscapes.

Focus Area	Overview	Last Quarter	Next Quarter
CFIM contract	Lifting contract performance in line with Big Move 1 - Accountable Delivery.	KPI framework implemented.	Progress SCIP actions.
Russell Park Masterplan	Deliver the Russell Park Masterplan (BOF Quick Win, Big Move 3 - Community Activation)	Take draft Masterplan to individual groups and park users who have requested this.	Incorporate individual group and internal feedback into plan. Prepare scope for RMP review.

### Activity Update

The first report was sent to MBIE for the Tourism Infrastructure funded trail repairs being undertaken by the Rotary River Pathways Trust. As of February 2024, 18kms of trail had been fully restored or made accessible. There is 19km of trail to be partly or fully restored. The Black Creek Bridge restoration is also underway.

Other TIF funded projects include the Pourerere Reserve carpark and boardwalk (well underway at the time of writing).

Discussions on the Russell Park Masterplan with individual user groups are continuing. These have been a fantastic opportunity to hear the needs and thoughts of individual user groups. This will feed into the Reserve Management Plan review, incorporating the Russell Park Masterplan.

A pro-bono concept plan for Madge Hunter Park was gratefully received from a local landscape designer. Community engagement to help capture the community's vision for the park is underway. This restoration is an opportunity to bring to life Big Move 3 – Community Activation, with Council supporting the "Friends of Madge Hunter Park" group to actively lead the restoration and beautification of the park.

Similarly, there is opportunity for community activation across our open spaces, with beautification and clean-up projects and initiatives being planned, in collaboration with

the Solid Waste team and others across Council. Safety improvements at Coronation Park (improving passive surveillance by clearing the vegetation between Tikokino Road and the park) have received positive feedback from the community. Safety and anti-social behaviour around our open spaces continues to be a challenge. We are building our relationship with Police (East Coast Intelligence) with meetings planned for Q4.

Management of the CFIM contract (Big Move 1 - Accountable Delivery) has benefitted from the addition of the Contract Management role, and the reinstatement of the SCIP programme, supporting our continued focus on contract performance. Other actions include mapping our audit programme for the year, development of an "issues register", and implementation of the KPI data gathering for this contract.

Our Play Advocate, which is fully funded by Sport New Zealand, has had a busy start to the year, making some great in-roads into "embedding" play thought Central Hawke's Bay. Highlights include collaborative Play events and having play considered in infrastructure project planning.

Based on our Asset Management Plan developed last year, we have been addressing priority needs with our planned minor renewals programme.

Activation – Park Bookings			
<b>81</b>	<b>54</b>	<b>55</b>	
Jul – Sep 23	Oct-Dec 23	Jan – Mar 24	Apr – June 24

Reserves & Open Spaces – Level of Service Performance Report

[LTP Doc Page 57](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council provides a range of parks and reserves that are affordable, well maintained, safe and provide for the recreational (play and sport), cultural, and environmental well-being of the community.	Monitoring the number of health and safety incidents or injuries due to inadequate or poor maintenance in our parks, reserves, and sports grounds.	0	On track to be achieved.  There were no incidents or injuries due to inadequate or poor maintenance.	On track to be achieved.  There were no incidents or injuries due to inadequate or poor maintenance.	On track to be achieved.  There were no incidents or injuries due to inadequate or poor maintenance.	
	The percentage of residential dwellings within 10-minute walk (pedshed) of a Council owned or supported playground.	60%	Not achieved. <b>41%.</b>  <i>This is calculated based on the total number of residential parcels across the district's urban areas (below) that are within the target zone, divided by the total number of residential parcels within the township zone. There has been no change to this calculation in this financial year.</i>  A breakdown per urban area is provided below:  Waipukurau    31% Waipawa       31% Ōtāne          99% Takapau       85% Tikokino       57% Pōrangahau   100% Ongaonga      61%.  The provision of a new playgrounds and play areas will be reviewed during the LTP conversations currently underway.	No change.	No change.	
	The percentage of urban dwellings within 10-minute walk (pedshed) of a park or community open space.	60%	Achieved <b>61%.</b> No change.  <i>This is calculated based on the total number of residential parcels across the district's urban areas (below) that are within a within 10-minute walk of a park or community open space divided by the total number of residential parcels within the urban areas.</i>	No change	No change	

			<div>A breakdown per urban area is provided below: <div><div>Waipukurau</div><div>59%</div></div><div><div>Waipawa</div><div>48%</div></div><div><div>Ōtāne</div><div>97%</div></div><div><div>Takapau</div><div>62%</div></div><div><div>Tikokino</div><div>54%</div></div><div><div>Pōrangahau</div><div>88%</div></div><div><div>Ongaonga</div><div>62%</div></div></div>			
	The percentage of people that have used or visited a park, reserve or open space in the last 12 months.	80%	<div><div>Not yet achieved.</div><div>This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.</div></div>	<div><div>Not yet achieved.</div><div>This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.</div></div>	<div><div>Not yet achieved.</div><div>This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.</div></div>	
	The percentage of people that are satisfied with the parks, reserves and open spaces.	90%	<div><div>Not yet achieved.</div><div>This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.</div></div>	<div><div>Not yet achieved.</div><div>This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.</div></div>	<div><div>Not yet achieved.</div><div>This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.</div></div>	

Cemeteries – Level of Service Performance Report

[LTP Doc Page 65](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council looks after its Cemetery grounds, providing a special place of remembrance for loved ones amongst attractive and well-maintained grounds.	The percentage of the community satisfied with the condition and maintenance of our Districts cemeteries.	90%	<div><div>Not yet achieved.</div><div>This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.</div></div>	<div><div>Not yet achieved.</div><div>This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.</div></div>	<div><div>Not yet achieved.</div><div>This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.</div></div>	
	No complaints about late or inadequate interment services at our cemeteries.	100%	<div><div>On track to be achieved.</div><div>There were no complaints in the quarter.</div></div>	<div><div>Not achieved</div><div>One complaint received with regard to a grave left in an untidy state post-interment (received in Jan, burial was Dec). We have put a procedure in place to improve. Documented in contract issues register and OMT report.</div></div>	<div><div>Not achieved.</div><div>There were no complaints in the quarter. Total received to date: 1</div></div>	

## PROPERTY

This activity covers Community Facilities (libraries, theatres, community halls, museum, swimming pools, Council administration office, etc), Retirement Housing, Public Toilets and Campgrounds.

Focus Area	Overview	Last Quarter	Next Quarter
Community Facilities	Community Facilities activation and improvements to align with Big Moves 3 & 4 Community Activation and Social Infrastructure.	New accessible ramp installed at the rear of the Memorial Hall. Wallingford and Ongaonga halls spouting replacement.	Municipal Theatre wash and painting works. Door replacements at Otane and Takapau halls
Retirement Housing	Council retirement housing is at full capacity.	Accessibility improvements - mortaring footpath trip hazards at Kingston Place and additional footpaths added. Minor maintenance works identified at October inspections ongoing through Q3.	April inspections and wellbeing checks. Exterior painting planned at both Kingston Place and Ruahine Place complexes for Q4. Kingston Place driveway being contoured and sealed.
Public Toilets	Continue to work with Green By Nature around the provision of public toilets - lifting contract performance in line with Big Move 1 Accountable Delivery.	Fortnightly inspections undertaken jointly between Council and the Contractor. Accessibility and reactive repairs undertaken.	Council and Contractor joint inspections undertaken fortnightly. Renewal priorities identified – repainting, minor repairs.

### Activity Update

#### Community Facilities

Cyclone Gabrielle recovery planning identified the need for Community Emergency Hubs. Most hubs are council owned community halls. In conjunction with the Halls Committee, work is underway to determine the work required to ensure these facilities are fit for purpose.

A run of cooler weather and nights in March meant that school swimming finished early for the Waipawa Pool, and pool opening hours were curtailed. The pool closed for the season on 18 March.

Ongoing building maintenance through until the end of financial year is planned across the Community Facilities (halls, Municipal Theatre, museum, libraries, Administration building etc).

Recently a new concrete ramp was installed at the Memorial Hall which improves accessibility for this facility.

#### Retirement Housing

The retirement housing remains at full capacity. Accessibility improvements in Q3 included mortaring concrete path trip hazards and widening and creating new footpaths. Some exterior painting.

#### Public Toilets

A continued focus on lifting standards of maintenance in our public toilets has been a focus in Q3. Regular inspections are ongoing jointly between Council and the Contractor, as part of their quality assurance plan, in addition to standard audit inspections. We received a compliment regarding the high standard of the toilet at Pourerere.

Council Retirement Housing Occupancy				Council Retirement Housing Wait List			
100%	100%	100%		10	10	15	
Jul – Sep 23	Oct – Dec 23	Jan – Mar 24	Apr – Jun 24	Jul – Sep 23	Oct – Dec 23	Jan – Mar 24	Apr – Jun 24



Community Facilities – Level of Service Performance Report

LTP Doc Page 61

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council provides safe, affordable, and appropriate facilities that provide cultural and social well-being of our community. These, that are activated, and vibrant community spaces used by our community.	The number of community users of the Waipawa pool.	14,000	Not yet achieved. This will be measured once the season commences in quarter two	On Track to be achieved The pool opened at the beginning of December. December recorded 3,098 users, with 5 days closed due to weather.	Not achieved. Jan – March: 9,806 users. A run of cold nights and cooler weather in March meant that school swimming finished early, and pool opening hours were curtailed. Pool closed 18 March. Total users: 12,904 v. target 14,000	
	The percentage of users that were satisfied with community halls.	60%	Not yet achieved. This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved. This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved. This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.	

Retirement Housing – Level of Service Performance Report

LTP Doc Page 58

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council provides safe, well maintained, and comfortable community housing for our retired community.	Tenants’ overall satisfaction with Council’s Retirement Housing service.	95%	Not yet achieved. This is measured annually through the Retirement Housing Residents Survey which is carried out in the fourth quarter of each fiscal year.	Not yet achieved. This is measured annually through the Retirement Housing Residents Survey which is carried out in the fourth quarter of each fiscal year.	Not yet achieved. This is measured annually through the Retirement Housing Residents Survey which is carried out in the fourth quarter of each fiscal year.	

Public Toilets – Level of Service Performance Report

LTP Doc Page 59

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council provides public toilets that are clean, safe, in good working order and meet the needs of our community and visitors.	The number of complaints we receive about inadequate maintenance and poor cleaning of our toilets.	<6 complaints	On Track to be achieved 1 complaint was received in first quarter regarding poor cleaning at Ongaonga public toilets.	On Track to be achieved 1 complaint regarding Nelly Jull toilet “needing TLC”	On Track to be achieved Two complaints regarding cleanliness received in this quarter.	

## ECONOMIC DEVELOPMENT

This activity aims to support the enhancement of economic wellbeing by the delivery of increased job opportunities, a diversified and resilient local economy and increased productivity. Council's primary role is to support and enable this activity, so that it is 'business led, and council supported'.

Focus Area	Overview	Last Quarter	Next Quarter
Support and enable local businesses to access information, connect and network with each other	Facilitate the Business XChange Facilitate BA5 Provision of data and case studies Coordinate and bring projects together.	Business After Five events, and monthly business connector emails Agritourism workshop Updated ED Action Plan	Monthly BA5 events planned.  Brad Olsen business event
Advocate for district level investment and positive interventions at a regional and national level	Connecting with the HB Regional Economic Development Agency Develop to support Business cases. Connecting with business and amplifying their voice at the regional table.	Contributed to regional recovery planning.  Supported MBIE funding of small seeds project.	Kaikora seeds activation plan to commence. Support local HBRC public transport trial
Promote CHB as a place for investment	Investment portfolios Destination promotion and events Supporting development of social infrastructure to support growth and development	Supported application to MBIE TIF fund for Tuki Tuki Trails	Begin working with Leftfield Innovation to unlock options for land diversification. Commence discussions with Food East to better understand how CHB can be showcased and promoted.

### Activity Update

The activity incorporates implementation of the 2019 Economic Development Action Plan where the key areas of focus are:

- Water security solutions
- Transportation
- Growth and Development
- Land Use Diversification
- Business Development and Attraction
- Tourism
- Skills

The strategy aligns with Council's strategic priorities of being a prosperous district.

Through the Ministry of Business and Innovation a Seed Drying facility has been co-funded. Construction of the facility has now been completed. An Activation Plan has now been approved and officers will commence actions over the next quarter.

Council Officers collaborated with other Hawkes Bay Councils and major businesses to understand their needs for economic data. The Central Hawke's Bay District Council's Economic Development Manager led the project, gather requirements and formulating a RFP. We aim for a September go-live date, with Hawkes Bay Councils and businesses accessing the data through a dashboard on the Regional Economic Development Agency (REDA) website.

Council Officers have met with the Food East – Haumako Team to understand the new build and how it will benefit local businesses. Officers organised a successful event featuring Brad Olsen as the keynote speaker. The event garnered strong attendance from local businesses and aimed to boost business confidence.

Economic Development – Level of Service Performance Report

[LTP Doc Page 46](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council supports the enhancement of economic wellbeing by the delivery of increased job opportunities, a diversified and resilient local economy and increased productivity	Council implements the 2019 Economic Action Plan (Implementation Plan)	100%	<b>Not yet achieved.</b>  This will be a major focus of the new Economic Development Lead when they commence with Council in the second quarter.	<b>Not yet achieved.</b>  This will be a major focus of the new Economic Development Lead when they commence with Council in the second quarter.	<b>Not yet achieved.</b>  Since the plan's inception, significant changes have occurred, necessitating a pause and pivot from the original plan. Officers have a clear understanding of each plan point and are strategising to achieve necessary outcomes.	
	Representatives (%) of the Economic Leadership Group that are satisfied that the 2019 Economic Development Action Plan deliverables are being achieved.	90%	<b>Not yet achieved.</b>  Ensuring this is established and able to be measured will be a major focus of the new Economic Development Lead when they commence with Council in the second quarter.	<b>Not yet achieved.</b>  Ensuring this is established and able to be measured will be a major focus of the new Economic Development Lead when they commence with Council in the second quarter.	<b>Not yet achieved.</b>  Officers are currently considering how best to achieve the intent of this level of service.	

## MĀORI RELATIONSHIPS

This activity focuses on improving how Central Hawke's Bay District Council meets its responsibilities toward Mana whenua and Tangata Whenua according to Te Tiriti o Waitangi.

Focus Area	Overview	Last Quarter	Next Quarter
Council, marae, hapū, & organisation relationships	CHBDC have established and will maintain robust relationships with Taiwhenua o Tamatea. CHBDC have established and will maintain robust relationships with Tamatea pokaiwhenua. CHBDC will establish and will maintain regular hui with marae & hapu	Office sharing has run its course and a focus shift to regular marae meeting attendance and marae hui with Chairs or elected persons is the current mode of delivery.	The development of agreements with mana whenua has progressed to the establishment of a kahui. Three hui will be held with mana whenua. The focus is to have less hui and more relevant discussions. To inform these kahui a hapu- a -iwi hui wananga will provide more leadership decision-making for the rohe (area).
Partnerships	Tamatea Partnership Committee. Kahui meetings	To establish and maintain multiple hui. To confirm form and agreement of Committee. Kahui meetings commenced on the 12 <sup>th</sup> of March.	Continue to support establishment of the Tamatea Partnerships Committee Continue to improve methods of communication and engagement
Support for Council projects & initiatives	Engagement with mana whenua for input into decision making across Council projects.	Engagement with mana whenua for input into decision making across Council projects.	Support the appointment of two Māori appointments for Governance.

### Activity Update

Over the past quarter the priorities for this activity have been:

- Representation review
- Tamatea Partnership Committee support
- Streets for People
- Bikes in schools
- Matariki planning with Taiwhenua.

- Regular check in with Group Manager Taiao of Tamatea Pokaiwhenua
- Parimahu - multiple parties involved – next collaboration dates to be organised.
- Tapairu signage - hapū agreement on what should be on the sign.
- Coastal hapū - Pou along the beaches highlighting hapū presence.

Other ongoing project work have included:

- Weekly check ins with all marae specific focus on Rongomaraeroa (Pōrangahau)
- Regular checks in with Ngai Te Oatua hapu (2 to 4 weekly)
- Regular check in with Ngāti Kere (weekly)
- Regular check in with Ngā Karanga hapū o Kairakau (2 to 4 weekly)
- Regular check in with Chair and operations manager of Te Taiwhenua o Tamatea.

Leadership, Governance and Consultation (Māori Relationships)– Level of Service Performance Report

[LTP Doc Page 42](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council listens to its community, and responds efficiently and effectively, communicates well, and has a ‘can do’ customer services attitude.	Iwi and Marae report to be satisfied with the level of engagement and partnership with Central Hawke's Bay District Council.	70%	<b>Not yet achieved.</b>  Officers will be endeavoring to see this measured at the end of this financial year.	<b>Not yet achieved</b>  Officers will be endeavoring to see this measured at the end of this financial year.	<b>Not yet achieved</b>  Officers will be endeavoring to see this measured at the end of this financial year.	

## COMMUNITY & LIBRARY SERVICES

This activity includes Central Hawke's Bay District Libraries, Mayors Taskforce for Job- Jobs in Central Hawke's Bay, Community Programmes and Partnerships, CHB Museum and CHB Municipal Theatre. It incorporates implementation of the Central Hawke's Bay Libraries Strategic Framework

Focus Area	Overview	Last Quarter	Next Quarter
Community Programmes	Programmes offered through the libraries	Introductions of new programmes	Offering a wide range of programmes to the community
Council Wide Booking System	Council Wide Booking System for meeting rooms/parks/halls	Council Wide Booking System has been implemented and is being used by community to book meeting rooms.	Onboarding of Parks, Billboards and Halls bookings onto the system.

### Activity Update

#### Better Digital Futures

The Better Digital Future programme, funded by DIAA (Digital Inclusion Alliance Aotearoa), is a comprehensive initiative aimed at empowering seniors with digital literacy and skills. Through a series of workshops and educational sessions, the programme seeks to bridge the digital divide by providing seniors with the knowledge and tools they need to navigate the digital world confidently. The response to our first two courses has been



overwhelming with both courses fully booked and 24 seniors completing 4 sessions each.

#### Seasonal Preserving Workshop

This hugely successful workshop was a collaboration between Libraries, Waste Free CHB, and EIT offering 13 people, 6 preserving sessions. Sustainability was a key focus, with donated produce reducing food waste and promoting environmental consciousness.



#### School Holiday Programming

The January School Holiday Programme offered a fun-filled experience for 152 children as they were offered a variety of activities, from The Great Wardini Magician, craft workshops and an outdoor adventure at the Don Allen Reserve, complete with Waka

Tākaro providing opportunities for active play and exploration of nature. These free activities are cost effective through partnerships and staff inspired activities.

#### Collections Management

A partnership with Wheelers is proving to be fruitful, as their collection experts assist our local staff with ensuring our collection is up to date and relevant for our community. Books are ordered on a monthly basis and received weekly, arriving mostly shelf ready with a stamp and cover allowing books to get onto the shelves quickly.

#### Digital Collection

Our longstanding participation in the ePukapuka Consortium continues to move from strength to strength. The consortium allows us to pool resources with other Public Libraries in New Zealand, providing greater access to eBooks, eAudio and digital magazines. This year we have seen consistent growth in the use of this collection, from 3743 checkouts in the first quarter to

- 4,576 this quarter.
- 1,639 audiobooks
- 2,054 eBooks
- 883 digital magazine.

#### AA Services

With VTNZ practical testing now happening twice a week in Central Hawke's Bay this has seen an increase in the number of people visiting Te Huinga Wai to access this service.

Number of School Holiday Programmes attendees			
<b>254</b>	<b>145</b>	<b>152</b>	
Jul- Sep 23	Oct – Dec 23	Jan – Mar 24	Apr – Jun 24

Libraries – Level of Service Performance Report

[LTP Doc Page 63](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Our libraries are inclusive places, and all people are encouraged to make use of the library’s services.	The number of people visiting our libraries (physical).	Waipukurau - 81,000  Waipawa - 66,000	On track to be achieved.  18,678   14,763	On track to be achieved.  21,602 (Total visits for 2 quarters 40,280)  11,527 (Total visits for 2 quarters 26,290)	On track to be achieved  17,145 (Total visits for 3 quarters 57,245)  12,190 (Total visits for 3 quarters 38,480)	
	The number of digital visits through our website, online databases, and platforms.	12,500	On track to be achieved.  There have been 6457 visits throughout our online platforms such as website, online databases, online resources, Facebook and Instagram.	On track to be achieved.  There have been 5674 visits throughout our online platforms such as website, online databases, online resources, Facebook and Instagram.  (Total visits for 2 quarters 12,131)	Achieved  There have been 6591 visits throughout our online platforms such as website, online databases, online resources, Facebook and Instagram.  (Total visits for 3 quarters 18,722 )	
Council will provide a range of information services for community to access	Levels of issues per capita per annum – both physical and digital.	8 issues per capita across all four years	On track to be achieved.  There have been 22,849 physical and digital issues this quarter which equates to 1.6 issues per capita.  (based on a population of 14,142 from Census 2018).	On track to be achieved.  There have been 20,975 physical and digital issues this quarter. (Total issues for the 2 quarters 43,824).  This equates to 3 issues per capita	Not on track to be achieved  There have been 23,258 physical and digital issues this quarter. (Total issues for the 3 quarters 67,082).  This equates to 4.74 issues per capita	
Council will provide a range of activities and learning opportunities	The number of events and programmes available and participants.	400	On track to be achieved.  169 programmes and events were held in the quarter.	On track to be achieved.  The number of programmes and events that were held this quarter was 130. (total overall 299)	On Track to be Achieved  The number of programmes and events that were held this quarter was 100 (total overall 399)	
	Participants of events including programmes, exhibitions, author events, and classes.	6,000	On track to be achieved.  5630 attendees across of range of activities in the quarter.	Achieved  The number of attendees for these events was 3516.  (Total attendees for 2 quarters 9,146)	Achieved  The number of attendees for these events was 2336  (Total attendees for 3 quarters 11,482)	



## JOBS IN CENTRAL HAWKE'S BAY

The Mayors Tasks Force for Jobs (MTFJ) activity is an externally funded project supporting local job seekers to obtain long term sustainable employment.

Focus Area	Overview	Last Quarter	Next Quarter
Ongoing funding for MTFJ	MTFJ funding confirmed for 2023-2025 only.	Continue to work closely with MSD around other funding sources.	Continue to advocate for external funding to continue this important mahi.

### Activity Update

#### Employment Support

The Mobile Hub continues to be an active presence in the community, connecting with new and existing jobseekers on a weekly basis around the district. With the regularly updated Jobs Board (now also a feature in both our libraries) creating an accessible place for jobseekers to find opportunities in Central Hawke's Bay. This is supported by our local [Facebook Group](#) providing local information to our 6,178 members.

#### Youth Transitions

This first quarter of the school year is a busy time for Ange, the Youth Transitions Coordinator as she connects with local students and school leavers, following up to ensure they are supported into their next steps of further education, training, or employment. Ginny's [story](#) is a great example of how the support makes a real difference for our young people.

We continue to build connections and engagement with current students, spending regular time in CHB College and supporting career exploration opportunities like the Dairy Day Out and [Young Enterprise Kickstart Timatanga Event](#).



#### Apprentice Support

Weekly support workshop continues to provide valuable support and encouragement to our local on-the-job trainees. For the first term of 2024 there has been 20 participants engage in these sessions which shows there is a need for this support in our community



#### Enhanced Taskforce Green

The project, which is a collaboration between MSD, Rural Support Trust, and local provider Mauri Oho continues to support rural farmers affected by Cyclone Gabrielle. To date, 34 rural properties have benefited from having the team of 8 workers and 2 supervisors spending up to 3 days on their property completing remedial work. This project not only provides a boost to local farmers properties but also their mental health.

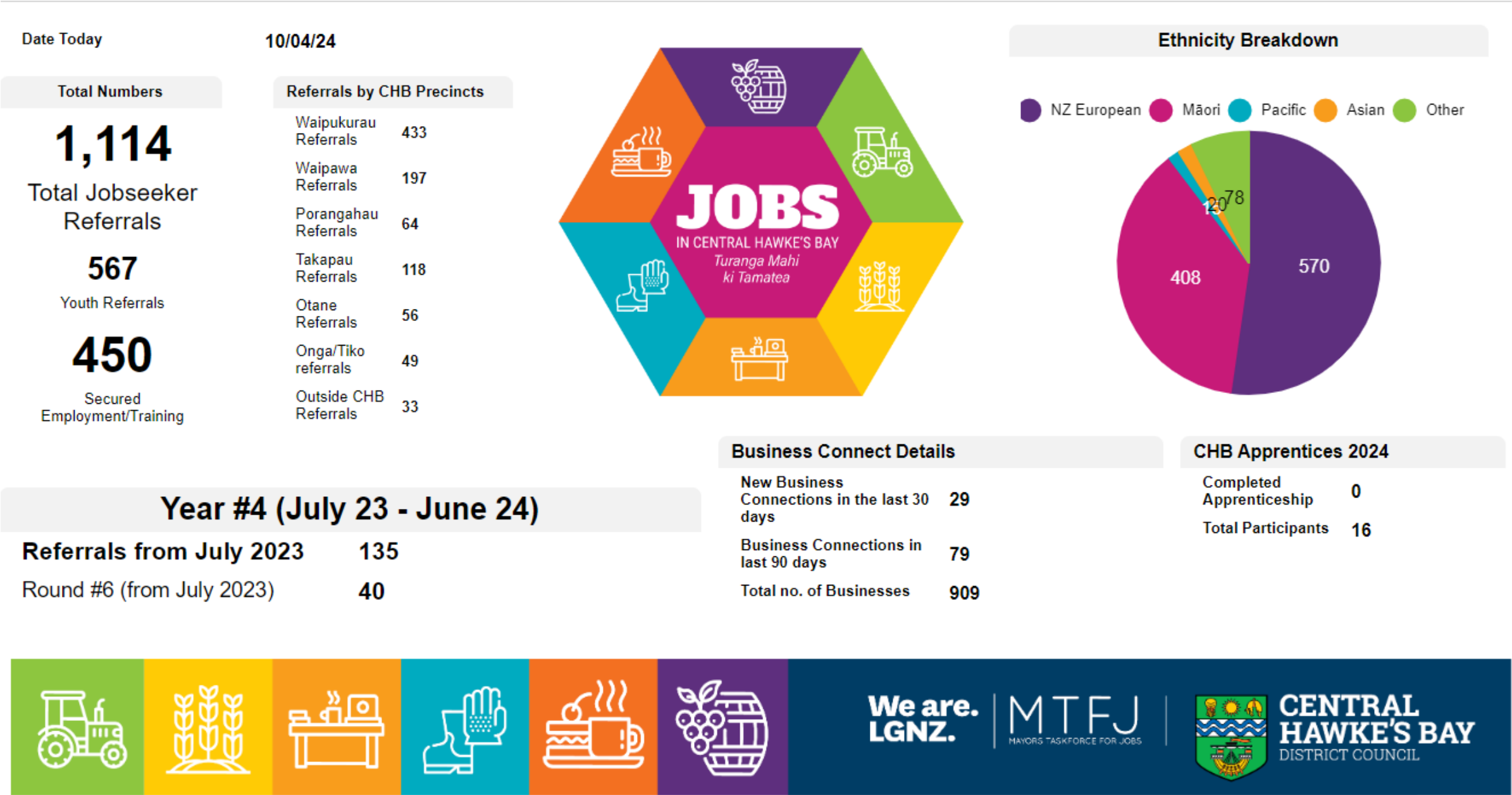
The 24-week programme comes to an end on Friday 10 May 2024.



Unique Jobseeker Referrals			MTFJ -Measurable Outcomes			Business Support		
45	135	1,114	13	40	266	4	909	18
Jan-Mar	Total for financial year	Total for project	Jan-Mar	Total for financial year	Total for project	Events Held	Total Business Database	GGE Participants

Jobs in Central Hawke's Bay overview

🕒 Current Stats at a Glance ⭐



## EVENTS & ARTS

This activity incorporates implementation of the Economic Development Action Plan, the Community and Civic Facilities Plan 2022 and the Toi Tu Arts Strategy.

Focus Area	Overview	Last Quarter	Next Quarter
Operations - CHB Municipal Theatre	Ensure good processes are in place to effectively manage the facility.	Collating events data and stats for review. Proposal document finalised and actively being used.	Increased focus on enhancing communications and opportunities to grow revenue
Central Hawke's Bay – Event Support	Continuing to build connections locally and regionally within the events sector.	Active participation on Regional Events meetings. Active member of the panel who review Tourism funding.	Continued promotion and advocacy for Central Hawke's Bay in the region.

### Activity Update

#### Toi Tamatea – Arts

##### Chorus Art Boxes

This programme is proving invaluable as a way to help promote a sense of community belonging, identity and pride while also helping to discourage anti-social behaviour. The current round attracted 12 artists who applied for the funding with 3 being approved.

These boxes are located on the corner of Swamp Road, Ongaonga, painted by local artist Martina Magee titled 'Ruahine' translated as 'wise woman'.



This Chorus cabinet is located at 8 Mount Herbert Rd., Waipukurau, painted by Jaine Hansen, titled 'Wai pukurau - river of edible fungus'



#### Events

##### 2024 Art Deco Festival

February saw two Central Hawke's Bay events listed as part of the regionwide 2024 Art Deco Festival – the CHB Farmers Market and a Silent Movie fundraiser held at the CHB Municipal Theatre.

Both events were supported by the Events Lead with the Silent Movie drawing an audience of just over 80 guests, from as far away as Auckland and Wellington and was successful in raising \$600 in support of the Takapau Health Centre Building Fund.

##### 2024 Cyclone Gabrielle Commemorations

Planning support was provided for the Central Hawke's Bay Cyclone Gabrielle Commemoration event in Waipawa



held at Waipawa Primary School with over 100 community members attending. The event saw a kowhai tree planted in the school grounds and a plaque laid in acknowledgement of the impact on the community.



"The team did amazing -10/10."  
"Thank you and your team for all your organisation"  
"Massive team effort, a very well organised event."

##### 2024 Districts Lions Convention 2024

The CHB Municipal Theatre was the venue of choice for the 2024 Lions Convention. Across the three-day event. The Lions held several sessions with members from around the lower north Island and the East Coast in attendance and included a small number of international guests. One of the standout sessions was the Saturday evening Art Deco inspired dinner and dance, with 120 guests enjoying the venue's vintage styling and smooth tunes of the HB Big Brass Band.



External Support Events	
5	3
Oct - Dec 23	Jan - Mar 24

Theatre Bookings		Theatre Attendees	
26	20	3155	1612
Oct - Dec 23	Jan - Mar 24	Oct - Dec 23	Jan - Mar 24

## TOURISM & MUSEUM

This activity incorporates implementation of the Economic Development Action Plan, Tourism Destination Plan and Needs Assessment and Central Hawke's Bay Museum Contract.

Focus Area	Overview	Last Quarter	Next Quarter
CHB Museum / Programmes- development of a Heritage Strategy	Greater alignment between Museum and Libraries especially around programming and Tourism. There is a need to develop and Heritage and Cultural Strategy.	Regular catch ups with the Museum to ensure alignment with the wider team and council. School Holiday Programmes offered at the Museum.	Heritage and Cultural Strategy development paused. Continued alignment with libraries
CHB Museum Free Entry Campaign	Project received funding to cover cost of entry to the Museum. Encourage more visitors.	Funding received towards Free Entry. Free Entry to continue	Continued support and look for new opportunities for funding
Spring Fling	Organisation and coordination of Spring Fling	Open registrations	Create a calendar of events, programme design and distribution.

### Activity Update

#### Central Hawke's Bay Museum

This quarter the CHB Museum has attracted a total of 2510 visitors.

	Local	New Zealand	Overseas	Total
January 2024	298	598	142	1038
February 2024	145	345	178	668
March 2024	213	396	195	804
Total	656	1339	515	2510

In February a souvenir shop opened in the Museum foyer thanks to support from MTG Hawke's Bay who supplied products to sell. The shop has been well received making a profit of \$200 in one month. The Committee are looking to sell locally made products also to support the local arts and crafts community.

#### *One Day More, 125 Years of Waipawa Musical & Dramatic Club Exhibition*

This exhibition opened on 7<sup>th</sup> April, and it celebrates 125 years of the Waipawa Musical & Dramatic Society



#### *Free entry Funding in 2024*

The museum received a grant of \$3,000 from Centralines to support the continuity of free entry to the museum. Other revenues were created to support this campaign for another year. (i.e., Give a little page, souvenir shop, donation boxes, etc). The Committee is looking for other opportunities like approaching local community for sponsorship.

#### Tourism

Planning for Spring Fling 2024 has commenced.

Spring Fling is a collection of standout events celebrating the essence of spring in Central Hawke's Bay. Registrations opened in March for event managers to register their event for this year's Festival. Interest has been high with many enquiries coming in from new businesses and event companies. External funding is being sought to promote this year's festival.



#### Agritourism

On 1 February 2024 the first agritourism workshop was held in Central Hawke's Bay at the CHB Municipal Theatre, along with a separate event with the Pōrangahau Catchment Group at Pōrangahau.

Facilitated by Renee Hog from Inside New Zealand with special guest Hamish Saxon from Hawke's Bay Tourism and guest lecturer Joanna Fountain from Victoria University.

The workshop educated participants on various aspects of combining agriculture and tourism, focusing on land diversification, sustainable farming practises and enhancing visitor experiences on farms.

A combined total of 75 people attended the workshops.

## DISTRICT PLAN

The District Planning activity aims to provide a statutory framework to provide regulatory and policy guidance to the Central Hawke's Bay community to manage land use and subdivision within the district.

The protection of natural and physical resources is achieved through the District Plan which includes, objectives, policies and rules addressing resource management issues that Council has responsibility for under the Resource Management Act 1991 (RMA).

Focus Area	Overview	Last Quarter	Next Quarter
District Plan Appeals	Nine appeals were received on the decisions on submissions on the Proposed District Plan, with 21 subsequent section 274 notices received.  These appeals were collated into 16 separate topics.	Mediation meetings were held in April and May 2024 on 13 of the 16 mediation topics. A number of matters were agreed on and a draft consent memo and consent order were circulated to all parties. On the topics where agreement was not reached, timetables for the exchange of evidence has been suggested and is being worked through	Draft consent orders on all matters agreed will be submitted to the Environment Court for final approval.  Evidence exchange dates will be confirmed for the matters still outstanding. Rezoning appeals will begin with mediation.
Rolling Reviews of the District Plan	A stock take of current planning issues and desired planning outcomes across the district and the prioritisation of these items into a forward work programme of District Plan Reviews.	N/A	Develop a forward work programme out to 2026

### Activity Update

The review of the District Plan is now well progressed into the appeals phase. The Proposed District Plan – Appeals Version now has legal effect and is the key regulatory document for resource consenting. Where a rule is under appeal, consent is required under both plans until that appeal is resolved. Officers are working towards resolving all appeals so that the Proposed District Plan can be declared fully operative.

Mediation meetings have been held and agreements reached on a number of topics. The next stage is to formalise and confirm the matters agreed to through the Environment Court. The Court will confirm the agreements reached as set out in a Consent Memorandum submitted by the Council's

legal counsel and issue consent orders that directs the District Plan to be amended as per the agreements reached in mediation.

The next quarter will see mediation meetings being held on the re-zoning appeals. For those matters not agreed on, dates will be set down for the exchange of evidence.

Looking forward, the District Plan team will be collating the current known planning issues and desired planning outcomes across the district and will then undertake a prioritisation exercise to create a forward work programme of District Plan Reviews. Key to this exercise will be addressing the wider recommendations of the hearings panel as noted in the Preliminary hearing report.

Active Environment Court Appeals			Spend to date		
9	9	0	3.53m	3.65m	4.4m
Oct – Dec 23	Jan – Mar 24	Change	As at Dec 23	As of Mar 24	Budget

District Planning – Level of Service Performance Report

[LTP Doc Page 70](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council creates an environment where development and the use of land in our District balances the need for growth while protecting our special places and community values.	A District Plan current within the statutory timeframes.	Achieved	Achieved.  Council’s substantial efforts in the previous six years has resulted in this level of service being achieved for the first time.	Achieved.  The decisions version of the Proposed District Plan has been notified. Council is working through the Environment Court process to resolve the appeals that have been made.	On Track to be Achieved.  A number of Mediation meetings have occurred with more scheduled in the next quarter.	
	A District Plan that is future focused and responsive to the District’s growth and development.	Develop changes to the District Plan to ensure we are catering for sustainable growth and development	Not yet achieved.  Officers are currently considering how best to achieve the intent of this level of service amongst uncertainty on government changes to the RMA. We plan to have an understanding on a way forward for this in the third quarter.	Not yet achieved.  Officers are currently considering how best to achieve the intent of this level of service. Council has employed a Planning Manager who will lead a programme of work and future plan changes to deliver on this target.	Not yet achieved  Work is now underway to develop a forward work programme of District Plan reviews while keeping abreast of any Government changes to the RMA.	



## COMMUNITY SAFETY & COMPLIANCE

The Animal Services and Compliance team, Environmental Health, and Customer Services, continue to make progress in their respective areas.

Focus Area	Overview	Last Quarter	Next Quarter
Animal Services	Noted an escalating trend across all dog related functions, including on number of dog attacks. Multiple incidents that required a joint agency approach with New Zealand Police	Overall focus on professional uplift through training and reviewing practices and working collaboratively across our region.	Looking to the future and utilising current trends we could expect a significant increase in abandoned and surrendered dogs, which would put additional strain on escalating financial pressures.
Environmental Health	The team continues to focus on BAU and supporting both food and beverage premises to ensure that they gain and/or maintain compliance.	The team have undertaken seasonal campground inspections. They also continued with BAU around all food and alcohol licensing requirements.	Continued focus on all food and alcohol licensing requirements. Meeting with Regional LA's and key stakeholders on licensing matters.
Compliance Services	Freedom Camping by-law preparing for hearing.	Working with external resource to catalogue the extensive data collected throughout the consultation process. On-going legal engagement to ensure accuracy in accordance with the Freedom Camping act and the Local Government Act.	Provide a draft officers report to GM, and for legal review, contact submitters to inform of officers' recommendation and their right to speak. Set hearing date.

### Activity Update

#### Animal Services and Compliance

The Animal Services and Compliance teams underwent investigation competency training. A three-day, in-depth course that covered all aspects of investigating offences against the respective acts we monitor, and provided a grounding for proficient and professional investigation that will meet the standards if required to pursue legal action.

At the very least this training will provide an uplift in the quality of investigations. This training brought Animal Services and Compliance Officers together, from Napier, Hastings, CHB, and Tararua.

The Ruahine Animal Rescue has formalised the work they've been doing for decades.

The Council has been working alongside the volunteers for some time and has supported the work they do that sits outside the statutory obligations of the Animal Services team.

The work undertaken by this voluntary group fills a significant gap in the Central Hawke's Bay community.

In addition to the work, they do within the rescue space the team continues to provide support to the animal services team in maintaining the pound and care of the animals to the highest standards.





Animal Services – Level of Service Performance Report

[LTP Doc Page 74](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
To ensure that animals are looked after in a humane manner and not menacing, dangerous or a nuisance to the public.	The percentage of known dogs registered.	>95%	<b>Not Yet Achieved 93.2%.</b> Currently sitting at slightly below, as previously mentioned the team will continue to work with the public to gain favorable compliance outcomes	<b>Achieved 96%</b> October encompassed property visits and dog sightings that yield positive results in gaining compliance. November saw the first infringement run which again yielded results.	<b>Achieved 96%</b> Minimal change prior to statistics is a common trend as we ramp up into the new registration year.	
	Percentage of serious dog incidences responded to within 2 hours	100%	<b>Achieved.</b> 10 serious dog incidences recorded all have been attended within 2 hours; what we as a team need to work on is timely information input, post incident.	<b>Achieved.</b> 8 serious dog incidences in this quarter recorded all have been attended within 2 hours. A slight de-escalation is a common trend for the holiday period.	<b>Achieved.</b> 14 serious dog incidences in this quarter recorded all have been attended within 2 hours.	
	Response to all stock complaints and requests within 24 hours	100%	<b>Achieved.</b> We have responded to 26 stock complaints within 24 hours.	<b>Achieved.</b> We have responded to 20 stock complaints within 24 hours	<b>Achieved</b> We have responded to 18 stock complaints within 24 hours	
	The percentage of users satisfied with the Animal Control service provided	90%	<b>Not yet achieved.</b> This will be measured in the resident's survey undertaken in Quarter 4.	<b>Not yet achieved.</b> This will be measured in the resident's survey	<b>Not yet achieved.</b> This will be measured in the resident's survey	

Environmental Health – Level of Service Performance Report

[LTP Doc Page 78](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
To keep the community safe and healthy by ensuring environmental and public health standards are maintained.	Complaints received are responded to within three working days.	100%	Achieved  No complaints last quarter in relation to Environmental Health	Achieved  6 complaints last quarter in relation to Environmental Health were responded to within three working days.	Achieved  8 complaints last quarter in relation to Environmental Health were responded to within three working days.	
	The percentage of customers satisfied with the public health services delivered.	95%	Not yet achieved.  This will be measured in the resident's survey undertaken in Quarter 4.	Not yet achieved.  This will be measured in the resident's survey undertaken in Quarter 4.	Not yet achieved.  This will be measured in the resident's survey undertaken in Quarter 4.	

Compliance and Monitoring (Bylaws) Level of Service Performance Report

[LTP Doc Page 76](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council provides a compliance and monitoring service which is compliant, efficient and customer friendly.	Respond to complaints about non-compliance with bylaws within three days.	100%	Achieved.  36 bylaw related RFS all attended within 3 working days	Achieved  34 bylaw related RFS all attended within 3 working days	Achieved  26 bylaw related RFS all attended within 3 working days	

## LAND TRANSPORT (OPERATIONS)

This activity covers the maintenance and renewal of the assets associated with roading, including contractor procurement and performance.

Focus Area	Overview	Last Quarter	Next Quarter
Reset Maintenance Priorities	Better value for money through improved contract performance (KPI's and visibility)	New KPI's have been established and put in place. The first round of KPI's for 2024 completed for the maintenance contract.	Continue to refine the KPI's so they can be implemented across all contracts. Numerous trials of materials and innovative ways of completing some of the activities are being tested.
Prepare AMP for next 3 years	Council and NZTA have different timeframes to prepare the AMP.	Presentations to Council have been made and the AMP has been updated and re-submitted to NZTA for comment and approval.	NZTA will do a national moderation to determine the suitability of the AMP and our funding allocation.
Misalignment of expectations	Our maintenance program is not meeting the needs of the Residents or our elected representatives	Land Transport's Improvement Plan is progressing internally with Elected Representatives involvement through workshops on various initiatives to improve the activity's performance.	As part of the Improvement Plan, the Section 17(a) review and procurement strategy will be finalised. This will progress to procurement of operational contracts.
Contract renewal	We have four of our major contracts expiring on June 30, 2025.	This has been submitted to NZTA for approval which has been verbally given (awaiting on the formal written approval)	A specific procurement plan will be developed for each contract and presented to council for approval and action.

### Activity Update

Meetings and discussions with our maintenance contractor have been held and will continue to be held to ensure there is a clear understanding of what is expected from the work being done in the field.

The new KPI's are being tested for effectiveness. We are concentrating on better communications, trialling various new products and methods of doing the work.

We have set up a regular update to the public through our Communications team to ensure the public is being advised of the upcoming work around the network.

A refined and prioritised drainage programme is being developed. We have increased the frequency of our culvert inspections so that each culvert is inspected on an annual basis.

We are also trialling various mixtures of metal from local sources with the intention of finding a more suitable material for the network and lowering our hauling costs.

Culverts Cleaned				Potholes Patched				KM of Road Graded			
131	120	166		941	840	899		250	185	255	
Jul - Sep 23	Oct - Dec 23	Jan - Mar 24	Apr - Jun 24	Jul - Sep 23	Oct - Dec 23	Jan - Mar 24	Apr - Jun 24	Jul - Sep 23	Oct - Dec 23	Jan - Mar 24	Apr - Jun 24

Land Transport – Level of Service Performance Report

[LTP Doc Page 48](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
To deliver safe, reliable, and lasting road assets that connect our people and places and allow our district to prosper.	Reduce fatalities and serious crashes on the local road network to zero.	Reduce to zero	Not achieved. In the period there have been four serious crashes. 4 Serious 0 Fatalities	Not Achieved 0 serious and 0 fatalities for the quarter 4 serious for the Year to Date 0 Fatalities for Year to Date	Not Achieved 4 serious and 0 fatalities for the quarter 8 serious for the Year to Date 0 Fatalities for Year to Date	
	The average quality of ride on a sealed local road network, measured by smooth travel exposure.	Between 85% and 90%	Yet to be achieved To be Measured later in year	Yet to be achieved. To be Measured later in year	Yet to be achieved. To be Measured later in year	
	At least 20% of the footpaths in excellent condition and no more than 10% of the footpaths in poor condition.	Excellent >50% Poor <10%	Achieved As the footpath condition rating only happens once every three years the goal has been met (footpaths do not deteriorate as rapidly due to their usage being lighter and any damage from incidents is reported and repaired quickly).	Achieved. As the footpath condition rating only happens once every three years the goal has been met (footpaths do not deteriorate as rapidly due to their usage being lighter and any damage from incidents is reported and repaired quickly).	Achieved. As the footpath condition rating only happens once every three years the goal has been met (footpaths do not deteriorate as rapidly due to their usage being lighter and any damage from incidents is reported and repaired quickly).	
	The percentage of the sealed local road network that is resurfaced.	Between 4% and 10%	On Track to be achieved. 0% - the reseal program will be scheduled for later in the year.	On Track to be achieved. 0% - the reseal program will be scheduled for later in the third quarter.	On Track to be achieved.	
	The percentage of customer service requests relating to road and footpaths to which the territorial authority responds within 3 working days.	100%	Not achieved. 74%.first quarter	Not Achieved 83% for the second quarter 78% Year to Date	Not Achieved 81% for the third quarter 79% Year to Date	
	The percentage of users satisfied with the roading service provided.	90%	Not yet achieved. This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved. This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved. This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	

## ENVIRONMENTAL WASTE

This activity covers waste disposal, recycling and waste minimisation services.

Focus Area	Overview	Last Quarter	Next Quarter
Explore viability of Community-led repair /upcycle hub	Consider viability of a community led repair/upcycle hub. Funding from waste levy.	Setting out MOU and charter for community group and lease arrangements for the site	Finalise decision on option to proceed or not.
Asset Management Plan (AMP) and LTP	Finalise AMP and provide supporting information for LTP endorsement.	Consider options for savings in line with LTP process.	Assess feedback from public consultation; provide supporting information to assist decision making
Improved cost recovery at the Transfer Stations.	Installation of weighbridge infrastructure and out of cycle fees and charge adjustments.	Out of cycle fee and charge increases approved by Council and Weighbridge contract established.	Weighbridge installed. Out of cycle fees and charges increases go 'live' on 1 <sup>st</sup> May 2024.

### Activity Update

#### Waste Management

There is currently a budget shortfall driven by less than expected landfill revenue (lower tonnages to landfill) and an unbudgeted cost increase as part of the landfill services contract extension.

Officers plan to deal with this shortfall through deferring some waste related capital expenditure until we finalise a long-term waste strategy. And through grants for additional funding for the Waipukurau transfer station, reducing the Council's capital contribution to the project.

We are also expecting an increase in revenue from acceptance of some additional construction waste from a one-off project that is likely to generate an approximately \$80-\$100k in unbudgeted revenue.

Landfill operations are progressing well with the operators working closely with Council

Officers to implement small step changes to achieve improved work efficiencies.

Leachate pond levels remain low with the return of more normal summer conditions, allowing us to maximise irrigation opportunities. Any risk of leachate pond overflows during the winter months has been greatly diminished. Officers along with our contract partners have considered options for potential costs savings (e.g., reduced opening hours and closure of transfer stations). The options will be publicly consulted as part of the long-term plan process.

#### Waste Minimisation Initiatives

Officers continue to work towards establishing a community led repair/reuse centre with MOU/leases drafted with potential partners. Building on the success of the free child car seat drop off programme, Officers have worked with various partners to make this a permanent service.

All Refuse to Landfill (tonnes)			CHB Refuse to Landfill (tonnes)			CHB Recycling (tonnes)		
<b>834</b>	<b>1127</b>	<b>1165</b>	<b>491</b>	<b>806</b>	<b>947</b>	<b>76.5</b>	<b>114.7</b>	<b>82.5</b>
Jan 24	Feb 24	Mar 24	Jan 24	Feb 24	Mar 24	Jan 24	Feb 24	Mar 24

Solid Waste – Level of Service Performance Report

[LTP Doc Page 82](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council supports and provides incentives for waste reduction, reuse, and recycling in order to achieve its Waste Free CHB goals.	The percentage of total waste that is diverted from the landfill to recycling, re-use and recovery.	48%	On track to be achieved. 42.7%.	On track to be achieved. 34.4%. * <i>In October we received a large quantity of asbestos contaminated waste from a one-off demolition project in Waipukurau.</i>	On track to be achieved. 35.6%*. <i>In March we received 233.4 tonnes of asbestos contaminated concrete which we have diverted towards building a new tipping pad at the landfill.</i>	
	The amount of green waste processed each year.	2,275m <sup>3</sup>	On track to be achieved. 600m <sup>3</sup> .	On track to be achieved. 2040m <sup>3</sup> .	Achieved 3780 m3	
	The number of schools participating in waste minimisation programmes.	94.4%	On track to be achieved. 1 school completed.	On track to be achieved. 3 schools completed.	On track to be achieved. 7 schools completed	
	Hold waste minimisation promotional events in the district.	5	On track to be delivered. 1 event completed: Adopt your part of the Bay 2023.	On track to be delivered. 1 event completed: Child restraint seat recycling/repurposing drive. YTD: 2 events	Achieved 3 events completed: Preserving Food Event, Second Hand Sunday & Repurpose crafting programme. YTD: 5	
	The percentage of users satisfied with the solid waste service provided.	90%	Not yet achieved. This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved. This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved. This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	

## RESOURCE CONSENTS

Resource Consenting function is to undertake our implementation duties under the Resource Management Act 1991 (RMA), including the post consent monitoring.

Focus Area	Overview	Last Quarter	Next Quarter
Implementation of Proposed District Plan and recent Government Policy	Significant policy shift has occurred, we are building the technical knowledge of the team and development community	Ongoing legal clinics for advice, processing of new applications.	Continue to work through each consent application to consider each as the first time applying the new district plan roles and assess accordingly.
Smart Growth Review	The Smart Growth Review seeks feedback from the development community on all aspects of developing in CHB	Planning undertaken to scope the Smart Growth Review	Next quarter to undertake workshops with stakeholders to seek feedback and formulate recommendations.
Resource Consents Manager recruitment	The Resource Consents manager role was vacant and undertaking the recruitment process	Recruitment process was instigated and risk mitigated by mobilising contractor support. New Resource Consents Manager appointed	Nil.
Financial focus	Resourcing consenting is predominately cost recovered and we're continuing to focus on how we can improve this.	Improved process of coordinating development contributions and consultant charges.	Continuing to look for opportunities to improve and refine internal processes.

### Activity Update

The primary focus for the Resource Consents activity is the launch of the Smart Growth Review. As a Council, we are committed to enabling smart growth and development in our community and in this period planned a number of workshops to seek feedback on Council across our development activities - the implementation of the new District Plan and resource consenting, through to water service connections. Following these workshops, we will gather all feedback and subsequently propose any improvements identified through this process.

In the wider Resource Consenting activity, we are now experiencing the second phase of subdivision of with applicants now seeking title after undertaking the physical works (i.e., vehicle crossing and 3 waters connections). A total of 10 applications for title were received this quarter.

Though the annual number of resource consent applicants are down, it is fair to say that consent numbers have been consistent this quarter with the other quarters in this financial year.

Statutory timeframes failed to be achieved. Though we have improved since the previous quarter, with 56% of consents being issued in the statutory timeframes. This can be attributed to having two in-house planners full time processing all of the on-time consents.

At times there was an intentional extended timeframes as we had to make a call on taking extra time to ensure new decisions are legally robust under the new provisions. This approach offers a long-term protection to the integrity of the Proposed District Plan.

Maintaining the internal resourcing over outsourced remains a core goal of this activity to reduce reliance on external consultants.

New Resource Consents Lodged				Additional Titles Created				LIMS issued			
18	23	18		52	38	26		26	47	61	
Jul - Sep 23	Oct - Dec 23	Jan - Mar 24	Apr - Jun 24	Jul - Sep 23	Oct - Dec 23	Jan - Mar 24	Apr - Jun 24	Jul - Sep 23	Oct - Dec 23	Jan - Mar 24	Apr - Jun 24



Land Use Consenting – Level of Service Performance Report

[LTP Doc Page 80](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
To enable use, development, and subdivision of land in line with our District Plan and other environmental policies	The percentage of resource consents (non-notified) processed within 20 working days (the statutory timeframe).	80%	<b>Not achieved.</b> 21 resource consents were issued in this quarter. 5 consents were processed within the statutory timeframe. We are currently tracking at a rate of 24%.	<b>Not achieved</b> 31 resource consents were issued in this quarter. 14 consents were processed within the statutory timeframe of 20 working days. For this year, we are tracking at a rate of rate of 37%	<b>Not achieved</b> 28 resource consents were issued in this quarter. 15 consents were processed within the statutory timeframe of 20 working days. For this year, we are tracking at a rate of rate of 44%	
	The percentage of customers satisfied with the land use and subdivision consent services provided.	90%	<b>Not yet achieved.</b> This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved.</b> This will be measured in the resident’s survey undertaken in Quarter 4 – no results available for this quarter.	<b>Achieved.</b> This quarter saw the first targeted survey to resource consent applicants who were 100% satisfied with the land use and subdivision consents services provided.	

Compliance and Monitoring Level of Service Performance Report

[LTP Doc Page 76](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council provides a compliance and monitoring service which is compliant, efficient and customer friendly.	All PIMs, LIMs, and CCCs issued within the statutory timeframe.	100%	<b>Achieved to date.</b>  18 LIMs provided within the statutory 10 working days from receiving payment. PIMs have all been assessed within the agreed 10 working days. No CCCs have been issued this quarter.	<b>Not achieved</b>  47 LIMs were processed this quarter. 3 LIMs were provided on working day 11, failing to achieve our 10-day statutory timeframe.  All PIMs were processed within 10 days and no CCC's were issued.  For the year to date we are tracking at a rate of 95%.	<b>Not achieved</b>  61 LIMs were processed this quarter. 4 LIMs were provided on working day 11, failing to achieve our 10-day statutory timeframe.  All PIMs were processed within 10 days and no CCC's were issued.  For the year to date we are tracking at a rate of 93%.	
	The percentage of resource consents monitored within two years of being issued.	100%	<b>Not on track to be achieved.</b>  We have limited resource to undertake this function. No consents have been monitored. This will be considered as part of the Three-Year Plan 2024 review.	<b>Not on track to be achieved.</b>  We have limited resource to undertake this function. No consents have been monitored. This will be considered as part of the Three-Year Plan 2024 review.	<b>Not on track to be achieved.</b>  We have limited resource to undertake this function. No consents have been monitored. This will be considered as part of the Three-Year Plan 2024 review.	
	The percentage of users satisfied with the Compliance and Monitoring Service provided.	90 %	<b>Not yet achieved.</b>  This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved.</b>  This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved.</b>  This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	

## BUILDING CONSENTS

The Building Consents activity is responsible for administering and enforcing the Building Act 2004 and related legislation. This includes processing of building consent applications, inspections the issue of Code Compliance Certificates, enforcement of the Building Act 2004, issuing Compliance Schedules, Building Warrant of Fitness (BWOFF) and swimming pool compliance.

Focus Area	Overview	Last Quarter	Next Quarter
Building consents post cyclone Gabrielle	Supporting flood affected properties through the categorisation and sticker process.	Supported the Porangahau community through community conversations on flood protection	Continue to support community conversations and individual flood affected properties.
International Accreditation NZ (IANZ) accreditation	Working towards the bi-annual IANZ audit in November 2024 that allows CHBDC to operate as a Building Consent Authority	Ongoing preparation for November 2024 audit.	Undertaking internal audits in preparation for the November 2024 audit.
IANZ competency review	The Building Consent Officers are required to undertake a regular competency review	All Building Consent officers met the required competency standard	Nil
Swimming pools process improvement	We are working to continuously improve the swimming pool services provided	Improved comms and pre-inspection letters for inspections	Support the Three-Year plan consultation process on swimming pool matters
Earthquake prone buildings	The Building Consents team is responsible for undertaking Council's duties for earthquake prone buildings	EQ process handed over to the Building Consents team. Collating information and processes.	Continuing process with priority route building owners and work in line with revised central government policy changes.

### Activity Update

#### Building Consents

The building consent activity has seen a fluctuating last quarter with consent numbers up slightly, but inspection numbers are down.

It appears conditions relating to the current economy, interest rates and cost of building supplies has had an impact on the consenting numbers.

Building consents received and processed for this quarter = 61 consents. This is an increase by 1.6% from the previous quarter where 60 consents were received and processed.

Inspection numbers have slowed with 525 inspections carried out for this financial quarter. This is down from the previous quarter where 633 inspections were completed. This is a drop of 17%.

#### Team milestones

All team members have had their competency reviews completed and are all competent to carry out consent processing and inspections at different levels. This is a requirement for IANZ accreditation.

New build/Transportable buildings				Building Consents Other				Total Building Consents Issued			
19	31	21		76	28	62		109	66	76	
Jul - Sep 23	Oct - Dec 23	Jan - Mar 24	Apr - Jun 24	Jul - Sep 23	Oct - Dec 23	Jan - Mar 24	Apr - Jun 24	Jul - Sep 23	Oct - Dec 23	Jan - Mar 24	Apr - Jun 24

Building Consenting – Level of Service Performance Report

[LTP Doc Page 72](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
To protect the community from unsafe buildings and ensure buildings are designed and constructed in a manner that promotes sustainable development.	The percentage of building consents processed within 20 working days (the statutory timeframe).	100%	Not achieved.  There were 82 consents processed within the quarter. 92.78% were processed within the statutory timeframe.	Not Achieved  There were 60 consents processed within this quarter. 91.67% were processed within the statutory timeframe.	Not Achieved  There were 61 consents processed within this quarter. 97.59% were processed within the statutory timeframe.	
	The percentage of customers satisfied with Building Consent services provided.	90%	Not yet achieved.  This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved.  This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved.  New process for LoS performance data collection – a targeted survey was sent to all consent applicants as back capture from 1 <sup>st</sup> July 2023 – 29 <sup>th</sup> February 2023. There were – - responses with 88.7% satisfied at the service provided. We will continue this targeted survey quarterly for the 2024/2025 year.	

Compliance and Monitoring (Building Consenting) Level of Service Performance Report

[LTP Doc Page 76](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
Council provides a compliance and monitoring service which is compliant, efficient and customer friendly.	Owners, or their agents, advised that their BWOF has lapsed within one month of expiry.	100%	Achieved to date.  100% of owners or their agents have been notified that their BWOF will expiry within 1 month.	Achieved to date.  100% of owners or their agents have been notified that their BWOF will expiry within 1 month.	Achieved to date.  100% of owners or their agents have been notified that their BWOF will expiry within 1 month.	

## STORMWATER

This activity covers capital projects relating to stormwater and operational system management responsibilities.

Focus Area	Overview	Last Quarter	Next Quarter
Strategic Development	Develop and maintain strategic direction for stormwater activity to improve levels of service	Developing direction for strategy development. Shifting strategy to execution phase.	Engaging and consulting leading up to strategy formation
Quick Wins Programme	Performance improvements to major drainage pathways	Finalising scope	Design works, Preparation for Procurement and enabling works
Maintenance	Improving system performance in storm events.	Excavation and vegetation clearance of major channels. Development of maintenance plan.	Implementation of maintenance plan, investigation of resourcing

### Activity Update

Following completion of the cyclone response works programme, the focus for the stormwater activity has been on three areas:

- Implementing a **maintenance plan** offering greater levels of service to the community,
- Developing a **strategic direction** for the activity,
- Implementing a programme of **quick win** capital projects to increase stormwater system performance.

The **maintenance plan** has been finalised, with the external funding for Year 1 of the Three-Year Plan secured. Resourcing and procurement to complete the physical requirements is currently being explored.

Work has started on the development of the **stormwater strategy**, technical advisory and engagement support has been secured to support the development and delivery of the strategy. Wider community engagement is planned to follow the Three-Year Plan consultation period.

The **quick wins** programme has gone through independent review and enabling works to inform the programme have been commissioned, this will include some design packages and preparation for contractor procurement.



Council Open Drains Cleared	Council Piped Network Cleared	#bigstormwaterstory Progress	Community Members Engaged
31%	5%	7.5%	240
Since Feb 2023	Since Feb 2023		

Stormwater – Level of Service Performance Report

[LTP Doc Page 88](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
To effectively manage stormwater in a manner that respects and protects private and public assets and preserves the health of our waterways.	For each flooding event, the number of habitable floors affected. (Expressed per 1,000 properties connected to the territorial authority's stormwater system.)	0	Achieved Zero for the period.	Achieved Zero for the period.	Achieved Zero for the period.	
	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:					
	• Abatement notices.	0	Achieved Zero for the period.	Achieved Zero for the period.	Achieved Zero for the period.	
	• Infringement orders	0	Achieved Zero for the period.	Achieved Zero for the period.	Achieved Zero for the period.	
	• Enforcement orders; and	0	Achieved Zero for the period.	Achieved Zero for the period.	Achieved Zero for the period.	
	• Successful prosecutions, received by the territorial authority in relation to those resource consents.	0	Achieved Zero for the period.	Achieved Zero for the period.	Achieved Zero for the period.	
	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	≤ 2hr	Achieved Zero for the period.	Achieved Zero for the period.	Not achieved for this period 11.6 hours	
	The number of complaints received about the performance of the stormwater system (expressed per 1,000 properties connected to the stormwater system).	≤ 5	Achieved Three for the period.	Achieved One for the period.	Achieved Zero for the period.	
	The percentage of users satisfied with the stormwater service provided.	90%	Not yet achieved This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	

## DRINKING WATER

This activity covers Abstraction, treatment, and distribution of drinking water across a variety of water supply schemes.

### Activity Update

Continued drier weather this quarter has meant that Level 2 water restrictions have remained in place, and the reporting of visible leaks has kept operational teams busy.

A review of the current operational contract schedules has been arranged with contractors Veolia, with an April workshop arranged. It is anticipated that this review and subsequent updates to the contract schedules will provide a platform to drive operational efficiency, better data collection and understanding of our assets and the accountable delivery of water services.

Last year, Council received direction to upgrade the level of protozoal barrier present at the Pourerere water supply scheme from Taumata Arowai. Officers have continued to engage with Taumata Arowai to agree a direction for this supply and have coordinated with the wider council team working on the future for this site. A further update to council is planned for early June to enable a plan for the Water supply to be submitted to Taumata Arowai by the end of June, as required.

In the capital works space, most of the focus has been on supporting the Three-Year Plan process. Physical works have been limited in order to minimise capital spend as we manage affordability constraints across the business.

Following confirmation of funding for the stopbank at the Tikokino Road drinking water plant, works to reinstate this critical flood protection commenced in March, with the works completed mid-April. Contractors will continue to monitor this to ensure the growth of vegetation to protect the stopbank from erosion longer term.

Planning for a major shutdown of the Waipukurau network has been ongoing, with the formation of a co-ordinated project team and additional resources being allocated to the project. This has resulted in a much clearer understanding of the scale of impacts and the work required to mitigate associated risks. Officers continue to work through the planning of this shutdown, where possible exploring opportunities to minimise shutdown areas, durations, and general impacts on the community.



Water Supply – Level of Service Performance Report

[LTP Doc Page 101](#)

Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
To provide safe, reliable, and consistent water supplies to our community working with our customers to support wise and sustainable water use.	The extent to which the local authority's drinking water complies with part 4 of the drinking water standards (bacteria compliance criteria).	100%	Not on track to be achieved  This data will be confirmed in the second quarter.  As a note Part 4 of the Act no longer exists as it has been replaced with DWAQR.	On track to be achieved  Bacterial compliance in the <b>reticulation network</b> has been achieved <b>100%</b> .  Bacterial compliance in the <b>treatment plants</b> has been achieved <b>98.15%</b>	On track to be achieved  Bacterial compliance in the <b>reticulation network</b> has been achieved <b>100%</b> .  Bacterial compliance in the <b>treatment plants</b> has been achieved <b>93.6%</b>	
	The extent to which the local authority's drinking water supply complies with Part 5 of the drinking water standards (protozoal compliance criteria).	100%	Not on track to be achieved  This data will be confirmed in the second quarter.  As a note Part 5 of the Act no longer exists as it has been replaced with DWAQR.	Not on track to be achieved  Protozoal compliance has been achieved <b>98.15%</b>	Not on track to be achieved.  Protozoal compliance has been achieved <b>93.6%</b>	
	Percentage of real water loss from the local authority's networked reticulation system.	<30%	Not achieved.  As outlined previously, we are unable to measure this outcome.	Not achieved.  As outlined previously, we are unable to measure this outcome.	Not achieved.  As outlined previously, we are unable to measure this outcome.	
	Attendance for urgent callouts; from the time that the local authority received notification to the time that service personnel reach the site.	< 2 hrs	On track to be achieved.  0.6 hours for the period.	On track to be achieved.  0.52 hours for the period.	On track to be achieved.  0.75 hours for the period.	
	Resolution of urgent call outs; from the time that the local authority receives notification to the time the service personnel confirm resolution of the fault or interruption.	< 12 hrs	On track to be achieved.  1.9 hours for the period.	On track to be achieved.  4.54 hours for the period.	On track to be achieved.  3.53 hours for the period.	
	Attendance for non-urgent call outs: from the time that the Local Authority receives notification to the time the service personnel reach the site.	< 6 hrs	On track to be achieved.  0.7 hours for the period.	On track to be achieved.  0.37 hours for the period.	Not on track to be achieved.  13.35 hours for the period.	

	Resolution of non-urgent call outs: from the time that the Local Authority receives notification to the time the service personnel confirm resolution of the fault or interruption.	< 72 hrs	On track to be achieved. 18.8 hours for the period.	On track to be achieved. 13.2 hours for the period.	On track to be achieved. 16.57 hours for the period.	
	Number of complaints relating to drinking water received (per annum per 1,000 connections to the local authority's networked reticulation system).	≤ 5	On track to be achieved. 2 complaints for the period.	On track to be achieved. No complaints for the period.	Not on track to be achieved. 8 Complaints for the period	
	The average consumption of drinking water per day per water connection.	<= 1.8 cu. m3 per day	On track to be achieved <= 0.985 cu.m³	On track to be achieved <= 1.51 cu.m³	On track to be achieved <= 1.4 cu.m³	
	The percentage of users satisfied with the water supply service provided.	90%	Not yet achieved. This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved. This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	Not yet achieved. This will be measured in the resident's survey undertaken in Quarter 4 – no results available for this quarter.	

## WASTEWATER

This activity focuses on collection, conveyance, and treatment of wastewater across the various schemes.

### Activity Update

Continued drier weather this quarter has meant wastewater flows have remained stable at more normal levels after elevated levels during the wetter months.

Operational staff continue to manage and monitor the performance of the plants to maximise the treatment performance within the known constraints. Improvements and operational efficiency remain top of mind with the advice from the wider team and specialist expertise creating some additional efficiencies through reductions in chemical usage and additional aeration management due to seasonal variability.

Wastewater Treatment compliance results from all sites are summarised in the tables below, these indicate a consistent trend of non-compliance across multiple sites. The treatment infrastructure at these sites does not provide us with any ability to significantly influence treatment quality and in some cases no ability at all to treat certain quality parameters.

In the capital works space focus has primarily been on supporting the Three-Year Plan

process and providing information and options on future works required, risk assessments and phasing options. This retains the strategic direction set within the District Wastewater Treatment and Discharge Management Strategy, however, considers a rephased delivery approach of the long-term programme, to manage affordability, while including a critical treatment upgrade at Waipukurau

Consenting processes underway for the Porangahau upgrade have and will continue to progress, albeit without any significant advancement as officers engage with both submitters and Hawke's Bay Regional Council on the few outstanding issues.

Work has continued on some smaller projects that are required to de-risk some known issues at the plants, this includes the repair/replacement of the outflow channel of the Anaerobic Pond at Waipukurau of which some considerable deterioration has been noted and the investigation, removal and repair of the inlet screen at Waipawa.

Wastewater – Level of Service Performance Report

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Level of Service	Performance Measure	23/ 24 Target	1 July – 30 September 2023	1 October – 31 December 2023	1 January – 31 March 2024	1 April – 30 June 2024
To provide for the effective reticulation, treatment, and disposal of wastewater in a way that protects the health of our communities and natural environment.	Target number of dry weather sewerage overflows (per 1000 connections to the total sewerage system).	≤10	On Track to be achieved. Zero for the period.	On Track to be achieved. Zero for the period.	On Track to be achieved. 3 overflow RFS received for the period.	
	Target number of total sewerage overflows (per 1,000 connections to the total sewerage system).	≤30	On Track to be achieved. Zero for the period.	On Track to be achieved. 5 overflow RFS received for the period.	On Track to be achieved. 4 overflow RFS received for the period.	
	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of.					
	• Abatement notices	0	On Track to be achieved. Zero for the period.	On Track to be achieved. Zero for the period.	On Track to be achieved. Zero for the period.	
	• Infringement orders	0	On Track to be achieved. Zero for the period.	On Track to be achieved. Zero for the period.	On Track to be achieved. Zero for the period.	
	• Enforcement orders and	0	On Track to be achieved. Zero for the period.	On Track to be achieved. Zero for the period.	On Track to be achieved. Zero for the period.	
	• Convictions, received by the territorial authority in relation to those resource consents.	0	On Track to be achieved. Zero for the period.	On Track to be achieved. Zero for the period.	On Track to be achieved. Zero for the period.	
	Median response time for attending sewerage overflows resulting from blockages or other faults (measured from the time that notification is received to the time that the service personnel reach the site).	≤1hr	On Track to be achieved. Median response time of 0.5 hours when attending sewerage overflows resulting from blockages or other faults	On Track to be achieved. Median response time of 0.18 hours when attending sewerage overflows resulting from blockages or other faults.	On Track to be achieved. Median response time of 0.25 hours when attending sewerage overflows resulting from blockages or other faults.	

	Median resolution time for attending sewerage overflows resulting from blockages or other faults (measured from the time that notification is received to the time that service personnel confirm resolution of the blockage or other fault).	≤ 4 hrs	<b>On Track to be achieved.</b>  Median resolution time of 4.4 hours when attending sewerage overflows resulting from blockages or other faults	<b>On Track to be achieved.</b>  Median resolution time of 1.39 hours when attending sewerage overflows resulting from blockages or other faults	<b>Not on track to be achieved</b>  Median resolution time of 5.27 hours when attending sewerage overflows resulting from blockages or other faults	
	Number of complaints received per annum per 1,000 sewerage connections about any of the following:  Sewerage odour, sewerage system faults, sewerage system blockages or Council's response to issues with its sewerage systems.	≤ 10	<b>On Track to be achieved.</b>  No complaints received for the first quarter regarding wastewater	<b>On Track to be achieved.</b>  6 complaints received for the 2nd quarter regarding wastewater	<b>On Track to be achieved.</b>  6 complaints received for the 3 <sup>rd</sup> quarter regarding wastewater	
	The percentage of users satisfied with the wastewater service provided.	90%	<b>Not yet achieved.</b>  This will be measured in the resident survey undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved.</b>  This will be measured in the resident survey undertaken in Quarter 4 – no results available for this quarter.	<b>Not yet achieved.</b>  This will be measured in the resident survey undertaken in Quarter 4 – no results available for this quarter.	

Wastewater Treatment Quality & Flow/Volume Results

Wastewater Treatment Quality Results

- Number of exceedances for Q3 (1 January to 31 March 2024)
- 12 month rolling average: *The number of exceedances in the last 12 months against upper stipulated limits of the resource consent should not be more than 5 (samples) instances in the last 12 months.*

Site	pH		cBOD5		SS		DRP		Ammonia		E. coli		Compliance
	Number of exceedances in Q3 (1 Jan - 31 Mar 24)	12 month rolling average (2023-2024)	Number of exceedances in Q3 (1 Jan to 31 Mar 24)	12 month rolling average (2023-2024)	Number of exceedances in Q3 (1 Jan to 31 Mar 24)	12 month rolling average (2023-2024)	Number of exceedances in Q3 (1 Jan to 31 Mar 24)	12 month rolling average (2023-2024)	Number of exceedances in Q3 (1 Jan to 31 Mar 24)	12 month rolling average (2023-2024)	Number of exceedances in Q3 (1 Jan - 31 Mar 24)	12 month rolling average (2023-2024)	
Waipawa / Ōtāne	0	0	0	0	7	12	4	7	0	0	3	10	×
Waipukurau	0	0	3	7	4	16	1	5	7	26	1	3	×
Takapau	0	0	0	0	0	0	0	0	0	0	3	5	×
Pōrangahau	0	1	0	0	1	3	n/a	n/a	n/a	n/a	n/a	n/a	×
Te Paerahi	0	0	0	0	0	0	n/a	n/a	n/a	n/a	n/a	n/a	✓

Wastewater Flow Volumes for the rolling 12 months

Site	Resource Consent Limit (m3 per day)	Exceedance Limit (days)	Exceedances (days)	Compliance
Waipawa / Ōtāne	1,500 m3 per day	36 days (10% of the year)	115 exceedances	×
Waipukurau	4,000 m3 per day	36 days (10% of the year)	34 exceedances	✓
Pōrangahau	415 m3 per day	18 days (5% of the year)	11 exceedances	✓
Te Paerahi	190 m3 per day	18 days (5% of the year)	150 exceedances	×
Takapau	216 m3 per day	0 days	135 exceedances	×

Legend	Status
✓	Compliant
×	Non-compliant



*Together we thrive! E ora ngātahi ana!*



## 9 DATE OF NEXT MEETING

### RECOMMENDATION

That the next meeting of the Central Hawke's Bay District Council be held on 30 May 2024.

## 10 PUBLIC EXCLUDED BUSINESS

### RESOLUTION TO EXCLUDE THE PUBLIC

#### RECOMMENDATION

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<b>10.1 - Public Excluded Resolution Monitoring Report</b>	<p>s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>10.2 - Water Leak Remission Request</b>	<p>s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(f)(i) - free and frank</p>	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

	expression of opinions by or between or to members or officers or employees of any local authority	
<b>10.3 - Patangata Bridge Scour Protection Procurement - Late Report to follow</b>	<p>s7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

## 11 TIME OF CLOSURE