2018 Grey Spots

GRP SITE EASTING	GRP SITE NORTHING	CRASH ROAD	RP	CRASH DIST	CRASH DIRN	SIDE ROAD	CRASH ID	CRASH DATE	Commonalities	F	S	M	Reason for selection	Road ID	Site#
1892300	5813157	JELLICOE ST	9304	40	W	BEATTY AVENUE	201810235	16/01/2018	vrs urban	0	0	1	2 years, 2 or more crashes	7302	66
1892519	5807125	TE MATAI ROAD	5297	1050	S	MARK ROAD	201715744	7/07/2017	Lost control/cut corner	0	0	2	5 yrs, 4 or more crashes	1508	67
1892522	5807129	TE MATAI ROAD	5297	1050	S	MARK ROAD	201715744	7/07/2017	Lost control/cut corner	0	0	2	2 years, 2 or more crashes	1508	68
1892999	5812890	JELLICOE ST	10057	30	E	JOCELYN ST	201439797	1/07/2014	Intersections, manoeuvring	0	0	0	5 yrs, 4 or more crashes	1340	69
1893022	5813063	JOCELYN ST	159	70	N	COMMERCE LANE	201839154	15/05/2018	vrs urban	0	0	0	2 years, 2 or more crashes	1783	70
1893329	5812789	KING ST	36	40	N	JELLICOE ST	201642966	5/07/2016	vrs urban	0	0	0	2 years, 2 or more crashes	1793	71
1893579	5812591	JELLICOE ST	10742	210	N	LANDSCAPE ROAD	201711450	3/03/2017	vrs urban	0	0	1	2 years, 2 or more crashes	7302	72
1893630	5812512	JELLICOE ST	10851	100	N	LANDSCAPE ROAD	201830948	18/01/2018	vrs urban	0	0	0	2 years, 2 or more crashes	7302	73
1893676	5812437	JELLICOE ST	10926	25	N	LANDSCAPE ROAD	201738133	27/04/2017	Rear end	0	0	0	2 years, 2 or more crashes	7302	74
1894860	5809949	BROWN ROAD	2296	1550	N	HOMEWOOD DRIVE	201717638	15/09/2017	Lost control on bend	0	0	1	2 years, 2 or more crashes	1509	75

2018 Grey Spots

GRP SITE EASTING	GRP SITE NORTHING	CRASH ROAD	RP	CRASH DIST	CRASH DIRN	SIDE ROAD	CRASH ID	CRASH DATE	Commonalities	F	S	M	Reason for selection	Road ID	Site#
1894965	5812153	TE PUKE HIGHWAY	12333	40	E	PARAWHENUAMEA STM BR	201750435	2/10/2017	rear ends, crossing centreline	0	0	0	5 yrs, 4 or more crashes	7302	76
1894984	5812150	TE PUKE HIGHWAY	12333	40	E	PARAWHENUAMEA STM BR	201750435	2/10/2017	crossing centreline	0	0	0	2 years, 2 or more crashes	7302	77
1895349	5812070	TE PUKE HIGHWAY	32	30	S	STRANG ROAD	201750474	30/09/2017	lost control, inattention	0	0	0	2 years, 2 or more crashes	1520	78
1895359	5812083	TE PUKE HIGHWAY	12845	120	E	KENANA ROAD	201616226	17/09/2016	lost control, cut corner, hit parked or turning vehicle	0	0	1	5 yrs, 4 or more crashes	7302	79
1896895	5810737	RANGIURU ROAD	1516	250	S	MALCOLM AVENUE	201840850	4/06/2018	lost control	0	0	0	2 years, 2 or more crashes	1521	80
1896895	5810797	RANGIURU ROAD	1516	250	S	MALCOLM AVENUE	201840850	4/06/2018	lost control	0	0	0	5 yrs, 4 or more crashes	1521	81
1900913	5812406	MAKETU ROAD	2373	1050	S	KELLY ROAD	201813247	26/04/2018	lost control	0	0	1	2 years, 2 or more crashes	1528	82
1902833	5812430	WILSON ROAD NORTH	2551	2570	N	SH 2	201716694	23/08/2017	lost control on bend	0	0	1	2 years, 2 or more crashes	1537	83
1909703	5812439	PUKEHINA PARADE	1390	450	W	GARDINER PLACE	201834308	3/03/2018	hit obstruction	0	0	0	2 years, 2 or more crashes	1576	84
1910760	5811493	PUKEHINA BEACH ROAD	3422	20	S	COSTELLO CRESCENT	201813882	9/05/2018	Lost control/cut corner	0	0	2	2 years, 2 or more crashes	1573	85

ROADING RELATED LOW COST -LOW RISK ACTIVITY LIST - Supporting list for activities less than $1,000,000 total cost					
Activity name	**Location /site description**	**Brief scope description / proposed treatment**	**2018/19**	**2019/20**	**2020/21**
TOTAL			**14,536,390**	**6,122,345**	**4,625,162**
Omokoroa Road cycleway bridge over the East Coast Main Truck Railway	Omokoroa Road RP1950m	New bridge	300,000		
Queen Street/ Beatty Avenue intersection upgrade	Queen Street/ Beatty Avenue intersection	Mini Round about installation at cross roads		25,000	
Junction Road / Crawford Road intersection	Crawford Road RP 2.77km	Embankment trimming	25,000		
Oropi Gorge Road subgrade settlement	Oropi Gorge Road RP 3350-4501m	Shear Piling and road pavement reinstatement	200,000		
Waihi Beach Community Roading improvements	Seaforth Road at 3 mile creek and Bowentown	Urbanisation improvements generally requiring kerb and channel installations	490,000	274,000	274,000
Katikati Community Roading improvements	Fairview Road K & C, Stewart Street K&C and Mulgan Street extension	Urbanisation improvements generally requiring kerb and channel installations	296,000	104,000	104,000
Omokoroa Community Roading improvements	Omokoroa to Tauranga cycleway, Andreley Ave footpath	Urbanisation improvements generally requiring kerb and channel installations	305,000	182,000	182,000
Te Puke Community Roading improvements	Station Road footpath	Urbanisation improvements generally requiring kerb and channel installations	88,000	300,000	300,000
Maketu Community Roading improvements	Beach Road	Urbanisation improvements generally requiring kerb and channel installations	66,688	78,000	78,000
Katikati Community Roading improvements	Henry Road, Katikati	Safety and amenity improvements	145,000		
Katikati Community Roading improvements	Beach Road Katikati	Safety and amenity improvements	400,000		
Raymond St Culvert Stream Erosion.	Raymond St, Te Puke	River bank scour protection	60,000		
Maniatutu Road improvements	Maniatutu Road RP12686 to 15220	Pavement strengthening and drainage and geometric improvements	1,000,000		
Soldiers Road improvements	Soldiers Road RP 2050 to 4735m	Pavement strengthening and drainage and geometric improvements		898,115	
Roydon Downs Road improvements	Roydon Downs Road RP 4047 to 6370m	Pavement strengthening and drainage and geometric improvements	1,000,000		
Thompson Track Road improvements	Thompson Track Road RP 2615 to 3660m	Pavement strengthening and drainage and geometric improvements	361,580		
Kaitemako South Road improvements	Kaitemako South Road RP 0 to 740m	Pavement strengthening and drainage and geometric improvements	105,084		
Reid Road improvements	Reid Road RP 3532 to 4986m	Pavement strengthening and drainage and geometric improvements		600,035	
Pongakawa Bush Road improvements	Pongakawa Bush Road RP 8006 to 9600m	Pavement strengthening and drainage and geometric improvements	583,441		

ROADING RELATED LOW COST -LOW RISK ACTIVITY LIST - Supporting list for activities less than $1,000,000 total cost					
Activity name	**Location /site description**	**Brief scope description / proposed treatment**	**2018/19**	**2019/20**	**2020/21**
Mountain Road improvements	Mountain Road RP 5980 to 6918m	Pavement strengthening and drainage and geometric improvements		901,195	
Valley View Road improvements	Valley View Road RP 114 to 599m	Pavement strengthening and drainage and geometric improvements			134,301
William Road North improvements	William Road North RP 1166 to 2325m	Pavement strengthening and drainage and geometric improvements			285,772
Young Road Drainage Improvements	Young Road RP 600m to 2770m	Pavement strengthening and drainage and geometric improvements		400,000	
Tirohanga Road improvements	Tirohanga Road RP 0 to 1610m	Pavement strengthening and drainage and geometric improvements			557,089
McPhail Rd improvements with pavement rehabilitation	McPhail Rd RP 0 to 1473m	sight distance improvements, targeted drainage ugprades	300,000		
Welcome Bay Road Curve Realignment	Welcome Bay Road RP 2840 to 3380	Curve realignment and new cross-section to achieve corridor consistency			1,000,000
Wright Road improvements with pavement rehabilitation	Wright Road RP 1711 to 2100m	road realignment and new cross-section to Council standards, subject to land purchase			500,000
Ohauiti Road improvements with pavement rehabilitation	Ohauiti Road RP 4620 to 5400m	Seal widening, sightlines and drainage improvements		800,000	
Wilson Road South improvements with pavement rehabilitation	Wilson Road South RP 99 to 464m	Seal widening, sightlines and drainage improvements		160,000	
No 1 Road improvements with pavement rehabilitation	No 1 Road RP 600 to 1950m	Seal widening, sightlines and drainage improvements			810,000
Ohauiti Road improvements with pavement rehabilitation	Ohauiti Road RP 3850 to 4620m	Seal widening, sightlines and drainage improvements		800,000	
Work Road Bridge Strengthening/Replacement	Work Road RP 3870	Class 2 to class 1 bridge strengthening			400,000
Bell Road Shoulder Reinstatement	Bell Road, Papamoa RP40-630m	Shoulder protection		300,000	
2018/21 Discretionary Minor Improvement Works i..e. signage, markings.	Various Network Locations	New or improved signage	20,000		
Maketu Road Culvert Replacement	Maketu Road Otumakoro Stream	Replace existing culvert on Maketu Rd near Spencer ave to enhance the environement, improve fish habitat, improve stormwater flows and provide cycle/pedestrian cossing imporvements.	100,000		
Plummers Point Coastal Erosion	Plummers Point Road RP3080-3203m	No options at present. Resiliance improvement project.		300,000	
Maketū Road Cycleway	Maketu Road RP 4.9km - 6.62km	Provide and upgrade walking and cycleway facilities.	600,000		
Allport Road improvements	Allport Rd, RP 6106 to 7180	Pavement Strengthening and drainage and geometric improvements	377,493		
4 Bus stops on Omokoroa Road	Omokoroa Road RP3200-3600	Installation of bus stops and associated pedeistrian facilities	100,000		

ROADING RELATED LOW COST -LOW RISK ACTIVITY LIST - Supporting list for activities less than $1,000,000 total cost					
Activity name	**Location /site description**	**Brief scope description / proposed treatment**	**2018/19**	**2019/20**	**2020/21**
Maniatutu Road Bay Gold Seal Widening	Maniatutu Rd RP5.68-6.06	Seal widening, horizontal and vertical sightline improvements, traffic services improvements	300,000		
Poripori Road Seal Widening Improvements in conjunction with Pavement Rehab	Poripori Road RP0-1400	Seal widening, horizontal and vertical sightline improvements, traffic services improvements	1,000,000		
Oropi Road Realignment	Oropi Road RP4.3 to 5.8	Seal widening, horizontal and vertical sightline improvements, traffic services improvements	640,000		
Te Matai Road Rehab and Seal Widening	Te Matai Road 10.83 to 11.61	Pavement Strengthening and drainage and geometric improvements	390,000		
Te Matai Road Rehab and Seal Widening	Te Matai Road 12.32 to 13.43	Pavement Strengthening and drainage and geometric improvements	545,000		
Te Matai Road Rehab and Seal Widening	Te Matai Road 13.69 to 15.08	Pavement Strengthening and drainage and geometric improvements	650,000		
Te Matai Road Rehab and Seal Widening	Te Matai Road 16.03 to 18.38	Pavement Strengthening and drainage and geometric improvements	960,000		
Te Matai Road Rehab and Seal Widening	Te Matai Road 19.58 to 20.80	Pavement Strengthening and drainage and geometric improvements	220,000		
No 4 Road Rehab and Widening	No 4 Road RP80 to 850	Pavement Strengthening and drainage and geometric improvements	550,000		
No 4 Road Rehab and Improvements	No 4 Road RP1200 to 1440	Drainage and geometric improvements	300,000		
Reid Road Slip Repair Guardrail	Reid Road 2.2 - 2.7	Guardrail installation	20,000		
Rangiuru Road Rehab and Widening	Rangiuru Road 6.7-7.4	Seal widening, horizontal and vertical sightline improvements, traffic services improvements	400,000		
Rangiuru Road Rehab and Widening	Rangiuru Road 3.8 - 4.2	Seal widening, horizontal and vertical sightline improvements, traffic services improvements	388,104		
Ohauiti Road Resilience Improvement	Ohauiti Road 12.90	Consturct rock revetment and flume	150,000		
Kaituna Road Bridge Deck Replacement	Kaituna Road RP 926m (Bridge No.049)	Replace existing timber bridge deck	200,000		
Kaituna Road Bridge Deck Replacement	Kaituna Road RP 2066m (Bridge No.050)	Replace existing timber bridge deck	200,000		
Kaituna Road Bridge Deck Replacement	Kaituna Road RP 2807m (Bridge No.051)	Replace existing timber bridge deck	200,000		
Kaituna Road Bridge Deck Replacement	Kaituna Road RP 5009m (Bridge No.53)	Replace existing timber bridge deck	200,000		
Emerton Road Cycleway	Emerton Road RP 1100m to 1500m	Provide walking, cycling facilities and drainage improvements	200,000		
Te Puna Road Footpath and Kerb and Channel	Te Puna Road RP 130m - 435m	Provide walking facilities and drainage improvements	100,000		

ATTACHMENT B

Low Cost Low Risk Project Estimates and Funding Sources 2018/19

Activity name	Location /site description		Funding source	18/19	Seal widening	Seal extension	LCLR	Community Board rates allocation	Rural community roading	District capital	Omokoroa structure plan walking and cycling	Omokoroa structure plan	Katikati structure plan	Te Puke structure plan	Structure plan SW utilities	Walking / Cycling	External funding	FAR	Total
			Allocation	2,007,858		1,028,571		745,421	233,866										
			Current accounts	9,532,034	1,000,001	3,545,325	1,400,001	1,038,411		574,343	200,000	1,034,000	129,540	264,576		345,837			
		2018/19	2018/19																
		Estimate	Budgets	Totals	Seal widening	Seal extension	LCLR	Community Board rates allocation	Rural community roading	District capital	Omokoroa structure plan walking and cycling	Omokoroa structure plan	Katikati structure plan	Te Puke structure plan	Structure plan SW utilities	Walking / Cycling	External funding	FAR	Total
				FAR	51%	30%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%			
		14,536,390	3,586,008	14,536,390	2,625,521	2,399,319	1,134,350	844,987			149,450	147,000			-	392,000	150,000	6,693,763	14,536,390
Omokoroa Road cycleway bridge over the East Coast	Omokoroa Road RP1950m	300,000		300,000								147,000						153,000	300,000
Junction Road / Crawford Road intersection	Crawford Road RP 2.77km	25,000		25,000			12,250											12,750	25,000
Oropi Gorge Road subgrade settlement	Oropi Gorge Road RP 3350-4501m	200,000		200,000			98,000											102,000	200,000
Waihi Beach Community Roading improvements	Seaforth Road @ 3 mile creek and Bowentown	490,000	928,127	490,000				240,100										249,900	490,000
Katikati Community Roading improvements	Fairview Road K&C, Stewart Street K&C and	296,000	126,263	296,000				115,040									30,000	150,960	296,000
Omokoroa Community Roading improvements	Kaylene Place to Western Avenue cycleway, Western	305,000	839,788	305,000							149,450							155,550	305,000
Te Puke Community Roading improvements	Station Road footpath, No 1 Road footpath	88,000	859,882	88,000				43,120										44,880	88,000
Maketu Community Roading improvements	Various Locations	66,688	286,949	66,688				32,677										34,011	66,688
Katikati Community Roading improvements	Henry Road, Katikati	145,000	145,000	145,000				71,050										73,950	145,000
Katikati Community Roading improvements	Beach Road Katikati	400,000	400,000	400,000				196,000										204,000	400,000
Raymond St Culvert Stream Erosion.	Raymond St, Te Puke	60,000		60,000			29,400											30,600	60,000
Maniatutu Road improvements	Maniatutu Road RP12686 to 15220	1,000,000		1,000,000		700,000												300,000	1,000,000
Roydon Downs Road improvements	Roydon Downs Road RP 4047 to 6370m	1,000,000		1,000,000		700,000												300,000	1,000,000
Thompson Track Road improvements	Thompson Track Road RP 2615 to 3660m	361,580		361,580		253,106												108,474	361,580
Kaitemako South Road improvements	Kaitemako South Road RP 0 to 740m	105,084		105,084		73,559												31,525	105,084
Pongakawa Bush Road	Pongakawa Bush Road RP 8006 to 9600m	583,441		583,441		408,409												175,032	583,441
McPhail Rd improvements with pavement	McPhail Rd RP 0 to 1473m	300,000		300,000	147,000													153,000	300,000
2018/21 Discretionary Minor Improvement Works i..e.	Various Network Locations	20,000		20,000			9,800											10,200	20,000
Maketu Road Culvert Replacement	Maketu Road Otumakoro Stream	100,000		100,000				49,000										51,000	100,000
Allport Road Improvements	Allport Rd, RP 6106 to 7180	377,493		377,493		264,245												113,248	377,493
4 Bus stops on Omokoroa Road	Omokoroa Road RP3200-3600	100,000		100,000							-					49,000		51,000	100,000
Maniatutu Road Bay Gold Seal Widening	Maniatutu Rd RP5.68-6.06	300,000		300,000	27,000												120,000	153,000	300,000
Poripori Road Seal Widening Improvements in	Poripori Road RP0-1400	1,000,000		1,000,000	490,000													510,000	1,000,000
Oropi Road Realignment	Oropi Road RP4.3 to 5.8	640,000		640,000			313,600											326,400	640,000
Te Matai Road Rehab and Seal Widening	Te Matai Road 10.83 to 11.61	390,000		390,000	191,100													198,900	390,000
Te Matai Road Rehab and Seal Widening	Te Matai Road 12.327 to 13.433	545,000		545,000	267,050													277,950	545,000
Te Matai Road Rehab and Seal Widening	Te Matai Road 13.865 to 15.076	650,000		650,000	318,500													331,500	650,000
Te Matai Road Rehab and Seal Widening	Te Matai Road 16.103 to 18.35	960,000		960,000	470,400													489,600	960,000
Te Matai Road Rehab and Seal Widening	Te Matai Road 19.58 to 20.8	220,000		220,000	107,800													112,200	220,000
No 4 Road Rehab and Widening	No 4 Road RP80 to 850	550,000		550,000	269,500													280,500	550,000

ATTACHMENT B

Low Cost Low Risk Project Estimates and Funding Sources 2018/19

Activity name	Location /site description		Funding source	18/19	Seal widening	Seal extension	LCLR	Community Board rates allocation	Rural community roading	District capital	Omokoroa structure plan walking and cycling	Omokoroa structure plan	Katikati structure plan	Te Puke structure plan	Structure plan SW utilities	Walking / Cycling	External funding	FAR	Total
			Allocation	2,007,858		1,028,571		745,421	233,866										
			Current accounts	9,532,034	1,000,001	3,545,325	1,400,001	1,038,411		574,343	200,000	1,034,000	129,540	264,576		345,837			
		2018/19	2018/19																
		Estimate	Budgets	Totals	Seal widening	Seal extension	LCLR	Community Board rates allocation	Rural community roading	District capital	Omokoroa structure plan walking and cycling	Omokoroa structure plan	Katikati structure plan	Te Puke structure plan	Structure plan SW utilities	Walking / Cycling	External funding	FAR	Total
				FAR	51%	30%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%			
		14,536,390	3,586,008	14,536,390	2,625,521	2,399,319	1,134,350	844,987			149,450	147,000			-	392,000	150,000	6,693,763	14,536,390
No 4 Road Rehab and Improvements	No 4 Road RP1200 to 1440	300,000		300,000	147,000													153,000	300,000
Reid Road Slip Repair Guardrail	Reid Road 2.2 - 2.7	20,000		20,000			9,800											10,200	20,000
Rangiuru Road Rehab and Widening	Rangiuru Road 6.7-7.4	400,000		400,000			196,000											204,000	400,000
Rangiuru Road Rehab and Widening	Rangiuru Road 3.8 - 4.2	388,104		388,104	190,170.96													197,933	388,104
Ohauiti Road Resilience Improvement	Ohauiti Road 12.90	150,000		150,000			73,500											76,500	150,000
Bridge deck renewals	Kaituna Road	800,000		800,000			392,000											408,000	800,000
Te Puna Road footpath	Te Puna Road RP 0.1 to RP 0.44km	100,000		100,000												49,000		51,000	100,000
Waihi Beach cycleway	Emerton Road RP1.1-1.5km	200,000		200,000			-	98,000										102,000	200,000
Maketu Road Cycleway	RP 4.92- RP 6.27km	600,000		600,000			-									294,000		306,000	600,000

Western Bay of Plenty District Council

Operations & Monitoring Committee

Bay of Plenty West Joint NZTA / WBOPDC One Network Maintenance Contract Value Change

Purpose

To recommend to Council an increase in the accepted contract value for the WestLink Contract.

The Joint NZTA / WBOPDC Road Maintenance Contract was approved in September 2014. The approved 7-year contract value was $75,989,841 plus GST (Council share). This needs to be extended to $150,000,000 plus GST to allow for contract variations, additional work, escalation, and the contract extension from 7 to 9 years.

Approving the contract value extension enables compliance with Council and NZTA procurement requirements.

Recommendation to Council

1. ***THAT the Deputy Chief Executive Officer's report dated 10 October and titled Bay of Plenty West Joint NZTA / WBOPDC One Network Maintenance Contract Value Change be received.***

2. ***THAT the report relates to an issue that is considered to be of low significance in terms of Council's Significance and Engagement Policy.***

3. ***THAT the approved value of the Bay of Plenty West Joint NZTA / WBOPDC One Network Maintenance Contract be increased from $75,989,841 plus GST to $150,000,000 plus GST.***

   Note: The values relate to the Council component, the NZTA component is of equivalent value.

Gary Allis
Deputy Chief Executive Officer

1. Background

The WestLink Contract was approved in September 2014. The approval was for regular maintenance, renewals, reseals and a small component of provisional items. Typically, these maintenance contracts have additional work negotiated and the final contract value can be double the tendered price.

Utilising the contract for variations ensures compliance with NZTA and Council procurement requirements and enables value for money through integrated delivery. This was critical in July where procuring seal extension, minor improvements and the Omokoroa Road upgrading projects through the contract meant they were eligible for additional funding equating to $10.4M (gross value).

1.1 Contract Expenditure to date

Combined Contract

Contract start date:	1 November 2014
Current end date:	31 October 2023
(7 years and approved 2 year extension)	
Tendered value (NZTA & Council):	$157,577,587
Claimed to date:	$134,893,686
Complete by time (week 46 of 84)	54.7%
Complete by value	85.3%

Council Component at June 2018

Accepted tender price:	$75,989,839
Lump sum maintenance to date:	$35,455,372
Additional Services:	$27,894,284
Contact value to date:	$63,349,656

Note that the additional services are for works that are budgeted in the LTP / AP with the contract as a delivery mechanism. The individual works are approved as a contract variation either under delegation or via resolution e.g. Omokoroa Road and seal extension.

The value extension does not mean that WestLink automatically will have work to this value. Additional work is individually approved, it is a mechanism to be compliant with NZTA requirements and ensure that subsidy claims are approved.

2. Significance and Engagement

The Local Government Act 2002 requires a formal assessment of the significance of matters and decisions in this report against Council's Significance and Engagement Policy. In making this formal assessment there is no intention to assess the importance of this item to individuals, groups, or agencies within the community and it is acknowledged that all reports have a high degree of importance to those affected by Council decisions.

The Policy requires Council and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities.

In terms of the Significance and Engagement Policy this decision is considered to be of low significance.

3. Engagement, Consultation and Communication

Interested/Affected Parties	**Completed/Planned Engagement/Consultation/Communication**
Name of interested parties/groups	N/A
Tangata Whenua	N/A
General Public	N/A

4. Issues and Options Assessment

Option A ***3. THAT the approved value of the Bay of Plenty West Joint NZTA / WBOPDC One Network Maintenance Contract* BE *increased from $75,989,841 plus GST to $150,000,000 plus GST.***	
Assessment of option for advantages and disadvantages taking a sustainable approach	Cost effective integrated approach using the existing contract. Projects can be delivered on time
Costs (including present and future costs, direct, indirect and contingent costs) and cost effectiveness for households and businesses	Cost relate to the individual projects. Ensures compliance with NZTA requirements and ability to receive subsidy.

Option B (If applicable) 3. *THAT the approved value of the Bay of Plenty West Joint NZTA / WBOPDC One Network Maintenance Contract* **NOT** *be increased from $75,989,841 plus GST to $150,000,000 plus GST.*	
Assessment of option for advantages and disadvantages taking a sustainable approach	Not considered to be an efficient option.
Costs (including present and future costs, direct, indirect and contingent costs) and cost effectiveness for households and businesses	Costs are likely to be higher and delivery times will be under threat.
Other implications	The contract value will exceed the tendered price and not be compliant with both NZTA and Council requirements.

5. Statutory Compliance

Council approval fulfils the statutory requirements and complies with NZTA procurement requirements and meets:

- Legislative requirements/legal requirements
- Current council plans/policies/bylaws
- Regional/national policies/plans.

6. Funding/Budget Implications

Budget Funding Information	Relevant Detail
	There are no budget implications. All works are budgeted, the contract is a delivery mechanism.

Date	4 October 2018	**Open Session**
Subject	Emergency Management – Local Authority Recovery Plan	

Western Bay of Plenty District Council

Operations and Monitoring Committee

Emergency Management
Local Authority Recovery Plan

Purpose

To draw Councillors attention to the need for a local recovery plan in the event of a civil defence emergency. The requirement for this Plan is set out in the Civil Defence Emergency Management Act 2002.

Recommendation

1. ***THAT the Strategic Property Managers report dated 4 October 2018 and titled Emergency Management – Local Recovery Plan, be received.***
2. ***THAT the report relates to an issue that is considered to be of low significance in terms of Council's Significance and Engagement Policy.***
3. ***THAT the Operations & Monitoring Committee approves the Western Bay of Plenty District Council Local Recovery Plan.***
4. ***THAT the Local Recovery Plan be presented for adoption to the regional Civil Defence Emergency Management Joint Committee.***

Blaise Williams
Strategic Property Manager/Recovery Manager

Approved

Gary Allis
Deputy Chief Executive

1. Background

The Western Bay of Plenty District Council and Tauranga City Council have been in collaboration over the last 12 months to develop a joint local recovery plan for civil defence emergency management.

Recovery is defined as the coordinated efforts and processes used to bring about the immediate, medium and long-term holistic regeneration and enhancement of a community following an emergency (Civil Defence Emergency Management Act 2002[1] (CDEM Act)).

Recovery encompasses the community and four environments: social, economic, natural and built environments. Recovery should:

- support the cultural, emotional and physical well-being of individuals and communities
- minimise the escalation of the consequences of emergencies
- reduce future exposure to hazards and their associate risks – i.e. build resilience
- take opportunities to regenerate and enhance communities in ways that will meet future needs (across the social, economic, natural and built environments).

It is a requirement of the Bay of Plenty Emergency Management Group Recovery Plan[2] that local authorities develop and maintain a Local Recovery Plan, setting out the roles and tasks that form the basis of a recovery following an event.

The process of updating the Western Bay of Plenty District Council Local Recovery Plan began some months ago. As many of the external parties are shared across the Western Bay of Plenty sub- region, it was considered appropriate that this review be undertaken jointly with Tauranga City Council.

This update is required as a result of new transitional and delivery arrangements for recovery identified in the CDEM Act. These powers were brought forward following the Kaikoura earthquake.

The work was then delayed by the release and consultation of a new set of Director's Guidelines on Strategic Planning for Recovery [3], completed June 2018. These established five strategic areas to achieve the following outcomes:

- Comprehensive understanding of what is needed to support communities to overcome the consequences from specific hazards and risks, and to build on the opportunities to reduce risk and strengthen resilience;
- Communities are engaged, have an enhanced ability to adapt, and decision-makers understand what is important to the communities;
- Immediate, medium-term and long-term recovery outcomes, and a community recovery vision, are defined;

- Recovery risks are identified and managed through additional reduction, readiness, response and recovery measures;

- Local and regional capacity and capability to prepare for, manage and deliver recovery (across a range of emergencies) is readily accessible, with a clear understanding of the local, regional and central government roles and responsibilities;

- Collaborative relationships and processes are established, managed and maintained at local, regional and central government level;

- Performance frameworks are developed to monitor and evaluate the progress and effectiveness of recovery preparedness and the management of recovery, which in turn prompts improvements to be implemented; and

- Local authorities engage business, iwi and community leaders to allow a two-way exchange of information about the risks, and encourage leaders to actively demonstrate leadership in the management of risk and community preparedness.

Most recently, the review team has been awaiting the Ministerial release of findings for the Technical Advisory Group review of "Better Responses to Natural Disasters and Other Emergencies in NZ [4]. This was released 30 August 2018.

Proposal
The updated Plan is attached and Council approval for it is sought. **Attachment A**

Consultation
- A sub-regional meeting with Tauranga City to include all staff and organisations identified as participants in a recovery event is to be held;

    - To enable task group leads to be confirmed,
    - To develop an understanding of the recovery role

- The community is at the heart of any recovery initiative and the Plan encourages community engagement to enhance resilience. The Plan envisages that the recovery manager and task group leads would liaise with local and regional community resilience and engagement teams to build on existing relationships and to build community preparedness.

Future Initiatives
Once the updated Recovery Plan is adopted, there are a range of tasks and responsibilities incumbent on WBOPDC that require resourcing and delivery. These include:

- Defining leadership and governance structures for recovery; agree roles and responsibilities between private and public sectors; documenting planning and training provided for recovery managers. The deadline set for this is 30 June 2019.

- Developing an integrated plan to increase community readiness. This should be aligned with other community engagement related to disaster readiness and resilience/climate change.
- Discussions with external stakeholders, for example iwi, about the critical role they play in CDEM and event recovery.

2. Significance and Engagement

In terms of the Significance and Engagement Policy this decision is considered to be low significance.

3. Engagement, Consultation and Communication

Interested/Affected Parties	**Completed/Planned Engagement/Consultation/Communication**
Name of interested parties/groups	Elected Members, Community Resilience Teams, central and regional government, hall/marae committees
Tangata Whenua	Yes
General Public	Yes

4. Issues and Options Assessment

3. THAT the Operations Committee approves the Western Bay of Plenty District Council Local Recovery Plan.	
Reasons why no options are available	**Legislative or other reference**
The Civil Defence Emergency Management Act 2002.	

5. Statutory Compliance

The recommendations meets:

- Legislative requirements/legal requirements
- Current council plans/policies/bylaws
- Regional/national policies/plans.

6. Funding/Budget Implications

There are likely to be additional consultation costs and some minor operational costs as staff work through the community awareness requirements of the Plan.

In a recovery event there are likely to be significant costs many of which are claimable from Central Government agencies.

1 http://www.legislation.govt.nz/act/public/2002/0033/51.0/DLM149789.html
2 https://www.boprc.govt.nz/media/433859/bay-of-plenty-civil-defence-emergency-management-group bay-of-plenty-group-recovery-plan-2015.pdf
3 https://www.civildefence.govt.nz/cdem-sector/cdem-framework/guidelines/strategic-planning-for-recovery
4 https://www.dpmc.govt.nz/our-business-units/ministry-civil-defence-emergency-management/ministerial-review-better- responses

BAY OF PLENTY EMERGENCY MANAGEMENT GROUP

Western Bay of Plenty EMERGENCY MANAGEMENT TAURANGA CITY • WESTERN BAY OF PLENTY DISTRICT

Local Authority Recovery Management Plan

August 2018

Western Bay of Plenty District Council

Tauranga City

Executive Summary

This document constitutes a ***joint*** emergency Recovery Plan for Tauranga City Council and Western Bay of Plenty District Council. This plan covers key roles and responsibilities for the Recovery Manager and key recovery staff during the three emergency management phases: Readiness, Response and Recovery itself.

Actions during Readiness

The primary recovery actions during readiness focus around: the appointment of Recovery Managers; professional development; planning and community engagement, funding, governance and risk reduction; relationship management; exercising and monitoring and evaluation. Readiness actions are tasks that form the day to day recovery work programme during normal operations. In order for recovery arrangements to be effective, recovery planning and relationship building work is necessary prior to events occurring.

The local recovery office consists of local appointed staff such as the local Recovery Manager, Public Information Manager as well as the public and private agencies which form the four **task groups** that cover all aspects of community recovery. The four task groups are divided into Social Environment, Economic Environment, Built Environment and Natural Environment.

These task groups are an integral aspect to the recovery office, and in order for recovery processes to run smoothly, Recovery Managers are expected to identify all key local stakeholders and task group members in recovery management and have established relationships with these stakeholders at all levels of recovery ensuring;

- Task group leads are appointed;
- Regular pre-event communication and engagement occurs;
- Expectations, responsibilities and leads of task groups during recovery phases are agreed upon by all stake holders;
- Procedures and reporting lines for recovery activities are clear and understood.

Task group lead contact information

Social Environment:

Name:

Agency:

Contact No/s:

Email:

Built Environment:

Name:

Agency:

Contact No/s:

Email:

Economic Environment:

Name:

Agency:

Contact No/s:

Email:

Natural Environment:

Name:

Agency:

Contact No/s:

Email:

Actions during Response

As soon as practical following an event, a meeting of the Local Recovery Management Team should be held to review the situation. The Recovery Manager will then report to the CEO, the Bay of Plenty CDEM Group Recovery Manager and TCC and WBOP Elected Members where required. Before the response phase has ended it is important that the community links and recovery structures are in place with some recovery activities already underway, such as impact assessments.

Immediate priority actions in the response phase consist of:

1. Establishing Local Recovery Manager Role;
2. Establishing the Recovery Office: Establishing expectations and outlining priorities and initial actions with task groups and all recovery office staff;
    - Recovery office location:
3. Engaging with task group leads and key agencies and formalising communication channels and protocols;
4. Understanding Impacts (situational awareness): through rapid needs assessments and being involved in the response phase;
5. Preliminary Planning: Planning around information coming through from needs assessments and establishing priorities and understanding areas of greatest impact and need.

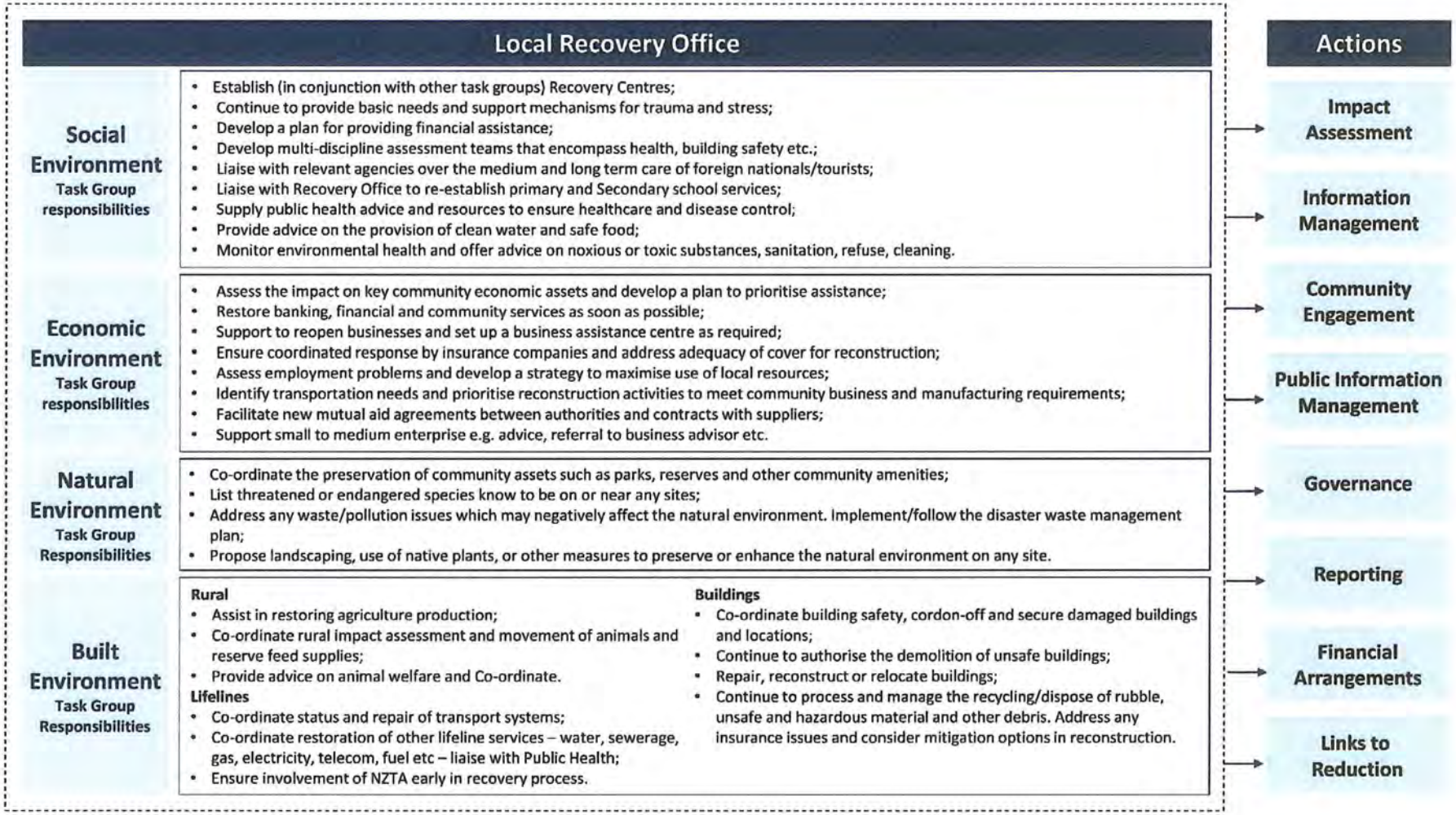
Transition to Recovery

Transition to recovery is the process of ending the **response** phase and formally moving into the **recovery** phase. The Group Controller and Recovery Manager together will formally acknowledge the transfer of coordination and accountability for recovery related activities. The following table outlines the key activities which the local Recovery Manager leads during the transition phase.

Recovery Manager Transition Actions
Ensure that agencies with both response and recovery obligations are aware of their continuing role
Ensure the Group Controller is aware of recovery requirements and tasks prior to transition
Works with the public information lead to prepare Communications Plan for recovery
Prepares a Recovery Action Plan (RAP) prior to transition
Initiates key recovery arrangements, roles and responsibilities during the response phase
Begins to address the impacts from the emergency event and puts in place inter-agency processes, meetings and reporting arrangements to ensure recovery needs are met and coordinated

Actions during Recovery

The following diagram gives an overview of the responsibilities and actions that will be carried out by the local recovery office and the four task groups which fulfil the requirements of the Local Recovery Office.



During the response phase the local Controller will conduct impact assessments to determine the level of impact upon the community, physical infrastructure and the environment. This process assists in the development of action plans. The impact assessments will be regularly updated to ensure that response activities are maintained to a sufficient level where required.

During recovery, impact assessments will continue to be conducted to ensure the targeted recovery initiatives and effective prioritisation of resources in affected communities.

Exit from Recovery

Towards the end of the recovery phase, Councils and the community will be advised of the proposed ending of the CDEM recovery phase. The recovery phase of an emergency must have an end, and withdrawal of formal recovery structures from the impacted community must be planned and staged carefully through the development of an Exit Strategy. An Exit Strategy is a systematic plan to achieve co-ordinated withdrawal from a formal recovery process. It is developed to ensure a smooth transition from the end of the formal recovery phase to "business as usual" – where normal social and economic activity resumes.

The Exit Strategy should contain the following information[1]:

Who: The Exit Strategy should identify which agencies are responsible for the ongoing management of long term recovery and the structure that will be used to ensure this happens. Community participation is essential in the on-going long-term management.

Why: To ensure businesses and residents resume control of their own return to normalcy.

When: The Exit Strategy should be developed as soon as possible. Withdrawal must be planned into every task and action. Long-term recovery measures may require a project process to ensure they are delivered as planned, but monitoring of these should be built into everyday organisational governance arrangements that assume responsibility from the outset. If possible, activities that are likely to continue well into to longer term should be incorporated into the Territorial Authority's business-as-usual activities as soon as practicable.

Where/How: The Exit Strategy should be developed with community in a consultative process. The community needs to know and support any reduction in the levels of support and must participate in these decisions.

What: The Exit Strategy should cover:

- Key achievements of the recovery unit;
- Ongoing issues within the community;
- Specific handover arrangements, including governance, roles and responsibilities.
- Communications plans;
- Key priorities, ongoing activities and estimates timelines.

[1] Refer MCDEM Recovery Guidelines, Part 9, p. 53.

Table of Contents

Executive Summary i

Table of Contents v

1 Introduction 1

1.1 Purpose 3
1.2 Scope 3
1.3 Planning Context 3
1.3.1 Civil Defence Emergency Management Act 2002 3
1.3.2 National Civil Defence Emergency Management Strategy 4
1.3.3 The National Civil Defence Emergency Plan and Guide 4
1.3.4 Bay of Plenty Civil Defence Emergency Management Group Plan 4
1.4 Recovery Principles 5
1.5 Regional Hazardscape 5

2 Recovery Structure 6

2.1 Group Recovery Manager (BOP CDEM Group) 6
2.2 Local Structure 7
2.3 Local Recovery Office 8
2.3.1 Local Recovery Manager 8
2.3.2 Task Groups 9
2.3.3 Social Environment 9
2.3.4 Economic Environment 9
2.3.5 Built Environment 10
2.3.6 Natural Environment 10

3 Actions during Readiness 11

3.1 Professional Development 11
3.1.1 Responsibilities 11
3.2 Relationship Management 12
3.3 Community Engagement 13
3.3.1 Maori Cultural Needs 14
3.3.2 Community Engagement Methods 14
3.4 Monitoring and Evaluating 15
3.4.1 Responsibilities 15
3.5 Information Management 15
3.6 Public Information Management 16
3.7 Governance 16
3.8 Funding 16
3.8.1 Responsibilities 16
3.8.2 Funding Arrangements for Recovery Managers and Recovery Offices 17
3.8.3 Relief Funding 17
3.9 Links to Reduction 17
3.9.1 Responsibilities 17

4 Actions during Response 18

4.1 Initial Actions 18
4.2 Transition to Recovery 19
4.2.1 Actions and Responsibilities during Transition 19
4.2.2 Response Transition Report 20
4.2.3 Preparation of a Recovery Action Plan (RAP) 20
4.2.4 Transition Briefing 21
4.2.5 Communication 21

5 Actions during Recovery **22**
5.1 Task Group and Recovery Office Responsibilities 23
5.2 Impact and Needs Assessments 24
5.2.1 Responsibilities 24
5.2.2 Detailed Impact Assessments 24
5.2.3 Needs Assessments (Surveys) 25
5.3 Information Management 25
5.4 Community Engagement 25
5.4.1 Responsibilities 26
5.5 Public Information Management (PIM) 26
5.5.1 Responsibilities 26
5.5.2 Involvement of Elected Representatives 26
5.6 Governance 27
5.6.1 Avenues for Assistance 27
5.7 Reporting 28
5.7.1 Responsibilities 28
5.8 Financial Arrangements and Resourcing 29
5.9 Links to Reduction 29
5.9.1 Responsibilities 29
6 Exit from Recovery **30**
6.1 Exit Strategy 30
6.1.1 Responsibilities 30
6.2 Debrief 31
6.2.1 Responsibilities 31
Appendix 1: Appointment of Recovery Manager **32**
Appendix 2: Task Group Responsibilities **34**
Appendix 3: Task Group Contacts **37**
Appendix 4: Response Transition Report **42**
Appendix 5: Recovery Action Plan **48**
Appendix 6: Recovery Needs Assessment and Survey **52**
Appendix 7: Impact Assessment **63**

1 Introduction

Recovery can be defined as "the co-ordinated efforts and processes to effect the immediate, medium and long-term holistic regeneration of a community following a disaster"[2]. Recovery is a part of the "4R's" of emergency management (Readiness, Response, Recovery and Reduction). Effective recovery depends on comprehensive recovery activities with consideration being implemented across all the R's.

Effective recovery management helps to ensure that communities affected by disasters are able to return to 'normality' as soon as possible while incorporating lessons learned. The return of everyday functions of life, services and facilities in a community will enable communities to recover faster from the effects of a major disaster. It is not only the provision of physical resources that aids the recovery of a community, but also the understanding of the principles of psychosocial community recovery. A balance between these will enable communities to recover quickly after an adverse event has occurred.

Recovery generally lasts much longer and is more complex than the response phase of an event and can involve a significant level of planning and management.

Recovery is a developmental and remedial process that aims to;

- Minimise the escalation of the consequences of a disaster;
- Rehabilitate the wellbeing of individuals and communities across the social, economic, built, and natural environments;
- Identify opportunities to adapt to meet the changing needs of the community;
- Reduce the risk of existing hazards

The context for recovery management varies significantly depending on the **area the event has affected** and the **severity and duration** of the event as outlined below in figure 1.1[3].

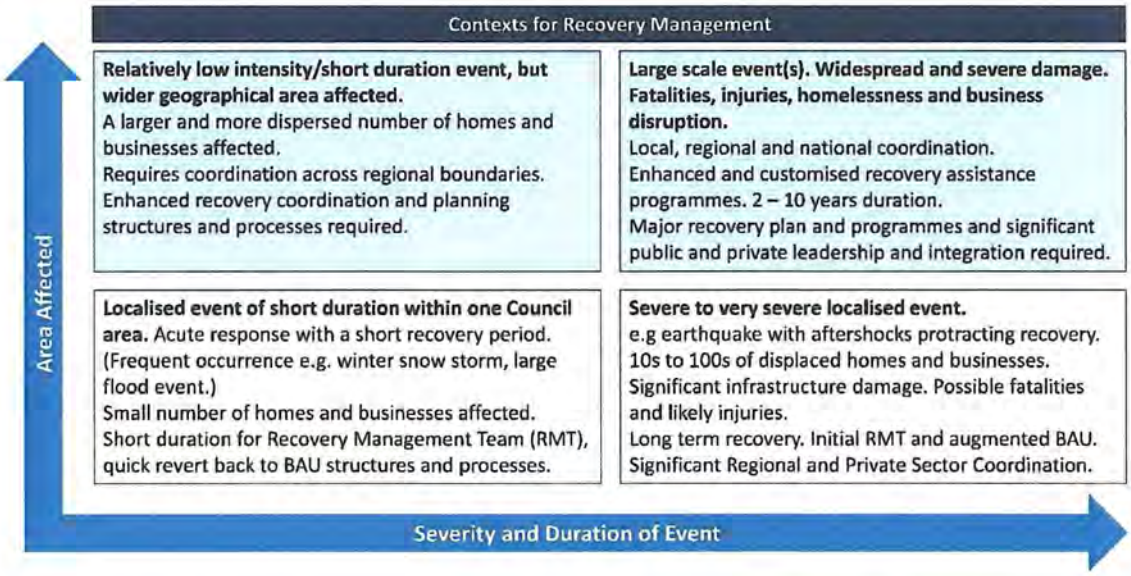


Figure 1.1.1: Contexts for recovery management based on the area affected and the severity and duration of an event. Adapted from Simon Markham of Waimakariri District Council, 2013

[2] Focus on Recovery. A Holistic Framework for Recovery in New Zealand. MCDEM
[3] Pre Event Recovery Planning and Management Checklist, Simon Markham, Waimakariri District Council, May 2013

The 2017 *Director's Guideline for Civil Defence Emergency Management Groups: Strategic Planning for Recovery [DGL 20/17]* establishes a framework for recovery which aims to achieve the following outcomes:

- A comprehensive understanding of what is needed to support communities to overcome the consequences from specific hazards and risks, and to build on the opportunities to reduce risk and strengthen resilience;
- Communities are engaged, have an enhanced ability to adapt, and decision-makers understand what is important to the communities;
- Immediate, medium-term and long-term recovery outcomes, and a community recovery vision, are defined;
- Recovery risks are identified and managed through additional reduction, readiness, response and recovery measures;
- Local and regional capacity and capability to prepare for, manage and deliver recovery (across a range of emergencies) is readily accessible, with a clear understanding of the local, regional and central government roles and responsibilities;

This plan draws on the principles and framework developed within the 2017 Director's Guidelines and sets a series of roles, responsibilities and action areas.

1.1 Purpose

This plan has been produced as a joint guideline for the recovery of both the Tauranga City Council (TCC) and Western Bay of Plenty (WBOP) District Council following a major emergency in alignment with the Bay of Plenty Group Recovery Plan. The plan outlines the structures and procedures required to effectively manage the recovery activities of TCC and WBOP following a major emergency.

1.2 Scope

This plan provides:

- Descriptions of the main recovery arrangements, structures and tasks during readiness, response and recovery;
- An outline of the assessment, reporting and communication processes during readiness, response and recovery;
- An outline of the key stakeholders who should be included within the recovery task groups and process;
- Outline of the recovery Exit Strategy

1.3 Planning Context

The TCC and WBOP Local Authority Recovery Management Plan provides a strategic framework for recovery management at local level.

Responsibility for development and approval of this plan rests with TCC and WBOP. This plan fulfils the planning requirement of the Group Recovery Plan (see below), which states that:

"Local recovery plans will follow the same structure as this plan, and provide details of the specific characteristics of the territorial authority area and local recovery arrangements."

This plan is consistent with the requirements and principles of the following guiding documents.

1.3.1 Civil Defence Emergency Management Act 2002

Section 4 of the CDEM Act defines recovery activities as:

'An activity carried out under this Act or any civil defence emergency management plan to deal with the consequences of an emergency, including, without limitation,—

1. The assessment and ongoing monitoring of the needs of a community affected by the emergency; and
2. The co-ordination and integration of planning, decisions, actions, and resources; and
3. Measures to support—
    a. The regeneration, restoration, and enhancement of communities across the 4 environments (built, natural, social, and economic); and
    b. The cultural and physical well-being of individuals and their communities; and
    c. Government and non-government organisations and entities working together; and
4. Measures to enable community participation in recovery planning; and
5. New measures—
    a. to reduce risks from hazards; and
    b. to build resilience

Section 17(1) (e) of the CDEM Act 2002 describes the functions of Civil Defence Emergency Management Groups and each of its members and specifically "carry out recovery activities".

Sections 29, 30 and 30(A) outline the Appointment of Group Recovery Managers, Local Managers and the functions of Recovery Managers with the powers of each manager relating to Recovery transition periods outlined in Part 5B.

1.3.2 National Civil Defence Emergency Management Strategy

This Strategy sets the direction for CDEM in New Zealand for the next ten years, based on reduction of, readiness for, response to and recovery from the risks New Zealanders face.

The Ministry of Civil Defence and Emergency Management (MCDEM) have identified enhancing New Zealand's capability to recover from civil defence emergences as its primary recovery goal within the National Strategy. To achieve this goal it has identified two objectives:

Objective 4A: Implement effective recovery planning and activities in communities and across the social, economic, natural and built environments

Objective 4B: Enhancing the ability of agencies to manage the recovery process.

1.3.3 The National Civil Defence Emergency Plan and Guide

Part 9 of the National Civil Defence Emergency Management Plan 2015 and Section 32 of the Guide to the National Civil Defence Emergency Management Plan 2015 outlines the Government's approach to recovery management, and provides recovery guidance for CDEM Groups.

1.3.4 Bay of Plenty Civil Defence Emergency Management Group Plan

The Bay of Plenty Civil Defence Emergency Management Group Plan has a goal of ensuring an effective recovery capability from an emergency by:

- Strengthening recovery capability and capacity across all agencies, the wider community and businesses to promote sustainability and provide for the long-term regeneration of communities;
- Ensuring effective communication which informs and engages communities during the recovery phase of an emergency;
- Making recovery management a part of everyday work for the CDEM Group and integrating the work with existing organisational systems wherever possible.

The Bay of Plenty Civil Defence Group Recovery Plan states how recovery will be managed from a regional level and the expectations for recovery management at the local level. It is important that local recovery management strategies are discussed with the BOP CDEM Group Recovery Manager to ensure they align to any regional strategies and plans. This will also allow the Bay of Plenty CDEM Group Recovery Manager to assist with resourcing, or funding of the recovery effort where applicable. This will be achieved through developing a strong line of communication with the Group Recovery Manager and regularly reporting the situation in the early stages of the recovery effort.

1.4 Recovery Principles

Recovery encompasses the following key principles:

- Build upon local recovery capacity and capability;
- Begin the recovery process at the beginning of the response phase;
- Establish clearly articulated roles and responsibilities;
- Take immediate actions to ensure the safety of individuals and communities;
- Make recovery management a part of the everyday work of the TCC and WBOP, and integrate the work with existing organisational systems wherever possible; - such as community resilience projects;
- Ensure that recovery management activities are linked to the other emergency management processes i.e. reduction, readiness and response[4].

1.5 Regional Hazardscape[5]

The Bay of Plenty is exposed to a wide variety of hazards. The Taupo Volcanic Zone crosses the area from Lake Taupo to Whakaari/White Island. The major features of this zone are active volcanoes, extensive geothermal areas and the number of earthquake fault lines that run parallel with the zone. Several threats that are hazardous to the Bay of Plenty include 5 local volcanic eruptions, earthquake, flooding (including coastal hazards such as storm surge and tsunami), and disease.

To the east of the Taupo Volcanic Zone a major belt of faults and folding is obvious in the steep ranges that make up the spine of the North Island. This is called the North Island Shear Belt, and extends from East Cape to Wellington. Earthquakes generated in the Shear Belt are likely to be significantly more powerful, although also less frequent, than those from the Taupo Fault Belt. The movement of the Shear Belt faults tends to be more a sliding action than a pulling apart, which gives rise to the term 'Shear Belt'.

To the west lies the Hauraki Graben, a less active example of rifting like in the Taupō Volcanic Zone. Small to moderately damaging earthquakes may occur in this area and affect the western extremes of the region.

The Bay of Plenty also has a number of potential hazards that could occur as a result of human activity including agricultural emergencies, industrial processes, urban fires, public health crises, infrastructure failure or hostile acts. Major industries in the Bay of Plenty can create hazards as well as being exposed to hazards. For example, the presence of large-scale industrial sites (i.e. the Port of Tauranga, Kawerau mill and others) create the potential for hazardous chemical emergencies to occur. The presence of forestry and horticulture sectors within the Bay of Plenty creates a risk of horticulture emergencies related to pest species epidemics.

The impact of any or a combination of the above on the social and economic well-being of the Bay of Plenty communities may be significant.

---

[4] Strategic Planning for Recovery: Director's Guideline for Civil Defence Emergency Management Groups [DGL 20/17]

[5] Information taken from BOP Emergency Management Group Plan 2015 with further information available on the Bay of Plenty CDEM website www.bopcivildefence.govt.nz

2 Recovery Structure

Recovery occurs at three levels as shown in Figure 2.1.1. Local, Group and National Recovery Managers and task groups are reflected at each level to coordinate recovery activities. The task groups are representations of four environments (Social, Economic, Natural and Built) which address all elements of recovery. The four environments (Figure 2.4.1) form the generic recovery structure as shown in Figure 2.1.1 and Figure 2.2.1. Separate subtask groups may be set up depending on the scale and nature of the event.

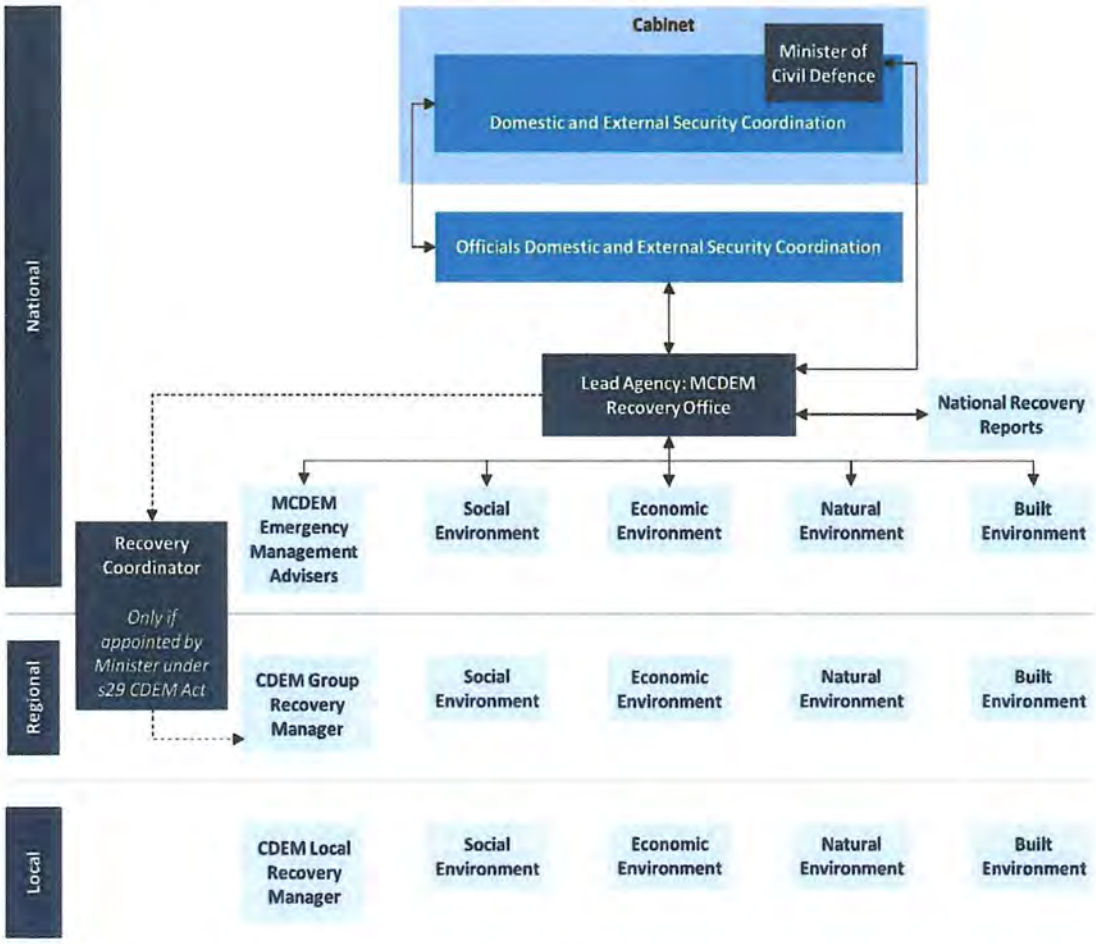


Figure 2.1.1: National Recovery Management Structure. (Source: Adapted from 2005 MCDEM Recovery Guidelines)

2.1 Group Recovery Manager (BOP CDEM Group)

The main role of the Group Recovery Manager is to:

- Provide leadership to the Group on pre-event recovery planning, assistance and advice to local Recovery Managers;
- Co-ordinate recovery activities across the Group as required;
- Liaise primarily with the local Recovery Managers, the national Recovery Manager and the Group recovery management team.

2.2 Local Structure

The structure illustrated in figure 2.2.1 is an indicative local structure that may be implemented by TCC and WBOP to recover from an emergency. The final structure will be determined by the Recovery Manager, in consultation with the Chief Executive Officer and TCC and WBOP Crisis Management Teams, after gaining an understanding of the nature, extent, impact, resourcing and activities that may be needed to recover the city from the emergency event. Refer Figure 1.1.1 for different contexts for recovery.

This will ensure the recovery resourcing will be appropriate to the size, scale and nature of the emergency. All, some or none of the elements shown in Figure 2.2.1 may be required.

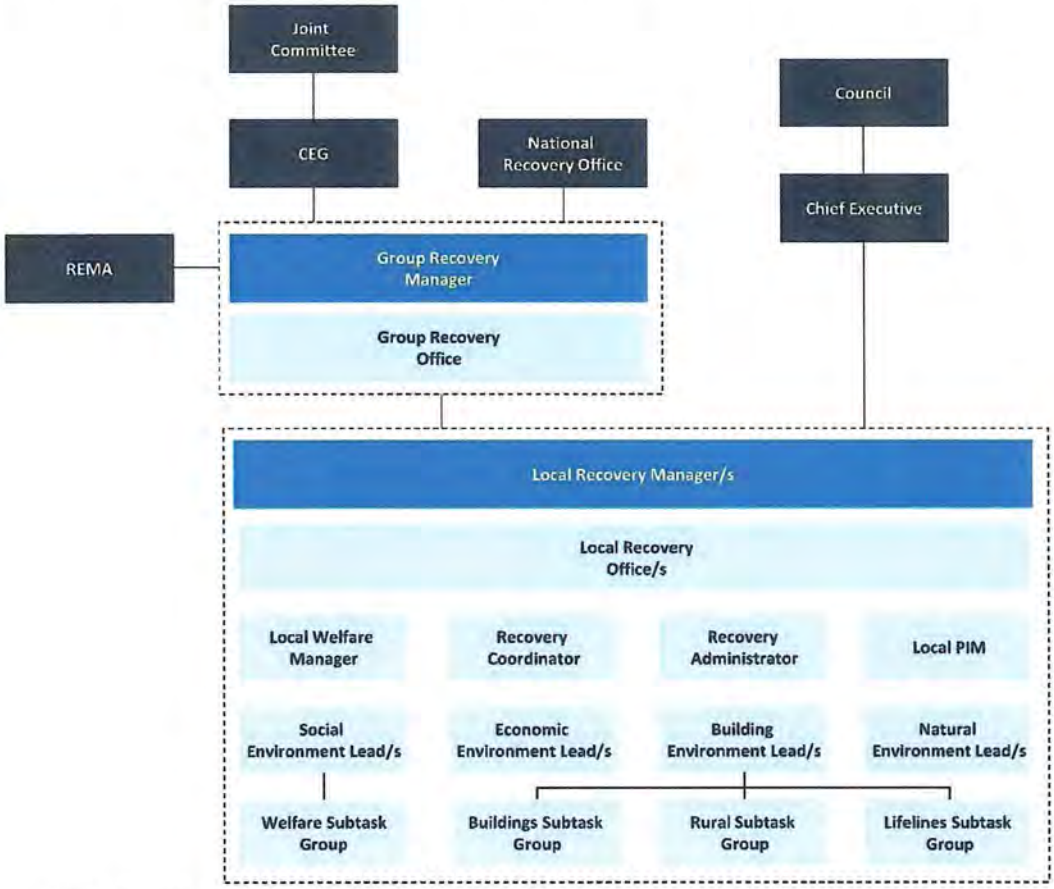


Figure 2.2.1: Recovery structure during activation (Source: Adapted from BOP Group Recovery Plan)

Despite the fact that the size and scale of events is always uncertain:

- A Recovery Management Team (either Local or Group) will always be required for events of any size that require recovery activities;
- Local Recovery Offices will always be required for events of any size that require recovery activities;
- The set-up of a Group Recovery Office may be required, if the size and scale warrants it;
- The involvement of the National Recovery Office (or equivalent organisation) will always be required, but will only play a leading role in local recovery for larger scale events (refer Figure 1.1.1) ;

- Community engagement and involvement of local Iwi is essential for overall recovery of the community (see Section 3.3).

2.3 Local Recovery Office

Managers Philip King and Blaise Williams

Where: TBC

The local recovery management office can consist of all or some of the elements outlined in Figure 2.2.1 above depending on the scale and nature of the emergency (Figure 1.1.1). The predominant elements of the recovery office are the local Recovery Manager and the recovery management team made up of the task groups. These are explained in further detail below.

In broad terms, the local recovery management team/office are expected to:

- Assess the impact of the emergency within the TCC / WBOP area;
- Establish the local recovery team and priorities for recovery activities;
- Implement recovery activities.

2.3.1 Local Recovery Manager

The Recovery Manager is tasked with leading and co-ordinating the recovery activities required to enable the City to return to normal social and economic activity as soon as possible (more information on the appointment of a Recovery Manager can be found in Appendix 1).

The Local Recovery Manager primarily liaises with:

- Communities affected by the emergency;
- The Group and/or National Recovery Managers; and
- Local task groups.

In general, the Recovery Manager will have authority over the following areas:

- Establishing and managing an appropriate recovery management structure and office relevant to the specific emergency;
- Identify which key task groups need to be established and identify the agencies that will need to be a part of each task group;
- Planning and implementing recovery options in conjunction with task group agencies and affected communities and reporting on such activities;
- Open and staff recovery assistance centres as needed;
- Establishing priorities and major areas for recovery works and timeframes;
- Controlling and maintaining expenditure and running costs of the recovery office (time sheets, overheads etc.) and overseeing central government funded recovery schemes and establishing systems for accountability;
- Ensuring the collection, collation and analysis of impact assessments is undertaken by agencies during the response phase and seeking to resolve any gaps in the assessment process
- Disseminating information to all affected agencies and communities and providing liaison with the media;
- Informing and advising the Council, the CDEM Group and the Co-ordinating Executive Group (CEG) on the recovery effort as required;
- Identifying and formulating statutory and regulatory recovery policies and strategies;

- Chairing the Recovery Executive Committee and attend sub-committee meetings as necessary;
- Assisting with the establishing of a disaster relief fund and assist with the fund management as required and promoting donations to meet the needs of the community.

2.3.2 Task Groups

As explained earlier, the task groups are representations of four environments (Social, Economic, Natural and Built) which address all elements of the recovery of a community (figure 2.3.1). Further task group responsibilities and contact information can be found in Appendix 2 and 3 respectively.

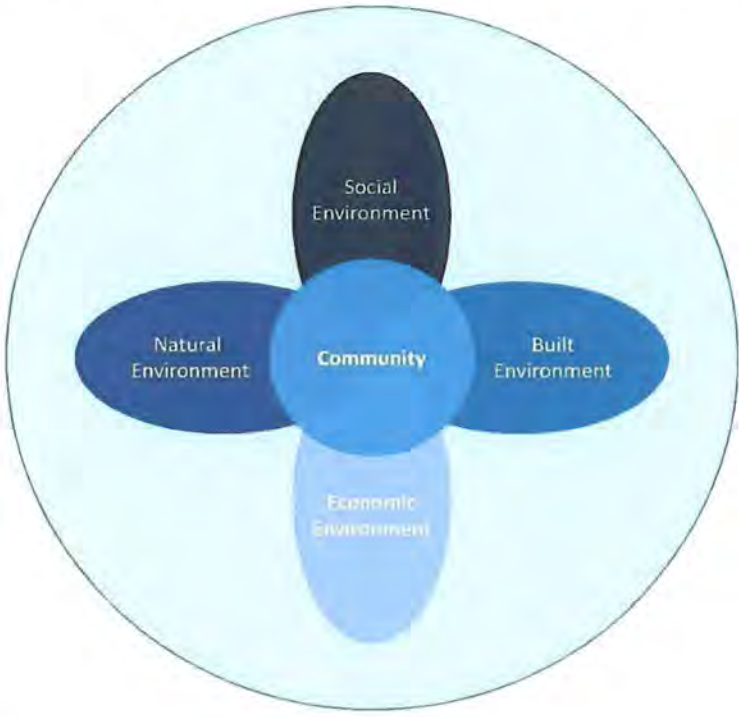


Figure 2.3.1: The four environments which encompass the recovery of the whole community

The following outlines the Recovery Manager's responsibility to maintain relationships with task group leads and agencies during all stages of business-as-usual and recovery, and an overview of each task group. The specific responsibilities for each task group can be found in Section 5.

2.3.3 Social Environment

The Social Environment Task Group is established to co-ordinate the efforts of agencies that have significant roles in the social environment, whether legislative or voluntary. The chair of the group will be the Emergency Management Welfare Manager. They will attend the Recovery Management Team meetings to represent task group members.

Task Group Lead:

2.3.4 Economic Environment

The Economic Environment Task Group is established to lead the recovery in all areas of the local economy. They will attend Recovery Management Team meetings to represent task group members.

Task Group Lead:

2.3.5 Built Environment

The Built Environment Task Group is established to determine priorities for reconstruction/recovery of infrastructure, engineering lifelines, services, buildings and the rural sector. The group will advise the Recovery Manager on priorities and options and the likely affects upon the community. Due to the size of the membership and the variety of tasks, the Built Environment Group is divided into several subtask groups:

- Residential Housing and Commercial/Industrial Property
- Rural Farmland
- Lifeline Utilities

Task Group Lead:

2.3.6 Natural Environment

The Natural Environment Task Group is established to minimise the effects of an emergency upon the natural environment, which could have potential impacts upon social, built and economic environments. They will attend Recovery Management Group meetings to represent task group members.

Task Group Lead:

3 Actions during Readiness

The primary actions during readiness focus around: the appointment of Recovery Managers; professional development; planning and relationship management, funding, governance and risk reduction; exercising, monitoring and evaluation. Readiness actions are tasks that form the day to day recovery work programme. In order for recovery arrangements to be effective, recovery planning and relationship building work is necessary prior to events occurring.

For TCC and WBOP this means:

- Local Recovery Managers and alternates are appointed and trained;
- Governance and reporting lines are well established;
- Recovery Managers have established relationships with key recovery stakeholders and are familiar with and able to activate recovery arrangements ensuring that;
  - task group leads are appointed;
  - expectations of task groups during recovery phases are agreed upon by all stake holders;
  - procedures and reporting lines for recovery activities are clear and understood;
- The community is engaged with pre-event planning (which can be encompassed in resilience and response planning initiatives);
- Recovery arrangements at local level are reviewed, updated and maintained;
- Recovery arrangements are monitored and reviewed as part of the capability monitoring;
- Recovery managers and task groups meet regularly to maintain and develop relationships and collaborate and share resources and information at Group and Local level.
- Pre-event arrangements for debriefing and review are in place prior to recovery; and
- Champion the development and review of Business Continuity Plans for key infrastructural assets within the District.

3.1 Professional Development

The nature of the role and experience from major incidents such as the Canterbury Earthquakes, Matata Floods and Edgecumbe Floods identify that ongoing professional development is an important consideration for Recovery Managers.

3.1.1 Responsibilities

The following professional development expectations are recommended for Recovery Managers:

- Attendance at any Bay of Plenty Recovery Manager Training Courses;
- Attendance at Bay of Plenty Recovery Manager Meetings;
- Attendance at the MCDEM Recovery Managers Workshops;
- A high level of familiarity with the Bay of Plenty CDEM Group Plan, the Bay of Plenty Recovery Plan and the TCC and WBOP Local Authority Recovery Management Plan (this plan);
- Familiarity with the MCDEM Recovery Management Guidelines and Focus on Recovery material – or any relevant updates;
- Attendance and participation in Recovery Plan exercises/workshops:
  - National Level: administered by MCDEM to test national readiness;
  - BOP CDEM Group Level: administered by Group Emergency Management Office to improve group co-ordination of CDEM activities;

- Local: administered by Territorial Authorities (TAs) and/or Emergency Operating Areas (EOA) to improve TA and/or EOA processes and procedures.

There are a range of online resources and available via the CDEM website. These include a Recovery Manager Competency Framework Role Map, which contain the skills, knowledge and attribute statements for the role. Some useful links are below:

- Resources for Recovery Managers: https://www.civildefence.govt.nz/cdem-sector/recovery/recovery-managers/
- Learning and tools: https://www.civildefence.govt.nz/cdem-sector/capability-development/cdem-learning-and-development-tools/

3.2 Relationship Management

Relationship management refers to the on-going process of developing and maintaining relationships with recovery stakeholders and task groups in order to ensure that familiarity with recovery expectations and arrangements is high, so that the chances of a successful recovery are enhanced.

Relationship management[6] is a fundamental requirement of effective recovery through all stages. Within TCC and WBOP, development and maintenance of the relationships outlined within Table **3.2.1** are of high importance to recovery management. The primary responsibility for development and maintenance of these relationships rests with the Local Recovery Manager and alternate. All relationships listed are to be maintained throughout recovery phases and BAU, however the relative importance of the relationship in each phase is indicated by the ✓ on the right-hand side.

Recovery Relationships	Readiness	Response	Recovery Activation
Tauranga City Mayor and Council		✓	✓
BOPRC Civil Defence and Emergency Management	✓	✓	✓
Key Local Recovery Management Staff			
Task Group Leads	✓	✓	✓
Local Welfare Manager/Social Recovery Manager	✓		✓
Public Information Manager	✓		✓
Planning and Intelligence Manager			✓
Logistics Manager			✓
Iwi Liaison Officer			✓
MCDEM			✓
Group Recovery Manager			✓
Co-ordinating Executive Group – CEG	✓		✓
BOP CDEM Joint Committee			✓
Group EMO			✓

Table 3.2.1: Important relationships for recovery management and emphasis during different phases.

[6] Further information is well documented in the Recovery Manager Competency Framework Role Map (MCDEM)

In summary, the Recovery Manager is expected to:

- Identify all key local stakeholders and task group members ensuring;
  - task group leads are appointed;
  - expectations and responsibilities and leads of task groups during recovery phases are agreed upon by all stake holders;
  - Procedures and reporting lines for recovery activities are clear and understood.
- Make relationship management a part of their "business as usual" role in recovery;
- Attend relevant on-going CDEM and stakeholder task group members meetings and forums.

3.3 Community Engagement

Community engagement is the process of engaging with communities both prior to and during recovery. An engaged community will be prepared and better able to absorb the effects of a disaster, reducing the impacts and aiding recovery. It is critical to engage the community, so that it becomes an integral part of the recovery process. Figure 3.3.1 briefly outlines three key steps to engaging with a community.

In this regard, the Local Recovery Manager should:

- Base community engagement on the guidance and principles outlined in section 3.3.3 and MCDEM Community Engagement in the CDEM context best practice guide[7];
- Adopt a community development approach rather than a welfare approach. Community development is a proactive approach that aims to prepare the community and minimise consequences;
- Work closely with local and regional community resilience and engagement staff to utilise and build on existing relationships. The Emergency Management Coordinator for Community Resilience and the BOPRC Kotahitanga Strategic Engagement team are two sources of support. This will ensure recovery is incorporated into both response and resilience discussions.

[7] https://www.civildefence.govt.nz/cdem-sector/cdem-framework/guidelines/community-engagement-in-the-cdem-context/