



Ordinary Meeting of Council

AGENDA

3.00pm Tuesday 27 September 2016

**Council Chamber, Wairoa District Council, Coronation
Square, Wairoa.**

The agenda and associated papers are also available on our website: www.wairoadc.govt.nz

For further information please contact us 06 838 7309 or by email info@wairoadc.govt.nz



Agenda

Chairman: His Worship the Mayor Mr C Little

Councillors: D. Eaglesome-Karekare (Deputy Mayor), M Bird, B Cairns, H Flood, J Harker, M Johansen.

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1. Karakia	
2. Apologies for Absence	
3. Declarations of Conflict of Interest	
4. Chairman's Announcements	
5. Items of Urgent Business not on the Agenda	
6. Public Participation	
A maximum of 30 minutes has been set aside for members of the public to speak on any item on the agenda. Up to 3 minutes per person is allowed.	
7. Minutes of the Previous Meeting	4-10
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F Power – Chief Executive Officer	
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Charlotte Knight – Governance Advisor & Strategist	
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James Baty – Corporate Services Manager	

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| 11. Phoenix Palm Stock
J Cox– Engineering Manager | 215-225 |
| 12. Rural Fire Plan Reviewed 2007
H Montgomery – Chief Operating Officer | 226-293 |

Receipt of Minutes from Committees/Action Sheets

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| 13. Economic Development Committee
Unconfirmed minutes from meeting held on Monday 1 st August 2016 | 294-297 |
| 14. Finance Audit & Risk
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| 16. Resolution to exclude the public
This contains information on the general subject matter of confidential items and why they are being conducted without the public present. | 311 |
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Minutes of an Ordinary Meeting of Council

10.00am Tuesday 23 August 2016 held in the Council Chamber, Wairoa District Council, Coronation Square, Wairoa.

Present: His Worship the Mayor Mr C Little (Chairman)

Councillors: M Bird, B Cairns, D Eaglesome-Karekare, J Harker, M Johansen, H Flood.

P Kelly	(Māori Standing Committee Representative)
F Power	(Chief Executive Officer)
H Montgomery	(Chief Operating Officer)
J Cox	(Engineering Manager)
J Baty	(Corporate Services Manager)
A Morton	(Chief Financial Officer)
K Tipuna	(Communications Strategist)

Procedural Items

1. Karakia

The karakia was given by Mr J Baty (Corporate Services Manager).

2. Apologies for absence

Māori Standing Committee Representative Mr Kelly (for lateness).

3. Declarations of Conflict of Interest

Councillor Cairns – Adventure Wairoa Proposal

Councillor Harker – Late item: WDC Drinking Water Supply Risks

4. Chairman's Announcements

None.

5. Items of Urgent Business not on the Agenda

Late item: WDC Drinking Water Supply Risks

Late item: Hawke's Bay Regional Economic Development Strategy

Late item: KiwiRail - Selwyn District Council

6. Public Participation

Mr G Preston enquired as to when monthly financial reports will be available. He also enquired as to when the first rocket will be launched and what assurances Council has that satellites launched won't be used for spying or military activities.

Financial reports go to the Finance, Risk and Audit Committee before coming to Council.

Rocket Lab has installed the launch platform at the private orbital launch under development on Māhia Peninsula. The installation of the almost 50 ton platform is the final major step in preparing the site for the arrival of the first electron launch vehicle, scheduled to be tested in the coming months.

The New Zealand Government has announced the development of a new regulatory regime for space and high altitude activities.

It will ensure the development of a peaceful, safe, responsible and secure space industry that meets New Zealand's international obligations.

7. Confirmation of Minutes of the Previous Meeting

Resolved: *That the minutes of the Ordinary Meeting of Council held on 19 July 2016 be confirmed as a correct record of the proceedings.*

Eaglesome-Karekare/Cairns

8. CEO Monthly Report – July

The Chief Executive Officer presented his report.

Resolved: *That the reports be received.*

Johansen/Harker

9. Early Payment of Rates Policy

The Chief Financial Officer presented his report.

Councillors discussed:

- Late submission received after the closing period. Submission in support of adopting the policy. Miscellaneous item contained in submission referred to the Engineering Department.

Resolved: *That Council adopt the attached Early Payment of Rates Policy in respect of the Māhia and Ōpoutama Wastewater Schemes attached as Appendix 1.*

Cairns/Harker

10. Adventure Wairoa Proposal

The Engineering Manager presented his report.

Mrs Tamsyn Morunga presented on behalf of Adventure Wairoa.

Māori Standing Committee Representative Mr Kelly entered the meeting at 10.51am

Councillors discussed:

- Other Council's use of the landfill previously mentioned – what timeframe before this affects the mountain biking facility and landfill expansion that might be required
- Robust mitigation plan required especially in relation to fire
- 50 metre buffer zone, fire plan, restricted fire season, membership and code of conduct noted
- Organic process that needs to be flexible to maximise opportunities especially tourism

Resolved:

That Council directs the Chief Executive Officer and Engineering Manager to develop an agreement in partnership with Adventure Wairoa relating to the creation of a purpose-built mountain biking facility for the Wairoa community on the Fraser Street forest block and that the agreement comes back to Council for approval.

***Flood/Little
Abstention: Cairns***

ADJOURNED: 10.53am

RECONVENED: 10.58am

11. Better Local Services Bill

The Communications Strategist presented his report.

Councillors discussed:

- Extending the role of the Local Government Commission to re-organise local authorities
- Establishment CCOs across councils, including the transfer of functions
- Accountability requirements for new and existing CCOs
- Amalgamation process
- Extension of regulations and the creation of more financial and non-financial benchmarks and performance measures
- Rushed legislation and erosion of local democracy
- Support for Nelson Ratepayers Association

Resolved: *That Council:*

1. Receive the report;
2. Endorses the WDC submission; and
3. Direct the Chief Executive to implement a community communications campaign about the potential impact of the Better Local Services Bill on loss of local control of community assets, and the erosion of local democracy.

Little/Johansen

LATE ITEM: WDC Drinking Water Supply Risks

Resolved: *That in accordance with Section 46A (7) of the Local Government Official Information and Meetings Act 1987 the item **WDC Drinking Water Supply Risks** be considered given the item had not come to hand at the time of Agenda compilation and consideration of this matter is required now in order to respond within the timeframe allowed.*

Eaglesome-Karekare/Johansen

The Engineering Manager presented his report.

Councillors discussed:

- Havelock North water quality crisis
- State of current water supplies in the district
- Contaminated samples regularly returned from the Māhanga Water Supply
- Current reactive treatment of Māhanga Water Supply

Resolved: *That Council:*

1. Directs the Engineering Manager to proactively treat the Māhanga Water Supply and that the boil water notice remain in place.
2. Continues to promote that the Māhanga Water Supply is non-potable.
3. Proceeds with the referendum on whether or not to close the Māhanga Water Supply as soon as possible after the 2016 local government elections.

Little/Cairns
Against: Bird

LATE ITEM: Hawke's Bay Regional Economic Development Strategy

Resolved: *That in accordance with Section 46A (7) of the Local Government Official Information and Meetings Act 1987 the item **Hawke's Bay Regional Economic Development Strategy** be considered given the item had not come to hand at the time of Agenda compilation and consideration of this*

matter is required now in order to respond within the timeframe allowed.

Eaglesome-Karekare/Flood

The Chief Operating Officer presented her report.

Councillors discussed:

- Regional approach to economic development which is government led
- Vision for Māori now included
- Accountability clear

Resolved: *That Council endorses the Regional Economic Development Strategy and continues to provide support for the implementation of the strategy.*

Eaglesome-Karekare/Flood

LATE ITEM: KiwiRail - Selwyn District Council

Resolved: *That in accordance with Section 46A (7) of the Local Government Official Information and Meetings Act 1987 the item **KiwiRail - Selwyn District Council** be considered given the item had not come to hand at the time of Agenda compilation and consideration of this matter is required now in order to respond within the timeframe allowed.*

Little/Harker

The Chief Executive Officer presented his report.

Councillor Flood left the meeting at 12.08pm

Councillors discussed:

- Investigating Council's own history with KiwiRail

Councillor Flood returned to the meeting at 12.12pm

Resolved: *That Council receives the report.*

Little/Harker

Receipt of Minutes from Committees/Action Sheets

12. Council Action Sheet

13. Māori Standing Committee

Minutes discussed. Noted quorum issue.

Public-excluded items

14. Resolution to exclude the public

Resolved: That the public be excluded from the following parts of the proceedings of this meeting, namely:

1. Review of Public Excluded Minutes

The general subject of each matter to be considered while the public is excluded; the reasons for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) 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(1) to the passing of this resolution
Review of Public Excluded Minutes	<p>Section 7 (2)</p> <p>(a) protect the privacy of natural persons, including that of deceased natural persons</p> <p>(h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities</p> <p>(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>48(1)(a) That the public conduct of the whole or 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:</p> <p>(i) where the local authority is named or specified in the Schedule 1 to this Act, under section 6 or section 7 (except section 7(2)(f)(i)) [of the Local Government Official Information and Meetings Act 1987]</p>

Flood/Harker

ADJOURNED: 12.36pm

RECONVENED: 1.10pm

PUBLIC EXCLUDED: 1.10pm

RE-ADMITTED: 1.44pm

14. Release of Confidential Minutes

Resolved: *That Council release the redacted confidential minutes attached as Appendix - Release of Confidential Minutes.*

Little/Harker

There being no further General Business His Worship the Mayor declared the meeting closed.

CLOSED: The meeting closed at **1.44pm.**

.....
Chair

Council

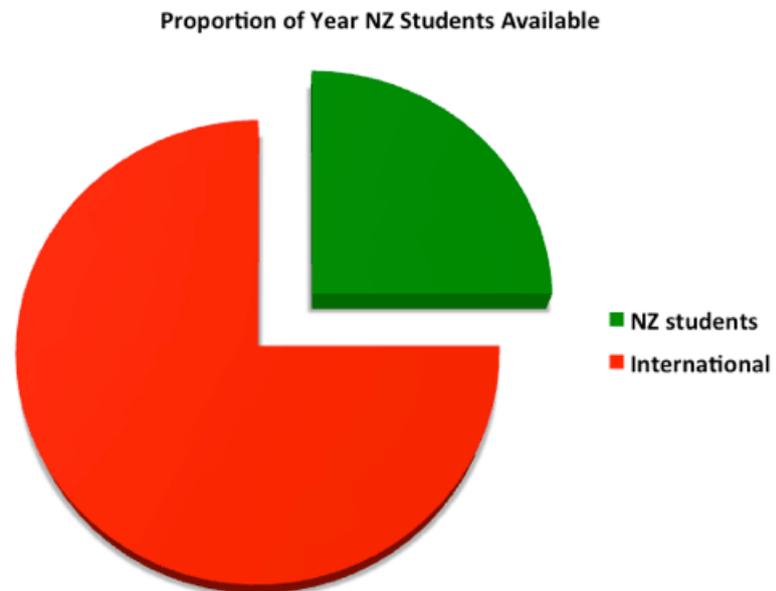
27 September 2016



Chief Executive Officer's Monthly Report

Department	Office of the Chief Executive
Author	Chief Executive Officer – F Power
Contact Officer	As above
1. Purpose	1.1 To update Councillors on significant matters attended to by the CEO in the interval since the last report – 23 August 2016.
Recommendation	<i>The Chief Executive Officer RECOMMENDS that Council receive this report.</i>
2. Staff and intern movements	<p>2.1 Luke Knight has commenced as Property Manager. Matthew Tuapawa has commenced as Property Officer. Michael Hardy has commenced as Operations Engineer – Roads, and Hira Campbell has commenced as Contracts Engineer – Roads.</p> <p>2.2 Local University applicants are given priority over other NZ applicants. Only two local students have applied for an internship with Council in the past 2.5 years. New Zealand University students can only undertake an internship for the 13 week break mid-November to mid-February. This 13 weeks is only 25% of the year. We make use of international students for the other 75% of the year that New Zealand interns cannot help our community. Council internships are unpaid, although we offer them accommodation. Often international students come from as far away as Europe, spending thousands of dollars on flights from the far side of the world in order to join our community and strengthen it. Interns allow us to progress further, and faster. They also enrich our community culturally, and become 'Ambassadors' for our community when they return to their own countries. Our internship programme is regarded as the leading programme of its kind in New Zealand (as articulated by Professor Chris Gallavin). We are the only local authority in NZ to be accredited to run 4th year law course summer school (equivalent to a 1/6th academic year). Our internship programme greatly strengthens our reputation. It also leads to cooperative relationships with multiple Universities that (later) can have ongoing and unanticipated benefits. At a meeting with Lincoln University on 15 September 2016 regarding the proposal</p>

to establish an agricultural hub in Wairoa, Lincoln University representatives expressed great interest in agricultural internships (to assist research into diversification/increasing efficiency of agricultural practices in Te Wairoa). The internship programme also allows us to support important projects in the community (such as supporting Whangawehi Catchment Management Plan ecology students, or a sport and recreation intern for Adventure Wairoa) - all things that help improve our environment or the health of our youth/community. The graph below clearly shows the desirability of utilising international students (either for the 75% of the year when NZ students are not available, or even for the summer period when NZ students are). Very few NZ interns can afford to work for our community for nothing, as our international interns do.



3. Economic Development

- 3 *Rocket Launch Tourism Project Scope*
The HBRC's Rocket Launch Tourism Project Scope report (undertaken by TRC and the Giblin Group) is complete and is attached.

4. Events and meetings

- 4 *Civil Defence and Emergency Management Preparedness*
- 4.1.1 I attended a CDEM Incident Management training workshop on 24 August 2016 and, in the absence of Kitea Tipuna (Communications Strategist), handled comms in relation to the Te Araroa earthquake that occurred on the morning of 02 September 2016.

4.2 *Regional Meetings*

4.2.1 On 26 August I attended the Hawke's Bay Civil Defence and Emergency Management Coordinating Executive Group meeting in Napier. On 08 September 2016 I attended the LIFT HB – Kia tapatahi Executive Group Meeting in Taradale.

4.3 Finance Audit & Risk Committee

4.3.1 FAARC met on 06 September 2016, and Council's auditor expressed pleasure in the thoroughness of the monthly financial reporting now being undertaken by the Finance Department.

4.4 Maori Standing Committee

4.4.1 On 09 September 2016 I attended the MSC meeting at Te Reinga.

4.5 Staff appointments

4.5.1 Numerous interviews for engineering personnel, and for the Workplace Health & Safety Officer were conducted during this period.

4.6 University of Waikato

4.6.1 On 25 August 2016 negotiations commenced with representatives from the University of Waikato regarding an earth sciences postgraduate research programme relating to agricultural diversification in Te Wairoa.

4.7 Lincoln University

4.7.1 On 15 September 2016 several members of the academic staff of Lincoln University visited Council and a workshop was held pre-T Turi Carroll – Life & Legacy Seminar and Field Trip, held at the Taihoa Marae on 16 September 2016.

4.8 Opening of Whakamahia Recreational Facilities

4.8.1 On 18 September 2016, the Whakamahia recreational precinct was officially opened by the Honourable Stuart Nash MP. Bruce Lochore, CEO of the New Zealand Motor Caravan Association (NZMCA) was also in attendance. This was preceded by a beach clean up by many parties, including the Eastland Motor Caravan Association.

4.9 SOLGM Summit

4.9.1 I attended the Society of Local Government Managers Summit in Auckland on 21-23 September 2016.

4.10 Rocket Lab

**Further
Information
Appendices
Background
Papers
Signatories**

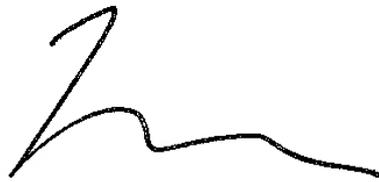
4.10.1 On 27 September 2016, I, His Worship the Mayor, and several staff attended the official opening of Rocket Lab's Orbital Launch Site at Onenui Station, Mahia Peninsula.

None.

Rocket Launch Tourism Project Scope.

None.

Author: F Power

A handwritten signature in black ink, appearing to be 'F Power', written in a cursive style.

Rocket Launch Tourism Project Scope

Report to Hawke's Bay Regional Council
August 2016

Prepared by
Giblin Group and TRC Tourism





Giblin Group is a specialist consultancy assisting local and central government, and iwi, hapū and whanau to develop and deliver on their plans and projects.

Giblin Group's reputation is built on attracting millions of dollars to social infrastructure projects across regional New Zealand; including museums, galleries, theatres, sports facilities and environmental projects.



TRC Tourism (TRC) www.trctourism.com is a leading international tourism and recreation consulting business with offices in New Zealand and Australia. For over 30 years, we have engaged with businesses, governments and communities to enhance people's lives and the places they live through sustainable tourism and outdoor recreation.

Report prepared by Jenni Giblin, Christine Ennis (Giblin Group) and Dave Bamford (TRC Tourism)
for Hawke's Bay Regional Council, Wairoa District Council, Gisborne District Council (Activate Tairawhiti), Hawke's Bay Tourism and Ministry of Business Innovation and Employment

Disclaimer: This report has been prepared on behalf of and for the exclusive use of the Hawke's Bay Regional Council as primary client. The opinions, key findings and recommendations in the study are based on conditions encountered and information provided and reviewed at the date of preparation. Giblin Group is not responsible or obligated to update this study to account for events or changes occurring subsequent to the date that the study was prepared.

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1.0 EXECUTIVE SUMMARY

Introduction

The establishment of a launch site on the Mahia Peninsula by Rocket Lab, a US corporation with a New Zealand subsidiary, has opened up the opportunity for rocket tourism in the Wairoa District with potential benefits for the Hawke's Bay and Tairāwhiti/Gisborne regions. It is believed a well-developed tourism offering will significantly benefit the Wairoa District through growth in employment and investment, improvement to the general economy and, as a consequence, enhanced social outcomes to an area of regional New Zealand which requires a boost in terms of economic and social wellbeing.

Giblin Group working in partnership with TRC Tourism was contracted by the Hawke's Bay Regional Council (HBRC) to undertake a project scope on the tourism opportunities presented by Rocket Lab testing and launching electron rockets on the Mahia Peninsula in the Wairoa District. The approach taken involved:

- A review of material currently available;
- On-site visits and interviews with stakeholders in Wairoa, Hawke's Bay and Gisborne;
- Scoping of the tourism market including current trends, lessons learned from other tourism developments, identification of potential tourism product associated with rocket launches and a SWOT and risk assessment of the rocket launch tourism activity;
- Identification of potential funding sources for future tourism developments; and
- Recommendations and an Action Plan going forward.

Rocket Industry and Tourism

The rocket industry is new to New Zealand and central government is taking a strong interest in Rocket Lab's operations. MBIE states that space is of immense strategic importance and that globally the space economy is a multi-billion dollar business with opportunities for New Zealand to take a more active role in this high value, knowledge-intensive economy. To that end, the Government has announced the development of a new regulatory regime for space and high altitude activities and has established a New Zealand Space Agency within MBIE to be the lead agency for space policy and legislation.

Central government is also currently focused on regional economic growth and announced funding in the 2016 Budget of \$94.4 million of new funding over the next four years for regional economic development initiatives that will boost economic growth and benefit communities in regional New Zealand.

The tourism industry plays a very important role in the New Zealand economy. It is one of New Zealand's top export industries contributing directly and indirectly 8.5% to total gross domestic product and 6.9% of total people employed in New Zealand (168,012)¹. The number of international tourists to New Zealand is growing significantly and the regions are eager to capitalise on this growth

¹ Ministry of Business, Innovation and Employment (MBIE), Tourism Satellite Account 2015

and attract visitors to their area. Both Eastland and Hawke's Bay are experiencing growth in visitor numbers.

Wairoa District has a plan to grow and develop a sustainable tourism industry and establish the district as a multi-faceted tourist destination. The district is geographically beautiful, culturally rich, and potentially has a lot to offer tourists including an abundance of water activities (swimming, water skiing, fishing, surfing, diving) based around its beaches, the Wairoa River and Lake Waikaremoana. The natural beauty of the district provides bush walks and scenic drives. The opportunity to host rocket launches in the area is an added bonus and a drawcard to come to Wairoa/Mahia.

There is a market for rocket tourists as is evident internationally at "Big Rocket" launch sites such as Cape Canaveral in the United States. In New Zealand there also appears to be an appetite for space-related tourism as demonstrated by the recent launch of the super pressure balloon at Wanaka where over 1,000 people turned up to watch, despite the fact that the launch had previously been "scrubbed" three times. A further 10,000 watched the launch on YouTube.

Given that rocket launches are unreliable in terms of scheduling, the weather balloon launch is a good indication of the interest in such an event and the fact that visitors will turn up despite cancellations. It is also imperative to have other activities and interests in the area for visitors to do while waiting for the launch.

Stakeholder Meetings

A number of stakeholders in Wairoa, Hawke's Bay and Gisborne were interviewed to inform this report. One group we failed to meet with was iwi representatives in the Wairoa District. We consider this a gap in our stakeholder engagement and would still seek to meet with this group if possible.

Our conversations with local business people indicated a "wait and see" attitude with regard to the rocket launch activity in Mahia and whether it would boost the local economy. There was a feeling that while anything like this that comes to town and supports the community is good, there are opportunities without Rocket Lab to improve the tourism offering of the district.

A repeated message from local business people with whom we spoke was that the Council should be ready to act quickly to support the establishment of new business or development of existing business in terms of consents if the test rocket launches are successful and there proves to be a tourist market for this.

It should be noted that many people we spoke with have an energy and vision for Wairoa District that is not dependent on the rocket launches.

In the wider region, it is clear that Gisborne and Napier are gateways to Wairoa and the Mahia Peninsula and tourism opportunities that come their way as a result of the rocket launches will be capitalised on.

A list of stakeholders consulted is attached as *Appendix 2*.

Potential Community Benefits

There is potential for economic, social and cultural benefits to accrue to the Wairoa District and greater East Coast region through the rocket launch activities. A recent Economic Impact Assessment by Sapere Group has modelled the expected economic benefits to New Zealand from the development of a rocket launch industry. From this modelling, which is based on a scenario of between 52 and 120 launches per year (after 5 years), Sapere estimates that Rocket Lab could contribute between \$600 and \$1,550 million of value-add to New Zealand over 20 years, of which direct, indirect and induced effects could be between \$400-\$1,150 million.

Rocket Lab has made it a priority to use local contractors where possible in the construction phase of the project and to source consumables such as fuel and food within the region. Rocket Lab has actively engaged with the local Mahia Peninsula community, ensuring they have been kept well-informed through public meetings of the project's progress.

Rocket Lab has made it clear that they are in the business of launching rockets and are not focused on tourism activities related to rocket launching. However, the company is keen to support scientific education and outreach activities involving schools and educational institutes in the Hawke's Bay area.

There is scope to include cultural activities as part of a tourism product and to share local Māori legend and tradition as part of this. The Tairawhiti Navigations Project - the story of first journeys - also links in well with the first journey into space from a New Zealand launch site.

The possibility of establishing a Space Education and Information Centre in the District is an idea that should be further tested through a business case. It is noted that rocket launch sites located overseas are supported by a centre with an education focus, and it could also be seen as an important driver for economic development in the region.

A Staged Approach

There are three stages to the rocket launch programme:

- Construction - current development of the launch site at Onenui Station;
- Test Launches - planned for a 6 month period commencing sometime after 1 August 2016;
- Commercial launches – normal operations, 2017 and beyond.

If properly organised, the test stage could be used to gather important market information for the assessment of rocket launch tourism.

Wairoa District Council (WDC) needs to be prepared for the visitors that turn up to watch the test launches. The tests will not be publicised, but Rocket Lab is required to notify the local community of pending test launches as defined in the resource consent. It is expected that word will spread and locals, day-trippers from north and south, and journalists, who are eagerly awaiting the launches, will

arrive in the district. Management of visitors in terms of traffic, safety and provision of essential services such as toilets and food needs to be planned for.

Recommendations

At this point in time, the rocket tourism market is unknown in New Zealand and reference can only be made to similar products in the same area of interest, e.g. space products such as the Wanaka Super Pressure Balloon and the Space Centre at Te Awamutu; or activities that also hold a risk of not eventuating, e.g. whale watching at Kaikoura, to evaluate what effect rocket launches may have on tourism for the Wairoa District and greater Hawke's Bay and East Coast region.

However, there is an opportunity to undertake some on-the-ground market research during the rocket launch testing phase and our recommendations are based around this:

1. **Undertake market research** during the three test launches, gather data from those who turn up to watch, analyse and report back.
2. **Have infrastructure in place** to cater for the visitors who come to view the test rocket launches.
3. **Be good hosts** to the visitors who come to view the test rocket launches.
4. **Establish a Steering Committee** to manage three action groups through the test launch period to ensure that the actions recommended in 1-3 are delivered upon. The three action groups could focus on Market Research, Infrastructure and Hosting. The Rocket Launch Testing Steering Committee (RLTSC) could comprise the following representatives:

- Independent Chair
- Wairoa DC
- Hawke's Bay RC
- Onenui Station
- Rocket Lab
- Activate Tairāwhiti
- REDS Strategy Rep or HB Tourism
- MBIE Space agency rep
- Committee Support

It would appear there are opportunities for tourism associated with rocket launches in the Wairoa District, but at this point a cautionary approach is advised and further groundwork recommended before any permanent infrastructure is put in place.

At the same time, preparation for and a quick response to the changing environment that the rocket test launches will create in Wairoa District is recommended.

Figure 1: Onenui Station comprising the southernmost tip of the Mahia Peninsula - the rocket launch site



2.0 INTRODUCTION

2.1 Giblin Group profile

Giblin Group is a specialist consultancy assisting local and central government and iwi, hapū and whanau to develop and deliver on their plans and projects. The company's reputation is built on attracting more than \$63 million in public and private funding to restoration, extension or new construction projects in communities across New Zealand. Giblin Group also works extensively in the area of stakeholder engagement and community consultation, a vital ingredient for the success of any major project.

Giblin Group has positioned itself as a champion of regional renaissance, working with organisations from greenfields planning, helping to build support for projects through to the realisation of visionary projects, which are often capital projects and a visible sign of regional renaissance.

Giblin Group is owned and managed by director, Jenni Giblin. A multi-disciplinary team of consultants with a range of specialist skills is based regionally in Hawke's Bay. There are also two associate consultants based in Wellington, who work within the machinery of government, ensuring Giblin Group is connected with ministers and government officials.

2.2 TRC Tourism profile

TRC Tourism is a leading international tourism and recreation consulting business with offices in New Zealand and Australia. For over 30 years, TRC Tourism has engaged with businesses, governments and communities to enhance people's lives and the places they live through sustainable tourism and outdoor recreation.

TRC Tourism works with clients all over the world to create superb, competitive destinations. Services include: Tourism Planning, Destination Management and Development, Recreational Trails, Product Development and Feasibility Studies, Indigenous Tourism, Planning and Business Support, Business Strategy, Parks, Protected Areas and Resource Management.

The team, led by Director Janet Mackay, is made up of in-house consultants and support staff and associate consultants based in Australia and New Zealand. Teams are picked to undertake large and small scale projects across New Zealand, Australia, Asia and the Pacific and beyond. Dave Bamford provided the professional inputs for this project.

2.3 Scope of Project

Giblin Group working in partnership with TRC Tourism was contracted by the Hawke's Bay Regional Council to undertake a project scope on the tourism opportunities presented by Rocket Lab testing and launching electron rockets on the Mahia Peninsula in the Wairoa District. The terms of reference sought to:

- Focus on space tourism opportunities

- Consider tourism potential in terms of in-bound and national markets and demand
- Identify potential tourism product around space tourism
- Provide a high-level outline of potential external funding to get space tourism off the ground
- Provide lessons learnt from other innovative tourism innovative startups
- Provide recommendations on next steps.

The development of the project scope has involved consultation with officers from Hawke's Bay Regional Council, Wairoa District Council, Ministry of Business Innovation and Employment (MBIE), staff from Rocket Lab, an Onenui Station representative, tourism personnel in the Hawke's Bay and Gisborne regions, members of the local iwi, the business community and other stakeholders identified as appropriate.



Figure 2: Portland Island and the tip of the Mahia Peninsula

3.0 METHODOLOGY

3.1 Approach taken

Giblin Group and TRC Tourism have expertise in different areas and our approach has been to work alongside each other with Giblin Group taking the lead on the project and providing funding expertise, and TRC Tourism providing tourism information, expertise and analysis for the study.

3.2 Work plan

Appendix 1 shows the Work Plan for undertaking the Project Scope.

4.0 BACKGROUND

4.1 Rocket Lab launch project

The establishment of a launch site on the Mahia Peninsula by Rocket Lab, a US corporation with a New Zealand subsidiary, has opened up the opportunity for rocket tourism in the Wairoa District with potential benefits for the whole Hawke's Bay region. It is believed a well-developed tourism offering will significantly benefit the Wairoa District through growth in employment and investment, improvement to the general economy and, as a consequence, enhanced social outcomes to an area of regional New Zealand which requires a boost in terms of economic and social wellbeing.

Rocket Lab's CEO, Peter Beck has been quoted as saying "We're creating a billion-dollar space industry down here." "If we can launch one rocket a week we are going to change the world."² The New Zealand government through MBIE has financially supported Rocket Lab's research and development, and Economic Development Minister Hon Steven Joyce expects there will be significant spin-offs for the Wairoa economy and the eastern region from Rocket Lab's operations in the area.³

The Hawke's Bay Regional Council, as the representative council for the whole of Hawke's Bay and a strong advocate for economic development in the region, is taking the lead in scoping the opportunity presented by Rocket Lab's decision to locate a launch site in the Wairoa District. The potential for tourism opportunities in particular are examined in this document.

4.2 Technical specifications of the rocket of relevance to viewers

The principal offering to tourists/visitors will be to see the rocket actually take off. To that end the following details should be kept in mind⁴:

- The rockets are 17 metres long (compared to 50 metres for standard rockets);
- They do not have people aboard (compared to some other space rockets);

² Stuff.co.nz 30 July 2014

³ HB Today 27 June 2016

⁴ Details provided by Catherine Moreau Hammond at Rocket Lab

- It is difficult to predict the distances at which launches will be effectively visible. On fine days with good visibility, it is possible that the site and launch will be visible from somewhat more than 20km away;
- The rocket climbs to over 50 000 feet in altitude in a minute and a half. This altitude is almost 1.5 times as high as commercial aircraft cruise. The rocket itself will be exceedingly difficult to make out with the naked eye at this height. The flame plume would likely still be visible at night (clouds permitting), but during daylight could be too hard to make out somewhat before this time;
- While a large steam cloud at the launch site itself can be expected (and would be visible from anywhere with direct line of sight to the pad, such as Black's Beach), the launch vehicle leaves almost no visible exhaust until at an altitude where contrails (like those of commercial aircraft) will form. The puffy white exhaust plume of the NASA Space Shuttle Orbiter launches - created by the solid-fuel booster engines - will *not* be created by the Rocket Lab launch vehicle;
- The audibility of launches will diminish with viewer distance and intervening terrain. By way of example, at Mahia township expected launch volumes should be no louder than the equivalent of a conversation in a quiet office. Prevailing winds will affect this significantly;
- Rocket take-offs can be at any time within the four-hour take-off window. For all tests there will be no forewarning of the take-off. No announcements from Rocket Lab of the duration of delays or "holds" should be expected. This may also be the case during established take-offs from 2017;
- Rocket Lab will likely be managing traffic through the marine exclusion zone by VHF and some details of delays or "holds" may be inferred from this, but this will only be to the level of "launch delayed by more than one hour" and similar notifications;
- During the test period (2016) it is assumed that planned take-offs may be "scrubbed", i.e. postponed and rescheduled to a subsequent day. There are a wide range of reasons for scrubbing - technical, weather, planned aircraft movements, large ships etc.;
- Rocket Lab will endeavour to announce the decision to scrub a launch as soon as possible after it is made in order to reduce the burden on marine and air traffic;
- Rocket Lab's immediate priority is for onsite effective testing of the rockets;
- Rocket Lab does not plan any visitor management during the test period (2016). They have no plans for providing visitor services post test phase;
- Rocket Lab will provide dates for proposed launches and windows to the public two weeks before each launch;
- Rocket Lab is required to account for large concentrations of people around the launch area in its risk assessment prior to each launch. A dramatic increase in viewers in an area outside the existing exclusion zones (such as on a boat at the edge of the marine zone, or hundreds of people on a hilltop on Mahia peninsula) would need to be accounted for in Rocket Lab's safety analysis, and may result in the exclusion zone being extended accordingly. Rocket Lab will need to be informed of proposed high densities of viewers to avoid late delays while complex risk analyses (taking multiple days) are repeated.

5.0 OVERVIEW OF GLOBAL/NATIONAL/REGIONAL/LOCAL CONTEXT

5.1 Global context

The Sapere Report (Sapere Research Group, 2016) contains a summary of the globalisation of the space sector. Key points to note are:

- The OECD (2014) characterises the global space sector as a high-technology niche with a complex ecosystem comprised of: public administrations (space agencies, space departments in civil and defence-related organisations), the space manufacturing industry (building rockets, satellites, ground systems); direct suppliers to this industry (components), and the wider space services sector (mainly commercial satellite telecommunications) and also universities and research institutions;
- The OECD estimates the global space economy represented around US\$256.2 billion in revenues in 2013;
- The OECD further notes a strong trend toward the globalisation of the space sector. In contrast to the 1980s where only a handful of states were engaged in the space industry, now many more countries and corporates across a wide range of industrial sectors are engaged in space related activities;
- There has been significant interest in the economic impacts of space projects even though they typically represent a small proportion of directly measureable/attributionable economic activity (for example NASA's budget represented less than 1 per cent of GNP during peak activity years in the late 1960s);
- Bloomberg analysis⁵ puts the value of the commercial launch industry at approximately US \$6 billion dollars;
- In the last year the number of launches and attempts has nearly doubled on the previous year driven by the demand from the satellite industry. Spaceworks forecasts⁶ between 2,000 and 2,750 nano/microsatellites will require a launch from 2014 through 2020 (based on announced and future plans of developers and programs);
- The small satellite market is growing – they are much less costly and are beginning to change the space business. Recent projections by Spaceworks estimates an average annual growth rate of small satellites of nearly 24 per cent over the six years from 2014-20.⁷

⁵ Bloomberg.com, Julie Johnsson (13 April 2015) 'Forget Musk's Mars: Billionaires Branson, Allen Seek Earth Orbit' <http://www.bloomberg.com/news/articles/2015-04-13/forget-musk-s-mars-billionaires-branson-allen-seek-earth-orbit>

⁶ Spaceworks (2014) *Nano/Microsatellite Market Assessment*.

⁷Spaceworks (2015) Small Satellite Market Observations, summary accessed online: http://www.spaceworksforecast.com/docs/SpaceWorks_Small_Satellite_Market_Observations_2015.pdf

5.2 National context

Space Policy and a Lead Space Agency

In June 2016, the Ministry of Business Innovation and Employment (MBIE) announced the development of a new regulatory regime for space and high altitude activities. Its purpose in doing so is *“to ensure the development of a peaceful, safe and responsible and secure space industry that meets New Zealand’s international obligations.”*⁸

MBIE states that space is of immense strategic importance and that globally the space economy is a multi-billion dollar business. There are opportunities for New Zealand to take a more active role in this high value, knowledge-intensive economy.

The regulatory regime includes a new law – the Outer Space and High Altitude Activities Bill, due to be introduced to parliament in August 2016, a treaty with the United States – the Technology Safeguards Agreement (TSA) and Accession to the United Nations Convention on Registration, both of which are currently undergoing Parliamentary treaty examination.

The New Zealand Space Agency will be established within MBIE and be the lead agency for space policy and legislation.

Rocket Industry in New Zealand

Sapere states there is an emerging comparative advantage for New Zealand in the rocket industry, which has the potential to be seized and turned into a sustained competitive advantage.

New Zealand can offer the following to the rocket industry:

- Geographical advantages – the Mahia site can reach a wide range of inclinations from sun-synchronous through to 45 degrees.⁹
- Remote location, surrounded by water with comparatively low levels of shipping and air-traffic;
- New Zealand Trade and Enterprise (NZTE) marketing material aimed at overseas investors in a high value manufacturing sector notes that New Zealand has a small and well-educated population with one of the highest tertiary qualification rates in the world and an established history of high-quality production and innovation;
- New Zealand’s skilled labour force is cost competitive by developed country standards. Engineering employee costs are also lower in New Zealand, making it an attractive place to set up a high-value manufacturing business.
- New Zealand is English-speaking, non-corrupt and has a trusted government from a US perspective. New Zealand is consistently ranked as one of the easiest places in the world to do business.¹⁰

⁸ MBIE Press release NZ Space Agency, 16 June 2016

⁹ <http://www.rocketlabusa.com/worlds-first-commercial-launch-site>

Challenges for a New Zealand rocket industry include:

- Starting from scratch – having to build an industry from nothing. Setting up in New Zealand will require huge investment and change, e.g. regulatory change and significant investments in infrastructure;
- No access to the US supply of rocket componentry due to technology controls.

Centre for Space Science Technology

As part of the 2015 budget, an MBIE initiative was announced which will establish Regional Research Institutes around New Zealand to support innovation in the regions. \$25 million was allocated to this. In the 2016 budget, the Government announced it would commit \$40 million of additional funds to support this initiative, bringing the total funding to \$65 million.

Initial concept proposals were called for and after an evaluation process, a shortlist of three applicants was invited into further business case development with MBIE. One of the short listed proposals is for a Centre for Space Science Technology in Central Otago, led by Bodeker Scientific. The Regional Research Institute would undertake research allowing the use of space-based measurements and unique to New Zealand satellite imagery to develop solutions tailored to regions and key sectors, for example, in water resource management and regional planning.

A second of the three proposals also involves satellite technology - Earth+Vantage, Southland, led by Venture Southland is looking to establish a research facility where real time satellite and ground-based data would be used to lift primary industry productivity across New Zealand, in areas such as precision farming, forestry and marine management.

The Central Otago Space Science Technology Centre proposal was developed by a consortium of eight “parent organisations” across New Zealand which includes Rocket Lab. The other organisations are Bodeker Scientific (lead organisation), AgResearch, Callaghan Innovation, MetOcean Solutions, University of Canterbury, University of Otago and WakeScience.

If established, the Centre for Space Science Technology will have its head office in Alexandra with satellite offices established in New Plymouth, Lincoln and Dunedin.

5.3 Tourism

The tourism industry plays a very important role in the New Zealand economy. It is one of New Zealand’s top export industries. It directly and indirectly contributes 8.5% to total gross domestic product and 6.9% of total people employed in New Zealand (168,012)¹¹.

There were a record 3.27 million international visitor arrivals to New Zealand in the year ended April 2016. The largest increases were driven by China, Australia and the United States¹².

Domestic tourism expenditure grew to \$18.1 billion in the year ended March 2015¹³.

¹⁰ World Bank Group ‘Doing Business Index’ - <http://www.doingbusiness.org/data/exploreeconomies/new-zealand>

¹¹ Ministry of Business, Innovation and Employment (MBIE), Tourism Satellite Account 2015

¹² MBIE International Visitor Arrivals, April 2016

The New Zealand Tourism Strategy 2025 recognises New Zealand's natural environment as a valuable asset and a compelling reason why international visitors choose New Zealand over other countries. Twenty-nine percent of international visitors said New Zealand's spectacular landscapes and natural environment was the most important factor in their decision to visit New Zealand.¹⁴

The New Zealand cruise industry has been recognised as a rapidly growing segment within New Zealand's holiday market within the New Zealand Tourism Strategy 2025. The cruise sector currently contributes an estimated \$436.1 million in added value to the economy, from 201,370 passengers, 75,400 crew, and 716 port days¹⁵.

New Zealand Tourism Market profile (YE Sept 2015)¹⁶:

- 3 million international arrivals into New Zealand in 2015 (↑4.6% p.a. since 2013), ALOS (average length of stay) 14 nights and spending approx. \$188.60/night;
- Holiday (65%) was the main purpose of visit for international visitors. Total guest nights increased 13% since 2005;
- Holiday & VFR (Visiting Friends & Relatives) (37%) were the main purpose of visits for domestic visitors (2012);
- Hotel (36%) was the most popular type of accommodation for international visitors, followed by staying with family/friends (28%);
- Private homes (46%) were the most popular type of accommodation for domestic visitors;
- 3 places visited on average per international visitor in NZ;
- Mostly aged between 25-29 years. Visitors under 20 years have seen the highest growth since 2010;
- Most international visitors are from Australia, followed by Europe;
- The most popular recreational activities for adult New Zealanders include walking (60%), swimming (30.2%), cycling (24.8%), and fishing (19.5%). Tramping is the 9th most popular activity (9.7%) and canoeing/kayaking is the 12th most popular (8.1%)¹⁷.

¹³ MBIE Tourism Satellite Account 2015

¹⁴ New Zealand Tourism Strategy 2025, 2014/15

¹⁵ Cruise New Zealand, 2014/2015

¹⁶ Hamilton & Waikato Tourism Opportunities Plan April 2016

¹⁷ Sport New Zealand, Key results of the 2013/2014 Sport and Active Recreation NZ Survey

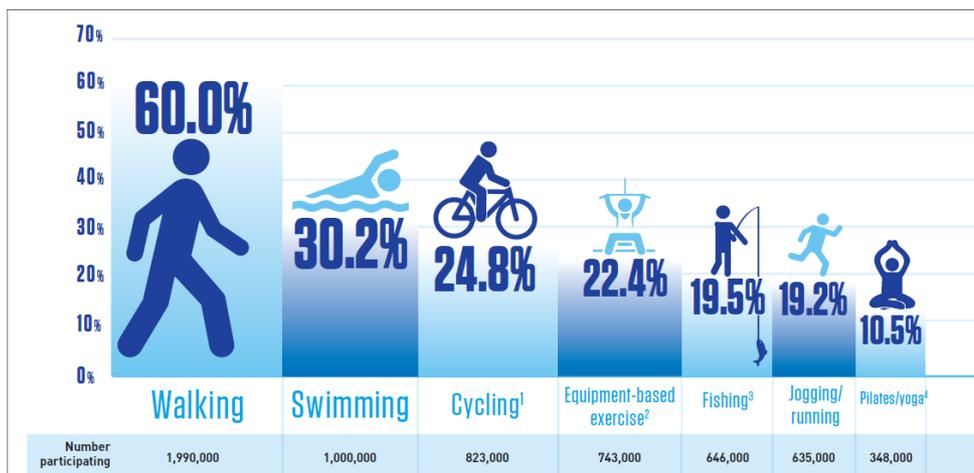


Figure 3: Top 10 Recreation and Sport Activities for participation by New Zealand adults

5.4 Hawke's Bay/Gisborne

Eastland Region

Tourism Eastland represents the Gisborne, Wairoa and Opotiki Districts as the Regional Tourism Organisation (RTO) for the Eastland region.

Destination Development Plan (Stafford Group, 2016)

Estimated visitation to the Eastland region (includes Gisborne, Opotiki, Wairoa, the East Cape, Lake Waikaremoana and the Mahia Peninsula – see map below) based on the commercial accommodation monitor, the private accommodation survey, i-Site visitation as well as discussions with stakeholders gives the following figures for the 2015 calendar year:

- Approximately 428,000 visitors to the Eastland region;
- Of this the majority were VFR (visiting family and relatives) comprising 55% (or 234,000 visitors)
- The next largest group is commercial accommodation visitors at 36% (or 155,000 visitors);
- Day trippers make up the balance at 9% (39,000 visitors).

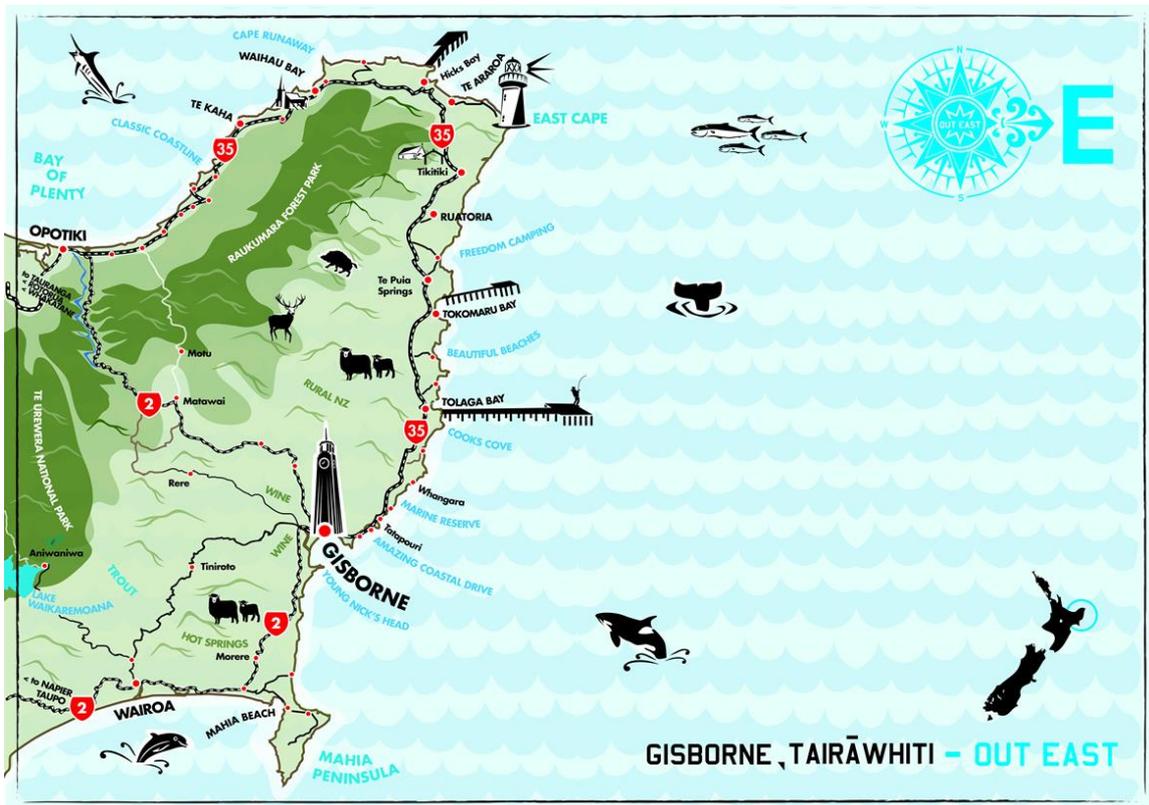


Figure 4: Eastland Region (Eastland Tourism, 2016)

It is estimated the majority of visitation to the Eastland region currently is undertaken by domestic visitors, comprising 89% of total visitation. International visitors are estimated to make up the remaining 11% of visitation.

Primary market sources for visitors to the Eastland region are:

- For domestic visitors Auckland (24%), followed by Bay of Plenty (20%) and Wellington (17%);
- For international visitors, over half are estimated to originate from Australia (57%), followed by the UK (12%).

A series of visitor growth forecasts have been developed from a low-growth scenario to a high-growth scenario as follows:

- Under the low growth scenario, visitation, over the 10-year period, grows from 441,000 to 530,000, a total growth of 89,000 visitors (or a 20% increase). This level of growth reflects natural growth in visitation to Eastland, with little-to-no new product development.
- Under the medium growth scenario, visitation grows by 53%, increasing from 458,000 to 700,000 visitors. To achieve this level of growth, it is assumed that it would necessitate undertaking some of the opportunities identified within the Destination Development Plan (DDP).

- Under the high growth scenario, visitation increases from 471,000 to 856,000, a total growth in 385,000 visitors. This growth has been based on Eastland adopting the majority of the suggested opportunities within the DDP.

The Eastland Destination Development Plan identifies a number of tourism opportunities for Wairoa based around the rocket launches. These include rocket launch viewing sites, a Space Science Experiential Centre, walking and cycling trails, events associated with the rocket theme such as a science fiction movie festival and triathlon event from Mahia to Lake Waikaremoana. For a full list of Wairoa tourism opportunities identified in the plan see *Appendix 3*.

Hawke's Bay Region¹⁸

For the year ending December 2015, 1,219,149 visitors arrived in Hawke's Bay, a 6.8% increase over the previous year. Of these, 260,074 (21.3%) were international tourists and 959,075 (78.7%) were domestic tourists. The international visitor numbers provided a significant 13% increase over the previous year. Domestic visitations experienced a slight drop at -0.2%.

For the year ended April 2016, compared with the previous April year, total guest nights for the Hawke's Bay RTO area increased 7.9%. Holiday parks had the largest increase, followed by backpackers (Statistics NZ, 2016).

Primary market sources for tourists to Hawke's Bay, based on MBIE expenditure figures, for visitors to Hawke's Bay are Australia, United Kingdom, Germany and the USA. China is an emerging market.

From within New Zealand, the primary markets are Waikato, Bay of Plenty, Wellington, Auckland and Manawatu-Wanganui.

¹⁸ Information provided by Hawke's Bay Tourism. Base data sourced from Ministry of Business, Innovation and Employment (MBIE).

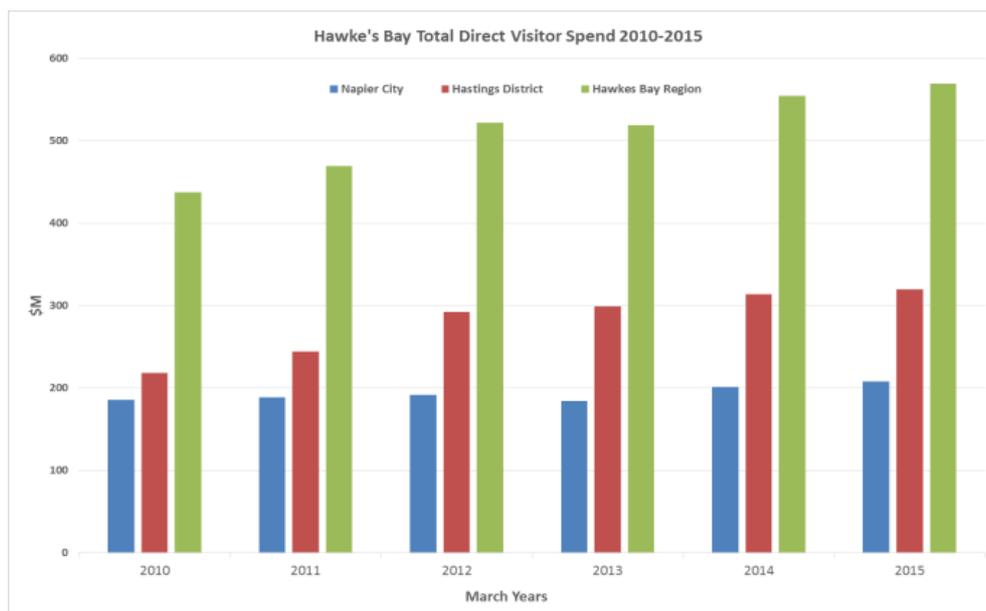


Figure 5: Total Direct Visitor Spend Years ending March 2010-2015

Hawke's Bay Tourism is aiming for a 5% annual growth in visitor spend. This meets the national framework set by the tourism industry.

Hawke's Bay has recently launched a Regional Economic Development Strategy and Action Plan 2016 (REDS, 2016). In this document an identified action under the heading *"Become a beacon for investment, new business and migrants"* is to *"Work with Rocket Lab to develop opportunities to leverage business attraction off their Te Mahia initiative."*

A further identified action under the heading *"Enhance visitor satisfaction and increase spend"* is to *"Undertake a feasibility study for a Napier to Gisborne cycleway"*. It may be assumed that Wairoa District would be part of such a cycleway.

The strategy states the arrival of Rocket Lab at Te Mahia Peninsula provides a unique opportunity to build tourism products centred on *"space-launch tourism"* while also allowing the natural beauty and the extensive history of the area to be showcased.

5.5 Wairoa District

Te Wairoa Visitor Strategy

The aim of Wairoa's Tourism Strategy (Wairoa District Council, 2015) is to grow and develop a sustainable tourism industry in Te Wairoa, and establish the district as a multi-faceted tourist destination.

The strategy outlines high level objectives and goals and contains a SWOT analysis of tourism in the District. This shows that the District has many things going for it without the rocket launch tourism aspect.

Table 1: SWOT Analysis Wairoa District Tourism

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Geographically beautiful, culturally rich and varied district – potentially a lot for tourists to see and experience: <ul style="list-style-type: none"> ○ Mahia Peninsula – surfing, fishing, diving and other recreational activities ○ Te Urewera and Lake Waikaremoana – fishing, Great Walk, Onepoto caves, rich in cultural history ○ Morere – hot pools, native bush walks ▪ Friendly welcoming people ▪ Fertile land which produces quality Angus beef, lamb, venison, fruit and vegetables ▪ Abundance of kaimoana – crayfish, paua, kina, fresh fish ▪ Whitebaiting in season ▪ Gaiety Theatre ▪ Rocket Lab launches ▪ Equidistant between Napier and Gisborne on the coastal touring road 	<ul style="list-style-type: none"> ▪ Low tourist numbers ▪ Limited number of (quality) accommodation providers ▪ Few tourist activity operators, transport providers ▪ Limited publicity/awareness of accommodation/activities on internet (HBT web, WDC web, NZT web, promo brochures) ▪ Wairoa District doesn't have a positive, known identity ▪ Little known about tourism numbers/profiles/spends/needs ▪ Little collaboration amongst operators/providers ▪ Lack of authentic cultural tourist activities/products (which tourists want) ▪ Limited communication/promotion of the district to neighbouring districts (Gisborne, HB, Rotorua, Taupo) ▪ I-Site lacks WOW factor ▪ Lack of tourist-focused infra-structure ▪ Lack of skilled service industry workforce
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Maximise potential for outdoor recreation tourist activities ▪ Encourage new business – accommodation and activity providers, including authentic cultural activities ▪ Increase visibility/presence of Te Wairoa as a tourist destination through websites/ i-Sites/promo brochures ▪ Support and promote new business ▪ Create job opportunities ▪ Share great experiences by word of mouth ▪ Work closely with RTOs and neighbouring councils ▪ Create community pride and a strong sense of place amongst residents (Visual identity project) ▪ Improve broadband connectivity ▪ Improve transport connectivity ▪ Improve the i-Site ▪ Have a dedicated focus on sustainable tourism 	<ul style="list-style-type: none"> ▪ Natural disasters ▪ Increased gang activity damages Te Wairoa's reputation ▪ Population decline → reduced rate take → reduced \$ available for tourism support ▪ Damaged environments, polluted waterways reduces attraction of Te Wairoa as a destination ▪ Bigger, competitive neighbours in Hawke's Bay and Gisborne ▪ Working age population forecast to reduce by 10% between 2011-2031 ▪ Unwarranted perception of high crime rates and personal security risk as a barrier

Visitor Numbers Wairoa i-Site

Visitor enquiry numbers provided by the Wairoa i-Site indicate visitor interest in the Wairoa district is growing:

Table 2: Total Visitor Enquiries at Wairoa i-Site

Year	Total	International	Domestic
2014	12,730	2,120	10,610
2015	14,081	2,093	11,988
2016 ¹⁹	15,933	3,099	12,834

The Wairoa i-Site also records where the visitor enquiries are from in terms of international enquiries and over the last 3 years, the largest numbers of international enquiries have been from Germany, France, the UK and Australia in that order.

Draft Economic Development Strategy

Wairoa District Council has a draft Economic Development Strategy (Wairoa District Council, 2015a) which stands on four interconnected objectives:

- Arresting and reversing historical population decline in both urban and rural Te Wairoa through encouraging natural growth and by attracting new residents;
- Developing and maintaining high quality, attractive infrastructure, events and Council services;
- Attracting new businesses and visitors; and
- Supporting existing businesses and community organisations.

The Council's vision is focused on developing and maintaining high quality infrastructure and Council services while ensuring that Te Wairoa prospers.

The strategy notes the potential for tourism growth in the district, which has an abundance of attractions, albeit under-developed at this point in time. However, tourist potential is hindered by some infrastructure issues such as the unsealed sections of State Highway 38 from Wairoa to Murupara, which effectively stops international tourists in rental vehicles from access to Te Urewera. Accommodation options are also lacking, especially higher end of the market options.

¹⁹ These are projected figures for 2016. 8,225 enquiries had been received up to the 20th June. If the average visitor numbers are extrapolated out over the remainder of the year, taking into account a considerable dip in numbers over the three winter months as per previous years, predicted numbers for 2016 could be 15,933 which is an increase over 2015. The same has been done for international versus domestic visitor numbers.

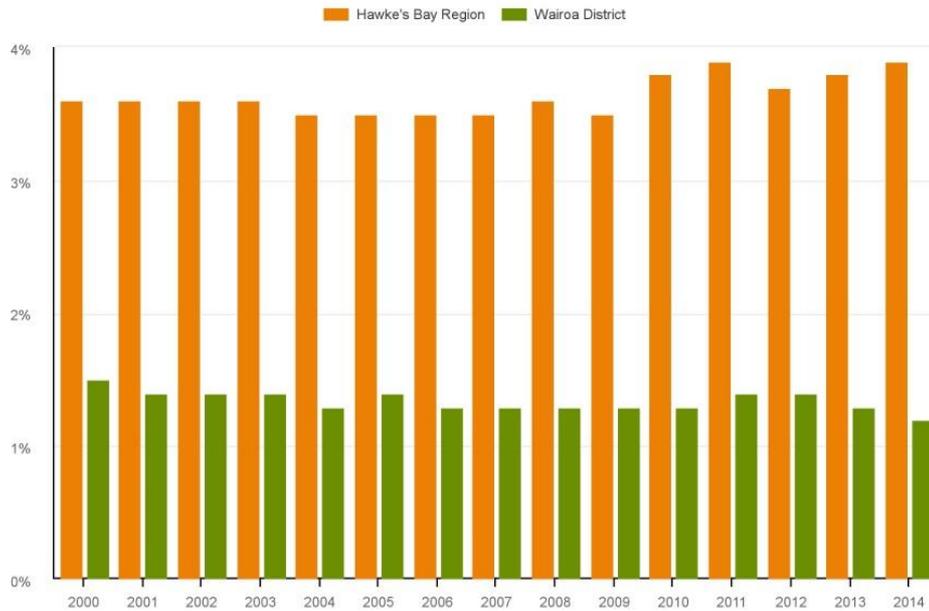


Figure 6: Tourism as a proportion of annual GDP in Te Wairoa and Hawke's Bay²⁰



Figure 7: Annual Tourism GDP growth in Te Wairoa and Hawke's Bay

²⁰ Graphs sourced from Infometrics <http://www.infometrics.co.nz/>

The Wairoa District Council's initial focus will be on strategic roading improvements and upgrading facilities for tourists that bring accommodation with them, i.e. campervans and freedom camping. To complement this, a plan to develop and support bed and breakfast and home-stay/farm-stay/marae-stay accommodation is underway.

The Council's primary focus to encourage economic development in the district is on supporting existing businesses and providing a supportive environment that makes it easy for them to stay and to do profitable business.

Support for businesses takes two forms:

- Is the environment (natural and business), the infrastructure (hard, community, soft) and council regulation supportive and attractive to profitable businesses?
- Are there available business support services from the Council, government agencies and the private sector that will support profitable businesses?

Wairoa District Identity Project

Initiated by the Wairoa District Council and the Te Matare o Te Wairoa Trust, the community has recently been led through a visual identity project with the aim of developing a consistent image of Te Wairoa, at the same time strengthening and uniting the community in a common purpose and project. As a result a Community Identity Guide has been produced (Wairoa District Council, 2016).

The first stage of the Identity Project involved a six week communications campaign to create awareness about the project across the entire district. This involved a comprehensive set of activities that sought to maximise local resident input into the development of a distinctive identity and brand for the district.

Some key findings of the project were:

- The most popular descriptor for Wairoa District was *Beautiful*;
- The most commonly mentioned historic event was *Cyclone Bola*;
- *Blues and Greens* were the most popular choices of colour for the District. *Yellow* was a close third;
- *Wairoa River, Mahia, Waikaremoana, Lakes/Rivers/Sea, the Lighthouse* and *Maraes* were the dominant six sites of significance selected by respondents;
- *Carving* and *Scenic Photography* were the two most popular types of imagery depicting the District;
- *Reggae* and *Kapa Haka* were the types of music which best depicted the District;
- *Water sports and activities (Beach/Swimming and Fishing/Boating)* were the most popular preferred activities with *Walking/Hiking* third;
- *AFFCO, Retail* and *Farming/Agriculture/Horticulture* were named as the key businesses and industries in the District.

In summary, the dominant themes that came through from the residents of Wairoa about their community were the importance of the river, waterways and landscapes, reflected in the green and

blue colours of choice; strong respect for Māori culture; significance of farming to the economy; and the hospitality, authenticity, generosity and resilience of local people.

Tourism Summary

In terms of the tourism industry some points to note are:

- There is current significant growth in international visitor numbers to New Zealand;
- There is also growth in the Eastland and Hawke's Bay RTOs and the Wairoa i-Site is recording increasing visitor numbers year by year;
- The most popular recreational activities for adult New Zealanders of walking, swimming, cycling, and fishing, plus tramping and canoeing/kayaking which also feature in the top 12 activities, are perfect activities for Wairoa District;
- Twenty-nine percent of international visitors said New Zealand's spectacular landscapes and natural environment was the most important factor in their decision to visit New Zealand. Wairoa District can offer this;
- Wairoa District Council is aware that its priority is to focus on infrastructure development - roading improvements, and facilities for self-provided accommodation (camping, campervans);
- Wairoa District Council's focus to encourage economic development in the district is on supporting existing businesses and providing a supportive environment that makes them easy to stay and to do profitable business;
- Regional tourism was a focus of the 2016 Budget with \$45 million in additional funding over four years directed towards the region.

6.0 POTENTIAL COMMUNITY IMPACTS ON WAIROA/MAHIA

6.1 Economic Impact

An Economic Impact Assessment by Sapere Group (Sapere Research Group, 2016) has modelled the expected benefits to New Zealand from the development of a rocket launch industry. The scenario modelled is a base case with an upper and lower bound and relates specifically to Rocket Lab launches. The lower and upper bounds are one launch per week (52 launches per year) to close to two launches per week (120 launches per year). 120 launches per year represent the number of launches the Wairoa District Council has consented and therefore represents a natural upper limit in the base case scenario. 52 launches, or a launch a week, reflect current forward orders. They have assumed that reaching this steady-state number of launches takes five years. In years one to five they assume the number of launches slowly “ramps up” to this steady-state.

From this modelling Sapere estimates that Rocket Lab could contribute between \$600 and \$1,550 million of value-add to New Zealand over 20 years, of which direct, indirect and induced effects could be between \$400-\$1,150 million.

Sapere does not estimate how much of the economic benefit would accrue directly to the Wairoa District or even the East Coast region.

We would advise caution when considering these numbers as even the lower case scenario assumes a rocket launch per week. It is our understanding at the present time however, that Rocket Lab has orders for 25 launches and, in the first year at least, is looking at no more than one launch per month. The likelihood of one launch per week, let alone two launches per week is still some years away.

Further it should be noted that the test period, originally planned to commence in February 2016, has been pushed back six months to August 2016 with the likelihood of further delays in the test programme.

We can be cautiously optimistic that once the rocket launches are underway and happening regularly, there will be business opportunities for the local Mahia/Wairoa communities and for their neighbours, Eastland and Hawke’s Bay, to leverage off the rocket launch occasions to expand or establish small business enterprises.

Our conversations with local business people indicated a “wait and see” attitude with regard to the rocket launch activity and whether it would boost the local economy. There was a feeling that while anything like this that comes to town and supports the community is good, there are opportunities without Rocket Lab to improve the tourism offering of the District. Council needs to look at sustainable tourism activity going forward. Some ideas mentioned were:

- Need a really good backpackers;
- Revitalisation of existing accommodation (including County Club, Clyde Hotel);
- Events calendar, e.g. Hummer of Summer, Matariki.

At a regional level, if visitor numbers jump from the Rocket Lab project, there will be a need to consider wider infrastructure issues including roading, airport and communications (broadband accessibility and cell phone coverage).

There was a concern expressed that if tourism got too big, it would be detrimental to the District. Another concern was that “all the eggs were being put in the rocket launch basket” and this was not a wise strategy.

A repeated message from local business people with whom we spoke was that the Council should be ready to act quickly to support the establishment of new business or development of existing business in terms of consents – as quickly as they moved with the consents for Rocket Lab!

Local business people considered Council’s role in the first instance is to ensure a plan is in place to deal with parking, road blockages, and rubbish collection should a huge number of people arrive for the rocket launches. Whatever people encounter when they come to see the launches will reflect on Wairoa and Mahia, and if they encounter chaos, they may not wish to come again.

6.2 Social & Cultural Impact

The CEO of Wairoa District Council, Fergus Power, has said “...*the people of Te Wairoa are excited about Rocket Lab’s activities in the district. They are confident that the sacrifices being made by the community (i.e. the exclusion zone for fishing, etc.) to enable rockets to be launched at Mahia will be more than compensated through job creation and business support, which will result in a reduction in reliance upon social support, an associated improvement in health and wellbeing for the community.*” (Wairoa District Council, 2016a).

The Wairoa District Council speaks of an implied “social contract” with Rocket Lab. The Wairoa District community has allowed this commercial operation to take place in its territory and there should be a return to the community for its trouble.

Rocket Lab for its part has endeavoured to use local industry where possible, e.g. local roading firm, QRS, has had the work to develop the launch pads at Onenui Station, and to upgrade the roading to the site; and consumables such as fuel and food are sourced from within the region. Rocket Lab has also undertaken a programme of community engagement with the Mahia community, holding public meetings and making staff available to liaise with locals and answer their questions.

There are opportunities for education and training in trades and business through the local college, Wairoa College, and a local advisory group has recently been established between the College, Careers New Zealand and key local businesses to better support the transition of young local people into local jobs. These opportunities are not, however, dependent on the rocket launch programme, nor have they been put in place because of it. Such initiatives need to be undertaken for the benefit of Wairoa’s young people regardless of rockets in the district.

Onenui Station, a working beef and sheep farm and the site of the launches, is owned by a Māori Incorporation with 1,800 shareholders. They are keen to be part of the rocket industry and have already benefited in terms of the infrastructure (roading, fences) put into the farm by Rocket Lab.

Onenui Director, George Mackey, has indicated that they will be looking for the best opportunities that present themselves for the shareholders, whether that is cultural, social, environmental or economic. They certainly see the potential for a high-end of the market tourism opportunity on the Station however; they will not do anything until they see how the test launches proceed and understand any potential market demand for Onenui tourism products.

A local Māori resident spoken to has a vision to share his culture and stories from legend and history with visitors to Mahia. He has taonga to show and stories to tell of the area.

The planner's report for the resource consent states that Rocket Lab intends to be involved with scientific education and outreach activities involving schools and educational institutes in the Hawke's Bay area and will endeavour to support the surrounding community by sponsoring social and cultural events (Montgomery, 2015).

6.3 Environmental Impacts

The environmental impact of rocket launches from the Mahia Peninsula is not known at this point in time. However, the planner's report for the resource consent stated that the adverse effects of the activity on the environment are considered to be no more than minor (Montgomery, 2015).

Rocket Lab has provided the following statement in a FAQ fact sheet (Rocket Lab, 2015) on potential rocket launches at a South Island site, Kaitorete Spit at Birdlings Flat on Banks Peninsula. This was an alternative site to Onenui Station selected by Rocket Lab for launches; however, they were unable to secure consents in the timeframe they were hoping.

In answer to the FAQs, Rocket Lab said it is committed to being good tenants of the land and plans to closely monitor any environmental impacts. It can be assumed that they have undertaken to do this also for Mahia.

Noise

The planner's report indicates that *"the majority of the sound energy will be expended prior to reaching the boundary of Onenui Station, as sound dissipates with distance."* The noise will be of short duration (11 seconds if taken until the rocket is at 500ft and up to approximately 1 minute if the total duration is taken) and the effects are considered to be less than minor in terms of the requirements of the Resource Management Act. The report also notes that Rocket Lab has attempted to suppress some of the noise generated by the launch within the design of the launch sites.



Figure 8: Computer generated image of proposed rocket launch site

Wildlife

A colony of shore plover will be monitored by the Department of Conservation (DOC) to see if there are any effects from the rocket launch activity. Rocket Lab's response to questions about the natural environment at Birdlings Flat was that wildlife reserves and launch sites have been proven to work well together, with Cape Canaveral showing how successful this can be. Should there be any major adverse effects, the resource consent conditions allow for a re-examination of the consent (Montgomery, 2015).

Safety - Exclusion Zone

To ensure public safety during launches, a safety perimeter will be established around the site and downrange over the sea as shown in Figure 9. The safety perimeter will be maintained at least 30 minutes prior to and 30 minutes after the launch for a maximum of eight hours (Rocket Lab, 2015a). At this point, the safety perimeter is an indication for the first test only but will be reduced in scale after each launch once safety has been proven.

All on-shore safety restrictions are within the property boundary of Onenui Station. Safety restrictions on the sea are under the control of the Hawke's Bay Regional Council and the Hawke's Bay Harbour Master. The Hawke's Bay Harbour Master will administer a Temporary Maritime Event in advance of each launch (Montgomery, 2015).



Figure 9: Safety perimeter - exclusion zone for launches (from resource consent application)

7.0 VISITOR ANALYSIS

There are currently no comparable rocket launch operations anywhere in the world. Whilst there is considerable interest in “Big Rockets” at Cape Canaveral and elsewhere, assuming similar markets are interested in “smaller” rockets warrants caution.

For Mahia rocket launch visitors to be satisfied, there is the need to provide some information and education infrastructure e.g. parking, toilets, viewing facilities.

Currently there is no infrastructure available for rocket launch observers in the Mahia area.

7.1 Lessons learned from innovative tourism start-ups

Over the last 30 years, TRC Tourism has been involved with a wide range of successful and innovative tourism start-ups, as well as assessing some that failed to take off.

Whilst every innovation is different, there are considerable lessons that can be learned from over 30 years of tourism development.

Examples of relevance with an involvement by the consultants include:

1. Whale watching at Kaikoura

www.whalewatch.co.nz

This well-established Māori owned and managed whale watching company was formed in 1987. The award winning company combines Manaakitangi (hosting) with state of the art technology and boats. Whale Watch Kaikoura now hosts over 100,000 visitors a year. The community-owned trust turns over \$10 million annually. The business has helped create over 100 related businesses in the Kaikoura area.

2. Nga Haerenga, The New Zealand Cycle Trail

www.nzcycletrail.com

NZ Great Rides was an innovative idea that came out of the NZ Job Summit in 2009, during the Global Financial Crisis. Regarded as somewhat improbable by many, the concept was to build on the success of the Otago Central Rail Trail (www.otagocentralrailtrail.co.nz). This 150km multi (3-4) day cycle trail was developed in 2000 and within 10 years had become a very successful tourism attraction that created several small medium enterprises (SMEs) and tourism operations in a declining rural community. With over 12,000 cyclists spending several days in the area, the Otago Central Rail Trail is regarded as a very successful concept.

The NZ Cycle Trail evolved this idea into 23 Great Rides throughout New Zealand. Over \$100 million has been spent by local and central government on infrastructure. Many of these Great Rides are now established, open for business, and creating jobs and SMEs in rural communities such as Ohakune, Pipiriki, Westport and Seddonville.

3. Forgotten World Adventures

www.forgottenworldadventures.co.nz

This tourism concept of riding golf carts along the disused Taumarunui to Whangamomona railway line in the heart of the North Island now hosts over 6,000 visitors a year. The company offers a range of products expanding on the original tunnel-rail trail day trip and is now a significant economic driver for the Taumarunui area.

4. Wildlife Island Sanctuaries

There are several large scale, fenced wildlife sanctuaries in New Zealand. These include Zealandia (www.visitzealandia.com) and Sanctuary Mountain Maungatautari (www.sanctuarymountain.co.nz). These innovative wildlife sanctuaries focus on the protection of large forest and wildlife reserves. They have all relied on a mixture of government, donor and private sector funding. A core assumption has been that tourism will partially or completely fund the operations of these island reserves. With capital costs exceeding \$15 million and operating costs in the tens of thousands these reserves, while innovative, have often struggled financially. The conservation benefits have been widely applauded.

Other innovative tourism products that we draw lessons from include:

- Kapiti Island Nature Lodge
- AJ Hackett's Bungy Jump
- Hobbiton
- Large scale adventure races (e.g. Eco-Challenge)

Lessons Learned

- Ideas (such as the examples above) need champions/leaders who drive the concept;
- Successful innovations can transform communities, and quickly - e.g. Kaikoura, Hobbiton, Te Papa;
- Successful innovators understand the markets - either by good research (which is sometimes not possible if the concept is new), by intuition or by trialling or testing the market;
- Innovative product development often needs nimble and decisive changes to the product in the early development stages;
- Usually local and/or national government is best to help enable the concept (e.g. RMA approvals or policy support) rather than being the developer of the idea;
- Initial government grants for innovators can be effective;
- Involving the community at the start of the project, whilst sometimes challenging for new ideas, is important. Innovative projects have had lots of doubters, e.g. Hobbiton, Whale Watching, Kapiti Island Nature Lodge, the NZ Cycleway. Sharing the concept but remaining focused on it is crucial;
- Often financing an innovative tourism concept is not a major constraint. It is the belief and commitment by the developers that is required;

- Moving from the initial start-up of the tourism idea to the ongoing management with systems, staff delegation and back-of-house support can be a challenge, especially for the initial innovator;
- Successful innovators are sometimes, at the initial stages, over-focused on protecting their idea rather than on the start-up.

7.2 Potential markets, visitor groups for viewing or learning about rocket launches

Possible markets for viewing rocket launches include:

1. **VIPs/Rocket Lab staff** - Potentially up to 100. Rocket Lab will limit VIP/staff at the launch site. This will only take place when the launches are commercial, not through the test launch phase;
2. **Mahia/Wairoa residents** - Fewer than 1,000;
3. **Eastland/Hawke's Bay residents and visitors to the area** - Residents/visitors within two hours of Mahia could potentially visit the area for rocket viewing;
4. **Dedicated rocket viewers** - Both in New Zealand and internationally there are groups and individuals prepared to travel to space launch sites. In New Zealand there was considerable interest in the launch of the "Wanaka Space Balloon" in March 2016;
5. **Other markets** - Could include the education sector and a segment of the New Zealand domestic and international markets with an interest in space and rockets.

7.3 CASE STUDIES

Te Awamutu Space Centre

(Te Awamutu Space Centre, 2015) www.spacecentre.nz



Located in Te Awamutu, the Space Centre is the brainchild of a local, Dave Owen, who has privately funded this. The website describes it as follows:

"Te Awamutu Space Centre is an inspiring educational attraction for all ages. Experience the world of space and astronomy through displays and interactive activities. Our centrepiece exhibit is a small but fascinating collection of artifacts from the American and Russian/Soviet space programmes. You'll also

find informative displays about the Universe, the history of space exploration and scientific research. Use the interactive screens to see what's in the night sky, tour the Solar System, create your own orbital systems and more. Watch videos, ask us questions and just hang out chatting about space.

We have a small space shop featuring new and second-hand items.

We have weather-dependent options such as telescope viewing, including a solar telescope for safely looking at the surface of the Sun. We also visit schools and provide guest-speaking services.”

The Space Centre gets a large number of school groups visiting and charges a modest entry fee of \$7 for adults/high school students, \$5 primary school students and \$3 for pre-schoolers. The Centre was established in 2009 and has seen slow but steady growth in visitor numbers, but is still well short of the 20,000 visitors per annum needed to break even.

Wanaka Weather Balloon

American Space Agency NASA recently launched a super pressure balloon (SPB) from Wanaka. Unfavourable winds prevented the launch from happening three times in April but a successful launch occurred on 17 May. On 1 June, NASA's Wallops Flight Facility (WFF) in Virginia, which manages the agency's scientific balloon flight programme, recorded on its Facebook page that the balloon had circumnavigated the globe after 14 days of flight. On 2 July, blogs.nasa.gov reported that the second test flight of its SPB had been completed setting a new flight duration record for a mid-latitude flight of a large scientific research balloon.

Over 1,000 people turned up to watch the launch despite it having been cancelled three times prior to the successful launch. A YouTube video of the launch has attracted 9,635 views (NASA's WFF, 2016).



Figure 10: Launch of weather balloon at Wanaka

Rocket Tourism Globally

Wairoa District Council intern, Gautier Lavina has undertaken a comparative analysis of space tourism for four rocket launch sites around the world: Cape Canaveral in the US, Kourou in French Guiana (European launching site), Baikonur in Kazakhstan (Russian launching site) and Tanegashima in Japan (Lavina, 2016).

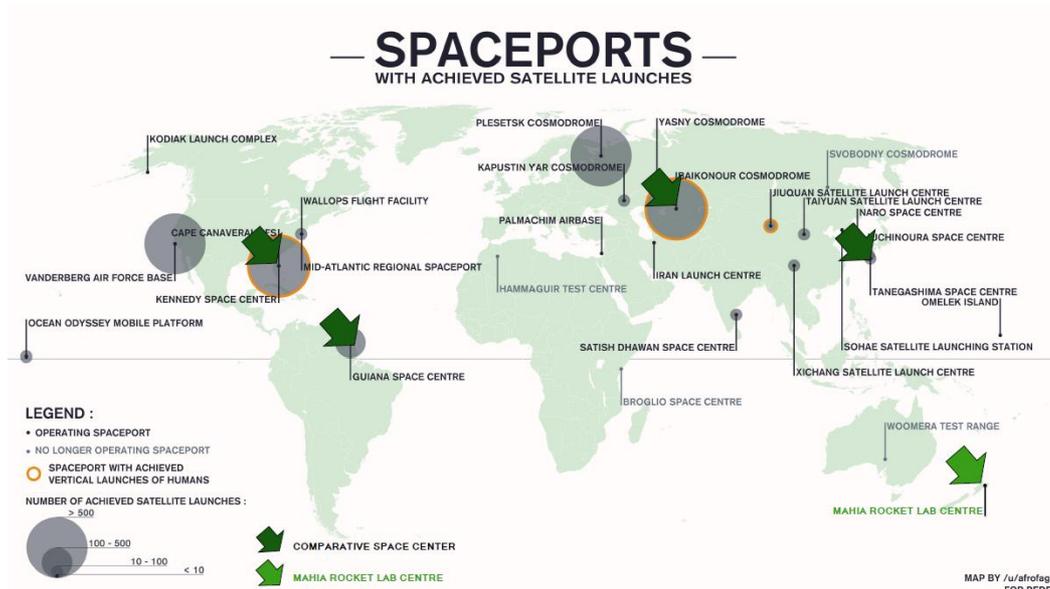


Figure 11: Global Spaceports

While the four other sites generally launch much larger rockets than the 17m Electron rocket which will be launched at Mahia, there are some common themes that are present at all sites.

- There is a market for rocket launch tourism and for space-related activities generally;
- All launch sites have a space centre for education and interpretation;
- All sites also rely on other attractions and activities e.g. beaches, caves, museums, boat tours, in the vicinity to entertain visitors during their trip to see the rocket launch;
- Some official viewing platforms are established to offer visitors an optimum experience.



Figure 12: Official viewing platform. Bus specific site, NASA Causeway



Figure 13: Official viewing site: VIP bleachers, NASA Causeway

A summary of Gautier's comparative analysis is included as *Appendix 4*.

7.4 Viewing Sites Analysis

A map of potential viewing sites is below.

Until it is clear what can be actually seen and heard when the rocket launches, it is difficult to comment definitively on the advantages and disadvantages of each site other than the distance from the launching site. However, the table below shows an analysis of the sites based upon the information we do have currently.

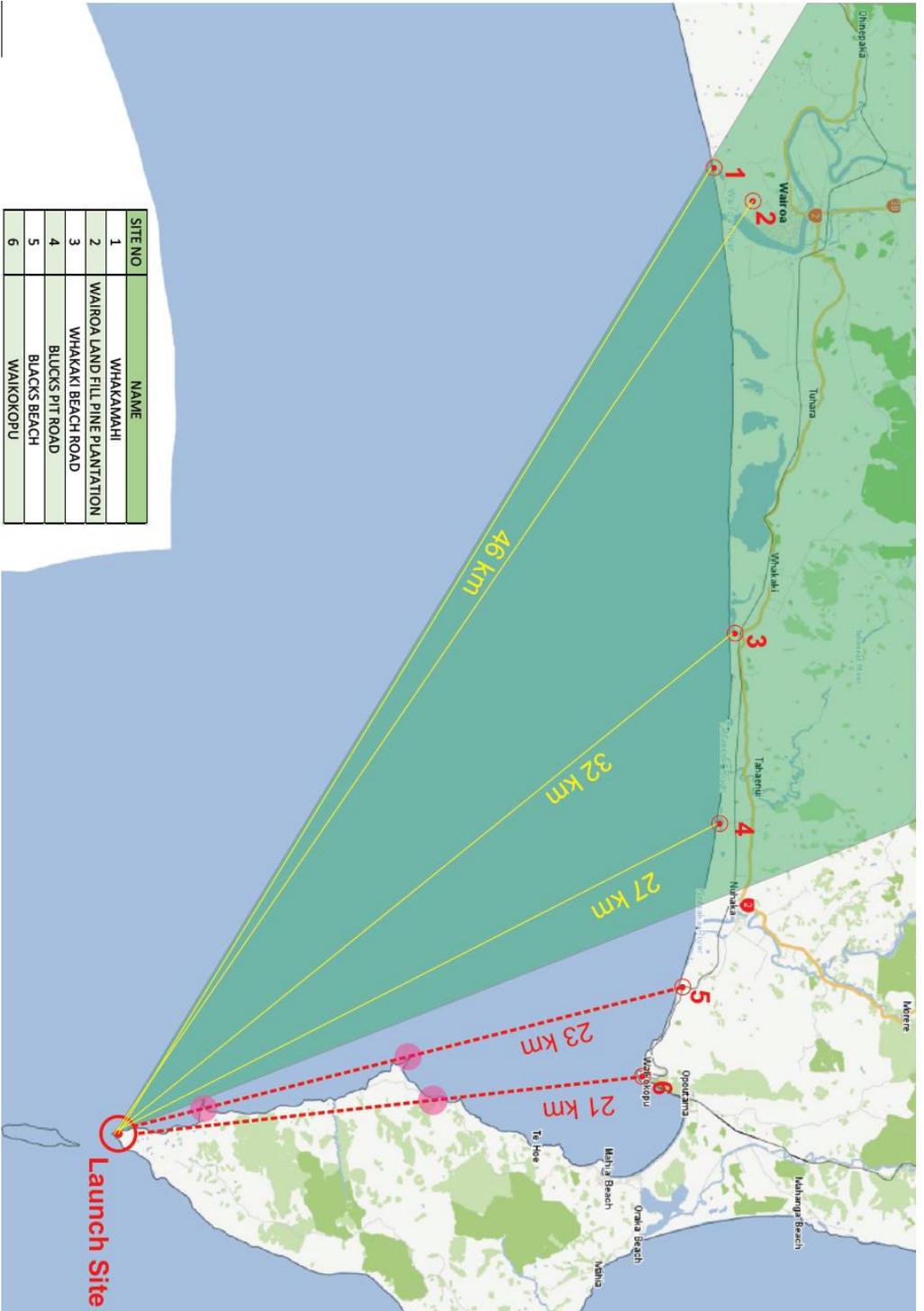


Figure 14: Potential Viewing Sites

Table 3: Wairoa - Mahia Rocket Lab Potential Viewing Site Analysis ²¹

	Distance from RL Site	Current car parking	Future car parking	Can see Rockets take-off	Serves food	Toilets	Comments
Whakamahia Beach	46km	Yes-plenty	Yes- plenty	Unsure – maybe with binoculars	Nil at present – easy to host mobile food carts	Yes	Distant but has space for viewing and hosting. What can be seen from there is uncertain.
Whakaki Beach Road	32km	Nil	Potentially off road	No	Nil at present – possible to host mobile food cart	No	Did not view this site
Bluck's Pit Road	27km	Limited - 10-15 cars approx. at present	Yes but site needs levelling	Potentially yes May be marginal	Nil at present – easy to host mobile food carts if site is levelled	No	Has potential for hosting and viewing.
Black's Beach	23km	Nil	Private land – up to land- owners	Subject to site availability. Potentially yes.	No	No	Limited opportunities. Would be a private enterprise.
Nuhaka	22km	Minimal	Yes	No	Some basic services?	Yes	Good centre to support visitors
Waikokopu/Opoutama	21km	Minimal	Yes	No	Nil at present	Yes	Limited opportunities. No viewing.
Mahia Village		Room for over 200		No	Café/dairy-grocery store/ tavern	Yes	Good base for visitors but no

²¹ Some additional locations have been added, from where the rocket launches will not be visible, but support services may be available.

								viewing
Mahanga	20km	Over 100?	Yes	No	Nil at present	Yes	Well away from launching site	
Onenui Station	2km	Yes	Yes	Yes	Potentially yes	Potentially yes	Site not viewed but this would be a private operation with a high-end market viewing offering.	
At sea	10km	N/A	N/A	Yes	Nil	No	There are opportunities for individual boat operators to take out passengers. Potentially the best viewing other than Onenui Station.	

7.5 Local Infrastructure Required

Given the uncertainty of the Rocket Lab schedules and the potential interest from media, local residents and visitors, a cautious approach to managing visitors and visitor expectations is encouraged. The development of infrastructure for rocket launch viewing could be staged.

Visitor Needs

- Information/education – ranging from websites to an information centre
- Accommodation
- Wairoa/Mahia area
- Gisborne
- Napier

Test Launch Phase

This phase could be treated and managed as an event, with the aim of being able to respond to visitor demand in the two weeks prior to the first launch.

Requirements:

- Carparks, roading
- Information
- Toilets, rubbish disposal
- Safety/risk management
- Investigation of future options – sites/surveys

Established Phase, i.e. Commercial Launch Phase

- Permanent carparks and facilities
- Visitor information
- Education and information centre

7.6 Visitor Flows

The Mahia Peninsula is a relatively remote and isolated location, which is one of the primary reasons Rocket Lab has selected it for a launch site. Tourism websites variously describe how to access the Mahia Peninsula:

“You are able to catch a regular flight from Auckland and Wellington to Gisborne or Napier, and easily pick up a rental car for the drive to Mahia Peninsula. Mahia is located 1 hour’s drive from Gisborne, 2 hours’ drive from Napier, or a 6 hour drive from Wellington. The voyage to Mahia Peninsula is an enjoyable one” (Voyage Mahia, 2016).

“Mahia is an easy 90 minute drive north from Napier via Wairoa, Hawkes Bay’s northern most town” (Hawke's Bay Tourism, 2016c)

The main entry points to Mahia Peninsula are therefore from Gisborne and Napier:

- Air access to Gisborne (40 minutes), Napier (1 hour) from Auckland. Wairoa Airport could be readily extended to accept small private jets;
- Road access from Gisborne to Mahia (1 hour 40 mins), Napier to Mahia (2 hours 50 mins - difficult road), Rotorua to Mahia (5 hours 30 mins - poor road, SH38 partly unsealed)²²;
- Sea marine - currently no commercial boats; potential from Mahia/Opoutama.

²² Travel times are from Google Maps www.google.co.nz/maps

7.7 SWOT Analysis of Space Tourism at Mahia

The table below outlines the key strengths, weaknesses, opportunities and threats associated with the project. The strengths and opportunities presented by this project far outweigh the weaknesses and threats identified, however it would be prudent to address the major weaknesses and threats and put in place mitigation strategies to minimise their impact should they occur.

Table 4: SWOT Analysis

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Long term contract with Rocket Lab. 2. First orbital rocket launch in Southern hemisphere. 3. Supportive New Zealand government/regional council/district council. 4. Land approval. 5. One land owner. 6. Isolation for tests. 7. Greenfields/Blue sky tourism potential. 8. Growing NZ rural tourism industry (10% p.a.) 9. Leadership from East Coast local councils. 10. Ability of smaller councils/communities to act rapidly, e.g. RMA. 	<ol style="list-style-type: none"> 1. Unknown viewing experience. 2. For test period significant exclusion areas on land and water. 3. No established NZ/international market for space/rocket tourism in this country. 4. No relevant infrastructure in place for viewing, e.g. toilets, car parking, signage. 5. Unprepared communities – iwi, business, resident. 6. Distant from tourism flows and centres. 7. Minimal supporting tourism services – accommodation, transport, food. 8. Under-resourced WDC. 9. Tenuous event – rocket launch may be delayed or “scrubbed”.

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Tell iwi stories/engage iwi. 2. Tell and share the Rocket Lab/space stories within a Centre. 3. Build on the work of the Tairāwhiti Māori Economic Development Plan. 4. NZ/Southern hemisphere leading rocket tourism experience. 5. Mahia/Wairoa/East Coast can benefit economically from space tourism development. 6. Onenui Station to provide quality rocket tourism experience – hosting, accommodation, viewing. 7. Marine rocket viewing. 8. Land-based rocket viewing. 9. Provision of goods and services including innovative products. 10. Improved infrastructure in the district, e.g. roading, communications. 11. Greater collaboration/co-operation for NZ/East Coast/HB/District to work together. 12. Leadership in co-ordination. 13. Hawke’s Bay REDS (Regional Economic Development Strategy) supported by central government. 14. Use the three tests to clearly understand the market. 	<ol style="list-style-type: none"> 1. Community antagonism. 2. Over promising/over-expectation. 3. Development with no serious business rationale. 4. Mahia/Nuhaka overloaded/congested with people therefore chaos. 5. Services not available e.g. safety, accommodation, transport, food. 6. Media focus on failures, e.g. Mahia boat ramp jammed or marine chaos. 7. NZ/East Coast/HB/District don’t work together. 8. No leadership demonstrated. 9. No resources for test stage. 10. Environmental impacts not known. 11. Economic Impacts - over-expectation from Sapere report.

7.8 Risk Identification and Mitigation

Table 5: Risk Register

Risk	Comment	Impact (H/M/L)	Likelihood (H/M/L)	Risk management approach
Over-promising, creating false expectations	Sapere report talks of 120 launches per year for 20 years which is what has been consented. Reality is likely to be one launch a month for the first 3 years.	High	High	Clear communications with stakeholders by a co-ordinated regional voice.
Not being ready for the test period.	There will be three tests after 1 st August over a 6 month period. Visitors will come to see them and need information, direction, car parking and hosting.	High	Medium	Establish support services. Plan for this as an event.
Significant disruption by protestors closing land/air or sea access.	A group exists which is against the rocket launching at Mahia evidenced by a Facebook page "Mahia against Rocket Launches" with 355 "likes".	High	Medium	Talk to the group. Share information with them. Be prepared for protests. Enforcement as appropriate.
Disruption of Mahia roads and infrastructure. Issues	There is the potential for a large number of people to turn up to view the test	High	High	Be prepared for the three tests. Have a plan for directional signage, car parking areas, information for visitors, rubbish collection,

with car parking, freedom camping, access for medical services, rubbish and waste disposal.	launches. Journalists/media, day trippers from Gisborne and Napier/Hastings are likely.			toilet provision and support services. Mobile food caravans could be an option.
Unreliability of rocket launches.	Rocket launching rarely goes to schedule. The chance of turning up and actually seeing a rocket launch is low (1 in 5) ²³ .	High	High	There must be other activities available for visitors to fill in the time if launches are delayed or cancelled altogether. Good communication regarding launch delays and cancellations is very important.
Failure of test rocket launches.	This could put the launch programme back significantly.	High	Low	This is in the hands of Rocket Lab to manage, however good communication with the Rocket Lab team will ensure that information regarding the launches can be conveyed to the public in a timely manner.

²³ According to Dave at Te Awamutu Space Centre

8.0 ROCKET LAUNCH TOURISM PRODUCT OPTIONS

8.1 Mahia context

Mahia's strengths for being a Rocket Lab station - remote, coastal and away from major cities and infrastructure - are also its major tourism attributes.

Mahia Peninsula, east of Mahia, is all in private ownership and consists of the significant Onenui Station plus several sheep and beef farms.

Mahia and the surrounding villages, Mahanga, Orawa, Opoutama and Nuhaka, are small coastal villages with fewer than 1000 permanent residents in total (Statistics NZ, 2016a) (Statistics NZ, 2016b), which host up to approximately 7000 summer holiday visitors. The visitor infrastructure at Mahia comprises a hotel and a motor camp. There is a petrol station at Nuhaka.

8.2 Rocket launch tourism product options

Although the local infrastructure that may support Rocket Lab visitors/tourism will be largely public sector driven, there are considerable possible tourism opportunities for the private sector to consider. These can be grouped into:

- Transport to and from the cities of Napier and Gisborne;
- Accommodation and services (food, guiding, etc.);
- Viewing sites – land and sea.

1. Transport options

These include air transportation to and from the main cities via public or private aviation operators.

Marine tourism options could be considered. At present there are limitations on launching large vessels from the Mahia/Opoutama beaches. A considerable number (over 200) of recreational fishing boats regularly use the Mahia area for fishing/boating. There is the potential opportunity for tours via cruise ships from Gisborne and Napier.

2. Accommodation

Whilst Rocket Lab visitors may not be sufficient to justify investment in new build accommodation in any market (from backpacker to 6 star), Rocket Lab staff, VIPs and visitors may create the tipping point to justify new accommodation establishments or the revitalisation of hotels in the Wairoa/Mahia area, for example the Wairoa County Club, by growing potential domestic and international markets to the Mahia area.

There is potential on the Mahia Peninsula, especially at Onenui Station, to build 3-4 star+ accommodation and services that focus on Rocket Lab VIPs/staff and selected clients.

There may be options for marae hosting and stays.

3. Food and beverage

These opportunities are very dependent on significant visitor flows into the area. Currently there are two or three excellent cafés in Mahia and Wairoa that service the local residents, holiday makers and visitors. Mobile food/coffee carts, more established cafés and restaurants will increase as visitor numbers grow. The regional tourism sector plus potential Rocket Lab visitors may provide opportunities.

4. Other opportunities

These could include the development of temporary or permanent rocket launch viewing platforms and services such as guiding and space interpretation/story telling.

The most desirable location is on the privately owned Onenui Station. The owners will assess whether there are appropriate opportunities for their business.

Elsewhere, especially in the area of Black's Beach (east of Nuhaka) there may be appropriate private farm land that can provide opportunities for commercially led rocket launch viewing locations. This could be developed in association with "space rocket story telling" by an expert/s or with effective modern media - e.g. large outdoor screens.

9.0 SUPPORTING PRINCIPLES

There is a great deal of enthusiasm at present with rocket launches gaining a lot of media coverage, particularly as central government has been vocal about the impact of the industry on Wairoa District, East Coast regions and the New Zealand economy. Economic Development Minister, Stephen Joyce has been quoted as saying: "The space economy is becoming immensely important to the world and is growing and changing rapidly" and that there will be significant spin-offs for the Wairoa economy and the eastern region.²⁴

It would be prudent when considering the tourism possibilities associated with rocket launch tourism to put in place some principles to work to ensure that any tourism service or product developments move smoothly.

The following visitor management principles are recommended:

- Respect Rocket Lab
- Respect Tangata Whenua
- Focus on the local community first
- Share the benefits across the East Coast communities
- Communicate with stakeholders
- Focus on delivering a quality service rather than the branding
- Act as fast as the legislation allows
- Seek funding where possible to support local infrastructure initiatives (e.g. car parks, toilets)
- Enable the private sector.

²⁴ HB Today 27 June 2016

10.0 A STAGED APPROACH

10.1 Three Stages

There are three significant stages to the establishment of regular Rocket Lab launches.

Stage 1: Rocket Lab Site

The development of the Onenui rocket launch site on the eastern tip of Mahia Peninsula is the first stage in establishing the Rocket Lab operation at Mahia. The site on Onenui Station requires the development of a launch site and infrastructure including internet/satellite communications, roading and construction.

This work started in 2015 and will be completed by late 2016.

Rocket Lab has resource consents and appropriate approvals to launch rockets from Mahia Peninsula. Manufacturing of the rockets is based in Auckland.

Stage 2: Testing Rocket Lab – mid to late 2016

Rocket Lab will test up to three rocket launches in 2016, after 1 August. The test launches will take place at the Mahia Peninsula launch site. It is clear that there is considerable uncertainty as to when or if a rocket will be launched.

The 17 metre rocket will launch to the south (see map Pg. 32). There will be an exclusion zone extending south for up to approximately 50 km (to the south) for all boats and people, and 100 km for aircraft. This exclusion zone will be managed by Rocket Lab, in association with Onenui Station, local commercial fishermen (about 12), the local Mahia community, the Wairoa District Council, Maritime NZ, LINZ, Airways NZ, CAA NZ, and local iwi representatives. Before each launch attempt, the exclusion zone will come into effect: at midnight on land, two hours before launch on the water, and one hour before launch for aircraft.

Two weeks prior to each test launch Rocket Lab will advise all local stakeholders of the series of scheduled launch ‘windows’. A four-hour window will be announced for each day of the two-week series of launch attempts. The window begins at the scheduled time of the launch attempt, but allows up to four hours for delays or “holds” caused by technical issues, weather limitations, exclusion zone violations, or similar.

Stage 3: Post Rocket Lab testing – normal operations, 2017 and beyond

Once Rocket Lab has successfully tested the launch vehicle from the Mahia launch site, it will establish regular scheduled rocket launches. These launches are likely to be monthly and will be announced two weeks prior.

10.2 Implications for visitors and the community interested in viewing rocket launches

Test Phase and Beyond

Public viewing of the launch is not permitted on Onenui Station and the site will have only essential Rocket Lab staff. There will be road closures on the Mahia East Coast Road east of the Nuku Tairua Road in place for the launch period.

Viewing from the Hawke's Bay marine environment, north of the rocket launch site exclusion zone, is possible.

The Black's Beach area of the Nuhaka – Opoutama Road (about 22kms ± from the Rocket Lab launch site) is likely to be suitable for land based viewing of the rocket take-off. There is limited car parking available at present. Other sites may be suitable including the Wairoa River mouth (Whakamahia Beach), 47kms away. Rocket Lab suggests waiting to develop any infrastructure at this site until it is confirmed during the test phase that launches are visible from Whakamahia Beach.

More detailed analysis by Rocket Lab of the technical details of viewing and hearing rocket take-offs is required. Rocket Lab is focused on preparing the launch vehicle and recommends that this analysis is undertaken during the test phase (not in advance). It is believed take-offs will be able to be sighted from the Black's Beach area during daylight.

Viewing sites for rocket launches post-2016 could be assessed during or after the test phase in 2016.

Wairoa District Council needs to be prepared for the visitors that turn up to watch the test, which will not be publicised, but Rocket Lab is required to notify the local community of pending test launches as defined in the resource consent. It is expected that word will spread and locals, day-trippers from north and south and journalists, who are eagerly awaiting the launches will arrive in the District. Management of visitors in terms of traffic, safety and provision of essential services such as toilets and food needs to be considered.

11.0 FUNDING ASSESSMENT

There are a number of possible external funding streams that could be explored once the tourism infrastructure has been identified. Partnerships between central government, local government, trusts, iwi and the private sector can add significant value to projects and to communities. If developed and maintained properly, it can be an effective way to maximise and leverage ratepayer investment.

Public perception and public engagement are critical to the length of time it takes to secure funding for a project. Most capital infrastructure projects take between two and four years to complete. In Giblin Group's experience, expectations for a quicker completion are rarely met and projects that take any longer lose traction and or community support.

For the purpose of this report, external funding refers to grants, donations, sponsorships or in-kind support through channels such as ministerial grants, contestable funds, community fundraising or corporate sponsorship arrangements. This report does not endeavour to examine "financing" or "commercial investments".

The funding sector is ever changing and is heavily dependent on the economic and political climate at both a local and national level. This funding assessment is made on current conditions and with high-level information only.

Once supporting projects have been identified and the scope and the design of each project is completed then a detailed Revenue Generation Strategy should be developed for each project. The grants each project may receive are dependent on the value they will deliver to the Wairoa and Gisborne communities and the wider Hawke's Bay and East Coast regions as well as the priorities of individual funders at the time.

Giblin Group gives its advice based on our reputation in the funding sector, however no application or approach resulting from this document can be guaranteed as many factors are out of an applicant's control such as changing funder priorities, tightening financial climates or significant competition for funds. This is especially relevant if fundraising is unlikely to commence within the next 12 months, during which time many things can change.

Central Government

In order to access most central government funding, projects generally should demonstrate that at least one-third of the project cost has already been secured. This is most often a combination of the project owner, with support from the local territorial authority and regional council²⁵.

Ministry of Business, Innovation and Employment

As part of the Regional Economic Development Strategy (REDS) the government may announce funding support for tourism infrastructure to support visitors once Rocket Lab is established. The

²⁵ The local territorial authority or regional council could also be the project owner.

extent of the amount is not yet known as REDS has yet to be announced. MBIE grants have been allocated in other parts of the country to improve economic development. For example, in February 2016, Economic Development Minister, Steven Joyce announced a \$4 million grant to Whangarei's Hundertwasser Art Centre to support tourism, which had been identified as the number one priority in Northland's Regional Growth Strategy and Tai Tokerau Northland Economic Action Plan. Northland is similar to Wairoa in that it is also a high-deprivation/high-needs region where large amounts of community funding would be difficult to secure. The Hundertwasser was identified as a project that would have a tangible and immediate impact on the local economy. A similar argument could be mounted for tourism infrastructure such as a Space Education Centre to support the rocket launches as an important driver of economic development.

The Ministry for Business, Innovation and Employment also administers the Tourism Growth Potential (TGP) Fund, which could be accessed if a strong case was made that rocket launches would attract international visitors to lift the national visitor industry.

The fund is a government initiative, which co-invests in projects that will help the tourism sector achieve greater and wider commercial returns from high-value international visitors. The fund is contestable and in order to achieve maximum value for its investment, the Government wants to invest in projects that are not only commercially driven, but which will also deliver wider economic benefits.

To receive funding, projects must align with the TGP's objectives, meet the fund's criteria and also have elements of one or more of the following inter-related government priorities for tourism:

- Regional economic development - tourism initiatives that support economic development;
- Greater seasonal /regional dispersal - to grow the shoulder seasons;
- Improved contribution of Māori - leverage unique cultural aspects;
- Christchurch and Canterbury rebuild; and
- Alignment with Tourism New Zealand's marketing priorities - alignment to target markets.

Projects may target one or more points along the tourism value chain. These points could include market development, distribution, or product and service development.

Other regions to benefit from this fund include Rotorua which recently received \$350,000 for investigations into a waterfront hotel and Peter Jackson's Omaka Aviation Heritage Centre in Blenheim received \$1.5 million for the expansion of the centre. Tourism Minister and Prime Minister, John Key identified regional growth as a key priority for the fund.

A new Regional Mid-sized Tourism Facilities Fund of \$12 million over four years was established to co-fund mid-sized infrastructure projects that deliver facilities utilised by visitors and that enhance the visitor experience.

The Fund reflects the reality that some districts have a limited ability to respond to the pressure created by high or increasing levels of visitor numbers, because of their small ratepayer bases.

It will mean communities can afford to fund visitor-related facilities such as restrooms, carparks or minor water management projects, to help communities maximise their tourism growth potential.

A working group has been established, comprising of Tourism Industry Aotearoa, Local Government New Zealand and MBIE. This group is providing Ministers with advice on the parameters of the Fund including the sorts of projects that could be funded, eligibility criteria and the application processes.

The aim is to ensure the funding both enhances regional tourism offerings and delivers facilities that are useful and relevant to visitor needs. Details of the final application process will be released to the sector once they are finalised.

New Zealand Lottery Grants Board

The Lottery Grants Board administers three funds that could be applied to for tourism infrastructure. Lottery grants are made for community purposes only. The funds are as follows;

- Significant Projects Fund
- Community Facilities Fund
- Environment and Heritage Fund

Lottery Grants Board funding is tightening. All but two of the ten Lottery Grants Board funds reduced by two percent in the 2015/2016 Budget release, and the Significant Projects Fund (SPF) was put on hold. This highly competitive funding area is becoming increasingly over-subscribed by council projects in particular.

Significant Projects Fund

As mentioned above the SPF is currently in hiatus but may be re-announced at a future date. The fund was established to support organisations undertaking major community-based capital expenditure projects.

This fund is considered a “last resort” fund so the lottery committee would expect to see the majority of funding secured before an application. Highlighting the national significance of a development, such as Rocket Lab is key - while regional applications are considered, they are lower down the committee’s priority list.

Further information on the criteria for this fund can be found in *Appendix 5*.

Community Facilities Fund

This fund is for community facilities that support participation in community activities and social interaction to foster community cohesion and strengthen communities. Typically, the Committee makes grants between \$10,000 and \$750,000.

The benefits the Committee expects a project to contribute to will include:

- Increase community self-reliance, capacity building and stability;
- Provide opportunities for social, recreational, civil or cultural participation;
- Reduce or overcome barriers communities face to such participation.

The application will need to demonstrate wide community use for the funding committee to support the project; the more user groups the stronger the application. Projects must have at least 33 percent funding confirmed, resource consent underway, a project manager, Quantity Surveyor report and Feasibility Study. Despite the online guidance for this fund, the recommendation from DIA is that, for a strong case, Council should demonstrate two-thirds of the funding has been secured.

Further information on criteria for this fund can be found in *Appendix 5*.

Environment and Heritage

This committee makes grants to organisations to foster the conservation, preservation and promotion of New Zealand's natural, physical and cultural heritage, such as museums, whare taonga and art galleries.

This includes providing support to organisations for projects in the following categories: WW1 Commemorations, natural, physical and cultural heritage projects. Depending on what tourism infrastructure projects emerge, this fund may be worth approaching particularly if any heritage buildings are used or any environmental or cultural projects become part of a tourism offering.

The Lottery Committee meets nationally twice a year, the rounds closing in February and September with an outcome three months later. Typically, the Committee makes grants between \$10,000 and \$500,000.

Further information on the criteria of this can be found in *Appendix 5*.

Trust Funding

Trust funding (community, gaming and private) is an established and common avenue for generating revenue for councils and not-for-profit organisations at a variety of levels. Recent changes to the gaming legislation means that trusts now need to be stricter on returning at least 95 percent of the funds directly back into the communities they came from.

A targeted approach to gaming and community trusts would need to be undertaken for any supporting projects to ensure the maximum investment is achieved through as many different trusts as possible. Selection of suitable trusts is usually based on trust size, mandate, location, personnel, and connection to the project.

The following trusts could be applied to

- Eastern and Central Community
- Eastland Community Trust

- First Light Community Foundation Limited
- Grassroots Trust Limited
- New Zealand Community Trust
- The Lion Foundation
- Infinity Foundation
- Pub Charity Ltd
- The North and South Trust Limited
- The Southern Trust
- Hawke's Bay Foundation
- Joan Fernie
- Gwen Malden
- Pam Torbett

Corporate sector

Sponsor partnerships should be explored once any tourism infrastructure is identified in the next phase. The opportunity for a corporate sponsor to support a tourism infrastructure project associated with Rocket Lab could be a very attractive proposition. Hawke's Bay has benefited over many years from strong corporate partnerships, which have enabled projects such as McLean Park, Hawke's Bay Opera House, the MTG and Cape Sanctuary to be delivered to the community. Not all regions around New Zealand have corporates willing and able to invest in community infrastructure.

Signing up corporate partners not only generates funding success in the short term, but sponsorship renewals will ensure future cash injections to fund any upgrades, further expansion or in some cases operational expenditure. In the longer-term, the value of a strong corporate partnership can often go beyond financial contributions with expertise and network opportunities.

12.0 ROLE OF VARIOUS PARTIES

12.1 Wairoa District Council

As has been mentioned previously in this document the role of the Wairoa District Council initially is a hosting and regulatory role. WDC needs to be ready for the test launch period and the possibility of large numbers of visitors coming into the District.

- Ensure a plan is in place to deal with parking, road congestion, directional signage, provision of toilets and rubbish collection;
- Recruit “hosts” to welcome visitors. These may be Māori Wardens. Training and “uniforms” should be provided for those recruited;
- i-Site have a list of all accommodation available²⁶ and activities to do in the district.

Following a successful test launch period WDC’s role will be to:

- Support the private sector in its development plans through timely processing of consents and provision of infrastructure where appropriate;
- Marketing of the District through its i-Site;
- Improve the offering of public facilities such as the Museum. Look at developing an integrated culture and heritage service offering with heritage trails, archives, the Library, iwi;
- Investigate through a Business Case the proposal to establish a Space Education Centre in the District and to what level this should be developed, i.e. whether it is a multi-million dollar Weta Workshop experiential centre or a static information centre or somewhere in between the two.

12.2 Hawke’s Bay Regional Council

As the primary funder of HB Tourism, the Council has a role in promoting the tourist opportunities of Wairoa District. This should be done through its normal tourism marketing activities.

Should a Business Case determine that a Space Education Centre would be of benefit to the Wairoa District, there would be the potential for the Regional Council to support the facility - both capital and operations - with some funding input.

HBRC can support WDC through the rocket launch test phase with resources to the market research and analysis described in the recommendations.

12.3 Gisborne District Council/Activate Tairāwhiti

The Gisborne District Council (GDC) has a role through its agency Activate Tairāwhiti in promoting the tourist opportunities of Wairoa District. This should be done through its normal tourism marketing activities.

²⁶ The comment was made more than once that there is a lot of accommodation available that is not known about because it’s not on the internet. There should be a comprehensive database of accommodation in the District available for visitors.

Eastland has also seen an opportunity to directly link the rocket launch programme to the **Navigations Project** being undertaken for the sesstercennial (250 year anniversary) in 2019 of the landing of Captain James Cook and celebration of the first place where Māori and European met. Cabinet has determined this to be a Tier 1 Anniversary for the country. Eastland considers the Rocket Lab activity to be part of the Tairawhiti story (which covers the region to the Mohaka River) and part of the history of navigation in the region: a first journey such as that of Kupe (first waka to land in NZ), Cook (first sailing ship to land in NZ) and now Rocket Lab (first rocket to take off from NZ).

Napier and Gisborne will be the gateways to Wairoa District in the first instance and so need to be a part of promoting rocket launch tourism should launches become a regular event. Rocket Lab personnel currently use Gisborne as the gateway to Wairoa District, flying in to Gisborne airport and driving to Mahia. There is no reason to believe that this will change.

12.4 NZ Inc (MBIE)

Central government is currently focused on regional economic growth and announced \$94.4 million of new funding over the next four years for regional economic development initiatives that will boost economic growth and benefit communities in regional New Zealand.

There is a funding support role for MBIE both during the test phase and when rocket launches go commercial. This funding should be directed to market research, infrastructure upgrade and possible new facility establishment. See recommendations.

13.0 RECOMMENDED ACTIONS

13.1 Test Phase

The rocket launch test phase can be used to do a number of things which will assist in getting a clearer picture of the rocket tourism market in New Zealand, and what will be needed in the Wairoa District to accommodate rocket launch tourists. The following actions are recommended for the test phase:

1. **Market research:** (see *Appendix 6*) Surveys should be undertaken to capture information from the audience that turns up to see the test launches. It is envisaged this will involve on-the-ground surveys with people interviewing and collecting emails to send out an online survey; i-Site surveys and collection of data; Various data from cellphone movements; subsequent analysis of data and the opportunities and implications that result.
2. **Infrastructure preparation:** The test phase will need some infrastructure and services put in place for visitors coming to see the launches, i.e. signage, traffic management, car parking, management of the boat launch area, toilet and mobile food facilities. It is recommended that Wairoa District make preparations for this as they would for an event.
3. **Hosting:** The welcome that visitors receive from Wairoa District during the test phase is exceedingly important for any tourism product in the area. Hosting by locals during the tests is important for the image of Mahia and Wairoa District. It is recommended that individuals (possibly Māori Wardens) are recruited to act as hosts. They will be identifiable and available on the day of the launch to provide information and direction to visitors.
4. **Steering Committee:** In order for the test phase to be used productively for market research and preparation for an influx of visitors to Wairoa District, we recommend a Rocket Launch Testing Steering Committee (RLTSC) is established with an overview of activities, and three action groups focusing on Market Research; Infrastructure; and Hosting would report to the Steering Committee.

Recommended Steering Committee representation (following discussions with stakeholders):

- Independent Chair (strongly supported by most parties we talked to)
- Wairoa DC
- Hawke's Bay RC
- Onenui Station
- Rocket Lab
- Activate Tairāwhiti
- REDS Strategy Rep or HB Tourism
- MBIE Space agency rep
- Committee Support (minutes, admin)

The RLTSC could be supported by Wairoa District Council and external technical/professional tourism support. Giblin Group and TRC Tourism would be keen to remain involved in the next stage of the project and would ensure the momentum is continued.

Terms of Reference will need to be drafted and roles and responsibilities assigned. Our recommendation is to move quickly on this so as to be ready for the test launches, the first of which may be as early as 1 August 2016.

An indicative budget to cover this period of activity is attached as *Appendix 7*. There would be benefits in sharing the budget costs as there are a range of stakeholders involved in this project.

The important thing is to be ready for the test phase. As one local put it *“Rocket Lab is providing the gasoline and we don’t have a car. If we don’t build a car, it will blow us up!”*

13.2 Longer Term

We met some incredibly energised people in Wairoa, small business owners and operators who had their own vision for their business or enterprise and for the Wairoa District. Their vision was not dependent on rockets being launched.

There are a number of actions we would recommend for the long-term:

- Wairoa District Council’s role is as an enabler of private sector enterprise, whether that’s establishment of new business or development of existing business. Council needs to be responsive to the private sector in this regard;
- In order to encourage visitors to the Wairoa District, access roads need to be improved, particularly SH 38 from Rotorua and SH 2 from Napier;
- Provision of better quality motel accommodation is a gap in the Wairoa market, i.e. for business people visiting during the week, and those tourists seeking a higher quality product than what is currently available;
- Alongside this is the need for a good quality food offering i.e. restaurant. The Beach Café at Mahia currently caters 75 meals on a Thursday night for their lamb shank special. In Wairoa, the only sit-down restaurant choice is the Vista, which is not open on the weekends.

14.0 APPENDICES

1. Work Plan
2. List of Stakeholders Consulted
3. Eastland Destination Development Plan – Wairoa Opportunities
4. Comparative Analysis of Rocket Launch Sites Globally
5. Funding Criteria for Funding Assessment
6. Example Survey Questions
7. Indicative Budget for Rocket Launch Test Phase

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APPENDIX 1: WORK PLAN

Table 1: Work Plan for Rocket Tourism Project Scope

Phases	Activities		Outputs
Phase 1: Project Scoping and Development	Briefing Meeting Establish agreed parameters with HBRC on timing and objectives of the project scope	Finalise work parameters	Detailed work plan with defined dates
Phase 2: Review material, On-site visit, meetings, consultation	Desktop Review of Documents, Plans and Strategies relevant to Rocket Launch tourism Identification of (with HBRC and Wairoa DC) and engagement with key stakeholders Meetings and/or workshops as appropriate Site visits as appropriate	Issues, Needs and opportunities identified Alignment with existing HB and Wairoa District tourism goals and objectives, strategies and plans Existing infrastructure assessed .	Background to proposal Background to the area (Demographics) Local government role Overview of current situation/infrastructure Identification of gaps Identification of opportunities Community benefits
Phase 3: Scope size and impact of market. Develop potential tourism product.	Trends in tourism Macro-Economic Analysis High level assessment of accessibility/connectivity	Tourism market review Tourism product assessment	Lessons from other tourism development projects
Phase 4: Funding /SWOT/Risk Analysis	Identify project's potential funding sources Identify strengths, weaknesses, opportunities and threats Identify risks	Assessment of funding requirements, implications and risks Risk assessment and possible mitigations	Funding assessment report. Identification at a high level of funding options. SWOT Analysis Risk Register

Phase 5 : Prepare report and recommendations	Consider any partnership arrangements, community support and ownership of the project	Prepare Action Plan: Where to from here? Submit Draft report and receive feedback	Delivery of draft report and Action Plan
Phase 6: Report finalisation	Incorporate feedback and submit Final report	Finalise individual parts of the document into one report	Final report Submitted Formal presentation to Council

APPENDIX 2: STAKEHOLDERS CONSULTED

- Hawke’s Bay Regional Council: James Palmer, Tom Skerman
- Hawke’s Bay Tourism: Annie Dundas
- Wairoa District Council: Craig Little, Fergus Power, Helen Montgomery, Kitea Tipuna, Jaime Cox, Roz Thomas, Katie Bowen, Jaime-Leigh George (i-Site), Interns
- Rocket Lab: Catherine Moreau Hammond
- Onenui Station: George Mackey
- Wairoa Business People: Sue Wilson (Event organiser), Geoff Hole (Property owner), Min & Kerry Johanssen (Council and Business) , Zach Stark (Gaiety Theatre), Angela Whitworth (East End Café)
- Mahia Business people: Alan & Vanessa Dickson (Crayfish operators); Sandy Woodham & Carla (The Beach Café)
- Mahia resident: Pua Taumata
- Wairoa Museum: Mike Spedding
- Activate Tairāwhiti: Steve Breen
- Gisborne Chamber of Commerce/GM Eastland Group: Gavin Murphy
- Eastland Tourism: Stu Perry
- Māori Economic Development Plan: Judith (Huti) Watson
- Rongowhakaata Iwi Trust: Alayna Watene
- Te Ha Navigations Project: Nicky Solomon
- MBIE: Dr Peter Crabtree

Informal conversations were held with homestay hosts, Futch and Andrea Couper and the couple at lunch at the East End café who ran 3 businesses in Wairoa and owned a farm.

1.3.3. Wairoa Opportunities



The following are Wairoa-specific opportunities.

Rocket Lab Viewing Site: Develop a viewing platform for visitors to safely experience the rocket lab launches from, with interpretive signage to explain the launches and other related information.

Space Science Experiential Centre: Development of an immersive experience centre which provides visitors and locals with the opportunity to learn, in an exciting format, about space, rockets and other aspects of related science.

Science Fiction Movie Festival: Leveraging off the quality theatre experience which is offered at the Gaiety Theatre, the potential exists to create an annual sci-fi movie festival which could be run at the theatre and which could tie in with the space/rocket theme Wairoa is hoping to build.

Charter Vessels for Rocket Launching Viewing Experiences: The provision of maritime viewing experiences for Rocket Lab. This could provide visitors with the opportunity to view rocket launches from the sea (outside the exclusion zone).

Mahia Peninsula Pop-up Food Facilities: The Mahia Peninsula offers an opportunity for quality toilet facilities and a seasonal pop-up food facility/food truck.

Mahia Peninsula Walking Trails and Glamping: The potential exists to consider developing a walking and cycling trail around the Mahia Peninsula which could potentially be supported by glamping accommodation.

Light Aircraft Aviation Hub and Business Park: Leveraging off the uncontrolled airspace at Wairoa Airport, position the airport as a hub for light aircraft including gliders, hot air ballooning, micro lights, flight instructor training, helicopter training etc. Consider developing an aviation business park aimed at aviation-related businesses and also potentially includes the provision of private hangars, maintenance and storage. An approach should be made to one of the small regional airlines such as Sunair or Air Chatham's to discuss introducing commercial services once Rocket Lab commences operations.

Packaging for Lake Waikaremoana Supporting Product: Lake Waikaremoana offers one of the "Great Walks", as advertised by the Department of Conservation. Opportunities exist to support the various accommodation options in and around the area to package and promote these with local transport operators, tours on the Lake itself and guided experiences for part or all of the Great Walk.

Investigate Reactivation of Rail Corridor (Wairoa – Napier): The reactivation of the rail corridor linking Wairoa to Napier needs to be decided. Whilst there apparently has been much speculation and discussion on this, a decision needs to be made whether the rail corridor can be reactivated and, if so, how the cost of maintenance and services will be provided for. If it cannot be reactivated, it could be developed as a rail trail cycle or walkway.

Dive Wreck Trail at Mahia Peninsula: It is noted that there are up to 22 ship wrecks around the Mahia Peninsula with the potential to offer a dive wreck trail. Further research is required to assess the location and difficulty (the depth and tides, etc.) to see whether a variety of experiences can be offered, and how seasonal this might be.

Rocket to Lake Marathon Event: The strength of the Eastland region as a sporting region, particularly for water-based and cycling, is recognised. The potential exists to develop a “Rocket to Lake” triathlon event which could offer a circuit that runs from the Mahia Peninsula through to Lake Waikaremoana, offering kayaking, cycling and running legs.

Mangaone Caves Tour Experience and Packaging: Assess guided tours of the caves to provide visitors with the opportunity to explore the caves and to have this overlaid with the cultural and scientific background of the caves. This experience could be packaged with other tourism product throughout the region, including with Morere Hot Springs and Mahia Peninsula options.

Additional Retail Mix (Popups): To overcome the social and community challenge of shop at home trucks and to provide Wairoa residents and visitors with a broader retail mix, the opportunity exists to investigate the introduction of seasonal popup stores. The popup stores could potentially range from food experiences through to homewares and clothing. Council needs to introduce policies to protect lower income households from being exploited and to encourage spaces for popups to be located.

1.3.4. East Coast Regional Opportunities

The following opportunities have been treated separately as they are not focused on a major urban hub or gateway into the region but reflect the unique coastal and hinterland settlements from Wairoa around the East Cape to Opotiki.

Sealing and Improving State Highway 38: Advocate for the sealing of State Highway 38 (approximately 92km is unsealed) and straightening (where needed).

Auto-Based Tourism: Develop auto-based tourism to support visiting car clubs and motorcycle enthusiasts looking to undertake various road trips.

Film Tourism: The screen industry and film-based tourism is well recognised. The significant success of major filming sites relating to Lord of the Rings and The Hobbit and the development of the Hobbiton in the Waikato is but one example of successful operations (Hobbiton receives close to 300k visitors per annum). Noting that various films have been filmed in the Eastland region which have not only New Zealand but international interest, such as Whale Rider, Boy, Footrot Flats and The Dark Horse, the potential may exist to develop guided film site tours within the region.

Horse Trails and Tours: Horse trails and equestrian activity is a product often overlooked in many parts of the country. Potential exists to develop a series of horse trails utilising fire breaks and forest trails, where this is possible, both on the east coast as well as inland. It is important that these ideally be guided experiences, partly for safety but also to generate a commercial return, where value-added benefit through interpretation is able to be offered.

Coastal Caravan Park Network: An assessment is required on the ability to create a network of three to five quality camping and caravan parks, noting that a variety already exists in different ownership (Department of Conservation, local Iwi, councils and privately owned). With fewer coastal locations in New Zealand able to offer as many coastal holiday and camping opportunities, a network of sites to support a variety of visitor markets should be considered offering higher quality amenities, collective marketing and introducing chalets/cabins now well used in many holiday parks.

Tourism Training Workshops: A series of hands-on training workshops is required on the ground rather than in a classroom environment. These are needed to help actively encourage local Iwi who have an interest in being involved in different forms of cultural tourism, including: the link between craft art and design and offering art trails to visit artists and to see where local items are sourced from; to visit local Marae and other sites where a high quality interpretative experience can be offered; to undertake tours looking at horticultural and agricultural operations; and to identify tours for fishing excursions from a variety of locations along the east coast, either from the beach or by boat. Importantly, these need to be tagged to a guided experience where a commercial return is able to be generated.

Network of B&Bs and Farmstays: Eastland has a number of B&Bs and Farmstays; a number of which are good quality accommodation facilities. Potential exists to develop a network of these properties to help encourage collective marketing efforts and to offer visitors a network of locations as part of a consistent quality journey around the region.

Economic and Tourism Opportunities Analysis



Presented by:
Gautier LAVINA



Comparative analysis of space tourism

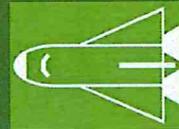
Places with rocket launching activity



To develop the best tourism activity in the Wairoa district we analyze 4 others rocket launching sites to analyze Wairoa

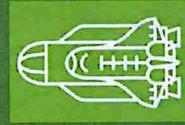
District needs:

- Cape Canaveral in Florida, US
- Kourou in French Guyana
- Baikonur in Kazakhstan, Russian Launching site
- Tanegashima in Japan
- *Mahia, Commercial site in New Zealand*



Cape Canaveral

Nasa owns the biggest tourism activity around space of the world formed in 1962



Kourou

European spaceport close to the equator established in 1968



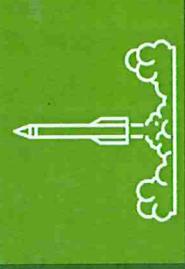
Baikonur

Kazaks cosmodrome is the world's first and largest space launch facility built in the 1950s



Tanegashima

Japan's largest space development known as the world's most beautiful rocket launch complex established in 1969

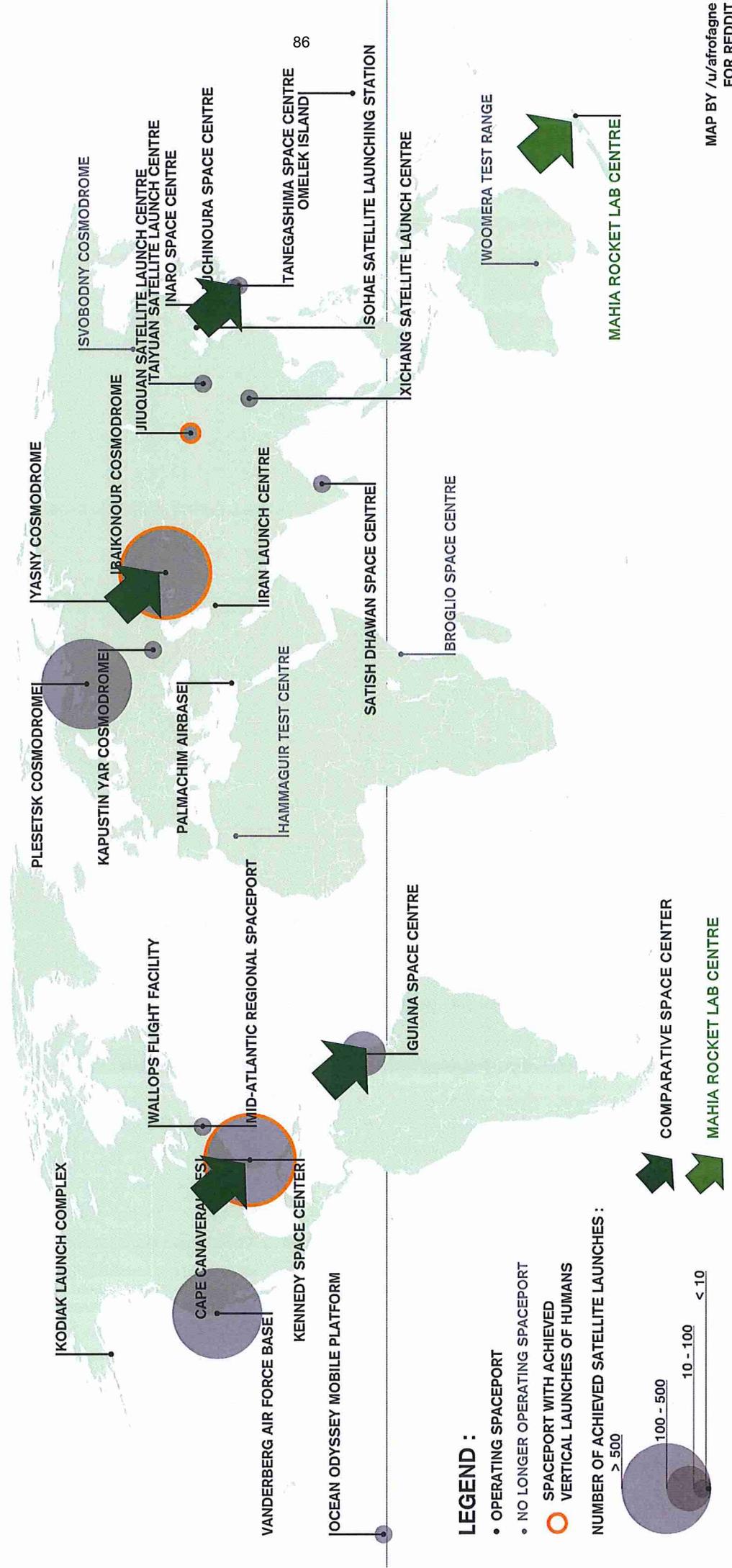


Mahia

Rocket Lab will be the world's first company to build a commercial launching site in 2016

— SPACEPORTS —

WITH ACHIEVED SATELLITE LAUNCHES





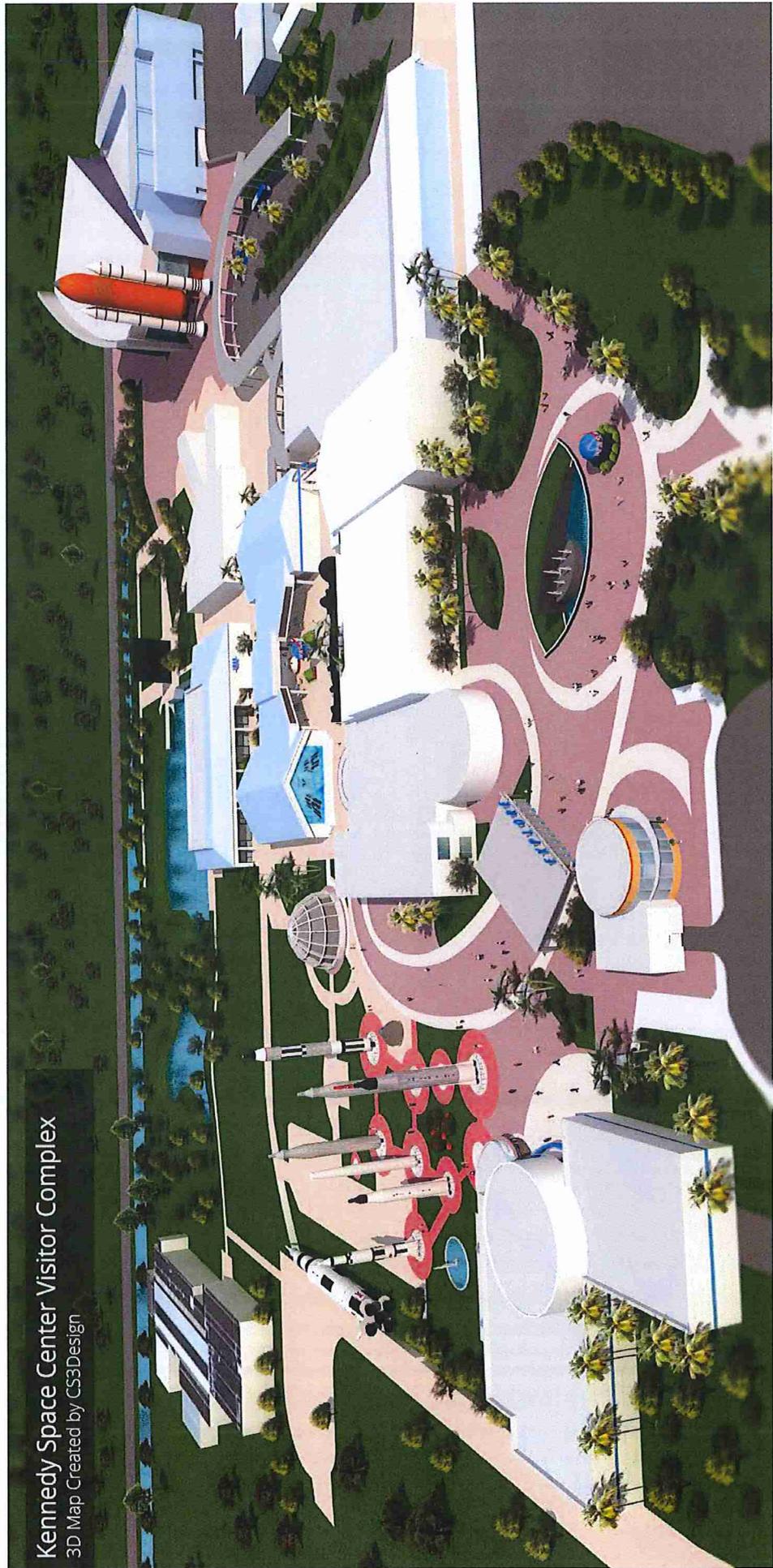
Tourism Comparison

Cape Canaveral



Comparative analysis of space tourism

Kennedy Space Center





Comparative analysis of space tourism

Things to do at Kennedy space center



Click on
picture for
the Youtube
Video!



Space Shuttle Atlantis Exhibit (museum + small attractions)



Shuttle Launch Experience (attraction)



Kennedy Space center Bus Tour



Apollo/Saturn V (museum)



Astronaut Encounter (ask your question to an Astronaut!)



Rocket Garden



IMAX Theater



Eyes on the universe (live presentation)



Fly with an Astronaut (200\$ attraction)



Science on a sphere in IMAX



Journey to Mars : Explorers Wanted (theatre presentation)



Nasa Now (future of Nasa – next projects)



Astronaut Memorial



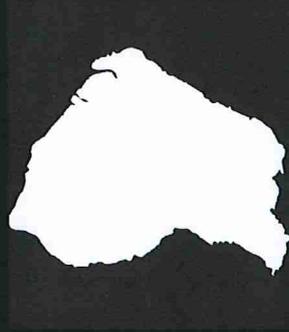
Children's Play Dome

More information on
the Kennedy Space
center website :
www.kennedyspacecenter.com



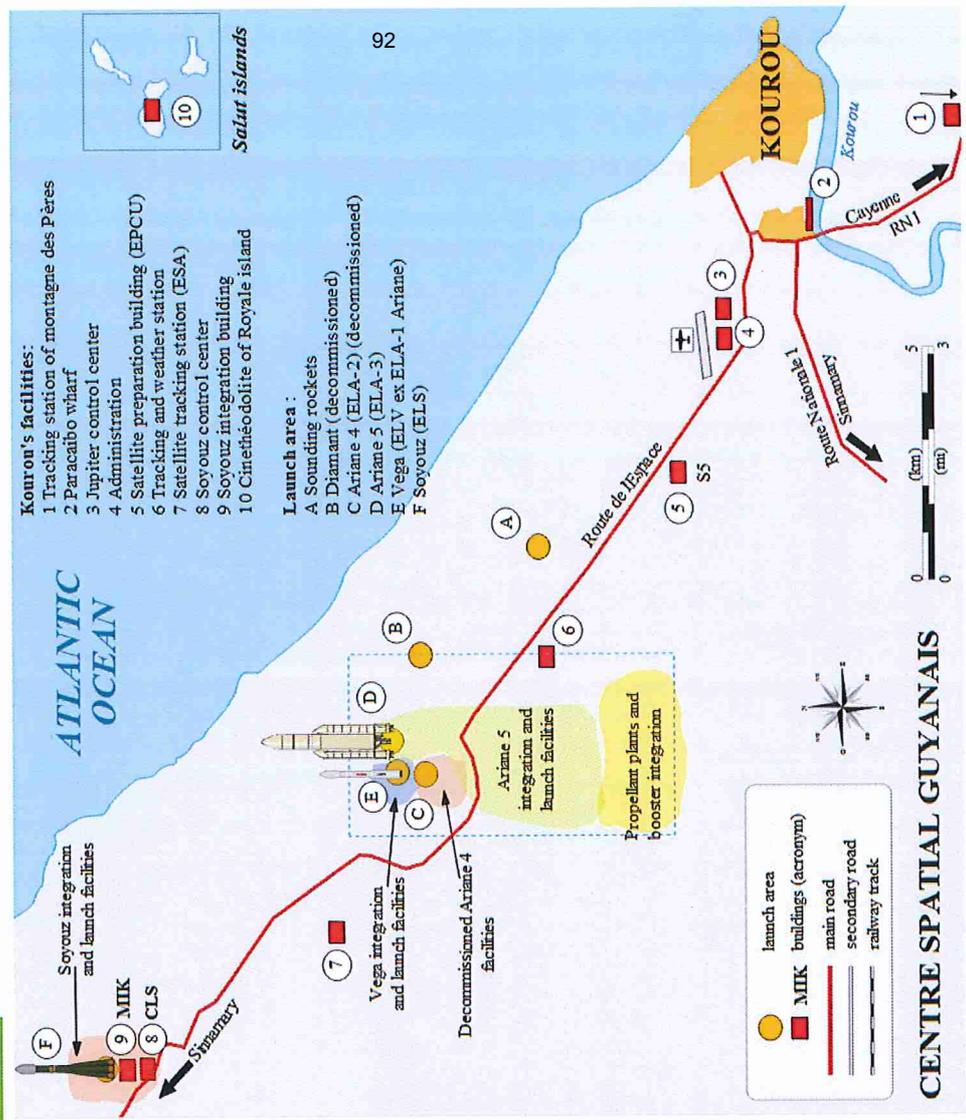
Tourism Comparison

Kourou



Comparative analysis of space tourism

Kourou



Comparative analysis of space tourism

Kourou



Let's analyze the activities outside and inside the restricted area...

Activities	Location	Managed by	Characteristics
Launch Sites Visit	CSG (Kourou Space center)	CNES-CSG	Ariane 5, Soyouz and Vega launching site can be visited twice a day under reservation
Attend a rocket launch	CSG	CNES-CSG	Online registration for free attending
Visit the Space Museum	CSG	CNES-CSG	Available from January 2016, 7€ for adults
Visit the savannas	CSG	CNES-CSG	One a month discover the nature and the animals around the space center with a specialist

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To be continued...



Tourism Comparison

Baikonur

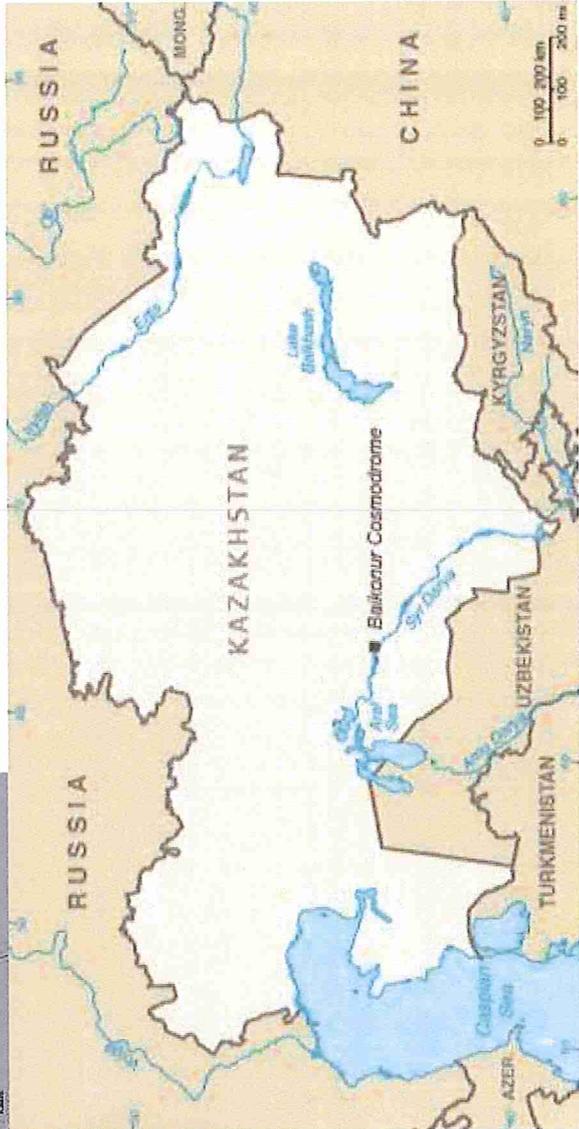
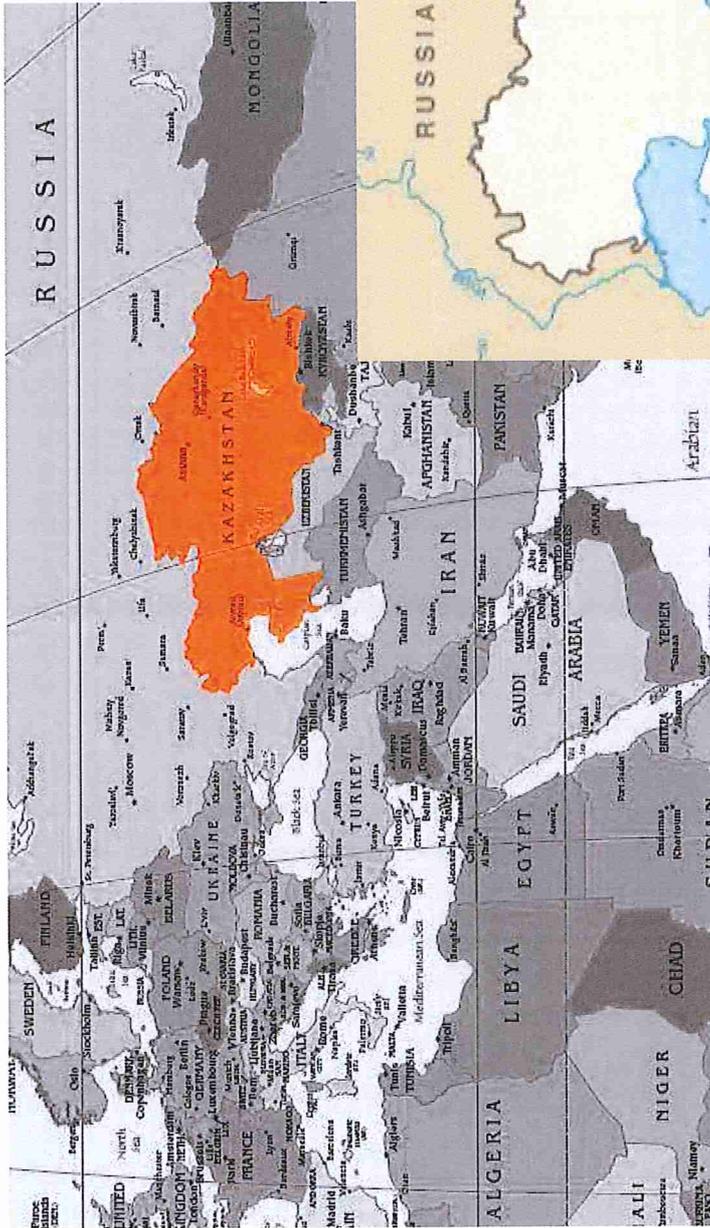


Comparative analysis of space tourism

Baikonur Map

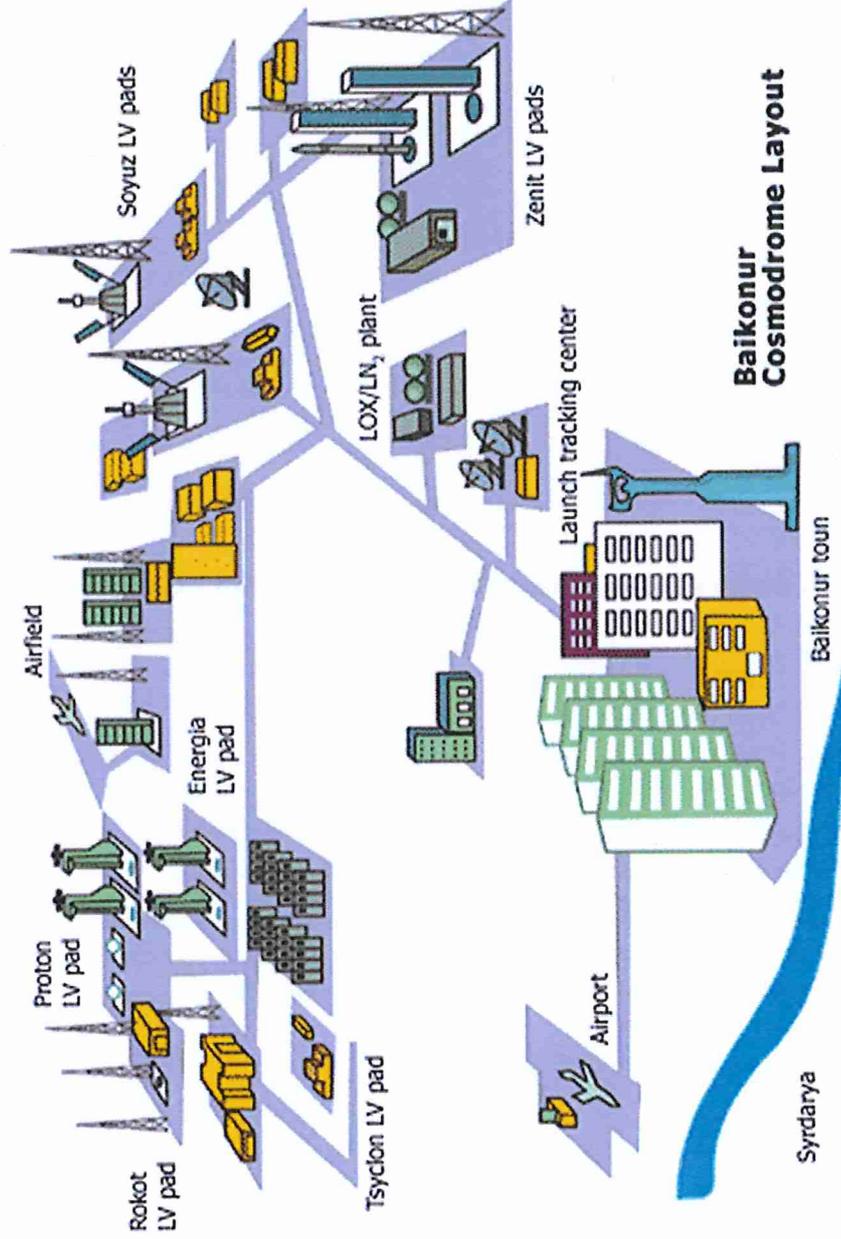


Baikonur is on lease to Russia until 2050.



Comparative analysis of space tourism

Baikonur Space Center Map



- It is located in the desert about 200 km east of the Aral Sea.
- The complex is just north of the Syr Darya River and measures 85 km on 90km.
- Cosmodrome covers 3,000 square miles (7,650 km²).



Comparative analysis of space tourism

Baikonur Space Tourism



How to attend a manned space flight in Baikonur?

There are only 10 companies taking tourists to Baikonur (turnover estimates at over \$100 million a year)

Tourist are from :
U.S., Canada, the UK, Germany, France, the Netherlands, Switzerland, Japan, India and Australia.

*“Seeing the launch of a manned spacecraft is one of the most popular programs in Earth-based space tourism. Spaceships with cosmonauts aboard are launched from Baikonur **four times a year**. There are also launches of cargo spacecraft, which are more frequent, but they go into space without pilots and are therefore less popular among tourists, according to Avgustinovich.”*

*“In 2014 it launched **21** spacecraft, while Cape Canaveral in the U.S. launched **18**.”*

COSTS :

\$5,000 for foreigners

\$1,500 for Russians



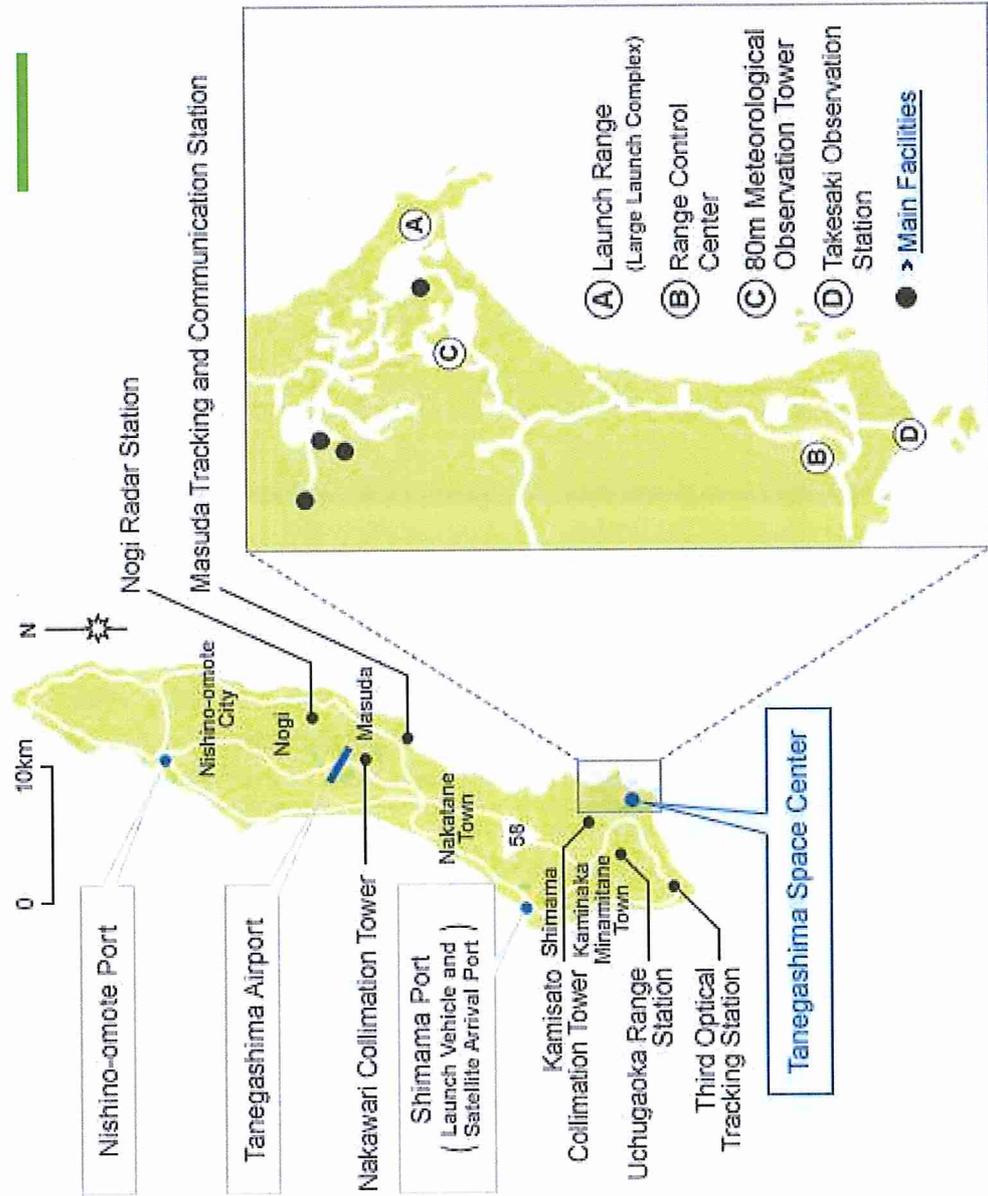
Tourism Comparison

Tanegashima



Comparative analysis of space tourism

Tanegashima Map



Comparative analysis of space tourism

Tanegashima Space Activities



Let's analyze the activities outside and inside the restricted area...

Activities	Location	Managed by	Characteristics
Attend a Rocket Launch	Tanegashima Space center (TNSC)	JAXA (eq NASA)	Observation sites
Visitor Space Center	TNSC	JAXA	Museum, information center, Theater, Shop, full-scale models...
Guide tours of the space center	TNSC	JAXA	Free tours, Advance Booking (depend on vacancies)
...			

To be continued...

Comparative analysis of space tourism

Tanegashima Space Center Visitor Complex

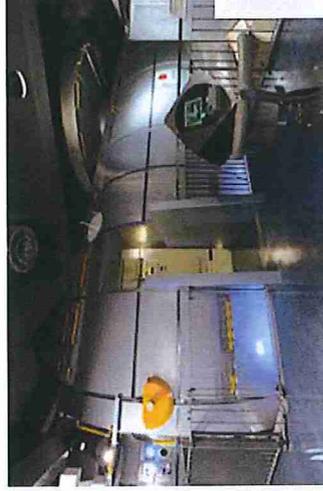
Space Museum



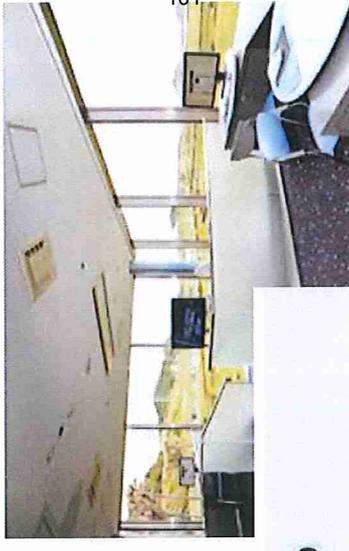
Rocket Launch Theater



Full-scale model of the Japanese Experiment Module "Kibo"



Space Information Center



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Museum Shop



5

main activities

How is the business managed in Cape Canaveral ?

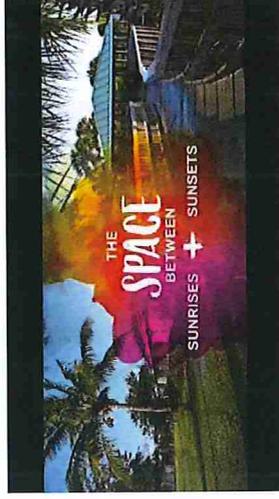
Trip Advisor Tourism activities

10 of top 28 things to do around Cape Canaveral

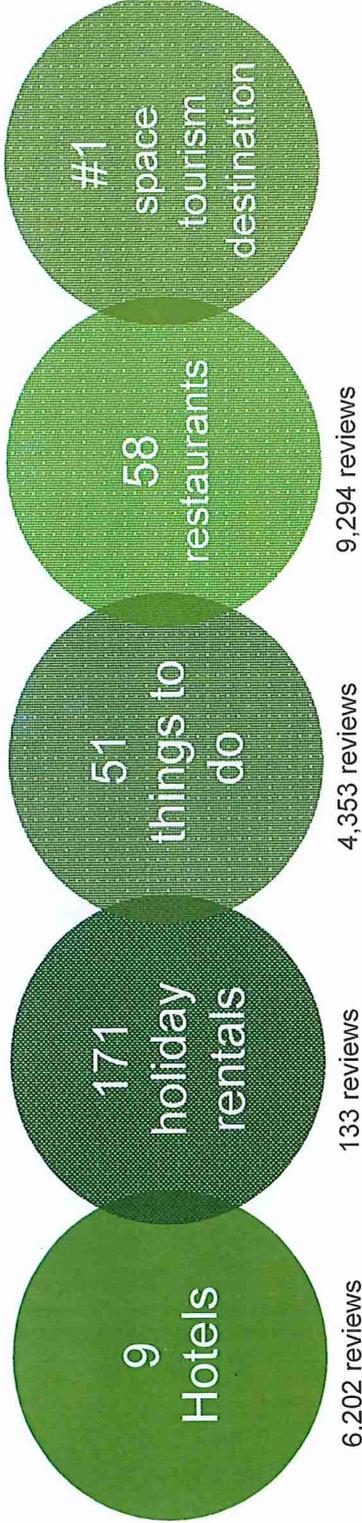
according to Trip Advisor website :

1. KSC Kennedy Space Centre (Space Shuttle & 12 more attractions)
2. Jetty Park (Cheap beach and umbrellas rentals)
3. Fishing charters & tours
4. Exploration tower (7 floor of area interaction information)

5. Victory Casino Cruises (Casino Ship)
6. US Air force space & missile museum
7. Monatee Sanctuary Park
8. Segway tours
9. Dolphin & whale watching
10. Bus tours



Cape Canaveral City Vidéo



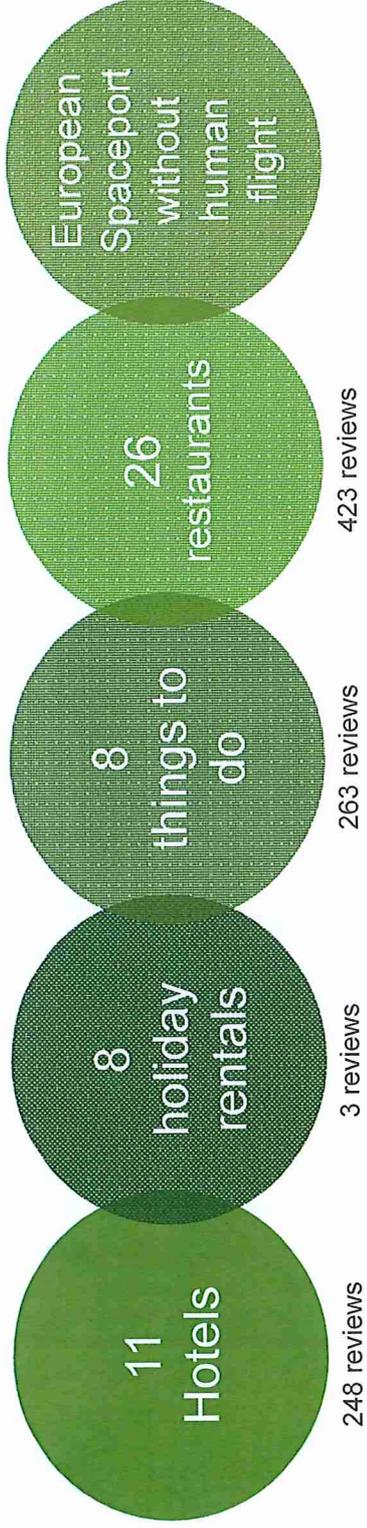
How is the business managed in Kourou?

Trip Advisor Tourism activities



7 things to do around Kourou according to Trip Advisor website :

1. Kourou Space Centre
2. Visiting islands "Les îles du salut"
3. Kourou river
4. Space museum
5. Boat tours
6. The mountain of monkeys
7. Native American archaeology centre



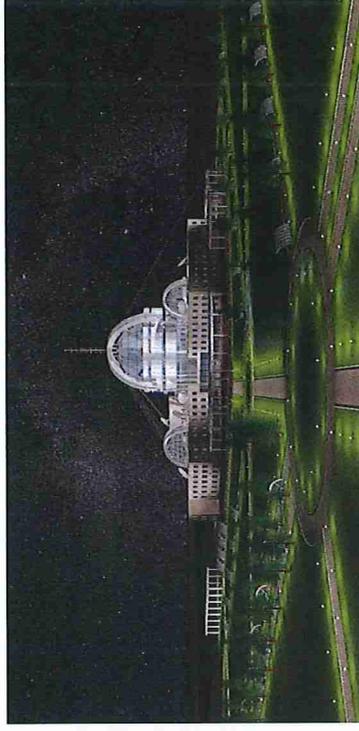
How is the business managed in Baikonur?

Trip Advisor Tourism activities



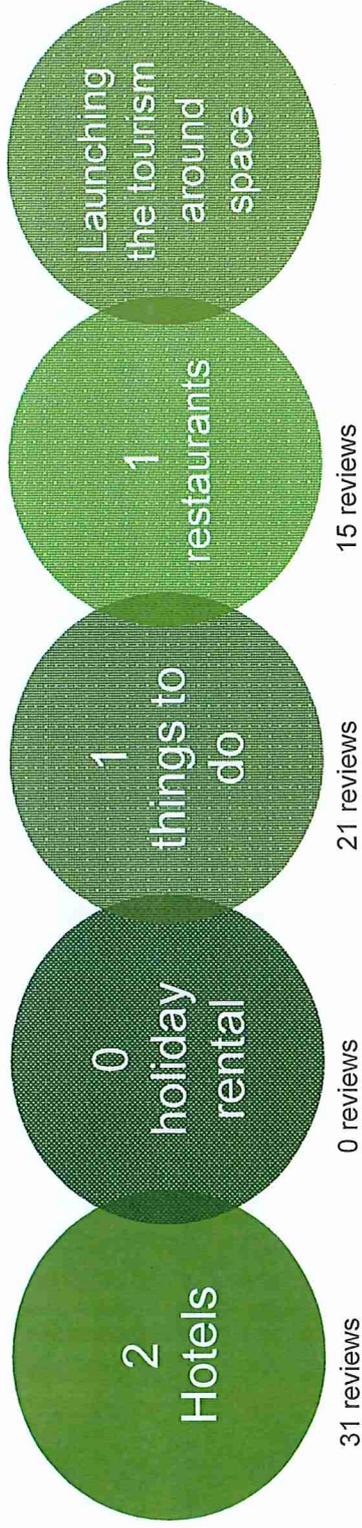
1 things to do around Baikonur according to Trip Advisor website :

1. Museum of Baikonur Cosmodrome History



Baikonur Space Complex is now actively seeking more visitors to a new « Space Harbor » being built with a visitor's complex platform to watch launches.

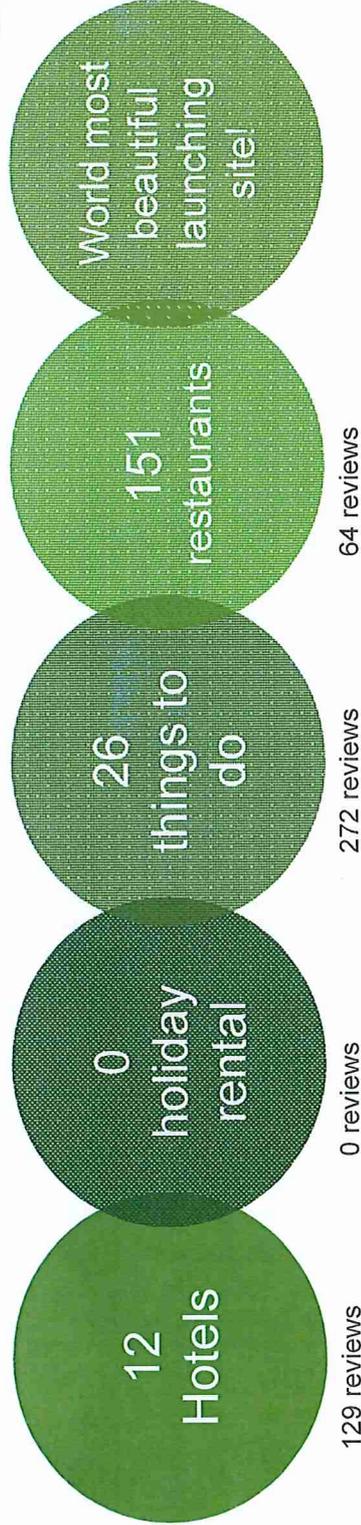
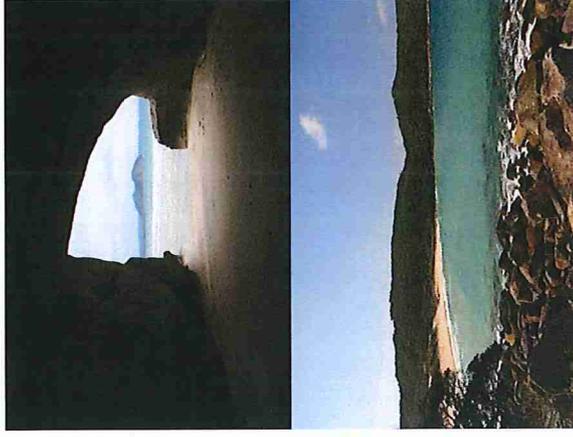
Source : <http://www.edgekz.com/kazakhstan-hopes-draw-space-tourism-secret-star-city/>



How is the business managed in Tanegashima?

Trip Advisor Tourism activities

- 10 of top 26 things to do around Tanegashima according to Trip Advisor website :
1. Tanegashima Space center
 2. Chikuranoiwaya Cave (picture)
 3. Tanegashima Space center space science and technology Museum
 4. Teppokan (City History Museum)
 5. Cape Kadokura (scenery)
 6. Urada Beach
 7. Madate no Iwaya (scenery)
 8. Tahezahi Seacoast
 9. Hamada Beach
 10. Homan Shrine (cultural site)



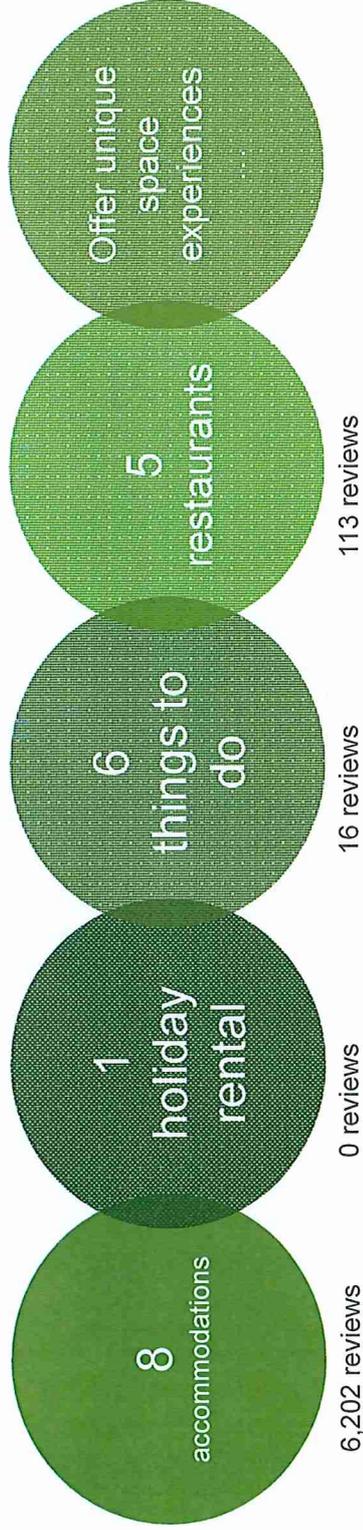
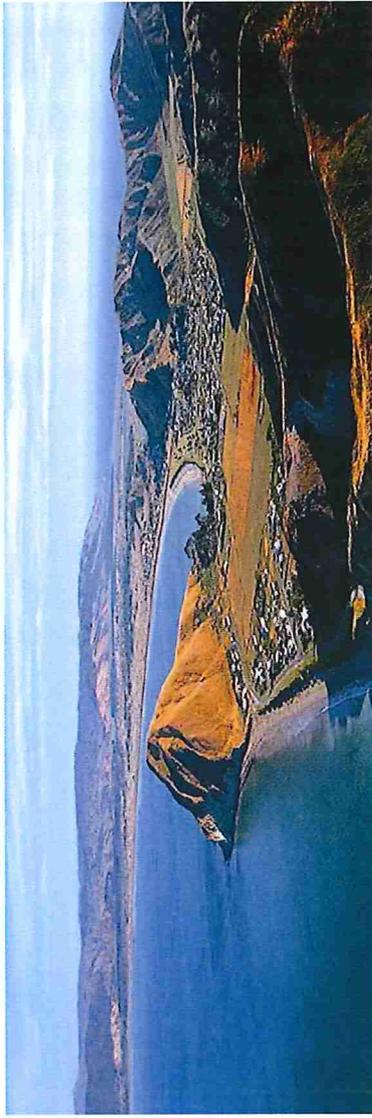
How is the business managed in Wairoa?



Trip Advisor Tourism activities

Currently, 6 things to do around Wairoa according to Trip Advisor website :

1. Gaiety Theatre
2. Wairoa i-Site Visitor Information Centre
3. Wairoa Museum
4. Mangaone Caves
5. Coast Park Gardens
6. Whakamahia Beach





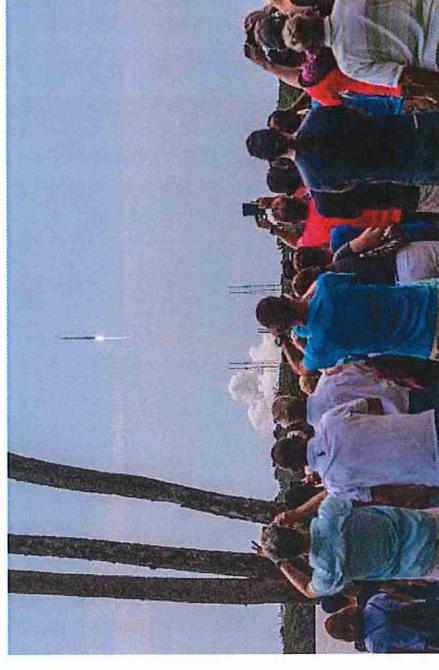
Comparative Analysis

Viewing platforms

Customers requirements

Key Success Factors

- **Proximity :**
 - Avoid seeing the rocket's flames ignite before hearing the thundering roar of the engine
 - Hear the sound becomes louder the higher the rocket climbs)
 - Feel the powerful sound waves that may give goose bumps
- **Visibility**
 - Best picture/movie
 - Some people are ready to wait plenty of hours (more than 15hours!) to get a good spot for that.
 - Have the greatest launching window time (normally approximately 45 minutes)
- **Live a unique experience**
 - Importance of the launch (human spaceflight for instance)
 - Only few launch pad in the world
 - Bucket list experience



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To be
continued...

Customers requirements

What to expect and bring?



For official viewing platform:

- Earplugs (for sensitive)
- Hats, umbrellas, sunglasses, sunscreen and bug spray (day only)
- Blankets or “umbrella-style” folding chairs carried in shoulder bags
- DSLR cameras
- Binoculars

Once you board the bus for one of our launch viewing locations, you cannot easily return to the main visitor complex until the rocket has launched. Please take all supplies with you before you board your bus for the launch.

Customers requirements

What to expect and bring?

For unofficial viewing platform according to forums :

- Good binoculars
- Radio (specific radio)
- Get there plenty of hours in advance to get good seats
- Poles to film
- Bring swimming clothes if you want to watch it in the water from the beach
- Hats, umbrellas, sunglasses, sunscreen and bug spray (day only)
- Blankets or “umbrella-style” folding chairs carried in shoulder bags
- DSLR cameras



Customers requirements

Problems in viewing platforms

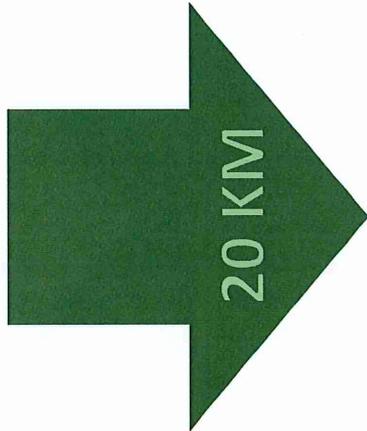
- Setting tripods into the water to get the best spot
- Lack of parking – cars everywhere
- Big waiting lines (toilets, restaurants, snacks)



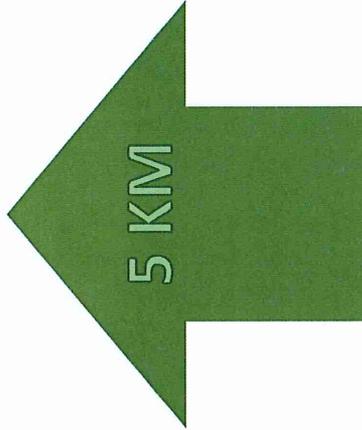
To be
continued...

Customers requirements

Viewing platform difference between 5km and 20km



The first sound its
heard 40 seconds
after the launch,
you see only a
yellow ball, no
tremors



You "feel" the rocket
: the sound, the
view, the tremors

Customers requirements

What will the people see?

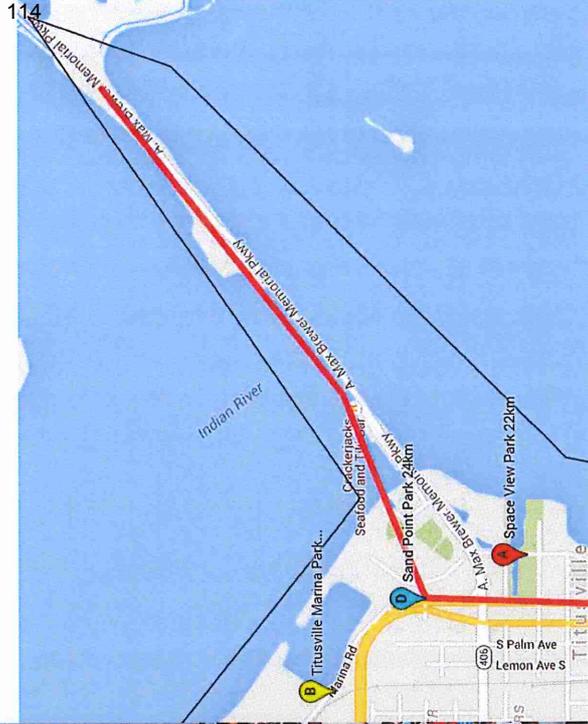


Viewing platforms comparison

Unofficial viewing platform organization



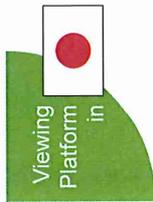
A. Max Brewer Bridge during a rocket launching event





Comparative Analysis

Tanegashima viewing platforms

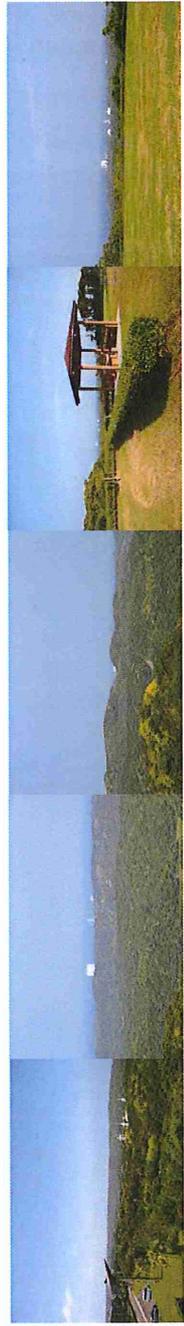


Viewing platforms comparison

Tanegashima Viewing platforms organization



'Launches can be viewed from anywhere beyond a radius of three kilometers from the rocket. The following locations are recommended observation points, where the countdown to liftoff can even be heard. Reservations are not necessary, but these areas are expected to be crowded on the day of a launch.'



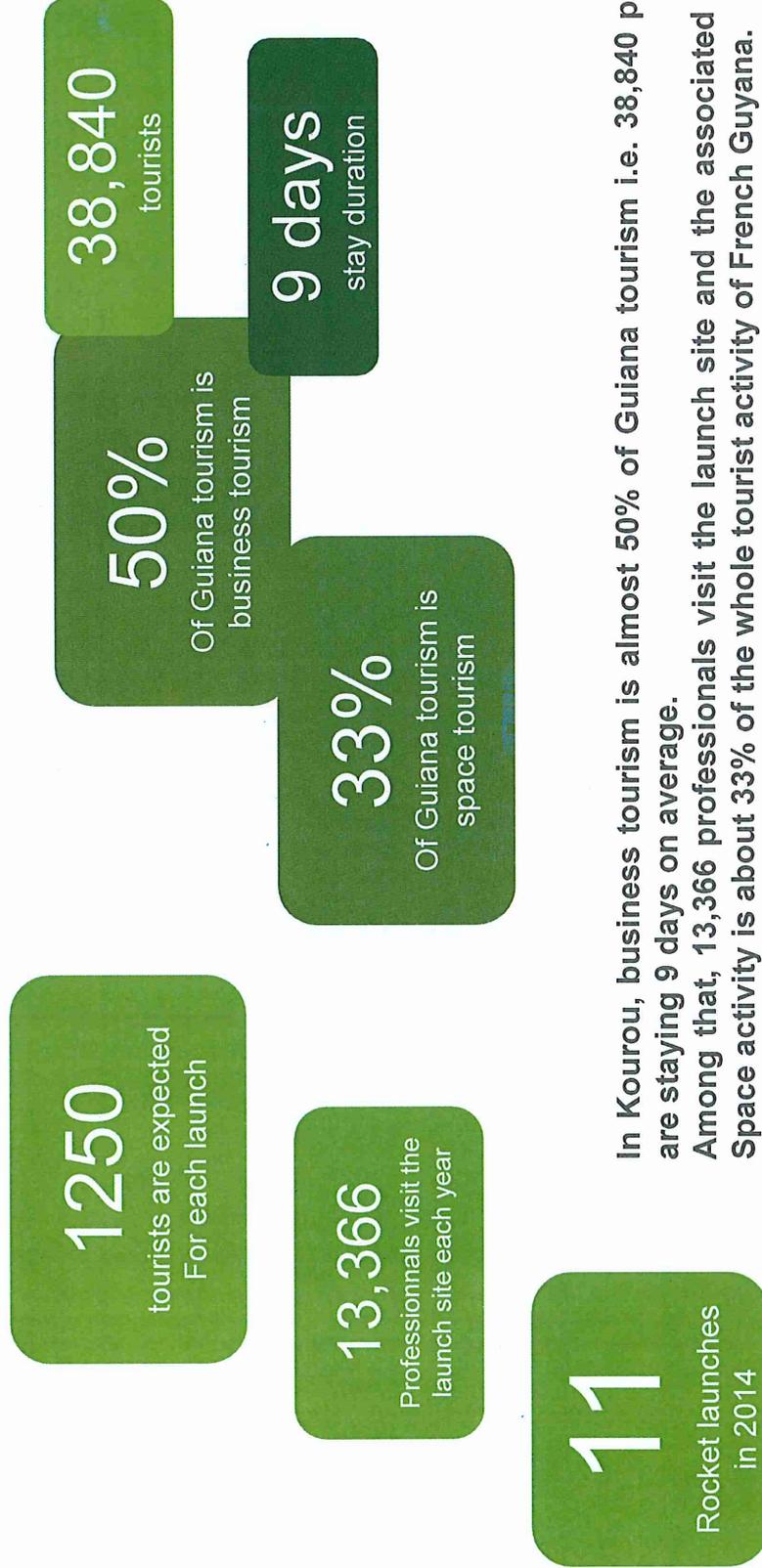


Comparative Analysis

Kourou viewing platforms

How many people are we expecting?

First launching is coming soon...



In Kourou, business tourism is almost 50% of Guiana tourism i.e. 38,840 people. In general they are staying 9 days on average. Among that, 13,366 professionals visit the launch site and the associated attractions each year. Space activity is about 33% of the whole tourist activity of French Guyana.



Comparative Analysis

Rocket Education

Aerospace education

Tanegashima

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Educational Activities



> Space Education Center

The Space Education Center aims to "foster broad-minded youths that are taught about a wide range of views." The Space Education Center's desire is to arouse in children's minds the limitless affection to nature, space and life and at the same time create a desire to contribute to the future of human beings and living creatures on earth by utilizing suitable materials from space and achievements from space activities. To accomplish this, we will deploy our activities in cooperation with various people, teachers and organizations that share our goals.

At the Space Education Center, various education programs like the following can be provided.

Educator Cooperative Program

We will support classes at schools or provide teaching materials in cooperation with teachers.

Youth Program

We will provide an educational program for elementary/junior high/high school students using JAXA's original space education program.

Aerospace education

Rockets.co.nz

Teachers' One Day Rocketry Workshop October 2015

This is a one day Workshop tailored for Teachers, where you will learn how to deliver a Rocketry program at your school. You will also hear all you need to know about to enter a team from your school in the Schools Rocketry Challenge 2016 where pupils are tasked to launch a rocket carrying a bio-payload (raw hen's egg) and a digital altimeter to a target altitude, recovering the payload intact!

Topics covered include:

- *How to Build a Rocket - Parts and their Purpose*
 - *Example Class Activities*
 - *Forces at Work*
 - *Applying the Laws of Motion*
 - *Using Software - for Rocket Construction*
 - *Using Software - for Simulating Flight*
 - *Water Rockets*
 - *Rocket Propellant- Can I Make It?*
 - *Rocket Stability*
 - *Construction Hints*
 - *Safety Procedures*
 - *Launch Analysis (Calculating Altitude and Speed)*
 - *How to Participate in the Schools Rocketry Challenge 2016*
- Date: Tuesday, 6 October 2015*

Time: 8.45am - 4.30pm

Venue: Mt Roskill, Auckland

Cost:

Free - For the first Teacher from Schools who have already experienced or will be experiencing a rocketry program as part of the Unlocking Curious Minds initiative delivered by Aerospace Education.

\$95 + GST - Any other Educators

REGISTER HERE

Queries: info@rockets.co.nz or phone 0274 932 766

[http://www.aerosp
aceducation.co.nz
/rocket-science-
for-teachers](http://www.aerosp
aceducation.co.nz
/rocket-science-
for-teachers)

To be
continued...

APPENDIX 5: FUNDING CRITERIA FOR FUNDING ASSESSMENT

For a number of projects within the Funding Assessment there are grants available from national funders, these include Lottery Grants Board funds, administered by the Department of Internal Affairs (DIA) and central government administered funds.

Table 1: National Funders

Agency	Fund	Description
Department of Internal Affairs: Lottery Grants Board	Significant Projects	Major community-based capital projects of regional or national significance.
Department of Internal Affairs: Lottery Grants Board	Community Facilities	Community facilities that support participation, foster community cohesion and strengthen communities
Department of Internal Affairs: Lottery Grants Board	Environment & Heritage	Projects which foster the conservation, preservation and promotion of New Zealand's natural, physical and cultural heritage
Ministry of Business, Innovation and Employment	Tourism Growth Potential	To drive strategic change and lift value that international tourism delivers.

Lottery Grants Board

The New Zealand Lottery Grants Board is governed by the Gambling Act 2003. Its purpose is to benefit the New Zealand community by distributing the profits from state lotteries run by the New Zealand Lotteries Commission. (Lottery Grants Board, 2010).

“In line with the Gambling Act 2003, Lottery grants are made for community purposes only. A Lottery grant is for a community purpose if it contributes to the building of strong sustainable communities by encouraging or enabling community self-reliance, capacity building, and stability; or opportunities for social, civil or cultural participation and reducing or overcoming barriers to such participation; or community or environmental health; or development and preservation of New Zealand's arts, culture, heritage and national identity; or sports and recreation.”

The New Zealand Lottery Grants Board is a non-political, independent body. The funds it governs are administered by the Department of Internal Affairs and advisors are available to discuss and guide applicants.

Lottery Grants Board: Significant Projects Fund

This fund is currently in hiatus but may be re-announced at a future date. The fund is administered by an independent board and has a number of priorities around community outcomes and strict criteria.

The Significant Projects Fund was re-opened in December 2013 (after a hiatus of two years when it was re-directed to Rugby World Cup and World War One Commemorations) with an allocation of \$30 million over two rounds. In March 2014, the committee announced it had allocated \$28 million of the fund. Applications requested had totalled \$65 million, showing the fund was in great demand.

In July 2014, the Minister of Internal Affairs announced that there would be a funding round with a total fund of \$15 million for allocation and the successful projects were announced in June 2015. The following is the criteria the fund followed in previous rounds but this is subject to change when or if the fund re-opens:

Priority projects will:

- Increase community self-reliance, capacity building and stability;
- Provide opportunities for social, recreational, civil or cultural participation; and
- Reduce or overcome barriers communities face to such participation.

Projects must meet the following criteria:

- Be for a purpose relating to a community benefit of a public nature;
- Meet a clearly identified community need;
- Provide opportunities for widespread and significant community interaction and cohesion;
- Have wide community support and/or result from a community initiative;
- Be an appropriate size for the community; and
- Involve collaboration between the applicant and community organisations, local/central government and/or Māori organisations/iwi.

Priority may be given to projects that can start on site within six months of the Committee's funding being granted. Applicants must demonstrate that their project:

- Is for a community purpose;
- Has a total project cost of at least \$3 million;
- Has secured at least one-third partnership funding;
- Has a Project Manager;
- Has a completed feasibility study or other report in support of the project;
- Has an approved resource consent;
- Contributes to a regional and/or national outcome, in one or more of the following areas:
 - Arts, culture and heritage;
 - Sport and recreation;
 - Conservation and the environment; and
 - Economic development; and/or visitor services and tourism.

It should be noted that:

- This fund is currently on hold but will possibly be reinstated in the future. If a project is not yet ready to apply, submitting an “expression of interest” if this fund is reopened would be recommended. This is also a good way to get feedback on your application;
- The fund is considered a “last resort” fund so the committee would expect to see the majority of funding secured before an application; and
- Highlighting the national significance of a development is key – while regional applications are considered they are lower down the committee’s priority list.

Lottery Grants Board: Community Facilities Fund

This fund is for community facilities that support participation in community activities and social interaction to foster community cohesion and strengthen communities.

The Lottery Community Facilities Distribution Committee meets nationally twice a year and it has a six-month turnaround for a decision. Typically, the Committee makes grants between \$10,000 and \$750,000.

Priority is given to projects that meet multiple criteria and that:

- Meet clearly identified community need;
- Provide opportunities for widespread and significant community interaction and cohesion;
- Have wide community support or result from community initiative;
- Provide facilities for:
 - Rural and isolated communities;
 - Disadvantaged groups;
 - Those who do not have ready access to similar or suitable facilities; and
 - Locations of need.
- Are multi-purpose or shared facilities that are accessible to the community;
- Are an appropriate size for the community, and the community has the capacity to develop;
- Run and maintain the facility in the long term, independent of further support from the Lottery Grants Board; or
- Provide opportunities for collaborative approaches by community groups for the provision of social services programmes.

Lottery Grants Board: World War One Commemorations, Environment & Heritage

This committee makes grants to organisations to foster the conservation, preservation and promotion of New Zealand’s natural, physical and cultural heritage, such as museums, whare taonga and art galleries.

The Lottery Committee meets nationally twice a year, the rounds closing in February and September with an outcome three months later. Typically, the Committee makes grants between \$10,000 and \$500,000.

In the 2015/2016 year the fund has \$12,719,515 to allocate, with \$3 million specifically for World War One Commemoration activities.

All projects must contribute to a community benefit of a public nature to:

- Increase access to New Zealand's cultural heritage;
- Preserve and protect New Zealand's natural environment; and
- Preserve New Zealand's history for future generations.

Funding is only available for one-off projects. A one-off project may include either:

- A discrete stage of a larger, ongoing project; or
- A single, stand-alone project.

Cultural Heritage Funding

The following list shows the priorities for funding cultural heritage projects.

- Protect collections at risk;
- Make collections available to the community;
- Enhance the learning experience and involvement of young people;
- Conserve moveable cultural property; and
- Consideration has been given to the fire protection or seismic strengthening needs of the completed project.

The types of projects considered include:

- The preparation of feasibility studies for capital works projects;
- The development, redevelopment or upgrade of museums, art galleries or archive facilities, including earthquake strengthening projects;
- Development of education centres for young people within existing museums;
- The construction of memorials;
- The conservation of moveable cultural property;
- Historical research, writing and publications;
- Salary costs and equipment for oral history projects;
- Development of heritage trails including the design and incorporation of interpretive panels and material;
- Providing exhibition related material which enhances understanding of a collection; and
- Archiving and digitalisation of records.

It should be noted that:

- The Committee will consider funding towards the development, redevelopment or upgrade of museums, art galleries or archive facilities including appropriate storage systems, collection management systems, environmental control systems, fire protection systems and display facilities;
- There is no limit to the amount for which applicants can apply. However, because of pressure on funding, Lottery WW1 Commemorations Environment and Heritage Committee is rarely able to provide funding to the level requested and is more likely to consider only a

contribution towards the project. Grants have traditionally been about \$500,000 at the top end.

Physical Heritage Funding

Physical heritage applications should be for projects related to the conservation and preservation of places, structures and large built objects associated with the physical heritage of New Zealand.

Preference will also be given to projects in which the applicant has considered fire protection (i.e. installing sprinklers) and seismic strengthening as part of the project.

The types of projects considered include:

- Undertaking conservation or restoration work as detailed in a conservation plan;
- The preparation of specific reports, including seismic assessment reports;
- Preservation and conservation of buildings, structures or large built objects, including earthquake strengthening projects; and

APPENDIX 6: EXAMPLE SURVEY QUESTIONS TO PUT TO MAHIA/WAIROA ROCKET LAUNCH VISITORS

- Did you enjoy your visit? YES/NO
- Did you see a rocket launch? YES/NO
- Did you:
 - Spend fewer than 8 hours in the area
 - Overnight in the area
 - Spend money locally (provide options)
- Did you have:
 - Not enough information re the launch
 - Enough information

Collect personal data:

- Did they come especially because of the rocket launch?
- Are they:
 - Rocket Lab staff
 - Rocket Lab VIPs
 - Journalists/media
 - Dedicated space rocket followers
 - Mahia/Wairoa residents
 - East Coast (Hawke's Bay, Gisborne) residents
 - New Zealanders on holiday
 - International visitors

APPENDIX 7: INDICATIVE BUDGET FOR TEST LAUNCH PHASE

The below costs are indicative only at this stage.

1. Survey

Conduct over 3-4 weekends or weekdays as necessary when test rocket launches are due to take place:

- Development
- Implementation
- Analysis
- Writing Report
- Present results

Cost: \$60 - \$70k

2. Infrastructure

- Car parking
- Traffic management
- Signage
- Toilets
- Boat launch management
- Safety

Cost: \$70k (\$50k for car parking at Bluck's Pit Road viewing site + \$20k for signage, traffic control, etc.)

3. Hosting

Training session for Mahia "hosts", possibly Māori Wardens to convey key messages, expectations

Cost: \$5k - \$10k

4. Steering Committee Support

- Committee establishment
- Organisation of meetings
- Administration

Cost: \$15-\$20k

5. Technical Support

- Specialist tourism advice and analysis

Cost: \$30k

TOTAL: \$200k

Council

27 September 2016



Stage 1 Report: s17a Service Delivery Review

Department	Office of the Chief Executive
Author & contact officer	C Knight – Governance Advisor & Policy Strategist
1. Purpose	1.1 To provide Council with the outcome of the Engineering Stage 1 s17a service delivery reviews.
Recommendation	<p>The Governance Advisor & Policy Strategist RECOMMENDS that Council:</p> <ul style="list-style-type: none"> a) Receive the Stage 1 Report attached as Appendix 1; b) \$20,000 be allocated from general reserves for costs of 2016/17 reviews; and, c) Endorse the following stage 2 s17a review programme: <ul style="list-style-type: none"> i. Roothing – to be reviewed 2019/20 ii. Three waters – to be reviewed 2020/2021 iii. Waste Management – to be reviewed 2016/17
2. Background	<p>2.1 As part of legislative reforms, central government introduced a new requirement for councils to conduct a specific type of service delivery reviews – s17a reviews.</p> <p>2.2 Currently Council has engaged a consultant that conducted a review of engineering services in order to assess which services require a full s17a review, and which ones meet one of the ‘out’ criteria.</p> <p>2.3 As can be seen on page 8 of Appendix 1, these services contribute in many ways to Council’s vision and community outcomes.</p>
3. Options	<p>3.1 The options identified are:</p> <ul style="list-style-type: none"> a. Status quo – do not conduct any stage 2 s17a reviews. b. Officer recommendation – conduct the 3 reviews in the timeframes outlined in the recommendation c. Alternative resolution – direct CEO to conduct stage 2 reviews on additional or fewer services. <p>3.2 Option A: If Council does not wish to progress any reviews to stage 2 it can resolve to do so. If there is not an appropriate ‘out’ criteria given then technically Council will be in breach of the legislation. There has been no indication of the type of repercussions from the government at this stage; however, this could change.</p> <p>3.3 Option B: Stage 1 reviews have been undertaken on the engineering services to ascertain what services will benefit from a full s17a review whilst taking into account the cost-effectiveness of a full review. As can be seen from the</p>

	<p>report, those not requiring a full review will instead be subject to an internal management review.</p> <p>3.4 Option C: Alternatively Council can direct the CEO to conduct full s17a reviews on additional engineering services or a smaller list of services that those outlined in the recommendation.</p> <p>3.5 The preferred option is Option B, this meets the purpose of local government as it will help meet the current and future needs of communities for good-quality infrastructure, and local public services in a way that is most cost-effective for households and businesses.</p>
4. Corporate Considerations	
What is the change?	4.1 Stage 2 reviews will be conducted on: roading, three waters, and waste management. The outcomes of these reviews may suggest changes to the way Council delivers these services currently.
Compliance with legislation and Council Policy	4.2 Long Term Plan 2015-2025 – There is no specific budgetary provision for these reviews
What are the key benefits?	4.3 Relevant legislation – Local Government Act 2002 (in particular s17a) 4.4 Council undertakes its responsibilities under legislation. 4.5 A full review may find alternative ways to deliver services which benefit the community.
Who has been consulted?	4.6 There has been no consultation on this matter. Any suggested changes resulting from the full reviews would be tested against the Significance and Engagement Policy and relevant legislation.
7. Significance	5.1 This is not a significant decision.
8. Risk Management	8.1 The strategic risks identified in the implementation of the recommendations made are as follows: <ul style="list-style-type: none"> a. Legal – not meeting requirements of legislation
Appendices	Appendix 1 – LGA 2002 s17a Service Delivery Review Infrastructure Activities Stage 1 Report
Confirmation of statutory compliance	In accordance with section 76 of the Local Government Act 2002, this report is approved as: <ul style="list-style-type: none"> a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and, b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.
Signatories	Author: C Knight Approved by: F Power

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Wairoa District Council
LGA 2002 s17A Service Delivery Review
Infrastructure Activities
Stage 1 Report

July 2016

Document Title:

Wairoa District Council

LGA 2002 s17A Service Delivery Review, Infrastructure Activities, Stage 1

Prepared for:

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Appendix 1: Level of Service Assessment Tables

1 EXECUTIVE SUMMARY

Section 17a of the Local Government Act places an obligation on local authorities to review their services for cost effectiveness. The reviews provide an opportunity to improve the delivery of services to our residents, ratepayers and visitors.

Council's proposed approach is a common sense one that balances the need to comply with the legislation and the need to carefully manage Council's operations to ensure the best value for money for ratepayers and users of the services. Under this approach, Council is focused on reviewing services with the most sizable opportunities for improvement.

This Stage 1 review has assessed all engineering infrastructure activities to determine the need and value in completing a full s17A service delivery review.

The assessment has included consideration of:

- The rationale / reason for the service / activity
- Performance of the activity in terms of service delivery
- Cost of the service
- Previous reviews undertaken
- Current initiatives being undertaken to improve service delivery

S17A service delivery reviews specifically address governance, funding and delivery.

Currently, in Wairoa:

- All activities are governed by the Council.
- The current rating system accounts for about 42% of Council's total funding. The balance is from government subsidies (mainly roading subsidies), targeted rates for water supply, user charges (landfill fees, building consent fees, cemetery fees etc), investments and loans.
- Delivery of services is primarily managed in-house. This includes the management of contracts and asset management. Specialist consultants are engaged where capacity or capability is not available within Council, such as capital works designs, and valuations.
- All physical works are completed by contractors, selected generally in accordance with Council's procurement procedures, currently under review to specifically cover all Council business.

It has been determined that all engineering activities will benefit from some form of review, either now or after further monitoring of performance.

The service assessment summary and recommendations for further review are presented in the table below.

ACTIVITY	RECOMMENDATION FOR REVIEW		PROPOSED TIMEFRAME	COMMENT / JUSTIFICATION FOR RECOMMENDATION
	INTERNAL MGT REVIEW	S17A REVIEW		
Roading		√	2019/20	<p>The roading activity accounts for more than 50% of Council's annual expenditure with a significant proportion of that cost funded through NZTA.</p> <p>Overall, roading performance is considered adequate in terms of meeting levels of service and customer satisfaction.</p> <p>New model maintenance contracts, introduced in 2013, are being monitored for improved performance. Improvements in cost efficiency and service delivery have been shown already but long-term benefits are still to be realised.</p> <p>A review of the governance and management of the activity was undertaken in 2013 through the Tairāwhiti Roads and the decision made not to pursue as potential benefits were not adequately demonstrated for the Wairoa district.</p> <p>To enable improvements in service delivery to be fully monitored and assessed, and to better determine long-term benefits, it is recommended that the need for a full s17A service delivery review be considered in 2019/20 (6 years after the Tairāwhiti Roads assessment)</p> <p>Also, in support of maintaining the status quo at this stage:</p> <ul style="list-style-type: none"> • The new network outcome based contract for the rural roads is leading best practice for Low Volume Roads (LVR) • uniqueness in terms of terrain and scale of LVR, • requirement to develop and retain local knowledge
Water Supply		√	2020/21	<p>Council owns and manages water supplies in Wairoa and Frasertown, Tuai and Mahanga (supplementary supply only) and wastewater systems in Wairoa, Mahia, Opoutama and Tuai.</p> <p>Overall, performance for water supply and wastewater is satisfactory in terms of meeting levels of service and customer satisfaction. Stormwater continues to be an area where performance needs to be improved although compliance with levels of service will increase with the more measurable performance measures introduced in the 2015-2025 LTP.</p> <p>Significant investment is being made to improve overall service delivery and compliance through more condition assessments to allow better renewals planning.</p>
Wastewater		√		
Stormwater		√		

ACTIVITY	RECOMMENDATION FOR REVIEW		PROPOSED TIMEFRAME	COMMENT / JUSTIFICATION FOR RECOMMENDATION
	INTERNAL MGT REVIEW	s17A REVIEW		
				<p>Council is also developing a new format of operations and maintenance contract that is aimed towards improved service delivery through efficiencies and staff knowledge. This comprises combining the three (3) waters under a single maintenance contract.</p> <p>At this stage, it is recommended that the need for a Stage 2 Full Service Delivery Review be considered a year prior to the expiry of the initial new format maintenance and operations contract to allow performance to be monitored.</p> <p>Also, in support of this internal rationalisation of the water activity rather than a full s17A review at this stage:</p> <ul style="list-style-type: none"> • Remote location issues that are generally specific to local conditions • Desire to develop and retain local knowledge • locally focused service delivery and strong membership relationship with WNZ have led to a strong asset management driven focus to 3 waters maintenance which benchmarks well at a national level.
Waste Management		√	2016/17	<p>Council provides a refuse and recycling collection service that covers Wairoa, Frasertown, Mahia, Nuhaka and Mahanga, and owns and manages the landfill in Wairoa.</p> <p>Overall, the waste management activity is considered to be performing adequately.</p> <p>With the aim of developing the assets and ensuring sustainability of the service, a Regional Landfill initiative was developed in 2014, which would see waste accepted from outside the District (primarily Gisborne). However, this did not proceed and is currently on-hold.</p> <p>To consider alternative service delivery options or develop this initiative further, it is recommended that a formal s17A Service Delivery Review be undertaken for the Waste Management Activity:</p> <ul style="list-style-type: none"> • Costs of a review are unlikely to outweigh the benefits • Opportunities to develop the facility in terms of the catchment area and also the way in which waste is dealt with eg development of recycling services. This will also address future sustainability issues in an era where generation of waste is reducing. • Current maintenance contracts are due to expire with no further provision for roll-overs <p>The review should consider but not be limited to:</p> <ul style="list-style-type: none"> • Compliance with legislation and regulations

ACTIVITY	RECOMMENDATION FOR REVIEW		PROPOSED TIMEFRAME	COMMENT / JUSTIFICATION FOR RECOMMENDATION
	INTERNAL MGT REVIEW	s17A REVIEW		
Airport	√		2016/17	<ul style="list-style-type: none"> • Opportunities to maximise the use of the assets (possibly by revisiting the regional landfill initiative) • Rationalisation of the service • Benefits and options for a shared services type of arrangement <p>The airport activity is managed and maintained as a strategic asset that Council has determined should be retained to serve the needs of the Wairoa community. Whilst it is recognised that the population is declining, the level of service required for the airport activity is unlikely to change. The Airport activity is performing well against levels of Service and CSRs.</p> <p>A formal Service Delivery Review is not recommended for the Airport Activity at this stage for the following reasons:</p> <ul style="list-style-type: none"> • Costs of a review are unlikely to outweigh the benefits • Performance of delivery is good <p>However, it is recommended that consideration be given to other opportunities that may expand the use of the airport, which may also reduce the financial cost to ratepayers.</p> <p>All non-core activities are performing well in terms of meeting levels of service and customer satisfaction.</p> <p>A formal Service Delivery Review under s17A is not recommended for these non-core activities for the following reasons:</p> <ul style="list-style-type: none"> • Costs of a review are likely to outweigh the benefits • Performance is generally considered good • Council's Engineering Department is currently being re-structured which will include the formation of a 'Property Group' including these non-core activities. The aim of this re-structure is to gain efficiencies in delivery of the services • Maintenance works are typically undertaken by local companies / tradesmen giving a community involvement, local employment and prompt response. It is likely that there would be resistance to significant changes that may exclude local involvement and engagement <p>However, it is recommended that an internal review of service delivery be undertaken to investigate options for improving delivery. This will partly be addressed through the new Property Group with all aspects of the activities, including contract management, asset management, operations and administration being undertaken through a single department.</p>
Parks & Reserves	√		2016/17	
Cemeteries	√		2016/17	
Property	√		2016/17	

2 BACKGROUND

2.1 WHAT IS A SERVICE DELIVERY REVIEW?

A service delivery review is a process to determine whether the current form of delivery, including the method of governance and management, is the most efficient, cost-effective and appropriate for that service.

For the purposes of this report, services include all infrastructure activities managed within the Engineering Department of Council.

A key part of this review is to assess the 'overall' effectiveness of current arrangements. As well as cost to deliver the service, this should also consider achievement of council's objectives and Levels of Service for delivering the service.

2.2 LEGISLATION

Early in 2012, the New Zealand's government announced a programme of local government reform entitled Better Local Government. The government's programme of reform made a number of amendments to the legislative framework for New Zealand's councils. This includes the introduction of Section 17a of the Local Government Act (LGA), enacted in 2014

Section 17a places an obligation on council to review its services for cost effectiveness. The legislation states that a review should consider three elements: how a service is governed, how it is funded and how it is delivered. The intent of the legislation is to encourage efficiencies as well as collaboration between councils. As well as being a legal requirement, reviews provide an opportunity to improve the delivery of services to our residents, ratepayers and visitors

2.2.1 Section 17A, Local Government Act 2002:

17A Delivery of Services

- (1) A local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good quality local infrastructure, local public services, and performance of regulatory functions.*
- (2) Subject to subsection (3), a review under subsection (1) must be undertaken:*
 - a) in conjunction with consideration of any significant change to relevant service levels; and*
 - b) within 2 years before the expiry of any contract or other binding agreement relating to the delivery of that infrastructure, service, or regulatory function; and*
 - c) at such other times as the local authority considers desirable, but not later than 6 years following the last review under subsection (1).*
- (3) Despite subsection (2)(c), a local authority is not required to undertake a review under subsection (1) in relation to the governance, funding, and delivery of any infrastructure, service, or regulatory function*
 - a) to the extent that the delivery of that infrastructure, service, or regulatory function is governed by legislation, contract, or other binding agreement such that it cannot reasonably be altered within the following 2 years; or*
 - b) if the local authority is satisfied that the potential benefits of undertaking a review in relation to that infrastructure, service, or regulatory function do not justify the costs of undertaking the review.*

- (4) A review under subsection (1) must consider options for the governance, funding, and delivery of infrastructure, services, and regulatory functions, including, but not limited to, the following options:
- a) responsibility for governance, funding, and delivery is exercised by the local authority;
 - b) responsibility for governance and funding is exercised by the local authority, and responsibility for delivery is exercised by:
 - i. a council-controlled organisation of the local authority; or
 - ii. a council-controlled organisation in which the local authority is one of several shareholders; or
 - iii. another local authority; or
 - iv. another person or agency;
 - c) responsibility for governance and funding is delegated to a joint committee or other shared governance arrangement, and responsibility for delivery is exercised by an entity or a person listed in paragraph (b)(i) to (iv).
- (5) If responsibility for delivery of infrastructure, services, or regulatory functions is to be undertaken by a different entity from that responsible for governance, the entity that is responsible for governance must ensure that there is a contract or other binding agreement that clearly specifies—
- a) the required service levels; and
 - b) the performance measures and targets to be used to assess compliance with the required service levels; and
 - c) how performance is to be assessed and reported; and
 - d) how the costs of delivery are to be met; and
 - e) how any risks are to be managed; and
 - f) what penalties for non-performance may be applied; and
 - g) how accountability is to be enforced.
- (6) Subsection (5) does not apply to an arrangement to the extent that any of the matters specified in paragraphs (a) to (g) are—
- a) governed by any provision in an enactment; or
 - b) specified in the constitution or statement of intent of a council controlled organisation.
- (7) Subsection (5) does not apply to an arrangement if the entity that is responsible for governance is satisfied that—
- a) the entity responsible for delivery is a community group or a not-for-profit organisation; and
 - b) the arrangement does not involve significant cost or risk to any local authority.
- (8) The entity that is responsible for governance must ensure that any agreement under subsection (5) is made publicly available.
- (9) Nothing in this section requires the entity that is responsible for governance to make publicly accessible any information that may be properly withheld if a request for that information were made under the Local Government Official Information and Meetings Act 1987.

3 SCOPE OF WORKS

3.1 GENERAL APPROACH

Council's Management Team considered how to best approach the requirement service reviews under Section 17a of the Local Government Act.

The proposed approach is a common sense one that balances the need to comply with the legislation with the need to carefully manage council's operational resources. It is informed by SOLGM's 'best practice' advice on service delivery reviews. This approach should ensure a focus on reviewing services with the most significant opportunities for improvement.

This report considers only those activities managed within the Engineering Department as below:

- Roading (core activity)
- Water supply (core activity)
- Wastewater (core activity)
- Stormwater (core activity)
- Waste Management (including operation and maintenance of the Wairoa landfill and the collection and disposal of rubbish and recycles)
- Parks and reserves (incorporating public toilets)
- Cemeteries (incorporating maintenance and excavation of graves)
- Airport
- Property maintenance

3.2 STAGING OF REVIEW

It is proposed that the service delivery review be undertaken in two (2) stages.

Stage 1 (this report) allows an assessment of current practice through gathering of information and review of that information for efficiency and effectiveness of delivery as well as considering any previous considerations of alternative delivery arrangements.

This Stage 1 also includes an initial assessment of potential benefits / improvements in changes to service delivery and to determine the benefits of progressing with an in-depth s17A service delivery review for each activity.

Stage 1 will therefore include:

- Identification of any previous / ongoing service delivery reviews and considerations – extent / when / outcomes
- Outline of the status of Council activities / services in terms of overall service delivery – management arrangements, annual cost, contracts in place, duration and expiry of contracts, scope of services
- An initial evaluation of effectiveness of overall service delivery – performance, are levels of service being met, budget compliance, legislative / statutory compliance
- An initial identification of potential areas for improvement in terms of service delivery.
- Indicative programme and cost estimates for detailed service delivery reviews (Stage 2)

Stage 2 would comprise an in-depth s17A service delivery review of activities as deemed appropriate through Stage 1 above.

4 CRITERIA CONSIDERED IN STAGE 1 REVIEW

4.1 GENERAL

The SOLGM guidelines were used as a basis on which to assess each of the engineering activities.

This includes:

1. Reason for the service	Why do we provide this service?
2. Present arrangements	Governance, funding and delivery
3. Previous Reviews undertaken	In relation to service delivery
4. Performance	Are we delivering what we promised / agreed?
5. Cost of service	Annual operating and capital costs

4.2 REASON FOR THE SERVICE

The reason for, and the extent of, the service provided is primarily linked to:

• Legislation	Key legislation related to each activity
• Council's goals	These are set through the LTP process
• Agreed community outcomes	Set through the LTP process Refer table below

4.3 PRESENT ARRANGEMENTS

Present arrangements are considered in terms of governance, funding and delivery:

4.3.1 Governance

All Council's engineering activities are currently governed through Council.

Options to consider could include:

- in-house delivery
- joint council-owned Council-Controlled Organisation (CCO)
- delivery by another local authority, another person or agency

4.3.2 Funding

Other than the roading activity, the majority of funding comes via rates.

The current rating system accounts for about 42%¹ of Council's total funding. The balance is from government subsidies (mainly roading subsidies), targeted rates for water supply, user charges (landfill fees, building consent fees, cemetery fees etc), investments and loans.

4.3.3 Delivery

Council's engineering activities are all managed in-house with external providers for all physical works.

Council's Infrastructure Business Unit (IBU) was established in 2010. Prior to that, the majority of Council's contract and asset management was out-sourced. The IBU has seen efficiencies through reduced contract management costs as well as increased staff knowledge of the assets. Establishment of the IBU has also enabled the up-skilling of Council staff in areas of contract management and preparation of contract documents and in asset management.

Delivery of core activities has been reviewed over the last 3 to 4 years with significant changes made in roading maintenance contracts which is showing positive results. Council is also in the process of reformatting the water supply, wastewater and stormwater maintenance and operations contracts with the aim of making the delivery of the Water Activity more efficient.

4.4 PREVIOUS REVIEWS

Legislation specifically refers to reviews under s17A which became operative in August 2014. Whilst Council has not undertaken any s17A service delivery reviews since the legislation has been in place, a number of service / activity reviews have been undertaken.

The timing and extent of any previous reviews for each activity, in particular for the core activities, has been assessed to determine any improvements in performance and also whether further review is appropriate at this stage.

Council is currently in the process of re-structuring, following an external review on Council's structure. This will include the establishment of a 'Property Group' which will relate primarily to non-core infrastructure activities and aims to further improve service delivery and increase staff knowledge of assets and in management of facilities. For example, much of the administration of council facilities was previously managed through the finance department with the engineering department

¹ Wairoa District Council Annual Plan 2016/17

addressing asset management / maintenance. Encompassing both these roles under the same department will improve both efficiency and service delivery.

4.5 PERFORMANCE

Council measures performance of its activities across a number of areas.

Key measures of performance include:

Compliance with agreed Levels of Service (LOS)	<p>Levels of Service are set through the LTP process.</p> <p>All LOS for infrastructure activities were reviewed and amended through the 2015 Asset Management Plan and 2015 LTP updates to be more measurable and current and to incorporate mandatory non-financial performance measures for core activities.</p> <p>Performance against LOS is reported through Council's Annual Report</p>
Annual Public Survey	<p>Council's annual Communitrak Survey comprises a random telephone survey of residents and ratepayers across the district</p> <p>The survey then reports on customer satisfaction levels and identifies key areas of concern to customers.</p> <p>The report also identifies Council's position relative to peer groups and also on a national level.</p>
Customer Service Requests (CSRs)	<p>Council operates a 24 hour CSR system to enable customers to provide feedback and lodge concerns.</p> <p>Where applicable, maintenance contractors have set response times to attend faults and address as necessary.</p> <p>Whilst the CSR system provides information on the number and nature of calls logged for each activity, a thorough analysis should be completed prior to reporting on performance in terms of service delivery. This should include a review of the way in which CSRs are logged</p>
Budget compliance	Reported through Council's Annual Report

4.6 COST OF SERVICE

Operating and capital costs for each activity are set through the LTP process and confirmed each year through the Annual Plan. Budgets are then monitored through the year.

Costs for each activity are outlined in the relevant sections of this report. Council's total annual expenditure for infrastructure activities is in the order of \$20 million (approx. 85% of Council's total expenditure).

Typically, operations and maintenance costs remain constant, allowing for inflation, over time. There are peaks in capital works, in particular for new works. Through the Improvement Plans developed in the 2015 Asset Management Plans, better renewals programmes through condition assessments and asset management will reduce those peaks where they are related to back-logs of work and reactive renewals.

4.7 IS A S17A SERVICE DELIVERY REVIEW REQUIRED BY LEGISLATION?

There are a number of criteria that determine whether a s17A Service Delivery Review is required such as:

Have there been significant changes to relevant levels of service?	<p>A thorough review of all infrastructure activity levels of service (LOS) was completed with the 2015 Asset Management (AMP) reviews in 2015.</p> <p>Of particular importance was the inclusion of mandatory non-financial performance measures for core activities.</p> <p>LOS were also reviewed in terms of being current and being 'measurable' to enable an accurate assessment of performance and compliance.</p> <p>None of the changes have led to a difference in the way that Council delivers their services but improves monitoring provisions and allows better performance measurement.</p>
Are contract/s due to expire in the next two (2) years?	<p>Council does have several contracts due to expire in the next two (2) years across infrastructure activities.</p> <p>The proposed approach to this in terms of a service delivery review is addressed under each activity.</p>
Has it been six (6) or more years since a review under s17A?	<p>No formal s17A service delivery review has been undertaken by Council since it commenced in 2014.</p> <p>A review of service delivery options has been undertaken for the Roding and Waste Management activities in the last six years.</p>
Any other reasons?	<p>Circumstances where this may apply could be, for example, if amalgamation were to happen, if there were significant changes in legislation or if there was a significant change in population numbers which may affect demand and/or levels of service for infrastructure.</p>

4.8 COST OF A REVIEW

The cost of undertaking a s17A service delivery review may, in some cases, not be cost-effective.

This would likely have more impact on the non-core activities with lower annual expenditures where performance is generally good and it is deemed that there would be little benefit in such a review.

5 ROADING

5.1 GENERAL REVIEW OF ACTIVITY

5.1.1 General Description and Assessment of Activity

The table below outlines the current land transport / roading activity, previous reviews completed and general performance, following the general criteria outlined in Section 4 of this report.

Scope of Service	<p>Council manages and maintains a network of 875km of roads, 175 bridges, 346 retaining structures, 41km of footpaths, 844 streetlights, over 3,000 signs and 23,130m² of car parking and other road-related amenities.</p> <p>Council manages the land transport infrastructure for the safe and efficient flow of all traffic – motor vehicles, cycles and pedestrians.</p> <p>For the purpose of Council’s LTP, the Wairoa Airport is also included under the Land Transport Activity. However, for this Stage 1 review, the Airport is assessed separately.</p>					
Rationale for Service Provision	<p>There is a statutory basis for Council’s involvement in this activity. Current legislation and regulations set the minimum service levels that must be provided, which affects asset operation, maintenance and the development of the land transport activity. Key legislation and regulations relevant to this activity include:</p> <ul style="list-style-type: none"> • Local Government Act 2002 • Land Transport Management Act 2003 • Regional Land Transport Strategy <p>Council’s goal for this activity is: <i>‘Provision of a safe and affordable land transport network that contributes to the outcomes of the Land Transport Management Act and the objectives of the Regional Land Transport Strategy’</i>.</p> <p>The Land Transport Activity contributes to Council Community Outcomes, in particular:</p> <table border="1" data-bbox="419 1144 1423 1357"> <tr> <td data-bbox="419 1144 691 1249"><i>A strong, prosperous & thriving economy</i></td> <td data-bbox="691 1144 1423 1249">By providing 24/7 access for businesses and consumers for the efficient movement of people and goods, and provision for local contract procurement options.</td> </tr> <tr> <td data-bbox="419 1249 691 1357"><i>A safe & integrated transport system</i></td> <td data-bbox="691 1249 1423 1357">By providing and maintaining the local roads that form a significant part of the regional transport system, and provision for local procurement options</td> </tr> </table>		<i>A strong, prosperous & thriving economy</i>	By providing 24/7 access for businesses and consumers for the efficient movement of people and goods, and provision for local contract procurement options.	<i>A safe & integrated transport system</i>	By providing and maintaining the local roads that form a significant part of the regional transport system, and provision for local procurement options
<i>A strong, prosperous & thriving economy</i>	By providing 24/7 access for businesses and consumers for the efficient movement of people and goods, and provision for local contract procurement options.					
<i>A safe & integrated transport system</i>	By providing and maintaining the local roads that form a significant part of the regional transport system, and provision for local procurement options					
Present Arrangements	Governance	Fully governed under Wairoa District Council				
	Funding	Ratepayer contributions provide in the order of 32% of the funding towards the land transport system with 68% Government subsidy, which is likely to increase by 1% per annum to a maximum of 75% Financial Assistance Rate.				
	Delivery	<p>Operations and maintenance fully managed in-house.</p> <p>Asset management generally undertaken in-house with specialist consultants engaged as required. dTIMS and RAMM are key mechanisms used for roading asset management.</p> <p>External contractors are engaged for all maintenance, operations, renewals and capitals works contracts in accordance with Council’s Procurement Strategy and NZTA requirements.</p> <p>Council has two key maintenance contracts in place – one for unsealed roads (three years plus provision for two years’ roll-over) and one for sealed roads (two-year contract)</p> <p>There are a number of other contracts in place for associated activities such as street lighting, vegetation control and bridge maintenance as well as annual Area Wide Treatment Programmes and re-sealing programmes. These vary from short-term project</p>				

		<p>specific contracts and annual contracts to longer term operations and maintenance contracts.</p> <p>Capital works are addressed on a case-by-case basis with consultants engaged where Council does not have in-house capability or capacity.</p>
Previous Reviews	2012/13	<p>A review and rationalisation of previous maintenance contracts led to a new model being developed in 2012/13. Previously a series of road maintenance contracts spilt into geographical areas, covering both sealed and unsealed roads, the new format comprises two key road maintenance contracts:</p> <ol style="list-style-type: none"> 1. An outcome based unsealed road network contract 2. A sealed roads maintenance contract which has innovations and specifications specific to Wairoa District (delivery of a resurfacing programme developed by Council primarily through local knowledge) <p>These contracts are showing improvements in overall service delivery through cost reductions and levels of service.</p> <p><i>Refer below 'General Comment on Performance'</i></p>
	Tairawhiti Roads 2013	<p>A shared services option with Gisborne DC and NZTA was considered but not pursued for the following key reasons:</p> <ul style="list-style-type: none"> • The proposed Tairawhiti model of procurement was considered to have the potential to undermine the Wairoa marketplace • Geographic spread of Wairoa district creates challenges to manage in Tairawhiti structure • Geotechnical conditions are unique to Wairoa district • Wairoa district had recently rationalised the roads contract model (as above) with a reduction of costs in the new model and associated improvement in LOS evident • Benchmark evidence indicating satisfactory performance of Wairoa network². The operations and maintenance costs per km of road and the ownership cost of roads per km is comparable with other rural councils as is the level of asset management maturity • Engagement with local people may be compromised through such a shared services model • Historic NZTA 'belt and braces' approach may have added cost rather than value for ratepayers in Wairoa
Performance	<p>Performance is monitored through a number of mechanisms at Council including:</p> <ul style="list-style-type: none"> • Compliance with levels of service and related performance measures • Annual Communitrak Satisfaction Survey • Monitoring of Customer Service Requests (CSRs) • Regular maintenance contract reviews 	
	<p><u>Levels of Service / Performance Measures</u></p> <p>In summary (<i>from Annual Report Summary</i>):</p> <p>2014/15 - 80% achieved</p> <p>2013/14 - 67% achieved</p> <p>2012/13 - 67% achieved</p> <p>2011/12 - 50% achieved</p>	<p>Recent performance generally considered satisfactory.</p> <p>Refer to Appendix A for more information and comment on compliance with LOS.</p>

² 'Yardstick – Roads Benchmarking Summary Report 2015/16 – Rural Roads' – Morrison Low, Xyst, IPWEA

	2010/11 - 67% achieved	LOS updated in 2015 AMP to be more measurable and to include mandatory non-financial performance measures.
	<u>Communitrak Survey</u> Target - 75% of those surveyed to be very/fairly satisfied <i>(from Annual Report Summary)</i> 2014/15 - 80% 2013/14 - 71% 2012/13 - 75% 2011/12 - 71% 2010/11 - 69%	Recent performance generally considered satisfactory. The customer satisfaction survey ³ states that for, roads, 'Wairoa District Performs on par with / similar to other like Local Authorities and Local Authorities nationwide on average.' Those not satisfied are more likely to be rural on unsealed roads. Some issues are more related to funding limitations such as sealing of additional roads, extent of footpaths and the number of streetlights.
	<u>CSRs</u> The Target is for a reducing number of CSRs over time and 90% of all CSRs dealt with in required timeframe <i>(Results from Annual Report Summary)</i> <u>2014/15</u> - 93% of all CSRs dealt with in required time 296 CSRs total, 19 CSRs (footpaths), 76 CSRs (Streetlights), 2 CSRs (parking) <u>2013/14</u> - 87% of all CSRs dealt with in required time 280 CSRs total, 8 CSRs (footpaths), 96 CSRs (Streetlights), 0 CSRs (parking) <u>2012/13</u> - 87% of all CSRs dealt with in required time 119 CSRs total, 7 CSRs (footpaths), 71 CSRs (Streetlights), 3 CSRs (parking)	Response times generally acceptable. This is an area that has been better defined in the 2015 LTP with response times related to urgent and non-urgent requests. More analysis required on CSRs to confirm validity – how many actually related to service delivery, peer group comparisons etc. eg for streetlights, a street light not working is not a true measure of performance but the time to repair / replace is. There may also be a number of CSRs related to the same incident.
	<p>General comment on performance</p> <p>Overall, roading performance is considered good.</p> <p>Monitoring of the new maintenance contract formats has demonstrated:</p> <ul style="list-style-type: none"> • Significant cost savings in the sealed road maintenance contract (in the order of 50%) which provides additional funding for other roading assets such as bridges • Cost savings shown through reduction in the quantities of metal being used on rural roads for the outcome based unsealed roads network contract • Annual Reseal contracts are also showing cost-savings • 80% customer satisfaction 2015/16 (still to be confirmed through Annual Report) <p>Cost-savings are primarily a result of changes in incentives to contractors and the increased involvement of Council staff in monitoring the road conditions and using that local knowledge to develop cost-effective programmes.</p> <p>Level of Service compliance is acceptable with new performance measures introduced in the 2015-2015 LTP to be more measurable (not specifically reported on here). Some non-compliances are more a funding issue than a performance issue.</p>	

³ Wairoa District Council Communitrak Survey March 2015

	<p>Customer satisfaction is acceptable and is on par with peer groups and the national average. Targets have been exceeded in the last two (2) years.</p> <p>The operations and maintenance costs per km of road and the ownership cost of roads per km is comparable with other rural councils as is the level of asset management maturity (Yardstick Benchmarking Report for Rural Councils)</p>
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5.1.2 Cost of Roding Service

The Roding activity typically accounts for more than 50% of Council's annual expenditure and has an annual cost in the order of \$15 million.

Operations and maintenance costs account for 30% to 40% of roading expenditure with capital works (renewals and new works) accounting for 60% to 70% of the expenditure.

Performance in relation to budgets are summarised below:

2014/15	Physical works completed within budget
2013/14	Physical works completed within budget
2012/13	Net operating costs over budget / capital works under budget
2011/12	Net operating costs over budget / capital works under budget
2010/11	Physical works completed within budget

Currently, in the order of 68% of the roading cost is funded by NZTA through Funding Assisted Rates (FAR).

Predicted operational budgets for the Roding activity are fairly constant over the next 10 years, with a slight increase to account for inflation and likely changes in NZTA funding.

The roading budgets set under the 2015-2025 LTP are outlined in the table below:

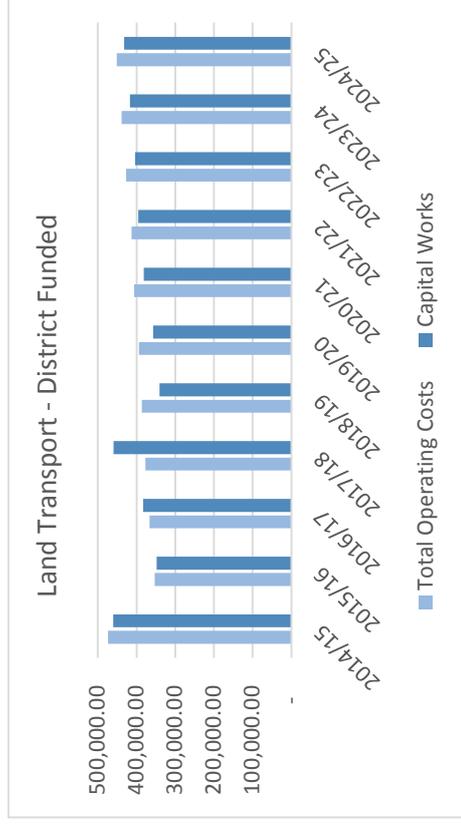
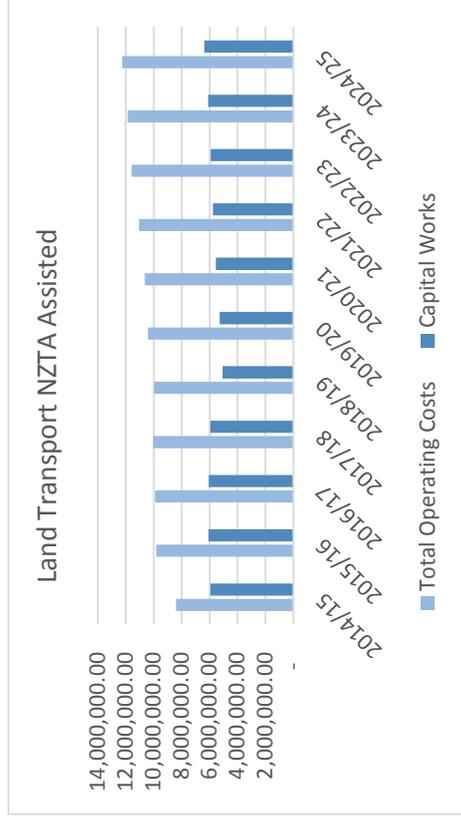
The figures below, taken from the 2015 – 2025 LTP, outline the predicted total operating expenditure and capital works expenditure for both NZTA-assisted works and District funded works

Table 4a Land Transport Expenditure (NZTA Assisted)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Operating Expenditure	8,400,827.00	9,824,017.00	9,903,071.00	10,034,582.00	9,972,469.00	10,404,403.00	10,646,404.00	11,047,840.00	11,584,684.00	11,864,040.00	12,253,234.00
Capital Works	5,936,849.00	6,075,000.00	6,069,070.00	5,953,589.00	5,067,132.00	5,280,627.00	5,563,044.00	5,759,001.00	5,931,771.00	6,115,656.00	6,380,459.00

Table 4b Land Transport Expenditure (District Funded)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Operating Costs	474,073.00	353,328.00	366,359.00	377,575.00	386,420.00	394,156.00	405,922.00	413,219.00	426,750.00	438,545.00	451,454.00
Capital Works	460,500.00	348,000.00	383,160.00	459,394.00	340,905.00	357,684.00	381,461.00	395,923.00	403,535.00	417,255.00	432,276.00



5.2 DECISION TO REVIEW LAND TRANSPORT ACTIVITY

<p>Is a Review required under s17A(2)</p>	<p>Significant change/s to relevant level/s of service?</p>	<p>Mandatory levels of service introduced in 2015/25 LTP related to:</p> <ul style="list-style-type: none"> • Road safety (no. fatalities and serious injury) • Road condition (quality of ride) • Road maintenance (% reseal) • Footpaths • Service Request responses <p>Footpaths not currently specifically included in road maintenance – reactive works only.</p> <p>Other changes have also been introduced to ensure performance measures are measurable.</p> <p>These changes have not had a significant effect on the way in which this service is delivered but do provide an effective monitoring tool.</p>
	<p>Contract due for renewal within 2 years?</p>	<p>13/02 - Network Maintenance Contract (unsealed) – roll over provisions recently implemented</p> <p>15/06 – Sealed Road Maintenance Contract – contract expires July 2017 with provision for one-year rollover</p> <p>15/08 – resurfacing contract – rollover provision ends 2017</p> <p>14/16 – Street Cleaning – Wairoa Township – rollover provisions end July 2017</p> <p>14/17 – Streelighting Maintenance and Operation – contract ends Dec 2017 with provision to extend up to two years beyond that</p> <p>Other contracts for this activity include:</p> <ul style="list-style-type: none"> • Annual Bridge Maintenance Contract • Annual Corridor Vegetation Control • Traffic Services including Roadmarking and Signs • Kinikini Road Roadman Contract
	<p>6 years or more since review under s17A?</p>	<p>S17A introduced in 2014</p> <p>A review of service delivery for the road maintenance contracts was completed in 2012/13 with new contracts awarded in 2013. This format has shown a reduction in costs and associated improvement in LOS as detailed previously.</p> <p>The Tairawhiti Roads model that was considered in 2013 included changes to governance, funding and delivery but, as detailed previously, was not seen to be of significant benefit for the Wairoa district.</p>
	<p>Other reasons for review?</p>	<p>None</p>
<p>Cost of Review Outweigh Benefits?</p>	<p>A stage 2, full review of the Land Transport / Roothing Activity has been estimated to be up to \$30,000.</p> <p>Council’s annual expenditure on the land transport activity is in excess of \$10million.</p> <p>Whilst the estimated cost for a s17A review would not be a significant proportion of roading costs, the potential benefits are not considered to warrant such an in-depth review at this stage:</p> <ul style="list-style-type: none"> • 2013 review (Tairawhiti Roads) concluded no significant benefit for Wairoa to be part of that shared services scheme at that time 	

	<ul style="list-style-type: none"> Recent re-formatting of the road maintenance contracts is already showing improved service delivery and cost-savings and should be further monitored to ensure ongoing and long-term benefits
Recommendation for Review	<p><i>A review of the governance and management of the activity was undertaken in 2013 through the Tairāwhiti Roads and the decision made not to pursue as potential benefits were not adequately demonstrated for the Wairoa district.</i></p> <p><i>New format road maintenance contracts commenced in 2013 and are already showing improvements in overall delivery with long-term benefits are still to be realised.</i></p> <p><i>To enable improvements in service delivery to be fully monitored and assessed, and to better determine long-term benefits, it is recommended that the need for a full s17A service delivery review be considered in 2019/20 (6 years after the Tairāwhiti Roads assessment).</i></p> <p>Also, in support of maintaining the status quo at this stage:</p> <ul style="list-style-type: none"> The new network outcome based contract for the rural roads is leading best practice and WDC is seen to be leading national work on Low Volume Roads (LVR) uniqueness in terms of terrain and scale of LVR, requirement to develop and retain local knowledge 2015 referendum on amalgamation for Hawkes Bay showed a reluctance to change <p>It is also recommended that a review on the recording / reporting process for CSRs be undertaken to better able an assessment of the real issues and how this is reflected in service delivery performance.</p>
Place in Review Programme	<ol style="list-style-type: none"> 1. Waste Management 2. Land Transport 3. Water Supply, Wastewater and Stormwater 4. Non-core Activities

6 WATER ACTIVITY

6.1 GENERAL REVIEW OF ACTIVITY

6.1.1 General Description and Assessment of Activity

For the purpose of this service delivery review, the water supply, stormwater and wastewater activities have been combined into a single ‘Water Activity’, The table below outlines the current water activity, previous reviews completed and general performance following the general criteria outlined in Section 4 of this report.

Scope of Service	<u>Water Supply</u>	<u>Wastewater</u>	<u>Stormwater</u>
<p>Wairoa District Council owns and operates water supply systems in Wairoa, Frasertown, Tuai and Mahanga.</p> <p>The Wairoa and Frasertown reticulation comprises treated water from the Water Treatment Plant in Frasertown. The raw water is sourced from the Waiau River. The network includes storage tanks (24-hours’ supply required), a pump station and approximately 80km of reticulation.</p> <p>The Mahanga supply is a non-potable supply sourced from a shallow groundwater bore and is considered a ‘supplementary’ supply. Residents are required to have a tank for collection of rainwater. As the drinking water supplier, Council is required by law to meet the national drinking water standards by 2016 or discontinue or transfer the supply. This is still to be resolved through a referendum.</p> <p>The Tuai supply is sourced from the Waimako Spring, and then reticulated. The supply has recently been upgraded and now complies with the Drinking Water Standards.</p>	<p>Wairoa District Council owns and operates wastewater systems in Wairoa, Tuai, Mahia and Opoutama.</p> <p>The Wairoa network services a mix of residential, commercial and light industrial properties, through a network of gravity pipes, pump stations and rising mains discharging via oxidation ponds to the Wairoa River estuary.</p> <p>The Tuai network serves the local village and was designed with grey water and sewage (black water) reticulated as separate systems.</p> <p>The Mahia Beach township system comprises private septic tanks discharging to a public system of reticulation to a pump station and rising main that transfers wastewater to treatment ponds over the hills. Treated wastewater then irrigates a plantation forest owned by Hawke’s Bay Regional Council.</p> <p>The Opoutama system comprises a network of pipes and pump stations discharging to a treatment plant at the former Blue Bay subdivision site and the discharge of treated wastewater into the ground.</p>	<p>The stormwater activity consists of a network of pipes, open drains and outlets. The stormwater activity specifically relates to Wairoa urban area, Tuai village and Mahia Beach. Other rural networks of primarily open drains with some culverting are treated as part of the roading asset</p>	

Rationale for Service Provision	Water Supply	Wastewater	Stormwater
<p>Current legislation and regulations set the minimum service levels that must be provided, and which affect asset operation, maintenance and development of the water supply. Key legislation and regulations include:</p> <ul style="list-style-type: none"> Health Act 1956 Health (Drinking Water) Amendment Act 2007 <p>Council is required to maintain water supply services under section 130 of the Local Government Act 2002.</p> <p>Council's goal for this activity is: <i>'To comply with the New Zealand Drinking Water Standards'</i>.</p> <p>The Water Supply Activity contributes to the Council Community Outcomes, in particular:</p>	<p>Water is considered to be an integral part of being prosperous.</p> <p>A well-managed water supply results in a quality service for our community</p> <p>Constant monitoring of water quality ensures a healthy standard is maintained.</p>	<p>Current legislation and regulations set the minimum service levels that must be provided, and which affect asset operation, maintenance and development of the wastewater activity. Key legislation and regulations include:</p> <ul style="list-style-type: none"> Health Act 1956 Resource Management Act 1991 <p>Council's goal for this activity is: <i>'Reliable and safe collection and disposal of sewage'</i>.</p> <p>The Wastewater Activity contributes to the Council Community Outcomes, in particular:</p>	<p>Current legislation and regulations which set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the stormwater activity include the Resource Management Act 1991.</p> <p>Council's goal for this activity is: <i>'Effective and efficient management of the collection and disposal of stormwater to ensure that the capacity of available facilities is optimised and that the environment is not compromised'</i>.</p> <p>The Stormwater Activity contributes to the Council Community Outcomes, in particular:</p>
	<p><i>A strong, prosperous & thriving economy</i></p> <p><i>A safe and secure community</i></p> <p><i>A lifetime of good health and well-being</i></p>	<p><i>A safe and secure community</i></p> <p><i>A lifetime of good health and well-being</i></p> <p><i>An environment that is appreciated, protected and sustained for future generations</i></p>	<p><i>A safe and secure community</i></p> <p><i>An environment that is appreciated, protected and sustained for future generations</i></p>
		<p>A well-managed wastewater disposal system ensures the safe hygiene of the community.</p> <p>The planning of the wastewater activity is sustainable into the future.</p> <p>Recognition that wastewater can cause harm to the environment if not managed properly</p>	<p>Flooding considered a health hazard, which an adequate stormwater system can alleviate.</p> <p>Compliance with legislative requirements and involvement of key stakeholders ensure the environment is at the forefront of decisions involving stormwater</p>

Present Arrangements	Governance	Fully governed under Wairoa District Council
	Funding	The Water activity is funded primarily through rates, targeted rates and user charges with some subsidies. Grants and subsidies are sought as appropriate for specific capital works projects.
	Delivery	<p>Operations and maintenance fully managed in-house.</p> <p>Renewals and capital works contracts are developed and managed in-house as far as capacity and capability allows. Specialist consultants are engaged as necessary.</p> <p>External contractors are engaged for maintenance, operations, renewals and capitals works contracts in accordance with Council's Procurement Strategy.</p> <p>Asset management is primarily undertaken in-house with specialist consultants engaged as required.</p> <p>in the past, there have been two main operations and maintenance contracts for the delivery of the water activity:</p> <ul style="list-style-type: none"> • Wairoa Water Supply (reticulation) operations and maintenance • Wairoa Sewer and Stormwater operations and maintenance (some provision for maintenance operations and maintenance at wastewater treatment plant) <p>Both these contracts are due for expiry and Council is planning to implement a combined water, wastewater and stormwater operations and maintenance contract to introduce efficiencies in contract management and to increase local knowledge to enable improved asset management and planning of renewals.</p> <p>Council staff are responsible for the routine operations of the Frasertown Water Treatment Plant.</p> <p>An operations and maintenance contract for the recently completed Mahia and Opoutama Wastewater Treatment plants and reticulation is currently being developed</p>
Previous Reviews	<p>Following an internal review of service delivery, Council is developing a combined maintenance and operations contract for all Water Activity contracts as an 'Underground Services' contract.</p> <p>The aim of this is to introduce efficiencies across the activity, both in asset management and in delivery of the physical works. The combination of the water, wastewater and stormwater activities in this manner is not uncommon</p>	
Performance Refer to Appendix A for more information and comment on compliance with LOS.	<p>Performance is monitored through a number of mechanisms at Council including:</p> <ul style="list-style-type: none"> • Compliance with levels of service and related performance measures • Annual Communitrak Satisfaction Survey • Monitoring of Customer Service Requests (CSRs) • Regular monitoring of maintenance contractors 	

<p>Water <u>Levels of Service / Performance Measures</u> In summary (from Annual Report Summary): 2014/15 - 67% performance measures met 2013/14 - 75% 2012/13 - 83% 2011/12 - 45% 2010/11 - 44%</p> <p><u>Communitrak Survey</u> Target - 80% of those surveyed to be very or fairly satisfied (Results taken from relevant Annual Report)</p> <p>For water users: 2014/15 - 88% very / fairly satisfied 2013/14 - 92% 2012/13 - 95% 2011/12 - 92% 2010/11 - 93%</p> <p><u>CSRs</u> Target - reducing number of CSRs over time (Results taken from relevant Annual Report)</p> <p>2014/15 - 250 CSRs 2013/14 - 256 2012/13 - 244 2011/12 - 254 2010/11 - 118</p> <p>Many CSRs are related to 'private' problems and a significant portion are in relation to leaking tobies.</p>	<p>Wastewater <u>Levels of Service / Performance Measures</u> In summary (from Annual Report Summary): 2014/15 - 55% performance measures met 2013/14 - 64% 2012/13 - 77% 2011/12 - 57% 2010/11 - 54%</p> <p><u>Communitrak Survey</u> Target - 80% of those surveyed to be very or fairly satisfied (Results taken from relevant Annual Report)</p> <p>For users: 2014/15 - 88% very / fairly satisfied 2013/14 - 86% 2012/13 - 86% 2011/12 - 89% 2010/11 - 81%</p> <p><u>CSRs</u> Target - reducing number of CSRs over time (Results taken from relevant Annual Report)</p> <p>2014/15 - 58 CSRs 2013/14 - 45 2012/13 - 34 2011/12 - 28 2010/11 - 49</p>	<p>Stormwater <u>Levels of Service / Performance Measures</u> In summary (from Annual Report Summary): 2014/15 - 43% performance measures met 2013/14 - 57% 2012/13 - 43% 2011/12 - 43% 2010/11 - 43%</p> <p><u>Communitrak Survey</u> Target - 80% of those surveyed to be very or fairly satisfied (Results taken from relevant Annual Report)</p> <p>For those connected: 2014/15 - 72% very / fairly satisfied 2013/14 - 72% 2012/13 - 79% 2011/12 - 56% (target 65%) 2010/11 - 65% (target 65%)</p> <p><u>CSRs</u> Target - reducing number of CSRs over time (Results taken from relevant Annual Report)</p> <p>2014/15 - 25 CSRs 2013/14 - 29 2012/13 - 24 2011/12 - 25 2010/11 - 45/</p> <p>Key issues for stormwater are blocked drains and flooding (some not attributable to the stormwater activity)</p>
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Summary of Performance for Water Activity

Overall, performance for water supply and wastewater is satisfactory.

Stormwater is an area where performance needs to be assessed although compliance with levels of service will likely increase with the more measurable performance measures introduced in the 2015-2025 LTP (to be reported on through 2015/16 Annual report).

The customer satisfaction survey⁴ states that, for water and wastewater, *'the percent not very satisfied is on par with the Peer Group Average, similar to the National Average.'* although for stormwater, the percent not very satisfied is higher.

Improvements in renewals planning and programmes through better asset management (refer Improvement Plans in the relevant 2015 AMPs), including condition assessments will see increased performance levels and higher levels of compliance with resource consents.

The proposed new operations and maintenance contract format, combining the three (3) waters under a single contract, is being developed primarily to improve overall performance in the delivery of this activity.

There have been some incidents of non-compliance with wastewater conditions of consent, generally after periods of heavy rain where there have been discharges of un-treated wastewater from manholes and the wastewater treatment pond. This is generally as a result of infiltration of stormwater into the wastewater reticulation. This non-compliance will reduce as renewals planning improves and also with the new wastewater treatment scheme, currently in the investigation stage.

⁴ Wairoa District Council Communitrak Survey March 2015

6.1.2 Cost of Water Service

Water services account for approximately 15% to 20% of Council's total expenditure.

The combined water supply, wastewater and stormwater activity typically accounts typically for \$6million to \$8million per annum total operating and capital expenditure.

Operations and maintenance accounts for approximately 75% of total expenditure.

Performance in relation to budgets are summarised below:

2014/15	Overall more or less within budget. Some variances with capital and operations costs due to 'actual' completion dates of Mahia and Opoutama wastewater schemes.
2013/14	Overall more or less within budget. Capital costs below budget – no stormwater open drain piping works
2012/13	Operations to budget overall Capital works under budget (Mahia scheme and renewals)
2011/12	Within budget overall
2010/11	Operations to budget overall Capital works under budget (Mahia scheme originally allowed for in this year)

It is predicted that operational spending over the next 10 years will remain fairly constant

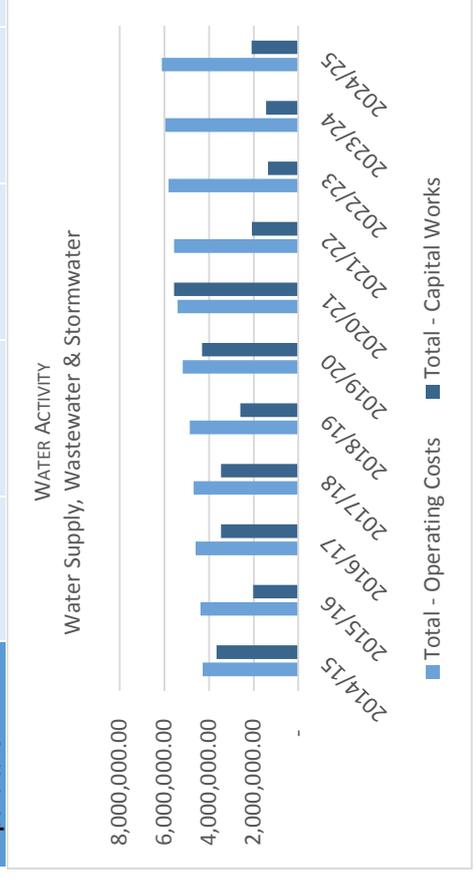
Capital spending varies significantly on an annual basis – subsidies are sought for funding as appropriate. Wairoa Wastewater Treatment Plant is due for renewal in the next five years with likely costs in the order of \$5 million.

The water activity budgets set under the 2015-2025 LTP are outlined in the table below:

The figures below, taken from the 2015 – 2025 LTP outline the predicted **total operating expenditure and capital expenditure** for the three (3) water activities.

Table 5a Water Activity Expenditure

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Operating Expenditure											
Water Retic	1,342,683.00	1,427,159.00	1,509,648.00	1,538,628.00	1,600,118.00	1,668,359.00	1,730,708.00	1,778,159.00	1,881,758.00	1,925,762.00	1,985,328.00
Water Production	744,327.00	877,015.00	954,606.00	940,319.00	985,140.00	1,021,855.00	1,064,294.00	1,085,228.00	1,156,587.00	1,183,355.00	1,239,382.00
Wastewater	1,718,605.00	1,606,475.00	1,631,592.00	1,682,811.00	1,739,394.00	1,912,896.00	2,025,646.00	2,094,111.00	2,129,756.00	2,176,125.00	2,213,938.00
Stormwater	473,657.00	481,689.00	508,150.00	526,276.00	539,016.00	572,594.00	588,796.00	604,414.00	646,019.00	664,909.00	683,230.00
Total - Operating Expenditure	4,279,272.00	4,392,338.00	4,603,996.00	4,688,034.00	4,863,668.00	5,175,704.00	5,409,444.00	5,561,912.00	5,814,120.00	5,950,151.00	6,121,878.00
Capital Works											
Water Retic	230,000.00	370,000.00	1,528,360.00	1,338,668.00	353,073.00	364,724.00	289,015.00	299,709.00	311,098.00	323,542.00	337,131.00
Water Production	447,750.00	392,000.00	376,673.00	481,748.00	482,076.00	491,079.00	149,816.00	221,614.00	215,864.00	211,294.00	777,465.00
Wastewater	2,875,000.00	805,000.00	987,984.00	1,127,943.00	1,037,151.00	2,769,624.00	4,657,415.00	1,131,236.00	387,285.00	369,762.00	419,693.00
Stormwater	114,290.00	450,000.00	576,090.00	516,187.00	722,696.00	689,556.00	477,760.00	434,272.00	450,775.00	534,835.00	557,297.00
Stormwater	3,667,040.00	2,017,000.00	3,469,107.00	3,464,546.00	2,594,996.00	4,314,983.00	5,574,006.00	2,086,831.00	1,365,022.00	1,439,433.00	2,091,586.00
Total - Capital Expenditure	1,342,683.00	1,427,159.00	1,509,648.00	1,538,628.00	1,600,118.00	1,668,359.00	1,730,708.00	1,778,159.00	1,881,758.00	1,925,762.00	1,985,328.00



6.2 DECISION TO REVIEW THE WATER ACTIVITY

Is a Review required under s17A(2)	Significant change/s to relevant level/s of service?	Water Mandatory levels of service introduced in 2015/25 LTP related to: <ul style="list-style-type: none"> • Drinking water safety • Maintenance of reticulation • Customer satisfaction and fault response times • Demand management 	Wastewater Mandatory levels of service introduced in 2015/25 LTP related to: <ul style="list-style-type: none"> • System and adequacy • Discharge compliance • Customer satisfaction and fault response times 	Stormwater Mandatory levels of service introduced in 2015/25 LTP related to: <ul style="list-style-type: none"> • System and adequacy • Discharge compliance • Customer satisfaction and fault response times
		<p>Other changes have also been introduced to ensure performance measures are measurable for each of the three (3) water activities.</p> <p>These changes have not had a significant effect on the way in which this service is delivered but do provide an effective monitoring tool.</p>		
Contract due for renewal within 2 years?		<p>Current operations and maintenance contracts are due to expire:</p> <ul style="list-style-type: none"> • Water supply • Wastewater and stormwater 		
6 years or more since review under s17A?		<p>As noted previously, following an internal review of service delivery, the opportunity is being taken to reformat these operations and maintenance contracts to combine the current contracts into a single one to improve overall service delivery.</p> <p>No formal review of the water activity has been undertaken under s17A.</p> <p>As above, an internal review has led to the initiation of changes in the format of operations and maintenance contracts.</p>		
Other reasons for review?		<ul style="list-style-type: none"> • Performance measures are not consistently being met, in particular for stormwater (partly addressed through changes in LoS to be provide more 'measurable' targets) • Council needs to be more 'aware' of its assets to enable improved service delivery (to be partly addressed through changes to ops and maintenance contracts) • Council recognises the potential for improvement through combining the key operations and maintenance contracts (initiated) 		
Cost of Review Outweigh Benefits?		<p>A stage 2, full review has been estimated to be up to \$30,000 for water supply and wastewater with stormwater with stormwater estimated at between \$18,000 and \$23,000 (likely to be savings if a combined review undertaken)</p> <p>Council's annual total cost for operations and capital works on the water activity is in excess of \$6 million.</p> <p>Whilst the estimated cost for a s17A review would not be a significant proportion of total annual costs, it is currently considered to be of more benefit to implement the proposed new format contract and monitor performance of overall service delivery prior to undertaking a s17A review.</p>		

<p>Recommendation for Review</p>	<p><i>At this stage, it is recommended that the need for a Stage 2 Full Service Delivery Review be considered a year prior to the expiry of the initial new format maintenance and operations contract starts to enable improvements in service delivery to be fully monitored and assessed.</i></p> <p>As above:</p> <ul style="list-style-type: none"> ● Following an internal review, overall service delivery is to be addressed ● New format of maintenance contract to be introduced, primarily to increase efficiency in service delivery ● Performance relating to aging and deteriorating assets is being addressed through the AMP Improvement Plans with condition assessments leading to improved and more efficient renewals programmes <p>Also, in support of this internal rationalisation of the water activity rather than a full s17A review at this stage:</p> <ul style="list-style-type: none"> ● Council has already demonstrated an improvement in the roading activity through an internal rationalisation process ● Remote location less supportive of a shared services type arrangement ● Issues often specific to local conditions ● Desire to develop and retain local knowledge ● locally focused service delivery and strong membership relationship with WNZ have led to a strong asset management driven focus to 3 waters maintenance which benchmarks well at a national level. <p>For the reasons above, a shared service type of contract would unlikely lead to overall improvements in service delivery.</p> <p>It is also recommended that a review on the recording / reporting process for CSRs be undertaken to better able an assessment of the real issues and how this is reflected in service delivery performance</p>
<p>Place in Review Programme</p>	<ol style="list-style-type: none"> 1. Waste Management 2. Land Transport / Roading 3. Water Supply, Wastewater and Stormwater 4. Non-core Activities

7 WASTE MANAGEMENT

7.1 GENERAL REVIEW OF ACTIVITY

7.1.1 General Description and Assessment of Activity

The table below outlines the current waste management activity, previous reviews completed and general performance, following the general criteria outlined in Section 4 of this report.

Scope of Service	<p>The waste management activity comprises asset-based facilities of the:</p> <ul style="list-style-type: none"> • landfill and • recycling centre <p>and service-based functions of:</p> <ul style="list-style-type: none"> • litter collection • domestic refuse collection • kerbside recycling. <p>The waste management facilities provide a service by which refuse can be disposed of in a controlled manner. Council's initiative to reduce waste to landfill is changing the way people dispose of their waste. Continued education and more emphasis on diversion and recycling will require new infrastructure and a different way of operating.</p>	
Rationale for Service Provision	<p>Current legislation and regulations which set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the waste management activity include:</p> <ul style="list-style-type: none"> • Health Act 1956 • Resource Management Act 1991 • Waste Minimisation Act 2008 <p>Council's goal for this activity is: '<i>Reliable and safe collection and disposal of waste</i>'. The Waste Management Activity contributes to the Council Community Outcomes, in particular:</p>	
	<i>A safe and secure community</i>	Well-managed waste disposal reduces the risk of harm to communities
	<i>A lifetime of good health and well-being</i>	That the planning of waste activity is sustainable into the future, reducing risk to health and wellbeing.
	<i>An environment that is appreciated, protected and sustained for future generations</i>	Waste can cause harm to the environment if not managed properly
Present Arrangements	Governance	Fully governed under Wairoa District Council
	Funding	Operational and maintenance funding for waste management is through rates and user charges (landfill fees / purchase of household refuse bags)
	Delivery	<p>Operations and maintenance fully managed in-house.</p> <p>Asset management is undertaken in-house.</p> <p>Specialist consultants are engaged as necessary for capital works such as landfill cell design / recycling building designs.</p> <p>External contractors engaged for all maintenance, operations, renewals and capitals works contracts in accordance with Council's Procurement Strategy.</p> <p>The current contract is due to expire this year.</p>
Previous Reviews	<p>Waste management is an area of Council's operations that is reviewed on a regular basis due to Central Government initiatives to reduce waste generation, changes in waste generation and also to address ratepayer concerns, primarily cost.</p>	

	<p>in the past, this has included closure of localised disposal points, changes to landfill opening hours and the introduction of pre-pay rubbish bags. Ratepayers and residents are consulted with through surveys and the Annual Plan / LTP processes on such issues.</p> <p>In response to changes in waste generation and potential sustainability issues of the Wairoa Landfill, the option of a Regional Landfill Initiative was developed (2014) which would have provided for Wairoa formally accepting waste from outside the District. Trials were undertaken; however, Gisborne District Council withdrew their interest and the initiative has been put on hold.</p>											
Performance	<p>Performance is monitored through a number of mechanisms at Council including:</p> <ul style="list-style-type: none"> • Compliance with levels of service and related performance measures • Annual Communitrak Satisfaction Survey • Monitoring of Customer Service Requests (CSRs) • Regular monitoring of maintenance contractors 											
	<p><u>Levels of Service / Performance Measures</u></p> <p>In summary (<i>taken from Annual Report Summary</i>):</p> <p>2014/15 - 64% met 2013/14 - 67% met 2012/13 - 80% met 2011/12 - 64% met 2010/11 - 73% met</p>	<p>Refer to Appendix A for more information and comment on compliance with LOS</p>										
	<p><u>Communitrak Survey</u></p> <p>Target is for 80% of those surveyed to be very or fairly satisfied</p> <p>(<i>Results from Annual Report</i>)</p> <table border="0"> <tr><td>2014/15</td><td>75%</td></tr> <tr><td>2013/14</td><td>67%</td></tr> <tr><td>2012/13</td><td>74%</td></tr> <tr><td>2011/12</td><td>74%</td></tr> <tr><td>2010/11</td><td>69%</td></tr> </table>	2014/15	75%	2013/14	67%	2012/13	74%	2011/12	74%	2010/11	69%	<p>It is noted that typically, of those surveyed <u>that use the service</u>, the rate of satisfaction is higher with more than 80% are very or fairly satisfied.</p> <p>The customer satisfaction survey⁵ states that, for refuse collection, 'the percent not very satisfied is on par with the Peer Group Average, similar to the National Average. Of those surveyed, 81% had used the landfill in the last year.</p> <p>Areas of dissatisfaction include opening hours and also the cost of rubbish bags (but this is regularly consulted upon).</p>
	2014/15	75%										
	2013/14	67%										
2012/13	74%											
2011/12	74%											
2010/11	69%											
<p><u>CSRs</u></p> <p>Target - reducing number of CSRs over time</p> <p>(<i>Results from Annual Report</i>)</p> <table border="0"> <tr><td>2014/15</td><td>33 CSRs</td></tr> <tr><td>2013/14</td><td>38 CSRs</td></tr> <tr><td>2012/13</td><td>35 CSRs</td></tr> <tr><td>2011/12</td><td>6 CSRs</td></tr> <tr><td>2010/11</td><td>2 CSRs</td></tr> </table>	2014/15	33 CSRs	2013/14	38 CSRs	2012/13	35 CSRs	2011/12	6 CSRs	2010/11	2 CSRs	<p>It is noted that the majority of the CSRs for this activity are related to the dumping of rubbish / fly tipping which is not a reflection of the waste management contractor performance.</p> <p>This is better addressed through enforcement and education</p>	
2014/15	33 CSRs											
2013/14	38 CSRs											
2012/13	35 CSRs											
2011/12	6 CSRs											
2010/11	2 CSRs											
<p>Summary of Performance for Waste Management Activity</p> <p>Overall, the waste management activity is considered to be performing adequately. Performance against customer satisfaction surveys and CSRs is difficult to accurately assess as everyone has a different opinion for such things as cost and how those costs</p>												

⁵ Wairoa District Council Communitrak Survey March 2015

	<p>should be covered, landfill opening times etc. As noted before, Council has consulted on such issues previously.</p> <p>Although LOS compliance is less than 70%, the 'measurability' of some of the targets has been reviewed and amended in the 2015-2025 LTP (eg no litter bins shall be overflowing – to achieve this 100%, would have to remove all bins. The response time to empty is considered a better measure of service). 2015/16 results not available at the time of writing this report</p> <p>A similar comment is made with regard to the CSRs. The majority are related to fly dumping which is not a true reflection of Council's service delivery although response times to address would be. Such issues are better dealt with through education and enforcement. CSRs should be thoroughly analysed to enable appropriate action to be taken to address the issues at hand.</p> <p>Customer satisfaction for refuse disposal is on a par with like Councils and the national average.</p>
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7.1.2 Cost of Waste Management Service

The waste management activity accounts for between \$1million and \$1.5million per annum.

Of this, operations and maintenance typically accounts for more than 90% of that cost.

Performance in relation to budget compliance over the last five years has been good. Operations and maintenance costs have been under budget. Lower capital costs have been related to not completing planned renewals or new works.

It is predicted that operational spending over the next 10 years will remain fairly constant

Capital works include for new cell construction, upgrading and development of recycling facilities etc.

The waste management budgets set under the 2015-2025 LTP are outlined in the table below:

The figures below, taken from the 2015 – 2025 LTP, outline the predicted total operating expenditure and capital works expenditure for the waste management activity.

Table 6 Waste Management Expenditure

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Operating Expenditure	1,168,296.00	1,139,819.00	1,192,242.00	1,225,321.00	1,251,996.00	1,282,431.00	1,321,196.00	1,355,681.00	1,393,329.00	1,435,608.00	1,485,287.00
Capital Works	160,000.00	95,000.00	10,250.00	63,099.00	32,401.00	16,670.00	68,682.00	35,406.00	12,191.00	12,606.00	111,008.00



7.2 DECISION TO REVIEW THE WASTE MANAGEMENT ACTIVITY

Is a Review required under s17A(2)	Significant change/s to relevant level/s of service?	LoS were amended for the 2015-2025 LTP to be current and better measurable. These changes have not had a significant effect on the way in which this service is delivered but do provide an effective monitoring tool
	Contract due for renewal within 2 years?	Current operations and maintenance contract is due to expire this year
	6 years or more since review under s17A?	The waste management activity was reviewed in 2014 with a Regional Landfill Initiative considered. Initial trials were undertaken but, at this stage, changes have not been implemented.
	Other reasons for review?	The Waste Minimisation and Management Act 2008 has led to a focus on reducing the amount of waste being disposed of at the landfill. Therefore, how best to use and develop the asset to address this change in behaviour through recycling etc and so addressing sustainability of the service requires further consideration. Provision of a regional landfill type facility should also be re-addressed.
Cost of Review Outweigh Benefits?	A stage 2, full review has been estimated to be between \$18,000 and \$23,000. Council's annual operational expenditure on the waste management activity is in the order of \$1 million per annum. Therefore, the likely costs of a full review are not considered prohibitive when weighed against potential benefits.	
Recommendation for Review	<p>It is recommended that a formal s17A Service Delivery Review be undertaken for the Waste Management Activity for the following reasons:</p> <ul style="list-style-type: none"> • Costs of a review are unlikely to outweigh the benefits • Opportunities to develop the facility in terms of the catchment area and also the way in which waste is deal with eg development of recycling services. This will also address future sustainability issues in an era where generation of waste is reducing. • Current maintenance contracts are due to expire although is likely to be extended to allow development of a new contract <p>The review should consider but not be limited to:</p> <ul style="list-style-type: none"> • Compliance with legislation and regulations • Opportunities to maximise the use of the assets (possibly by revisiting the regional landfill initiative) • Rationalisation of the service • Benefits and options for a shared services type of arrangement <p><i>Note, this does not affect the need to develop a new contract.</i></p> <p>It is also recommended that a review on the recording / reporting process for CSRs be undertaken to better able an assessment of the real issues and how this is reflected in service delivery performance</p>	
Place in Review Programme	<ol style="list-style-type: none"> 1. Waste Management 2. Land Transport (excluding Airport) 3. Water Supply, Wastewater and Stormwater 4. Non-core Activities 	

8 PARKS & RESERVES

8.1 GENERAL REVIEW OF ACTIVITY

8.1.1 General Description and Assessment of Activity

The table below outlines the current Parks & Reserves activity, previous reviews completed and general performance, following the general criteria outlined in Section 4 of this report.

Scope of Service	<p>Wairoa District Council owns and operates parks and reserves in urban and rural locations across the district.</p> <p>The parks and reserves activity provides services in the form of:</p> <ul style="list-style-type: none"> • sports grounds • public gardens and memorials • neighbourhood parks and playgrounds • access along riverbank reserves • access along foreshore reserves • public toilets. <p>Assets within the parks and reserves include but are not limited to:</p> <ul style="list-style-type: none"> • land/vegetation • buildings • walkways • playground equipment • fences, sealed areas and lighting • boat ramps • sports facilities such as lighting, seating, clubrooms • seating, tables, litter bins and memorials 									
Rationale for Service Provision	<p>Current legislation and regulations set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the parks and reserves activity including:</p> <ul style="list-style-type: none"> • Reserves Act 1977 • Litter Act 1979 • Building Act 1992. <p>Council's goal for this activity is: '<i>Continued access to and sustainable management of parks and reserves</i>'.</p> <p>The Parks & Reserves Activity contributes to the Council Community Outcomes, in particular:</p> <table border="1" data-bbox="491 1402 1412 1727"> <tr> <td data-bbox="491 1402 743 1464"><i>A safe and secure community</i></td> <td data-bbox="759 1402 1412 1464">Correct management of property ensures safe and secure communities.</td> </tr> <tr> <td data-bbox="491 1471 743 1534"><i>A lifetime of good health and well-being</i></td> <td data-bbox="759 1471 1412 1534">Future planning of the activity ensures a sustainable service over time.</td> </tr> <tr> <td data-bbox="491 1541 743 1603"><i>Safe and accessible recreational facilities</i></td> <td data-bbox="759 1541 1412 1603">Correct management of the reserves ensures a safe facility for the public.</td> </tr> <tr> <td data-bbox="491 1610 743 1727"><i>A community that values and promotes its culture and heritage</i></td> <td data-bbox="759 1610 1412 1727">Parks and reserves encourage team sports and the unique culture at a community level</td> </tr> </table>		<i>A safe and secure community</i>	Correct management of property ensures safe and secure communities.	<i>A lifetime of good health and well-being</i>	Future planning of the activity ensures a sustainable service over time.	<i>Safe and accessible recreational facilities</i>	Correct management of the reserves ensures a safe facility for the public.	<i>A community that values and promotes its culture and heritage</i>	Parks and reserves encourage team sports and the unique culture at a community level
<i>A safe and secure community</i>	Correct management of property ensures safe and secure communities.									
<i>A lifetime of good health and well-being</i>	Future planning of the activity ensures a sustainable service over time.									
<i>Safe and accessible recreational facilities</i>	Correct management of the reserves ensures a safe facility for the public.									
<i>A community that values and promotes its culture and heritage</i>	Parks and reserves encourage team sports and the unique culture at a community level									
Present Arrangements	Governance	Fully governed under Wairoa District Council								
	Funding	The Parks and Reserves activity is funded primarily through rates.								
	Delivery	<p>Operations and maintenance for this activity is fully managed in-house.</p> <p>Asset management is undertaken in-house</p> <p>Specialist Consultants are engaged on a case-by-case basis such as for the recent development of the skate park.</p>								

		<p>External contractors engaged for all maintenance, operations, renewals and capitals works contracts in accordance with Council's Procurement Strategy.</p> <p>There are several operations and maintenance contracts across this activity including separate contracts for public toilets:</p> <ul style="list-style-type: none"> • 14/25 – Mahia Reserves – expires 2015 with provision to extend up to two years • 14/02 – Mahia Gardens – rollover provisions extend to 2017 • 14/01 – Wairoa Reserves - expires 2016 with provision to extend up to two years • Wairoa public toilet operations and maintenance contract • Rural public toilet operations and maintenance contracts – covers Mahia, Nuhaka, Opoutama • Minor public toilet contracts with engagement of local residents
Previous Reviews	<p>A formal review under s17A has not been undertaken to date.</p> <p>An internal service delivery review has recently been undertaken and has identified the potential for increased efficiencies through, for example, the establishment of a 'Property Group' of which Parks and Reserves would be part.</p>	
Performance	<p>Performance is monitored through a number of mechanisms at Council including:</p> <ul style="list-style-type: none"> • Compliance with levels of service and related performance measures • Annual Communitrak Satisfaction Survey • Monitoring of Customer Service Requests (CSRs) • Regular monitoring of maintenance contractors 	
	<p><u>Levels of Service / Performance Measures</u></p> <p>In summary (<i>from Annual Report Summary</i>):</p> <p>2014/15 - 100% met 2013/14 - 33% met 2012/13 - 83% met 2011/12 - 86% met 2010/11 - 100% met</p>	<p>Refer to Appendix A for more information and comment on compliance with LOS</p> <p>Overall performance good</p> <p>2013/14 – low LoS compliance due to playground vandalism, additional costs for skatepark not allocated (not true reflection of performance)</p>
	<p><u>Communitrak Survey</u></p> <p>Target - 80% of those surveyed to be very or fairly satisfied (<i>Results - from Annual Report</i>)</p> <p>2014/15 - 89% 2013/14 - 70% 2012/13 - 87% 2011/12 - 90% 2010/11 - 88%</p>	<p>Overall performance good</p> <p>The customer satisfaction survey⁶ states that, for parks, playgrounds and sportsgrounds, 'the percent not very satisfied is similar to the averaged peer group and National figures'</p> <p>Issues that are raised include the lack of playground equipment (funding issue), the number of litter bins and clearing of those, the underuse of parks and the condition of some of the facilities (in some cases, a funding issue)</p>
	<p><u>CSRs</u></p> <p>Target - reducing number of CSRs over time (<i>Results from Annual Reports</i>)</p> <p>2014/15 10 CSRs</p>	<p>A common theme through the CSRs is damage to playground equipment. This is not a true reflection of the contract performance whereas the response to those CSRs is.</p>

⁶ Wairoa District Council Communitrak Survey March 2015

	2013/14	15 CSRs	
	2012/13	7 CSRs	
	2011/12	5 CSRs	

8.1.2 Cost of the Parks and Reserves Activity

The parks and reserves activity accounts for less than \$1million per annum with the vast majority of this being for operations and maintenance. Some years have no separate provision for capital works with minor renewals complete under the operations and maintenance contracts.

Performance in relation to budget compliance over the last five years has been good with operations and maintenance costs within budget. Variances in budget compliance are typically related to capital works projects such as the actual development of the skate park being a year later than originally planned.

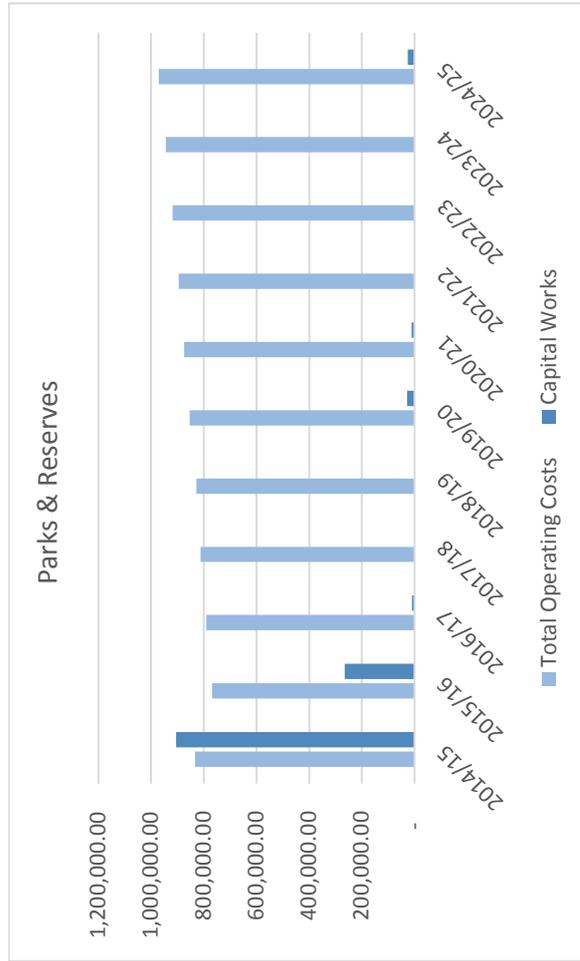
It is predicted that operational spending over the next 10 years will remain fairly constant

The parks and reserves budgets set under the 2015-2025 LTP are outlined in the table below:

The figures below, taken from the 2015 – 2025 LTP, outline the predicted **total operating expenditure and capital works expenditure** for the parks and reserves activity.

Table 7 Parks & Reserves Expenditure

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Operating Expenditure	832,611.00	768,089.00	790,502.00	812,252.00	828,222.00	853,528.00	874,680.00	895,604.00	918,394.00	944,510.00	971,118.00
Capital Works	905,320.00	265,000.00	10,250.00			27,784.00	11,447.00				26,119.00



8.2 DECISION TO REVIEW THE PARKS & RESERVES ACTIVITY

<p>Is a Review required under s17A(2)</p>	<p>Significant change/s to relevant level/s of service?</p>	<p>LoS were amended for the 2015-2025 LTP to be current and better measurable.</p> <p>These changes have not had a significant effect on the way in which this service is delivered but do provide an effective monitoring tool</p>
	<p>Contract due for renewal within 2 years?</p>	<p>There are several operations and maintenance contracts under the Parks and Reserves Activity</p> <p>Some due for renewal in the next two years</p>
	<p>6 years or more since review under s17A?</p>	<p>No formal review of the parks and reserves activity has been undertaken under s17A.</p> <p>A recent internal review of service delivery has led to development of a 'Property Group', of which Parks & Reserves is part, to improve efficiencies.</p>
	<p>Other reasons for review?</p>	<p>None</p>
<p>Cost of Review Outweigh Benefits?</p>	<p>A stage 2, full review under s17A has been estimated to be between \$10,000 and \$15,000 for this activity.</p> <p>An internal review of service delivery is considered to give more value for money than a full s17A review:</p> <ul style="list-style-type: none"> • Not a likely 'candidate' for shared services - shared services or change in governance unlikely in this remote location for this scale of works • Internal rationalisation considered to be more effective • Funding sources unlikely to change 	
<p>Recommendation for Review</p>	<p><i>A formal Service Delivery Review under s17A is not recommended for the Parks and Reserves Activity</i> at this stage for the following reasons:</p> <ul style="list-style-type: none"> • Levels of service have been updated to be more measurable and a better reflection of service delivery which will enable more reliable performance monitoring • Performance under the current maintenance contracts is generally good • Council's Engineering Department is currently being re-structured which will include the formation of a 'Property Group'. The Parks and Reserves activity will fall within this group. The aim of this re-structure is to gain efficiencies in delivery of the services • The majority of maintenance, operations and capital works are undertaken by local companies giving a community involvement, local employment and prompt response. It is likely that there would be resistance to significant changes that may exclude local involvement and engagement. <p><i>It is therefore recommended that, as part of the proposed restructure of the Engineering Department and the formation of the Property Group, the way the activity is managed be reviewed eg</i></p> <ul style="list-style-type: none"> • There are many contracts under this activity, could this be rationalised? • a more formal process be undertaken for condition assessments to enable better planning of budgets and consequently, compliance with those budgets <p><i>The need for a formal review to be considered within the next six (6) years in keeping with s17A timeframes and once the success of the re-structure is measurable.</i></p> <p>It is also recommended that a review on the recording / reporting process for CSRs be undertaken to better able an assessment of the real issues and how this is reflected in service delivery performance</p>	
<p>Place in Review Programme</p>	<p>5. Waste Management</p> <p>6. Land Transport (excluding Airport)</p> <p>7. Water Supply, Wastewater and Stormwater</p> <p>8. Non-core Activities</p>	

9 CEMETERIES

9.1 GENERAL REVIEW OF ACTIVITY

9.1.1 General Description and Assessment of Activity

The table below outlines the current Cemeteries activity, previous reviews completed and general performance, following the general criteria outlined in Section 4 of this report.

Scope of Service	<p>The cemeteries are an asset and service-based activity that rely primarily on available land to function, along with a network of roading and utilities (maintained under separate contracts).</p> <p>Council owns the following public cemeteries:</p> <ul style="list-style-type: none"> • Wairoa • Nuhaka (managed by others) • Frasertown • Ruakituri • Morere. <p>Private cemeteries and urupa across the district do not form part of this activity</p>	
Rationale for Service Provision	<p>Current legislation and regulations set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the cemeteries activity. For the Cemeteries activity, the key legislation is:</p> <ul style="list-style-type: none"> ▪ Burial and Cremation Act 1964. <p>Council's goal for this activity is: <i>'Reliable and safe management and operation of public cemeteries'</i>.</p> <p>The Cemeteries Activity contributes to the following Council Community Outcomes:</p>	
	<i>An environment that is appreciated, protected and sustained for future generations</i>	Sustainable management of this activity ensures a sustained environment going into the future.
	<i>Supportive, caring and valued communities</i>	Unique relationships with communities and church organisations create inclusive communities.
	<i>Safe and accessible Recreational facilities</i>	The cemetery is considered accessible and safe
	<i>A community that values and promotes its culture and heritage</i>	The cemeteries service encourages communities to value the district through provision of family/community resting places
Present Arrangements	Governance	Fully governed under Wairoa District Council
	Funding	The cemeteries activity is funded primarily through rates with user charges for burials
	Delivery	<p>Contracts fully managed in-house.</p> <p>Asset management undertaken in house</p> <p>External contractors engaged for all maintenance and operations works. The current contract is due to expire in 2017 with provision to extend up to two years.</p>
Previous Reviews	<p>A formal review under s17A has not been undertaken to date</p> <p>An internal service delivery review has recently been undertaken and has identified the potential for increased efficiencies through, for example, the establishment of a 'Property Group' of which Cemeteries would be part.</p>	
Performance	<p>Performance is monitored through a number of mechanisms at Council including:</p> <ul style="list-style-type: none"> • Compliance with levels of service and related performance measures • Annual Communitrak Satisfaction Survey • Monitoring of Customer Service Requests (CSRs) • Regular monitoring of maintenance contractors 	

	<u>Levels of Service / Performance Measures</u> In summary (taken from Annual Report Summary): 2014/15 - 67% met (4/6) 2013/14 - 67% met (4/6) 2012/13 - 67% met (4/6) 2011/12 - 67% met (2/3) 2010/11 - 67% met (2/3)	Overall performance good Refer to Appendix A for more information and comment on compliance with LOS Those not achieved are related to public satisfaction (Communitrak survey) and the number of CSRs – refer to comments below
	<u>Communitrak Survey</u> Target - 80% of those surveyed to be very or fairly satisfied (Results from Annual Report) 2014/15 - 70% 2013/14 - 79% 2012/13 - 79% 2011/12 - 78% 2010/11 - 75%	The customer satisfaction survey ⁷ states that, for cemeteries, including maintenance, 'the percent not very satisfied is on par with the Peer Group and National Averages' It is noted, of those surveyed who had visited the cemetery within the last 12 months, the rate of satisfaction is higher with more than 80% very or fairly satisfied
	<u>CSRs</u> Target is for reducing number of CSRs over time (Results from Annual Report) 2014/15 - 5 CSRs 2013/14 - 2 CSRs 2012/13 - 2 CSRs 2011/12 - 1 CSRs	Common CSR related to water leaking from taps, not part of cemetery maintenance contracts

9.1.2 Cost of the Cemeteries Activity

The cemeteries activity typically accounts for less than \$200,000 per annum with the vast majority of this being for operations and maintenance. Some years have no separate provision for capital works with minor renewals complete under the operations and maintenance contracts.

Performance in relation to budget compliance over the last five years has been good with operations and maintenance costs within budget.

It is predicted that spending over the next 10 years will remain fairly constant. Provision is allowed in 2024/25 for the purchase of land and establishment of a public cemetery at Mahia.

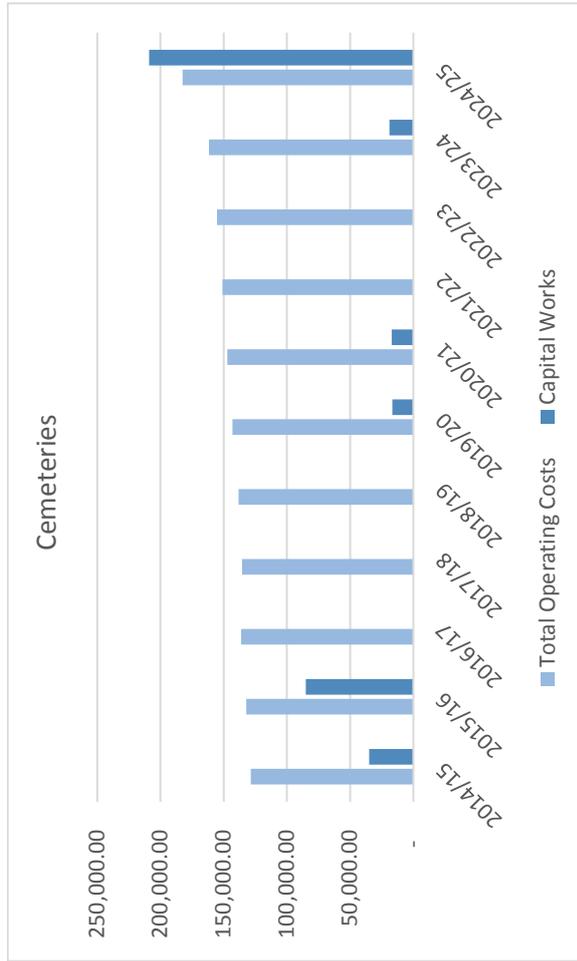
The cemeteries budgets set under the 2015-2025 LTP are outlined in the table below:

⁷ Wairoa District Council Communitrak Survey March 2015

The figures below, taken from the 2015 – 2025 LTP, outline the predicted total operating expenditure and capital works expenditure for the cemeteries activity.

Table 8 Cemeteries Expenditure

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Operating Expenditure	128,509.00	132,090.00	136,275.00	135,338.00	138,323.00	143,050.00	147,062.00	150,997.00	155,279.00	161,741.00	182,415.00
Capital Works	35,000.00	85,000.00	-	-	-	16,670.00	17,171.00	-	-	18,909.00	208,956.00



9.2 DECISION TO REVIEW CEMETERIES ACTIVITY

<p>Is a Review required under s17A(2)</p>	<p>Significant change/s to relevant level/s of service?</p>	<p>LoS were amended for the 2015-2025 LTP to be current and better measurable.</p> <p>These changes have not had a significant effect on the way in which this service is delivered but do provide an effective monitoring tool</p>
	<p>Contract due for renewal within 2 years?</p>	<p>Current operations and maintenance contract is due to expire in 2017 with provision for a 2-year rollover – performance is good</p>
	<p>6 years or more since review under s17A?</p>	<p>No formal review of the cemeteries activity has been undertaken under s17A.</p> <p>A recent internal review of service delivery has led to development of a 'Property Group', of which Cemeteries is part, to improve efficiencies.</p>
	<p>Other reasons for s17A review?</p>	<p>None</p>
<p>Cost of Review Outweigh Benefits?</p>	<p>A stage 2, full review has been estimated to be between \$10,000 and \$15,000 for this activity.</p> <p>Council's annual expenditure on the cemetery activity is typically less than \$150,000. Therefore, the likely costs of a full review are considered to be prohibitive when weighed against potential benefits (approx. 10%).</p>	
<p>Recommendation for Review</p>	<p><i>A formal Service Delivery Review under s17A is not recommended for the Cemeteries Activity</i> for the following reasons:</p> <ul style="list-style-type: none"> • Costs of a review are likely to outweigh the benefits • Performance under the current maintenance contract is generally considered good • Current contract likely to be extended until 2019 based on contractor performance • Council's Engineering Department is currently being re-structured which will include the formation of a 'Property Group'. The Cemeteries activity will fall within this group. The aim of this re-structure is to gain efficiencies in delivery of the services • The maintenance contract has been held by local companies giving a community involvement, local employment and prompt response. It is likely that there would be resistance to significant changes that may exclude local involvement and engagement <p><i>It is therefore recommended that, as part of the proposed restructure of the Engineering Department and the formation of the Property Group, the way activity is managed be reviewed for areas of improvement.</i></p> <p><i>The need for a formal review should be considered within the next six (6) years in keeping with s17A timeframes and once the success of the re-structure is measurable</i></p> <p>It is also recommended that a review on the recording / reporting process for CSRs be undertaken to better able an assessment of the real issues and how this is reflected in service delivery performance</p>	
<p>Place in Review Programme</p>	<p>9. Waste Management 10. Land Transport (excluding Airport) 11. Water Supply, Wastewater and Stormwater 12. Non-core Activities</p>	

10 AIRPORT

10.1 GENERAL REVIEW OF ACTIVITY

10.1.1 General Description and Assessment of Activity

The table below outlines the current Airport activity, previous reviews completed and general performance, following the general criteria outlined in Section 4 of this report.

Scope of Service	<p>The airport activity comprises of asset-based services such as:</p> <ul style="list-style-type: none"> • runway (includes lighting) • taxiway • buildings • helicopter pad at Memorial Park. <p>The airport provides a service for light aircraft and charter operations.</p> <p>Council is the controlling authority of the airport and helicopter pad and manages and funds the activity to ensure that an operational facility remains within the district to serve the needs of the community</p>	
Rationale for Service Provision	<p>Current legislation and regulations set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the airport activity. Key legislation for this activity includes:</p> <ul style="list-style-type: none"> • Airport Authorities Act 1966 • Civil Aviation Act 1990. <p>Council's goal for this activity is: <i>'To provide a safe and cost-effective facility to meet current needs'</i>.</p> <p>The Airport Activity contributes to the Council Community Outcomes, in particular:</p>	
	<i>A strong, prosperous and thriving economy</i>	The airport contributes to the economy by providing a means for agricultural spraying.
	<i>A safe and secure community</i>	The airport is used in emergency events. Without the airport the district would suffer from isolation.
	<i>A lifetime of good health and well-being</i>	Future planning of the activity ensures a sustainable service over time
	<i>A safe and integrated transport system</i>	The airport is a means of transport. Correct management will ensure a safe and effective service.
Present Arrangements	Governance	Fully governed under Wairoa District Council
	Funding	<p>The airport is funded through rates and through user charges with reserves typically funding capital works</p> <p>In the order of 40% of total cost typically comes from user charges</p>
	Delivery	<p>Operations and maintenance fully managed in-house.</p> <p>Asset management is managed in house.</p> <p>Specialist consultants are engaged as required for significant renewals or capital works such as runway resurfacing.</p> <p>External contractors engaged for all maintenance, operations, renewals and capitals works contracts in accordance with Council's Procurement Strategy.</p> <p>Contracts are in place for mowing and for cleaning of the buildings. Other maintenance and renewals works undertaken on a reactive basis</p>
Previous Reviews	<p>A formal review under s17A has not been undertaken to date</p> <p>There have been no significant changes to contracts in the recent past</p>	

Performance	Performance is monitored through a number of mechanisms at Council including: <ul style="list-style-type: none"> • Compliance with levels of service and related performance measures • Monitoring of Customer Service Requests (CSRs) • Regular monitoring of maintenance contractors 	
	<u>Levels of Service / Performance Measures</u> In summary (<i>taken from Annual Report Summary</i>): 2014/15 - 83% met 2013/14 - 83% met 2012/13 - 33% met * 2011/12 - 83% met 2010/11 - 83% met	*1 CSR received compared to 0 year before and LoS relates to the communitrak survey which does not include the airport – 83% true reflection Overall performance good Refer to Appendix A for more information and comment on compliance with LOS
	<u>CSRs</u> Target - reducing number of CSRs over time (<i>Results from Annual Report</i>) 2014/15 - 0 CSRs 2013/14 - 0 CSRs 2012/13 - 1 CSR 2011/12 - 0 CSRs 2010/11 - 0 CSRs	Overall performance good

10.1.2 Cost of the Airport Activity

The airport activity accounts for less than \$100,000 per annum for operations and maintenance activities.

Performance in relation to budget compliance over the last five years has been good with operations and maintenance costs within budget.

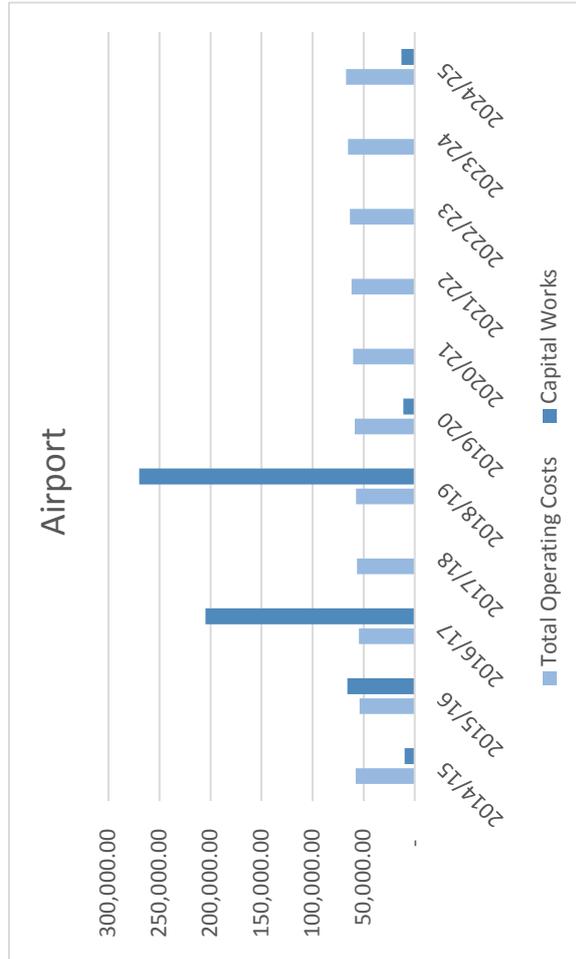
It is predicted that spending over the next 10 years will remain fairly constant. Provision is allowed in 2016/17 and 2018/19 for resurfacing of the runway (in the order of \$450,000).

The airport budgets set under the 2015-2025 LTP are outlined in the table below:

The figures below, taken from the 2015 – 2025 LTP, outline the predicted total operating expenditure and capital works expenditure for the Airport activity.

Table 9 Airport Expenditure

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Operating Expenditure	57,747.00	53,970.00	54,598.00	56,432.00	57,534.00	58,802.00	60,368.00	61,860.00	63,477.00	65,412.00	67,300.00
Capital Works	10,000.00	66,000.00	205,000.00	-	270,011.00	11,114.00	-	-	-	-	13,060.00



10.2 DECISION TO REVIEW THE AIRPORT ACTIVITY

Is a Review required under s17A(2)	Significant change/s to relevant level/s of service?	LoS were amended for the 2015-2025 LTP to be current and better measurable. These changes have not had a significant effect on the way in which this service is delivered but do provide an effective monitoring tool
	Contract due for renewal within 2 years?	Contracts are in place for mowing and for cleaning of the buildings. Other maintenance and renewals works undertaken on a reactive basis
	6 years or more since review under s17A?	S17A introduced in 2014 No formal review of the airport activity has been undertaken under s17A.
	Other reasons for review?	None
Cost of Review Outweigh Benefits?	A stage 2, full review has been estimated to be between \$10,000 and \$15,000. Council's annual operating expenditure on the Airport activity is less than \$100,000. Therefore, the likely costs of a full review are considered to be excessive especially when delivery of the service is considered to be good based on performance and budget compliance.	
Recommendation for Review	<p><i>A formal Service Delivery Review is not recommended for the Airport Activity at this stage</i> for the following reasons:</p> <ul style="list-style-type: none"> • Costs of a review are unlikely to outweigh the benefits • Performance of delivery is good <p><i>However, it is recommended that consideration be given to other opportunities that may expand the use of the airport</i>, which may also reduce the financial cost to ratepayers.</p>	

11 PROPERTY

11.1 GENERAL REVIEW OF ACTIVITY

11.1.1 General Description and Assessment of Activity

The table below outlines the current Property activity (asset management only, administration currently managed through Finance Department), previous reviews completed and general performance, following the general criteria outlined in Section 4 of this report.

Scope of Service	<p>Wairoa District Council provides a range of services within the property activity:</p> <ul style="list-style-type: none"> • campground • Information Centre • corporate property such as the Council offices • community halls • pensioner and staff housing • commercial property • land investments (not part of the property AMP) • Wairoa Community Centre • Wairoa Library. <p>An arrangement with Sport Hawke’s Bay and Council has been developed to deliver the Community centre service</p>							
Rationale for Service Provision	<p>Current legislation and regulations set the minimum service levels that must be provided, and which affect asset operation, maintenance and development of the property activity. For the property activity, this includes:</p> <ul style="list-style-type: none"> • Building Act 2004 • Health Act 1956 <p>Council’s goal for this activity is: <i>‘Reliable, cost-effective, sustainable and safe provision of property assets’</i>.</p> <p>The Property Activity contributes to the Council Community Outcomes, in particular:</p> <table border="1" data-bbox="485 1198 1412 1422"> <tr> <td data-bbox="485 1198 742 1265"><i>A safe and secure community</i></td> <td data-bbox="751 1198 1412 1265">Correct management of property ensures safe and secure Communities</td> </tr> <tr> <td data-bbox="485 1272 742 1361"><i>A lifetime of good health and well-being.</i></td> <td data-bbox="751 1272 1412 1361">Future planning of the activity ensures a sustainable service over time</td> </tr> <tr> <td data-bbox="485 1368 742 1422"><i>Safe and accessible Recreational facilities</i></td> <td data-bbox="751 1368 1412 1422">Correct management of the community centre ensures a safe facility for the public.</td> </tr> </table>		<i>A safe and secure community</i>	Correct management of property ensures safe and secure Communities	<i>A lifetime of good health and well-being.</i>	Future planning of the activity ensures a sustainable service over time	<i>Safe and accessible Recreational facilities</i>	Correct management of the community centre ensures a safe facility for the public.
<i>A safe and secure community</i>	Correct management of property ensures safe and secure Communities							
<i>A lifetime of good health and well-being.</i>	Future planning of the activity ensures a sustainable service over time							
<i>Safe and accessible Recreational facilities</i>	Correct management of the community centre ensures a safe facility for the public.							
Present Arrangements	<table border="1" data-bbox="485 1429 742 1921"> <tr> <td data-bbox="485 1429 742 1462">Governance</td> <td data-bbox="751 1429 1412 1462">Fully governed under Wairoa District Council</td> </tr> <tr> <td data-bbox="485 1469 742 1525">Funding</td> <td data-bbox="751 1469 1412 1525">Property is funded through rates and through user charges with reserves typically funding capital works</td> </tr> <tr> <td data-bbox="485 1532 742 1921">Delivery</td> <td data-bbox="751 1532 1412 1921"> <p>Operations and maintenance fully managed in-house.</p> <p>Asset management is managed in-house with specialist consultants as required for example for valuation works.</p> <p>Capital works generally require input from specialist consultants.</p> <p>External contractors engaged for all maintenance, operations, renewals and capitals works contracts in accordance with Council’s Procurement Strategy.</p> <p>Routine contracts comprise the cleaning of corporate buildings such as the Council offices, the library and the I-Site.</p> </td> </tr> </table>	Governance	Fully governed under Wairoa District Council	Funding	Property is funded through rates and through user charges with reserves typically funding capital works	Delivery	<p>Operations and maintenance fully managed in-house.</p> <p>Asset management is managed in-house with specialist consultants as required for example for valuation works.</p> <p>Capital works generally require input from specialist consultants.</p> <p>External contractors engaged for all maintenance, operations, renewals and capitals works contracts in accordance with Council’s Procurement Strategy.</p> <p>Routine contracts comprise the cleaning of corporate buildings such as the Council offices, the library and the I-Site.</p>	
Governance	Fully governed under Wairoa District Council							
Funding	Property is funded through rates and through user charges with reserves typically funding capital works							
Delivery	<p>Operations and maintenance fully managed in-house.</p> <p>Asset management is managed in-house with specialist consultants as required for example for valuation works.</p> <p>Capital works generally require input from specialist consultants.</p> <p>External contractors engaged for all maintenance, operations, renewals and capitals works contracts in accordance with Council’s Procurement Strategy.</p> <p>Routine contracts comprise the cleaning of corporate buildings such as the Council offices, the library and the I-Site.</p>							
Previous Reviews	<p>A formal review under s17A has not been undertaken to date</p> <p>There have been no significant changes to contracts in the recent past.</p>							

Performance	Performance is monitored through a number of mechanisms at Council including: <ul style="list-style-type: none"> • Compliance with levels of service and related performance measures • Annual Communitrak Satisfaction Survey • Monitoring of Customer Service Requests (CSRs) 	
	<u>Levels of Service / Performance Measures</u> In summary (<i>taken from Annual Report</i>): 2014/15 - 88% met (7/8) 2013/14 - 75% met (6/8) 2012/13 - 75% met (6/8) 2011/12 – 80% met (4/5) 2010/11 – 100% met (5/5)	Performance good Refer to Appendix A for more information and comment on compliance with LOS
	<u>Communitrak Survey</u> Target is for 80% of those surveyed to be very or fairly satisfied (<i>Results taken from relevant Annual Report for halls and Community Centre – camping ground, corporate property and housing not included in survey</i>) 2014/15 Halls - 93% Community Centre - 80% 2013/14 Halls - 92% Community Centre - 79% 2012/13 Halls - 94% Community Centre - 82%	Performance good The survey showed that for 2014/15, 72% of households used the community centre. Community halls are less used (44% households used in 2014/15). Public satisfaction for community halls are on a par with like groups and the national average.
	<u>CSRs</u> Target - reducing number of CSRs over time (<i>Results from Annual Report</i>) 2014/15 - 50 CSRs 2013/14 - 57 CSRs 2012/13 - 45 CSRs 2011/12 - 6 CSRs	Performance adequate

11.1.2 Cost of the Property Activity

The property activity accounts for approximately \$1million per annum for operations and maintenance activities.

Performance in relation to budget compliance over the last five years has generally been good although there have been some variances in capital costs due to programming of works.

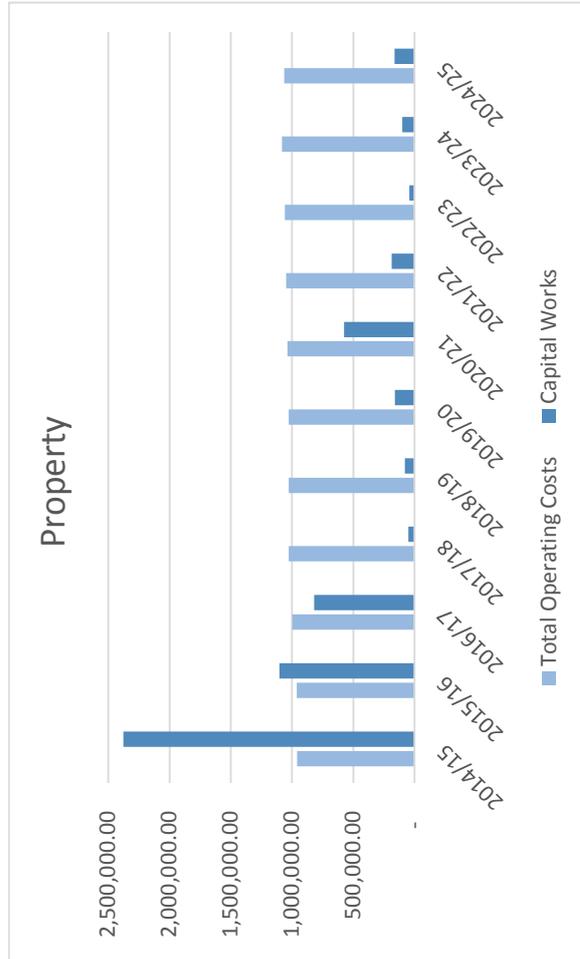
It is predicted that operations and maintenance spending over the next 10 years will remain fairly constant although there is significant provision (\$1million to \$2million) in the LTP for 2014/15 and 2015/16 for capital works at the Community Centre.

The property budgets set under the 2015-2025 LTP are outlined in the table below:

The figures below, taken from the 2015 – 2025 LTP, outline the predicted total operating expenditure and capital works expenditure for the cemeteries activity.

Table 10 Property Expenditure

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Operating Expenditure	960,046.00	961,325.00	997,347.00	1,027,966.00	1,028,019.00	1,027,786.00	1,038,463.00	1,049,482.00	1,057,896.00	1,081,137.00	1,064,821.00
Capital Works	2,376,193.00	1,103,000.00	820,736.00	51,430.00	78,613.00	159,414.00	575,269.00	186,668.00	42,380.00	100,066.00	163,609.00



11.2 DECISION TO REVIEW PROPERTY ACTIVITY

<p>Is a Review required under s17A(2)</p>	<p>Significant change/s to relevant level/s of service?</p>	<p>LoS were amended for the 2015-2025 LTP to be current and better measurable.</p> <p>These changes have not had a significant effect on the way in which this service is delivered but do provide an effective monitoring tool</p>
	<p>Contract due for renewal within 2 years?</p>	<p>Key contracts for this activity include cleaning contracts for facilities such as the Council offices and the Community Centre.</p> <p>Maintenance and renewals are generally undertaken as and when required on a reactive basis; specific contracts are not in place</p>
	<p>6 years or more since review under s17A?</p>	<p>No formal review of the property activity has been undertaken under s17A.</p> <p>A recent internal review of service delivery has led to development of a 'Property Group', of which Property is part, to improve efficiencies.</p>
	<p>Other reasons for s17A review?</p>	<p>None</p>
<p>Cost of Review Outweigh Benefits?</p>	<p>A stage 2, full review has been estimated to be between \$10,000 and \$15,000 for this activity.</p> <p>An internal review of service delivery is considered to give more value for money than a full s17A review:</p> <ul style="list-style-type: none"> • Not a likely 'candidate' for shared services - shared services or change in governance unlikely in this remote location for this scale of works • Internal rationalisation considered to be more effective • Funding sources unlikely to change 	
<p>Recommendation for Review</p>	<p><i>A formal Service Delivery Review under s17A is not recommended for the Property Activity</i> for the following reasons:</p> <ul style="list-style-type: none"> • Likely benefits of internal rationalisation for this activity are considered to be more than those of a s17A review • Performance is generally considered good • Council's Engineering Department is currently being re-structured which will include the formation of a 'Property Group'. The property activity will fall within this group. The aim of this re-structure is to gain efficiencies in delivery of the services • Maintenance works are typically undertaken by local companies / tradesmen giving a community involvement, local employment and prompt response. It is likely that there would be resistance to significant changes that may exclude local involvement and engagement <p>This should include:</p> <ul style="list-style-type: none"> • with many different facilities under this activity, from housing to the Community Centre, could the management of this be rationalised to reduce overhead costs and to improve delivery? • a more formal process be undertaken for condition assessments to enable better planning of budgets and consequently, compliance with those budgets <p><i>It is therefore recommended that, as part of the proposed restructure of the Engineering Department and the formation of the Property Group, the way the activity is managed be reviewed for areas of improvement.</i></p> <p><i>The need for a formal review should be considered within the next six (6) years in keeping with s17A timeframes and once the success of the re-structure is measurable</i></p>	

Place in Review Programme	13. Waste Management 14. Land Transport (excluding Airport) 15. Water Supply, Wastewater and Stormwater 16. Non-core Activities
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12 APPENDICES

Appendix 1

Level of Service Assessment Tables

Roading

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	PERFORMANCE ACHIEVED*			OVERALL COMMENT
		2012/13	2013/14	2014/15	
The Council delivers a land transport system to the community	The land transport network is trafficable at all times, other than when affected by natural events (e.g. slips) and notified planned road closures.	Not achieved - stock truck unable to gain traction to access steep incline on Kinikini Rd around RP 1.5	Not achieved - stock truck unable to gain traction to access steep incline on Titirangi Rd around RP 6.7	Not achieved. Stock trucks unable to gain traction to access steep incline on Cricklewood Rd (Apr2015) and Titirangi Rd (Mar2015)	These roads are rural and currently unsealed Need to monitor ongoing issues and consider improvements Funding would be required
	Road closures for planned events (e.g. rallies, bridge repairs) notified through public notices and affected residents informed.	Achieved - advertisements placed for rally in newspapers	Achieved – no planned events required road closures during 2013/14	Achieved. No planned events required road closures during 2014/15	
The district-funded land transport activity will contribute to overall road safety by adequately catering for pedestrians and cyclists in urban area	Walking & Cycling Strategy to be implemented.	Not achieved - no funding from NZTA due to changes in Govt Policy Statement on Land Transport Funding	Achieved – Sir Thomas Carroll walkway/cycleway constructed along northern river bank	Achieved. Pedestrian access across Queen St linking to extended walkway/cycleway constructed	Generally reliant on external funding Still being implemented
	The district-funded streetlights will be maintained in good order	Not more than the number of streetlight complaints and CSRs received than the previous year	Achieved - 71 streetlight-related CSRs for 2012/13, 111 2011/12	Not achieved - 96 streetlight-related CSRs	Achieved. 76 CSRs
The district-funded footpaths will be maintained in good order	Not more than the number of footpath complaints and CSRs received than the previous year	Achieved - 7 footpath related CSRs for 2012/13 compared to 8 in 2011/12	Achieved	Not achieved - 19 footpath related CSRs	Footpaths now specifically addressed in non-financial performance measures – will lead to a more pro-active service Has been reactive in the past
	Wairoa township and Mahia Beach car parking facilities will be accessible at all times, other than when affected by natural events (e.g. flooding) and notified planned road closures.	Achieved	Achieved	Achieved	Performance related to parking generally satisfactory
The Council provides car parking that is sufficient to meet the current and projected Demand at reasonable cost	Not more than the number of parking complaints and CSRs	Not achieved - 3 parking-related CSRs	Achieved – no CSR's re parking for 2013/14	Not achieved - 2 CSRs received compared to 0 in 2013/14	

LEVEL OF SERVICE STATEMENT	PERFORMANCE ACHIEVED*			OVERALL COMMENT
	PERFORMANCE MEASURE	2012/13	2013/14	
	received than the previous year	2012/13 compared to 1 in 2011/12	compared to 3 in 2012/13.	
	The costs of these services are consulted on annually	Achieved - refer to Annual Plan	Achieved - Annual Plan	Achieved. No reports received indicating any concerns with associated costs.
	Professional service and physical works providers are competitively procured	Achieved - various procurement arrangements in 2013/14	Achieved - various procurement arrangements in 2013/14	Procurement procedures followed
	The service is provided at a reasonable cost (value for money)	Achieved - local suppliers engaged in 8 out of 9 roading contracts with annual physical works completed to standard, on time and within +3% to -5% of budget.	Achieved - local suppliers engaged in 4 out of 9 roading contracts with annual physical works completed to standard, on time and within +3% to -5% of budget	Performance satisfactory
	A reducing number of accidents in each consequence category (fatal, injury, minor). <i>Relates to 'local roads'</i>	Not achieved - 4 fatal, 9 serious injury crashes in 2012 compared to 1 fatal and 2 serious injuries in 2011.	Achieved - nil fatal, two serious injury crashes in 2013 compared to 4 fatal and 9 serious injury crashes in 2012	In recognition of driver error being a consideration, performance measure should be related to accidents related to condition of road
The land transport network is designed to be safe	No accidents attributed to 'engineering' aspects of the road network (e.g. loose chips from reseals).	Achieved - one reported incident (Nuhaka-Opoutama Rd RP 7, May 2012) with loose chip. Attributed to driver error	Achieved - no reported incidents or accidents attributed to engineering or site works	Performance satisfactory
And				
in a manner that assists the economic development of the district	Physical works and professional engineering procurement options directed to best reflect the local resources where possible, to sustain the district's economy, and	Achieved - Procurement Strategy document updated Nov 2012	Achieved - Procurement Strategy updated Nov 2012 resulting in various procurement arrangements in	Procurement procedures followed

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	PERFORMANCE ACHIEVED*			OVERALL COMMENT
		2012/13	2013/14	2014/15	
Customers will receive a prompt and efficient service	promote local knowledge within the community				
	The public and other road users satisfied with the overall level of service provided. Target - no less than 75% of respondents rate the service as "fairly good or better" in the annual public satisfaction survey	Achieved - survey result of 75%	Not achieved - survey result of 71%	Achieved. 80%	New roading contract format may improve performance
	All CSRs and complaints dealt with properly and promptly. 90% of all CSRs and complaints are dealt with within the prescribed timeframes	Not achieved - 87% achieved with 13 out of 119 roading-related CSRs not completed by the due date	Not achieved - 87% achieved with 36 out of 280 roading-related CSRs not completed by the due date	Achieved. 93% achieved with 21 out of 296 roading-related CSRs	New roading contract format may improve performance

* 2015/16 results not available at time this report was prepared

The 3 Waters

Water Supply

Wastewater

Stormwater

WATER SUPPLY						
LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	PERFORMANCE ACHIEVED*			Overall Comment	
		2012/13	2013/14	2014/15		
Council will continue to own and deliver potable water supplies to: <ul style="list-style-type: none"> • Wairoa • Frasertown • Tuai • Mahanga 	Work done by the contractor is completed within times specified by the contract.	Achieved - all works completed within timeframes	Achieved - all works completed within timeframes	Not achieved. 6 CSR's did not achieve specified completion targets.	Investigate reason for not meeting specified times – within control of contractor?	
	The taste, smell and look of the water (as defined in the Health Act) are monitored	Achieved through various process treatments and control	Achieved through various process treatments and control	Achieved through various process treatments and control	Performance satisfactory	
	The taste, smell and look of the water (received by the customer) are monitored	Achieved – monitored through CSRs	Achieved – monitored through CSRs	Achieved – monitored through CSRs	Performance satisfactory	
	Customers will have water service available to them except during planned maintenance or through an emergency	Achieved - no reports or CSR's received indicating services during these periods have been unsatisfactory	Not achieved – five CSR complaints received indicating a lack of water service due to council supply	Not Achieved. 11 CSR's in relation to no water service available. Most in relation to unexpected water main failure.	Performance should improve with condition assessments allowing better renewals programming and additional storage	
	Customers' water pressure will be maintained	Achieved - monitored and recorded 24/7 on Scada System.	Achieved - monitored and recorded 24/7 on Scada System.	Achieved - monitored and recorded 24/7 on Scada System.	Performance satisfactory	
Council will manage the water supply and reticulation to an acceptable standard	Shutdowns will be advertised in the Wairoa Star	Achieved	Achieved	Not Achieved. Direct notification used as considered more effective	More appropriate system used (directly notified) – performance satisfactory	
	Communities' willingness to pay for the service will be monitored	Achieved - no reports received indicating any concerns of associated costs	Achieved - no reports received indicating any concerns of associated costs	Achieved. No reports received indicating any concerns with associated costs.	LTP / Annual Plan process provides opportunity for community to raise issues	
	Maintenance, operational, renewal and capital investments are undertaken cost effectively	Not achieved - net operating costs > budget. Renewal / capital expenditure	Not achieved - net operating costs > budget. Renewal / capital expenditure	Not achieved - net operating costs > budget. Renewal / capital expenditure < budget	Targets reworded for 2015 LTP – 'undertaken cost-effectively' is not measurable.	

WATER SUPPLY					Overall Comment
LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	2012/13	2013/14	2014/15	
PERFORMANCE ACHIEVED*					
		< budget (Tuai Treatment Plant project not completed)	< budget (proposed Poly Aluminium Chloride installation deferred 14/15)		
	Compliance with current legislative requirements for the operation of the water activity	Not achieved - Tuai & Mahanga do not comply for bacteria and protozoa compliance with the NZDWS, due to no onsite treatment (NB: Wairoa and Frasertown supplies both met compliance of the NZDWS)	Achieved – Wairoa and Frasertown supplies - comply with NZDWS. Not achieved - Tuai & Mahanga - no onsite treatment. Mahanga Water safety plan being developed	Wairoa and Frasertown supplies comply with NZDWS Tuai: WTP commissioned Dec 2014. Water Safety plan (WSP) approved. Mahanga: Not achieved. No water treatment facility so does not comply. A WSP has been developed and approved	Decision on future of Mahanga supply still to be made. No specific targets or measures related to consent compliance
The water services activity will be managed in a safe manner	Operational and maintenance activities are undertaken in a safe and healthy manner	Achieved - no reported accidents or near misses.	Achieved - no reported accidents or near misses.	Achieved. No reported accidents or near misses	Performance satisfactory
Customers will receive a prompt and efficient service	Not less than 80% of those connected to a Council supply rate the service as 'fairly good' or 'better' in the annual public satisfaction survey. A reducing amount of CSRs over time	Achieved - 95% very satisfied/fairly satisfied	Achieved - 92% very satisfied/fairly satisfied	Achieved. 93% very satisfied/fairly satisfied	Performance satisfactory
		Achieved - 244 CSRs for water reticulation received 2012/13 (254 in 2011/12). No CSRs issued for water treatment.	Not achieved - 256 CSRs for water reticulation compared to 244 CSRs in 2012/13.	Achieved. 250 CSRs received in 2014/15; 256 CSRs in 2013/14.	Reasons? Within 10% Indications are a greater awareness around use of water resources means that faults previously unreported are now reported. No CSRs for treatment

*2015/16 results not available at the time this report was prepared

LEVEL OF SERVICE STATEMENT		WASTEWATER				
		PERFORMANCE MEASURE	PERFORMANCE ACHIEVED*	2012/13	2013/14	2014/15
Council will continue to own and deliver a safe sewer system to: <ul style="list-style-type: none"> • Wairoa • Tuai • Mahia 	Work done by the contractor is completed within times specified by the contract.	Not achieved. 7 out of 37 CSRs not completed on time	Achieved for Wairoa and Tuai urban areas	Not achieved. 11 out of 45 CSRs not completed on time	Not achieved. 1 CSR did not achieve specified completion targets.	within control of contractor?
	Wastewater will be removed from customer properties and treated at a central treatment wastewater plant.	Achieved for Wairoa and Tuai urban areas	Not achieved for Mahia – wastewater scheme in construction phase.	Not achieved. Rare instances of overflows from manholes due to high inflows during heavy rain	Not achieved. Rare instances of overflows from manholes due to high inflows during heavy rain	Investigations to identify inflow and infiltration areas ongoing with funding in Annual Plan/s. Mahia and Opoutama schemes complete
	The treatment plant will be kept clean and tidy at all times.	Achieved - no reported / recorded incidents of rubbish, litter, spill etc	Achieved - no reported / recorded incidents of rubbish, litter, spill etc	Achieved - no reported / recorded incidents of rubbish, litter, spill etc	Achieved - no reported / recorded incidents of rubbish, litter, spill etc	Performance satisfactory
Council will manage the sewer systems to an acceptable standard	The smell of the treatment plant will be managed.	Achieved - no reported / recorded incidents of offensive odours from WWTPs.	Achieved - no reported / recorded incidents of offensive odours from WWTPs.	Achieved - no reported / recorded incidents of offensive odours from WWTPs.	Achieved - no reported / recorded incidents of offensive odours from WWTPs.	Performance satisfactory
	Communities' willingness to pay for the service will be monitored	Achieved – Annual Plan and LTP submission process in place	Achieved – Annual Plan and LTP submission process in place	Achieved – Annual Plan and LTP submission process in place	Achieved. No reports received re concerns with associated costs.	LTP / Annual Plan process provides opportunity for community to raise issues
	Maintenance, operational, renewal and capital investments are undertaken cost effectively	Achieved - net operating costs below budget. Renewal / capital works below budget (Mahia & Opoutama Schemes not yet complete)	Achieved - net operating costs below budget. Renewal / capital works below budget (Mahia & Opoutama Schemes not yet complete)	Achieved - net operating costs below budget. Renewal / capital works below budget (Mahia & Opoutama Schemes not yet complete)	Achieved - net operating costs above budget. Renewal / expenditure below budget	2014/15 – non-compliance due to transfer of Mahia and Opoutama Wastewater scheme costs from capital into operation costs.
The sewer activity will be managed in a safe manner	Collate condition information	Achieved - infiltration studies undertaken and ongoing	Achieved – condition and infiltration studies underway	Achieved. Investigations underway for renewal of wastewater discharge consent system.	Performance satisfactory	
	Operational and maintenance activities are undertaken in a safe and healthy manner	Achieved - no reported accidents or near misses.	Achieved - no reported accidents or near misses.	Achieved - no reported accidents or near misses.	Achieved. No reported accidents or near misses	Performance satisfactory

WASTEWATER					
LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	2012/13	2013/14	2014/15	PERFORMANCE ACHIEVED*
Customers will receive a prompt and efficient service	Compliance with current legislative requirements for the operation of the wastewater activity	Not achieved - occasional breaches of resource consent conditions for discharge of effluent from the Wairoa WWTP	Not achieved. Multiple failures to remain within consent provisions	Not achieved. Multiple failures to remain within consent provisions	Performance should improve with condition assessments better informing renewals programmes. Overflows predominantly due to stormwater infiltration
	Not less than 80% of those connected to a Council supply rate the service as 'fairly good' or 'better' in the annual public satisfaction survey. A reducing amount of CSRs over time	Achieved – 86% satisfaction recorded Not achieved - 34 CSRs received in 2012/13; 28 in 2011/12.	Achieved – 89% satisfaction recorded	Achieved. 81% of respondents rate the service as 'very satisfied' or 'fairly satisfied'	Performance satisfactory

*2015/16 results not available at the time this report was prepared

STORMWATER						
LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE		PERFORMANCE ACHIEVED*		Overall Comment	
	2012/13	2013/14	2014/15			
Council will continue to own and deliver a stormwater service to: <ul style="list-style-type: none"> • Wairoa • Mahia • Tuai Outside of the areas defined above the stormwater assets will be captured in the roading activity.	Work done by the contractor is completed within times specified by the contract.	Not achieved. 4 out of 25 CSRs not completed on time	Not achieved. 1 out of 21 CSRs not completed on time	Not achieved. 4 CSRs did not achieve specified completion targets.	Within control of contractor?	
	How well the service is delivered to the community shall be monitored through the CSR system.	Achieved - service delivery reported through CSRs monitoring	Achieved. All stormwater issues processed and monitored by CSR system.	Achieved. All stormwater issues are logged to, processed and monitored by CSR system.	Performance satisfactory	
Council will manage the stormwater systems to an acceptable standard	Communities' willingness to pay for the service will be monitored	Achieved – Annual Plan and LTP submission process in place	Achieved – Annual Plan and LTP submission process in place	Achieved. No reports received re concerns with associated costs.	LTP / Annual Plan process provides opportunity for community to raise issues	
	Maintenance, operational, renewal and capital investments undertaken cost effectively	Not achieved - net operating costs > budget. Renewal / capital expenditure of < budget	Not achieved - net operating costs above budget (depreciation / borrowing costs). Renewal / capital expenditure < budget less piping of open drains than planned	Not achieved - net operating costs > budget Renewal / capital expenditure > budget	Above or below budget not only consideration in terms of 'cost-effectiveness' As a minimum, need a margin to works within eg +/- 5%	
The stormwater activity will be managed in a safe manner	Operational and maintenance activities are undertaken in a safe and healthy manner	Achieved - no reported H&S incidences or non-compliances	Achieved - no reported H&S incidences or non-compliances	Achieved. No reported accidents or near misses	Performance satisfactory	
Customers will receive a prompt and efficient service	Not less than 80% of those connected to a Council supply rate the service as 'fairly good' or 'better' in the annual public satisfaction survey.	Not achieved – 79% satisfaction recorded	Not achieved – 56% satisfaction recorded	Not achieved. 72% satisfaction	Responses indicate that dissatisfaction results from perceived increases in flooding after rain, lack of maintenance and open drains	
	A reducing amount of CSRs over time	Not achieved - 24 CSRs 2012/13 compared to 25 2011/12	Achieved - 29 CSRs in 2011/12, 25 in 2012/13, 21 in 2013/14	Not Achieved. 25 CSR's received	Reasons to be analysed to give true assessment of performance? Within 10%	

*2015/16 results not available at the time this report was prepared

Waste Management

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE			PERFORMANCE ACHIEVED*		Overall Comment
	2012/13	2013/14	2014/15	2013/14	2014/15	
Council will continue to own and deliver the waste management activity by providing a landfill for the disposal of domestic and commercial refuse.	Forward works programmes are developed on time.	Achieved - plans in place with new cell constructed with capacity for next 20 yrs, recycling centre upgrade complete	Not achieved – planned landfill diversion infrastructure deferred into 2015.	Achieved. Landfill sorting pad completed.	Performance / reasons for non-compliance acceptable	
	Operations, maintenance, renewal and capital investments are undertaken cost effectively	Achieved - net operating costs below budget Renewal / capital expenditure below budget.	Achieved – within overall budget.	Not achieved - net operating costs 10% above budget. Renewal/capital expenditure below budget.	Generally compliant	
	Communities' willingness to pay for the service will be monitored	Achieved – Annual Plan and LTP submission process in place	Achieved – Annual Plan and LTP submission process in place	Achieved. No reports received indicating any concerns with associated costs.	LTP / Annual Plan consultation processes provide opportunity for community to raise issues	
Council will maintain the landfill to an acceptable standard through	Gain knowledge of community's desired level of service	Achieved - 74% customer satisfaction achieved. LTP and Annual Plan consultation process in place.	Achieved - 67% customer satisfaction achieved. LTP and Annual Plan consultation process in place	Achieved. 75% of the respondents' rate the service as 'very satisfied' or 'fairly satisfied' in the annual public satisfaction survey	Performance satisfactory	
	Council will aim at reducing the amount of waste going into the landfill over the next 5 years with a goal to zero waste	Achieved - 2,630T for 2012/13, 2,673T in 2011/12.	Achieved – 1,728T for 2013/14, 2,630T in 2012/13.	Not achieved. 1,822T compared to 1,728T for 2013/2014 year.	Continue to monitor and assess	
	Landfill and recycling area will be well maintained, clean and tidy at all times	Achieved - no CSR complaints re untidiness or litter at landfill and no issues raised through contract	Achieved - no CSR complaints re untidiness or litter at landfill and no issues raised through contract	Achieved - no CSR complaints re untidiness or litter at landfill and no issues raised through contract	Performance satisfactory	
Council will monitor opening and closing times to ensure people are satisfied	Council will monitor opening and closing times to ensure people are satisfied	Achieved	Achieved	Achieved	Monitored through CSRs, annual survey and Annual Plan / LTP process	

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE			PERFORMANCE ACHIEVED*		Overall Comment
	2012/13	2013/14	2014/15			
Council will implement measures to reduce the spread of litter district wide	Council will take action whenever litter is reported in public places	Achieved. Compliance with Litter Act by reactive litter removal is attended to when reported	Achieved. Compliance with Litter Act by reactive litter removal is attended to when reported	Achieved. Compliance with Litter Act by reactive litter removal is attended to when reported	Performance satisfactory	
	Council will maintain the current number of litterbins in streets and public places and will not allow them to overflow.	Not achieved - current number of bins still in place and regularly maintained, however two recorded incidences of full bins overflowing	Not achieved - current number of bins still in place and regularly maintained. New contract in place for town litter bins - regular checks increased	Not achieved. Bins still in place and regularly maintained however overflowing reported at Mahia over Xmas period	Is no overflow unrealistic? Reaction a more appropriate measure?	
	Screen planting in accordance with resource consent will be established on boundary with Hillcrest Road residents	Achieved - perimeter plantings done, however majority plantings died (reasons unclear).	Achieved - perimeter plantings replaced with a high level of success	Not achieved. Many plants died over the last summer period.		
	Council will monitor the litter situation by reviewing the CSRs yearly	Achieved - CSRs for litter reviewed and compared annually with 35 CSRs received for 2012/13 compared to 35 for 2011/12	Achieved - CSRs for litter reviewed and compared annually with 33 CSRs received for 2013/14 compared to 35 for 2012/13.	Achieved. Reduction in CSRs for litter 33 compared to 38 received for 2013/2014 year	Performance satisfactory	
The waste management activity will be managed in a safe manner	Maintenance, operational, renewal and capital investments are undertaken cost effectively	Achieved - net operating costs below budget. Renewal / capital expenditure below budget.	Achieved - within overall budget.	Not achieved - net operating costs 10% above budget. Renewal/capital expenditure below budget.	Generally compliant	
	Operational and maintenance activities are undertaken in a safe and healthy manner.	Achieved - no reported or observed incidences of unsafe work practices	Not achieved - 1 H & S observed incident of unsafe work practice at landfill site.		Generally compliant	

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	PERFORMANCE ACHIEVED*			Overall Comment
		2012/13	2013/14	2014/15	
Customers will receive a prompt and efficient service	Not less than 80% of those connected to a Council supply rate the service as 'fairly good' or 'better' in the annual public satisfaction survey.	Not achieved - 74%	Not achieved - 67%	Not achieved. 75%	Areas of dissatisfaction include opening hours and also the cost of rubbish bags (but this is regularly consulted upon).
	A reducing amount of CSRs over time	Not achieved - 35 litter/waste-related CSRs received for 2012/13 compared to 35 for 2011/12.	Not achieved - 38 litter/waste-related CSRs received	Achieved. 33 litter/waste related CSRs	

**2015/16 results not available at the time this report was prepared*

Parks and Reserves

LEVEL OF SERVICE STATEMENT		PERFORMANCE MEASURE			PERFORMANCE ACHIEVED*			Overall Comment
		2012/13	2013/14	2014/15				
Council will continue to own and deliver parks and reserves services to the district	How the service is delivered to the community shall be monitored through the CSR system	Monitored through CSRs	Monitored through CSRs	Monitored through CSRs	Method of monitoring satisfactory – this measure does not reflect results			
	Communities' willingness to pay for the service will be monitored	Achieved – Annual Plan and LTP submission process in place	Achieved – Annual Plan and LTP submission process in place	Achieved. No reports received indicating any concerns with associated costs.	LTP / Annual Plan process provides opportunity for community to raise issues			
Council will manage the parks and reserves to an acceptable standard	Maintenance, operational, renewal and capital investments are undertaken cost effectively	Achieved - net operating costs 10% below budget. Renewal / capital expenditure – 10% spent - work at the skatepark and Opoutama Reserve only recently started.	Not achieved - net operating costs 5% above budget. Renewal / capital expenditure approx. 150k above budget due to completion of works at skatepark and Opoutama Reserve not budgeted this year	Achieved - net operating costs approx. 10% below budget	Generally compliant			
	The parks & reserves activity will be managed in a safe manner	Achieved - no reported or recorded incidences of H&S non-compliance	Not achieved – Vandalism of playground resulted in health and safety issues	Not achieved - 70%	Performance satisfactory			
Customers will receive a prompt and efficient service	Not less than 80% of those connected to a Council supply rate the service as 'fairly good' or 'better' in the annual public satisfaction survey.	Achieved - 87%	Not achieved - 70%	Achieved. 89%	Performance satisfactory			
Reducing number of CSRs over time		Not achieved - 7 CSRs in 2012/13 compared to 5 in 2011/12	Not achieved - 15 CSRs in 2013/14 compared to 7 in 2012/13	Achieved. 10 CSRs in 2014/2015 compared to 15 in 2013/2014	CSRs to be fully analysed to ensure reporting in terms of performance is accurate			

**2015/16 results not available at the time this report was prepared*

Cemeteries

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE			PERFORMANCE ACHIEVED*			Overall Comment
	2012/13	2013/14	2014/15				
Council will continue to own and deliver a cemetery service to the community of Wairoa	How the service is delivered to the community shall be monitored through the CSR system Communities' willingness to pay for the service will be monitored	Achieved. Service reported through monitoring Achieved – Annual Plan and LTP submission process in place	Achieved. Service reported through monitoring Achieved – Annual Plan and LTP submission process in place	Achieved. Service reported through monitoring Achieved. No reports received indicating any concerns with associated costs.	Performance satisfactory	LTP / Annual Plan consultation processes provide opportunity for community to raise issues	
Council will manage the cemeteries activity to an acceptable standard	Maintenance, operational, renewal and capital investments are undertaken cost effectively	Achieved - net operating costs < budget. Renewal / capital expenditure of < budget (proposed Mahia Cemetery not yet commenced)	Achieved - net operating costs < budget. Renewal / capital expenditure < budget (proposed Mahia Cemetery not yet commenced)	Achieved - net operating costs < budget	Performance satisfactory	Performance satisfactory	
The cemeteries activity will be managed in a safe manner	Operational and maintenance activities are undertaken in a safe and healthy manner.	Achieved - no reported or recorded incidences of H&S non-compliance	Achieved - no reported or recorded incidences of H&S non-compliance	Achieved. Health and Safety processes in place	Performance satisfactory	Performance satisfactory	
Customers will receive a prompt and efficient service	Not less than 80% of those surveyed rate the service as 'fairly good' or 'better' in the annual public satisfaction survey. Reducing number of CSRs over time	Not achieved - 79% satisfaction	Not achieved - 79% satisfaction	Achieved - 89%	Generally acceptable	Generally acceptable	
		Not achieved - one CSR in 2012/13 compared to 1 in 2011/12	Not achieved – 2 CSR's received	Not achieved - 5 CSR's were received	Performance satisfactory – very low base for comparison	Performance satisfactory – very low base for comparison	

*2015/16 results not available at the time this report was prepared

Airport

LEVEL OF SERVICE STATEMENT	PERFORMANCE ACHIEVED*			Overall Comment	
	PERFORMANCE MEASURE	2012/13	2013/14		2014/15
Council will continue to own and deliver the airport services to the Wairoa district community	How the service is delivered to the community shall be monitored	Not achieved - airport and runway checked at least 4 times a week, but not included in annual customer surveys	Achieved. Airport and runway is checked daily, more often in winter months	Achieved. Airport and runway is checked daily, more often in winter months	Performance satisfactory
	Communities' willingness to pay for the service will be monitored	Achieved - LTP and Annual Plan submission process in place. Monthly landing schedules received and invoiced out	Achieved. No reports received indicating any concerns with associated costs.	Achieved. No reports received indicating any concerns with associated costs.	LTP / Annual Plan process provides opportunity for community to raise issues
Council will manage the airport activity to an acceptable standard	Maintenance, operational, renewal and capital investments are undertaken cost effectively	Net operating costs of 2 x budget of \$18k No renewal or capital expenditure	Net operating costs 20% below budget No renewal or capital expenditure	Achieved - net operating costs less than budget	Performance acceptable Operations budget less than \$50k per annum
The airport services activity will be managed in a safe manner	Operational and maintenance activities are undertaken in a safe and healthy manner.	Achieved - no reported or recorded incidences of H&S non-compliance	Achieved - no reported or recorded incidences of H&S non-compliance	Achieved - no reported or recorded incidences of H&S non-compliance	Performance satisfactory
Customers will receive a prompt and efficient service	Not less than 80% of those connected to a Council supply rate the service as 'fairly good' or 'better' in the annual public satisfaction survey.	Not achieved - the airport was not included in the 2012/13 Communitrak survey.	Not measurable. Airport service not included in public satisfaction survey.	Not measurable. Airport service not included in public satisfaction survey.	Inappropriate performance measure
	Reducing number of CSRs over time	1 CSR for the airport Received 0 in 2011/12	No CSR's were received for the Airport Service	No CSR's were received for the Airport Service	Performance satisfactory - very low base to compare with

*2015/16 results not available at the time this report was prepared

Property

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE			PERFORMANCE ACHIEVED*		Overall Comment
	2012/13	2013/14	2014/15	2013/14	2014/15	
Council will deliver the following property services: <ul style="list-style-type: none"> • commercial • corporate • halls • pensioner housing • camp grounds II • community centre 	How the service is delivered to the community shall be monitored	Achieved - self-review.	Achieved - self-review.	Achieved - self-review.	Achieved. Service delivery reported through CSRs monitoring	Performance satisfactory
	Communities' willingness to pay for the service will be monitored	Achieved - via annual Communitrak Survey	Achieved - via annual Communitrak Survey	Achieved - via annual Communitrak Survey	Achieved -via annual Communitrak survey	LTP / Annual Plan process also provides opportunity for community to raise issues
	Maintenance, operational, renewal and capital investments are undertaken cost effectively	Achieved - Annual Plan/LTP budgeting	Achieved - Annual Plan/LTP budgeting	Achieved - Annual Plan/LTP budgeting	Achieved - Annual Plan/LTP budgeting	Performance satisfactory
	Operational and maintenance activities are undertaken in a safe and healthy manner.	Achieved - no complaints or reports of property health and safety issues	Achieved - no complaints or reports of property health and safety issues	Achieved - no complaints or reports of property health and safety issues	Achieved. Health and Safety processes in place	Performance satisfactory
	Not less than 80% of those connected to a Council supply rate the service as 'fairly good' or 'better' in the annual public satisfaction survey.	Achieved (Halls) - 94% very/fairly satisfied. Achieved (Wairoa Community Centre) - 82% very/fairly satisfied. Not Achieved (Community facilities) - 50%	Achieved (Halls) - 92% very/fairly satisfied. Not achieved (Wairoa Community Centre) - 79% very/fairly satisfied. Not Achieved (Community facilities) - 42%	Achieved (Halls) - 93% very/fairly satisfied. Achieved (Wairoa Community Centre) - 80% very/fairly satisfied. Not Achieved (Community facilities) - 42%	Achieved (Halls) - 93% very/fairly satisfied. Achieved (Wairoa Community Centre) - 80% very/fairly satisfied. Not Achieved (Community facilities) - 42%	Performance satisfactory NB: Camping ground, commercial and corporate property is not measured
Reducing number of CSRs over time	Not achieved - 45 CSRs received, 2011/12 – 6	Not achieved - 57 CSRs received, 2012/13 – 45	Not achieved - 50 CSRs received, 2013/14 – 57.			

*2015/16 results not available at the time this report was prepared

Council

27 September 2016

**Referendum – Māhanga Water Supply**

Department	Corporate Services
Author & contact officer	James Baty – Electoral Officer
1. Purpose	1.1 The purpose of this report is to seek definitive confirmation from Council on referendum timeframes relating to a poll on the decommissioning or otherwise of the Māhanga Water Supply.
Recommendation	<p><i>The Electoral Officer RECOMMENDS that:</i></p> <ol style="list-style-type: none"> 1. <i>The report be received.</i> 2. <i>Council provides a decision on its preferred option relating to the referendum timeframes for a poll on the decommissioning or otherwise of the Māhanga Water Supply</i>
2. Background	<p>2.1 The Electoral Officer has been asked to prepare a report on this matter for Council's consideration.</p> <p>2.2 This report has been prepared in accordance with the Local Government Act 2002 (LGA) and Local Electoral Act 2001 (LGE) and provides an outline of the available options and related processes.</p> <p>2.3 On 23 August 2016 Council passed the following resolution: <i>That Council: Proceeds with the referendum on whether or not to close the Māhanga Water Supply as soon as possible after the 2016 local government elections.</i></p> <p>2.4 The poll will affect approximately 63 properties.</p> <p>2.5 The Māhanga Water Supply issue is essentially a binding referendum on whether or not the Māhanga Water Supply should be closed.</p> <p>2.6 Consideration of this matter contributes to Council's vision of 'Connected Communities; Desirable Lifestyles; Treasured Environments', is also contributes to the following community outcomes:</p> <ul style="list-style-type: none"> • Strong district leadership and a sense of belonging. • A Lifetime of good health and well-being. • An environment that is appreciated, protected and sustained for future generations.
3. Current Situation	<p>3.1 The referendum is required to be undertaken pursuant to Section</p> <p>3.2 131 of the LGA. Under this section, a referendum must be conducted pursuant to section 9 of the LEA, which basically</p>

means the referendum is a poll and must follow the requirements and timings of the LEA. The period for holding a referendum under the LEA is 89 days, or just under 3 months.

3.3 The result of the referendum is binding and to be successful requires 75% or more of the votes cast to proceed.

3.4 Section 132 of the LGA which relates to eligibility to vote in the referendum. Section 132 provides as follows:

132 Eligibility to vote in referendum

A person is eligible to vote in a referendum conducted under section 131(2)(d) if the person is qualified as either—

(a) a residential elector under section 23 of the Local Electoral Act 2001 and the address in respect of which the person is registered as a parliamentary elector is a property serviced by the water service that is the subject of the referendum; or

(b) a ratepayer elector under section 24 of the Local Electoral Act 2001 and the property, for the purposes of section 24(1)(a) or (b) of that Act, is a property serviced by the water service that is the subject of the referendum.

3.5 What is clear from section 132 is that two categories of persons are eligible to vote. Those categories are:

(a) Persons who reside in the water scheme area (being "residential electors" under section 23 of the Local Electoral Act 2001) and whose address as a parliamentary elector is a property serviced by the scheme. In practice, this category would cover any person who resides in the scheme area.

(b) Persons who reside outside the Wairoa district (being "ratepayer electors" under section 24 of the Local Electoral Act 2001) and whose address (in respect of which they are registered as a ratepayer elector) is a property serviced by the scheme.

3.6 Any persons who do not live in a property serviced by the scheme, and who are not ratepayer electors, do not fit within either of the categories above. It is not clear whether the exclusion of such persons was intentional on the part of Parliament in enacting section 132. However, it is clear that such persons fall outside section 132 and are accordingly not eligible to vote in the referendum.

3.7 Council have informally considered options relating to timing and those options that are still feasible are outlined below for formal consideration.

4.1 The options identified are:

4.2 In strict keeping with Council's resolution of 23 August 2016 I have presumed that the earliest time that the Electoral Officer can receive notice of the poll following the 2016 Local Authority Elections is Monday, 10 October 2016.

6. Options

4.3 OPTION 1

Under section 138A LEA, if the Electoral Officer receives a notice to hold a poll (referendum) in the period that begins on 28 September 2016 and ends with the close of 20 November 2016, then the earliest date the poll can be held is Friday, 17 February 2017.

A referendum timetable under this scenario would be:

- Roll open for inspection - 24 November 2016
- Roll closes - 22 December 2016
- Delivery voting packs - 26 January 2017
- Close of voting - 17 February 2017 (noon)

This option will be good for bach owners able to vote over the Christmas/New Year period.

4.4 OPTION 2

4.5 Although not strictly in keeping with Council's resolution of 23 August 2016 an alternative practical option could be for the notice to hold a poll (referendum) to be served between 21 November 2016 and 15 December 2016, then the earliest date the poll can be held is Tuesday, 14 March 2017.

A referendum timetable under this scenario would be:

- Roll open for inspection - 21 December 2016
- Roll closes - 18 January 2017
- Delivery voting packs - 22 February 2017
- Close of voting - 14 March 2017 (noon)

This option will be good for bach owners able to register (non-resident ratepayer electors if not already on this roll) over the Christmas/New Year period. Moreover, I think given the current elections and poll on Māori Wards our community probably has election/poll fatigue and a poll on this matter the other side of Christmas may be more acceptable per se.

4.6 Council will need to make a concerted effort to advise non-resident ratepayers of the referendum (as the decision will directly affect them) and the need to enrol on the non-resident ratepayer roll if not already registered.

4.7 Suggested wording for the poll:

The Wairoa District Council has resolved to hold a binding referendum on whether or not the Māhanga Water Supply should be closed.

- I vote **FOR** the closure of the Māhanga Water Supply
- I vote **AGAINST** the closure of the Māhanga Water Supply

5. Corporate Considerations Compliance with legislation and Council Policy

5.1 The matters and options discussed above comply with legislation, regulations, policy and the SOLGM Code of Good Practice for the Management of Local Authority Elections and Polls 2016

	<p>5.2 Relevant legislation Local Government Act 2002 http://www.legislation.govt.nz/act/public/2002/0084/latest/DLM170873.html Local Electoral Act 2001 http://www.legislation.govt.nz/act/public/2001/0035/latest/DLM93301.html</p> <p>5.3 Relevant regulations – Local Electoral Regulations 2001 http://www.legislation.govt.nz/regulation/public/2001/0145/latest/DLM49294.html</p>
What is the cost?	5.4 The indicative cost of the referendum is \$1700 + GST plus costs associated with public notices on three occasions, and will be met from existing budgetary provisions
Consultation, significance and engagement	5.5 Council has already resolved to hold a referendum. As previously stated the referendum is required to be undertaken pursuant to section 131 of the LGA. Under this section, a referendum must be conducted pursuant to section 9 of the LEA, which basically means the referendum is a poll and must follow the requirements and timings of the LEA.
Māori Standing Committee	5.6 This matter has not been referred to the committee. Council has the option of referring if it so wishes.
Risk Management	5.7 No strategic risks have been identified in the recommendations contained in this report.
Confirmation of statutory compliance	<p>In accordance with section 76 of the Local Government Act 2002, this report is approved as:</p> <p>a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,</p> <p>b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.</p>
Signatories	<p>Author: J Baty</p>  <p>Approved by: F Power</p> 

Council

Date 27 Sept 2016

**Title: WDC Phoenix palm stock**

Department	Engineering												
Author	Jamie Cox												
Contact Officer	Libby Young												
1. Purpose	1.1 To receive direction from Council regarding the local Phoenix Palm stock												
Recommendation	<p>The Engineering manager RECOMMENDS that Council</p> <ul style="list-style-type: none"> • Receives this report • Resolves to allow replacement of <i>Phoenix</i> palms where public opinion and local context indicate this to be appropriate 												
2. Background	<p>2.1 Wairoa District Council has over a period of time received a number of requests for the removal of <i>Phoenix</i> palms (<i>Phoenix canariensis</i>) growing in the road reserve</p> <p>2.2 WDC reserve staff do not generally replace mature tree stock unless for Health and Safety or operational reasons</p> <p>2.3 Council has a tree policy (attached)</p> <p>2.4 Council's vision includes treasured environments and it could be argued that our <i>Phoenix</i> Palm tree stock contributes to this</p>												
3. Policy	<p>The Tree Policy says that Council may consider the removal of trees on Council land at the request of a member of the public and considers the following criteria for the assessment of the issues relating to the tree:</p> <table border="1"> <thead> <tr> <th>Location:</th> <th>Specific details</th> </tr> </thead> <tbody> <tr> <td>Name location of street trees</td> <td></td> </tr> <tr> <td>Resource Type: Summarise number of species within streetscape</td> <td>Number of species within streetscape, number of each, evergreen/deciduous etc.</td> </tr> <tr> <td>Age, Stature & Condition: Summarise physical attributes of trees including</td> <td>Their age (if known), height, canopy etc. Condition report may be obtained from an</td> </tr> <tr> <td>Amenity function: Summarise amenity function including planting character</td> <td>Formal entrance Shade amenity Screen function etc</td> </tr> <tr> <td>Heritage Value: Historic connections</td> <td>Note details of planting, date, occasion etc if known. Search of historical photos may be</td> </tr> </tbody> </table>	Location:	Specific details	Name location of street trees		Resource Type: Summarise number of species within streetscape	Number of species within streetscape, number of each, evergreen/deciduous etc.	Age, Stature & Condition: Summarise physical attributes of trees including	Their age (if known), height, canopy etc. Condition report may be obtained from an	Amenity function: Summarise amenity function including planting character	Formal entrance Shade amenity Screen function etc	Heritage Value: Historic connections	Note details of planting, date, occasion etc if known. Search of historical photos may be
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Heritage Value: Historic connections	Note details of planting, date, occasion etc if known. Search of historical photos may be												

Community Value: Identify value to the community: Is the	Community support for retention of trees. Community complaint requesting tree removal
Council Asset Value: Identify value to the Council. Assess the dollar value of	Balance points of view across community and Council's evaluation of asset value
Nuisance Note community concerns about the nuisance value of	Balance the nuisance value against the positive feedback from the community/Council

Current details

The following figure give details of the location of the township maintained *Phoenix* palms.



Assessment

This section follows the assessment criteria listed in the Wairoa

District Council Tree Policy:

Location:

The *Phoenix* palm grows in the areas indicated in the above map.

Resource Type:

There is a wider pattern of palm planting along the north-western side of Clyde Road. Clyde Road has five intersections with the following streets: Kabul Street, Campbell Street, Lahore Street, Black Street and Kitchener Street. At each intersection there are complementary pairs of palm trees on the north-western side of Clyde Road. Complementary planting on the south-eastern side is not present, with the exception that on one intersection (Black Street) there is a third tree, breaking this uniformity.

There is also a well maintained group of plantings on the Marine Parade riverbank

Age, Stature & Condition:

The *Phoenix* palm is a native sub-tropical palm from the Canary Islands. It has an erect trunk terminating in a canopy of palm fronds. It carries flower inflorescences in spring and these are yellowish-orange in colour. The 'date' fruit drops to the ground in summer. It is estimated that the *Phoenix* palm stock is between 50 and 60 years old and appears to be in good health.

Amenity function:

The palms perform a role predominantly as signature trees and they give an air of formality for prominent Wairoa Streets

Heritage Value:

It is likely that the palms were planted to mark the prominence of an arterial road within the early street layout of Wairoa. Palms were popular in the 19th and early 20th century New Zealand as they introduced a sub-tropical theme to many New Zealand small towns, reflecting the prevailing interest in exotic plants and palms from that era. Other small towns in New Zealand have avenues of these palms marking the entrance to town: Napier, Raglan etc. In some New Zealand towns and cities these palms are being culled (Hamilton, Auckland). *Phoenix* palms therefore reflect heritage values associated with the layout of early streets in Wairoa and their planting.

Community Value:

It has not been possible to ascertain the value of the trees to the people of Wairoa. Some people in Wairoa are likely to view these palms as attractive, iconic markers from an earlier era. Others will view them as an outmoded tree species-type that prevent giving a place a more contemporary or even indigenous identity. Yet others will dislike their leaf litter and the prolific seedling propagation that occurs in local gardens. Pest habitat is another irksome quality associated with, but not limited to, these palms.

Council Asset Value:

Phoenix palms have stature and lend an air of formality to streetscapes, frequently marking entrances or intersections. For many they can become way-finders marking a particular location by their vertical prominence. This is part of the heritage of this tree for the Wairoa District Council.

However *Phoenix* palms are high maintenance palms for the Council Reserves department requiring regular leaf frond pruning with specialist equipment and leaf litter collection. They also have very poisonous spikes along the leaves which are dangerous to tree arborists or Council staff, as well as to members of the public.

Nuisance:

Phoenix palms are known to provide habitat for rats and a variety of birds (starlings, pigeons). The fruits, which sprout very easily, can contribute to a wilding problem on neighbouring properties or waterways and within the grassed berms. Leaf litter occurs on street berms and the spikes on these may pose danger to children and dogs. *Phoenix* palms do not generally cause shade problems.

Assessment Summary

Based on the assessment above the following conclusions are reached:

1. Whilst the *Phoenix* palm forms part of the heritage context of the Wairoa township, it is not assessed as being so significant as to require heritage protection, for the following reasons:
 - It has little ecological value.
 - It is not a rare or significant species locally or nationally.
 - It does not mark any historical event or occasion.

- It may be seen as part of a cycle of street trees that at times are deemed to have reached the end of their useful lifecycle, giving way to expression of identity and townscape that is more in keeping with today's values and needs.
2. It is acknowledged that the palm plantings generally form part of a pattern of street tree plantings and pairs of trees are part of a visually coherent pairing, where removal of a single tree might make more of a visual statement of loss. Where a subject tree is a solitary tree, its removal would not destroy a pairing in this location. A judgement can be made, based on its visual distance from the remaining trees, that removal would not interfere with the integrity and urban pattern of the *Phoenix* palms groups.
 3. The *Phoenix* palm is not assessed as being a major nuisance for local residents, given that we live in a treed world. Trees, hedgerows and palms of all kinds provide habitat for rats, mice and birds and lead to seasonal leaf drop. Bird faeces litter is one consequence of bird habitat that is most deleterious to local amenity, however the most adverse aspect of the tree is determined to be the dangerous spikes along the leaves, especially with leaf litter drop. These are of danger to neighbours, children and dogs locally.
 4. One concern that the Council may have is that removal of a single *Phoenix* palm may snowball requests for removal of others in Wairoa. It is suggested that trees should be assessed on their own merits and If it appears that there is a majority community voice for the removal of palms in a location or it is suggested that this might be in keeping with street tree lifecycle where trees may be assessed as having reached their age limit in terms of their role and amenity and expression of cultural identity - a decision to replace the tree or group could be made. Urban landscapes change and Wairoa may be ready to re-invent its street tree character.

It is suggested that removal of specific *Phoenix* palms or groups would not be contrary to the Policies of the Wairoa District Council District Plan or its Tree Policy.

<p>4. Options</p>	<p>4.1 The options identified are:</p> <ol style="list-style-type: none"> a. Status quo b. Respond accordingly to complaints and assess whether it is appropriate to remove or replace palms c. Pro-actively manage a <i>Phoenix</i> palm replacement process <p>4.2 Option (a) does not allow any change to our <i>Phoenix</i> palm stock unless it can be shown that it is a health/safety or operational issue. Option (b) allows a considered approach to complaints based on considerations outlined in this report. Option (c) allows for a pro-active process targeting which trees the community would like replaced. There are approximately 30 trees maintained in the Council reserves and the cost to remove them is approximately \$2,000 each</p> <p>4.3 The preferred option is (b).</p>
<p>What is the change? Compliance with legislation and Council Policy</p>	<p><i>Phoenix</i> palm tree stock</p> <p>4.4 Annual Plan –NA 4.5 Long Term Plan 2015-2025 – NA 4.6 District Plan – NA 4.7 Economic Development Strategy – NA 4.8 Other Council Policies – Tree policy - yes 4.9 Relevant legislation – NA</p>
<p>What are the key benefits? What is the cost?</p>	<p>Environmental</p> <p>4.10 Can be managed within existing budgets if spanned over a number of years</p>
<p>What is the saving? Who has been consulted? (please refer to significance and engagement policy) Service delivery review Maori Standing Committee</p>	<p>4.11 NA</p> <p>4.12 Response is currently to affected parties (petition attached)</p> <p>4.13 Nil</p> <p>4.14 Community surveys would be carried as part of the process</p> <p>4.15 NA</p> <p>4.16 NA</p> <p>4.17 NA</p> <p>4.18 NA</p> <p>4.19 No</p>
<p>8. Significance (please refer to significance</p>	<p>5.1 Impact [implication x how many people affected] Wairoa urban community</p> <p>5.2 History of public interest -Generally local people have been interested in the future of the palms over time</p> <p>5.3 Impact on the council budget or capacity- Minimal</p>

**and
engagement
policy)**

- 5.4 Can the decision, policy or proposal be reversed- Irreversible
5.5 Describe any alteration of service levels of any council significant activity NA
5.6 Describe any impact on any council strategic assets NA
5.7 Does this decision involve changing the way in which a significant activity is delivered? NA
5.8 If this is a significant decision, how does it take account of the relationship of Maori to ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga? NA

**6. Risk
Management**

- 6.1 The strategic risks (e.g. publicity/public perception, adverse effect on community, timeframes, health and safety, financial/security of funding, political, legal – refer to S10 and S11A of LGA 2002, others) identified in the implementation of the recommendations made are as follows:
a. Perception

**Further
Information
Appendices
Background
Papers
References
(to or from
other
Committees)
Confirmation
of statutory
compliance**

NA
Appendix 1 Petition
NA
NA

In accordance with section 76 of the Local Government Act 2002, this report is approved as:
a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

Signatories

Author



Approved by



The Mayor and Councillors
Wairoa District Council
Queen Street
Wairoa.

We the undersigned wish to bring to the Wairoa District Council's attention the problem of the palm tree [Phoenix Canariensis] at the top end of Clyde Road.

It is causing a Health and Safety risk to those living in the near vicinity of the said palm. The bird excrement that falls from the palm is quite considerable and at times falls as large lumps during inclement weather. The birds use the surrounding fences and buildings as toilets leaving filth on every area that they can perch on. The dead birds and rotten eggs excentuate the problem. Rats have been observed going up the palm during nesting times, also during the time that the seeds are ripe.

These same seeds which appear to look like very large coffee beans. These are a real danger to the public and passing cars when mowing the grass beneath the said palm tree. They have hit the tin shed on the park across the road at the junction of Clyde Road and Outram Street. These same seeds cover the properties in the immediate vicinity. They grow very quickly and are very hard to try and pull out of the ground. [Photos available]

The seeds find their way into spoutings and start to grow causing blockages in the downpipes and in the stormwater system. They travel into the Council stormwater system via the downpipes and stormwater grates beneath the palm. Where ever the seeds land they seem to grow without hesitation. We feel that if this palm was on private land causing this same nuisance that something would have to be done about it.

There is quite a large amount of noise coming from the hundreds of nesting birds at night and first thing in the mornings. They defecate on arrival every night, on any and everything and repeat the process before leaving in the morning. This cannot surely be considered a healthy situation.

There is also the problem of branches falling out of the palm when they die. They fall onto the roadway causing a hazard to traffic. We have to go and remove them from the roadway. These branches are always covered with bird droppings. The seedhead branches are the worst, they have spines on them, they are also covered in bird filth. An unpleasant task having to remove this offensive matter. If we take it to the landfill we have to pay for the priviledge.

One can only imagine what would happen if one of these branches happened to fall and injure one of the many school children that walk pass the palm going to school.

There is a real need for someone from the Council who has some knowledge concerning these palm trees to actually come and see for themselves the filth caused by the birds and the fallout from the tree. One hopes that it will not cause a Health and Safety problem with them.

Further correspondence through;

C.M. Hart
2 Clyde Road
Wairoa

06 838 8381.

Name [print]; GAYE GOODLEY

Address; 8 Clyde Road

Signature; B.G. Goodley. H.R.G. Goodley

Name [print]; CHAS PARKES

Address; 9 CLYDE WAIROA.

Signature; Chas Parkes

Name [print]

Address;

Signature;

Name [print]

Address;

Signature;

Name [print]

Address;

Signature;

Name [print]; C.M. & VA HART

Address; 2 CLYDE ROAD

Signature; 

Name [print]; Aaron Langman.

Address; 146 LUCKNOW ST.

Signature; 

Name [print] Peter AVISON

Address; 145 LUCKNOW ST

Signature; 

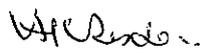
Name [print] BRIAN SEXTON

Address; 5 CLYDE ROAD.

Signature; 

Name [print] Heather Sexton

Address; 5 Clyde Road

Signature; 

Council

19/09/16

**Rural Fire Plan Reviewed 2007**

Department	Operations
Author	D Scott – Principal Fire Officer
Contact Officer	H Montgomery – Chief Operations Officer
1. Purpose	1.1 The purpose of this report is to provide an overview of the Wairoa District Council Rural Fire Authority Fire Plan to enable Council to approve it and thereby ensure Council remains compliant with legislation.
Recommendation	That Council adopt the Wairoa District Council Rural Fire Plan dated 27 September 2016.
2. Background	<p>Section 39 of the Forest and Rural Fire regulations requires every Fire Authority to adopt a Fire Plan.</p> <p>Under the Regulations, the Fire Plan is required to be set out in four sections. These are as follows, alongside their respective review periods:</p> <ul style="list-style-type: none"> • Reduction: 5 years • Readiness: 2 years • Response: 2 years • Recovery: 2 years <p>Section 40 of the Forest and Rural Fire Regulations requires the Fire Authority to review the Readiness and Response sections every two years from date of adoption, being September 2012, and September 2014.</p> <p>If amendments are made as a consequence of these reviews, then the Fire Plan is treated as a new Fire Plan with the same review requirements effective from the date of the adoption of the revised Fire Plan.</p> <p>Wairoa District Council is the Fire Authority responsible for all of the land in its District that is not:</p> <ul style="list-style-type: none"> • Part of an Urban Fire District Wairoa, and Nuhaka • Land controlled by the <ul style="list-style-type: none"> • Department of Conservation • Department of Conservation and Eastland Rural Fire District land that includes a gazetted one kilometre fire safety margin

- Land gazetted as part of a Rural Fire District (Bay Forests, Eastland Rural Fire District, Pumicelands Rural Fire District)

The Fire Plan has been prepared in accordance with the Forest and Rural Fire Regulations and is attached. Amendments to the previously approved 2014 Fire Plan have resulted through the introduction of requirements of the following compulsory national standards which will be audited for compliance during the 2016, 2017 financial year:

- Minimum Training Standards
- Fire Equipment / Personal Protective Equipment
- Assessing Fire Hazards
- Achieving Timely Response to Fires
- Remote Automatic Weather Stations
- Use of Aircraft at Wildfires

The Fire Plan sets out Council policy for the prevention, control and suppression of vegetation, vehicle, and house fires in rural areas.

Under a restricted Fire Season, all fires in the open air under the control of the fire authority require a permit issued by a warranted and qualified Rural Fire Officer. Fire Permits mitigate the likelihood of wildfire outbreaks by imposing conditions on those wishing to burn vegetation or have camp fires so that a fire is safe and controlled. The Fire Permit system is also used to protect areas of high value by requiring safe burning practices to contain a fire within intended burn boundaries.

The Fire Plan requires monitoring of fire danger level through the New Zealand Fire Danger Classification System. The Plan sets levels at which implementation of a Restricted and / or Prohibited Fire Season is considered to prevent the outbreak of fire due to the elevated risk from existing fire danger. Typically, fire danger levels in this District are high from December through to April, and in most years a restricted Fire Season is imposed as a minimum for fire risk management purposes.

Under a Prohibited Fire Season permits cannot be issued, other than in exceptional circumstances, and all open air fires, including hangi, are banned. It is an offence under the Forest and Rural Fires Act 1977 to light any fire during a Prohibited Fire Season.

The Fire Plan sets out Council policy for suppression. The Council supports Voluntary Rural Fire Forces in Mahia, Ruakatori and Tuai. Council has a current volunteer rural fire fighter complement of about 40 people.

Other significant areas of the Plan are training and response planning. The National Rural Fire Authority sets standards for training, and the Plan requires all Council fire fighters to be trained to these levels and competency standards.

In terms of response, the Fire Authority is required to respond to all fires following receipt of notification. To achieve this, Council require a Duty Officer to carry a pager 24 hours a day. Most fires are notified through the New Zealand Fire Service 111 system. When a fire is reported, the New Zealand Fire Service will turn out the nearest urban fire brigade and / or rural fire force, and immediately notify Council's Duty Officer by pager, who must respond and assume the role of Incident Controller upon arrival.

Upon arrival at an incident, the Incident Controller must implement the Co-Ordinated Incident Management System to manage the suppression effort.

Where cost recovery is to be sought, national standards require all fires to be investigated by a qualified rural fire investigator. Fires of significance that will result in a claim being made on the National Rural Fire Fighting Fund may only be investigated by an approved National Rural Fire Authority Rural Fire Investigator.

Where a person, or agency can be identified as causing a fire, recovery of suppression costs will be sought from that person or agency. It is Council policy to recover all firefighting costs where at all possible, as permitted under the Forest and Rural Fires Act 1977.

The Fire Plan as summarised above is presented for adoption.

3. Options

2.1

- 3 That Council adopts the Wairoa District Council Rural Fire Plan dated 27 September 2016

That it meets the purpose of local government as stated below.

3.1 *The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2000. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and future circumstances*

4. Conclusion

- 4.1 Council is required to update the Rural Fire Plan at specified intervals. The Fire Plan must take into account

Corporate Considerations

5. What is the change?

additional National Standards and this document ensures that Council remains compliant with the requirements.
4.2 This will be the final Rural Fire Plan managed by Council as Fire and Emergency NZ will assume all responsibilities for the delivery of the activity from 1st July 2017.

**Compliance with legislation and Council Policy
What are the key benefits?**

5.1 Changes to the Rural Fire Plan are specific to the Rural Fire activity and will have no effect on the operation of the organisation

5.2 Changes to the Rural Fire Plan will not require a Section 17 review

5.3 Fire Service Act 1975

5.4 The Forest and Rural Fires Act 1977

5.5 The Forest and Rural Fires Regulations 2005

5.6 Approving the Rural Fire Plan ensures Council remains compliant with Legislation. Compliance allows Council to access the Rural Fire Fighting Fund and other financial incentives.

What is the cost?

5.7 Rural Fire is a budgeted activity. Adopting the Rural Fire Plan incurs no additional costs

What is the saving?

5.8 No savings will result other than Council having continued access to the Rural Fire Fighting fund.

**Who has been consulted?
(please refer to significance and engagement policy)
Service delivery review**

5.9 No Consultation is required.

**Maori Standing Committee Appendices
Confirmation of statutory compliance**

5.10 Council in its capacity was audited by the National Rural Fire Authority in 2013 and will be reaudited in November 2016

5.11 This matter has not been referred to the Maori Standing committee.

Appendix 1 – Rural Fire Plan

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

Signatories

Author D.S.Scott

Approved
by

PP:





RURAL FIRE PLAN

27 SEPTEMBER 2016

Prepared by:

Wairoa District Council
Principal Rural Fire Officer
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This plan should be read in conjunction with the Forest & Rural Fires Act 1977, Forest & Rural Fires Regulations 2005, Wairoa District Council Bylaws and District Plan.

Document Control

This page belongs at the front of the Fire Plan and is to be used to track reviews and updates.

Changes will be made as necessary as per the process set out in the manual.

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Amendment/Review List

Amendment Number	Date	Detail	Amended By
01	July 2007	2006 Census Figures inserted into Plan	PRFO
02	August 2007	Plan Reviewed in Accordance with Regulation 40 (1) & (2) of the Forest & Rural Fire Regulations 2005	PRFO
03	September 2009	Plan Reviewed in Accordance with Regulation 40 (1) & (2) of the Forest & Rural Fire Regulations 2005	PRFO
04	September 2010	Plan Reviewed in Accordance with Regulation 40 (1) & (2) of the Forest & Rural Fire Regulations 2005	PRFO
05	September 2012	All sections of the plan Reviewed in Accordance with Regulation 40 (1) & (2) of the Forest & Rural Fire Regulations 2005	PRFO

06	September 2014	All sections of the plan reviewed in accordance with Regulation 40(1&2) of the Forest and Rural Fire Regulations 2005	PRFO
07	September 2016	All sections of the plan reviewed in accordance with Regulation 40 (1&2) of the Forest and Rural Fire Regulations 2005.	
08			

CERTIFICATION

The Wairoa District Council Rural Fire Authority, in accordance with Section 12(1) of the Forest and Rural Fires Act 1977, and Regulation 39 of the Forest and Rural Fire Regulations 2005 approved this Fire Plan on 27 September 2016.

D.S.Scott
PRINCIPAL RURAL FIRE OFFICER
Wairoa Rural Fire Authority

Fergus Power
CHIEF EXECUTIVE

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New Zealand Fire Service Communications Centre – Wellington	1
Department of Conservation	1
Bay Forests Rural Fire District	1
Hastings District Council	1
Gisborne District Council	2

This Fire Plan is also available for viewing on Council's website: www.wairoadc.govt.nz

Foreword

The Wairoa District is a rural based region covering some 405,000 hectares of primarily hilly country centred on the town of Wairoa in Northern Hawke's Bay. The District is bounded in the east by the Pacific Ocean, in the west by the Huiarau Range, in the south by the Waikare River and in the north by the Wharerata Hills.

The population of the entire district is 8,481 (2013 Census) with some 4,260 concentrated in Wairoa. Being predominantly hilly the rest of the population is distributed sparsely throughout the district with a number of small settlements acting as community focal points. These include Frasertown, Mahia, Nuhaka, Tuai, Raupunga and Kotemaori.

The Wairoa Rural Fire Authority has established three Volunteer Rural Fire Forces, located at Tuai, Ruakituri, and Mahia. These volunteer rural fire forces are well trained and resourced to enable them to effectively respond and manage various fire incidents that may occur anywhere within the district.

The purpose of this Fire Plan is to define the Wairoa District Rural Fire Authority's planning requirements to meet the obligations detailed in the Forest and Rural Fires Act 1977 and the Forest and Rural Fires Regulations 2005 with respect to prevention, detection, control, suppression, and restriction of fire.

The fire season officially begins within Wairoa District on **1 October**, and finishes on **30 April**, in the following year. For the Wairoa District an open fire season will apply where no permit is required to light a fire in the open within the district from the 1st July through to the 30th June of the following year.

Within that year the only variation will be where a:

- *Restricted fire season is imposed, when a fire permit will be required to light a fire in the open within the district;*
- *Prohibited fire season is imposed, when NO-FIRES are allowed at all in the open within the district.*

Under the provisions of the Forest & Rural Fires Act 1977 the Principal Rural Fire Officer may extend or reduce the period of open fire season or may declare a restricted or prohibited fire season.

D.S.Scott
PRINCIPAL RURAL FIRE OFFICER
Wairoa Rural Fire Authority

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Glossary

The Forest & Rural Fires Act defines the following terms and words used in this Fire Plan:

Exotic forest means a forest, woodlot, or plantation comprised principally or entirely of tree species not indigenous to New Zealand:

Fire control, in relation to forest, rural, and other areas of vegetation, means:

- (a) The prevention, detection, control, restriction, suppression, and extinction of fire; and
- (b) The safeguarding of life and property from damage and risk of damage by or in relation to fire; and
- (c) All measures conducive to or intended to further or effect such prevention, detection, control, restriction, suppression, extinction, or safe-guarding;

and "fire control measure" has a corresponding meaning.

Fire Officer' or **Rural Fire Officer** means a person appointed as a Rural Fire Officer by or pursuant to section 13 of the Forest & Rural Fires Act.

Fire plan means a statement compiled and issued by a Fire Authority defining policy, chain of command, and procedure, in relation to fire control by that Authority:

Fire safety margin means

- (a) in relation to a State area (other than land administered by the Minister of Conservation pursuant to section 9A of the Foreshore and Seabed Endowment Revesting Act 1991), means the land outside the State area that is within 1 km of the boundary of the State area, excluding any land:
 - (i) specified in a Gazette notice given under section 11B:
 - (ii) in a fire district within the meaning of the Fire Service Act 1975
 - (iii) in a rural fire district; and
- (b) in relation to a forest area, means the land outside the forest area but within such a distance (not exceeding 1 km) from the boundary of the forest area as is approved by the Fire Authority for the area; but
- (c) does not include any land being the whole or part of a defence area within the meaning of the Defence Act 1990]

Firebreak means a natural or artificial physical barrier against the spread of fire from or into any area of continuous flammable material.

National Rural Fire Authority means the National Rural Fire Authority constituted under section 14A(1) of the Fire Service Act 1975.

Open season, or **open fire season'**, means a period of time, whether of fixed or indefinite duration, during which period the lighting of fires in the open air in that area or district is neither prohibited nor restricted under section 22 of the Forest & Rural Fires Act.

Permit, in relation to the lighting of fires in the open air, means a fire control measure in accordance with which a person may light such fires without committing an offence

against section 23(1) of this Act; and includes a special permit issued pursuant to section 24 of the Forest & Rural Fires Act:

Principal Fire Officer means:

- (a) In relation to any State area for which a Principal Rural Fire Officer is appointed by the Minister of Conservation or any other district for which a Principal Rural Fire Officer is appointed by the Fire Authority, means that officer or, where he is absent or unavailable or unable to act, the person acting as Principal Fire Officer pursuant to the Fire Plan for that area or district.
- (b) In relation to any district (other than a State area) for which there is only one Fire Officer, means that officer or, where he is absent or unavailable or unable to act, the person acting as Principal Fire Officer pursuant to the Fire Plan for that district.
- (c) In relation to any State area for which no Principal Rural Fire Officer has been appointed by the Minister [of Conservation], means any [Rural Fire Officer appointed under section 13(3) of this Act and any warranted officer appointed under section 59(1) of the Conservation Act 1987.

Prohibited season or **prohibited fire season** means a period of time, whether of fixed or indefinite duration, specified pursuant to this Act, during which period the lighting of fires in the open air is prohibited under the Forest & Rural Fires Act:

Restricted season or **Restricted fire season** means a period of time, whether of fixed or indefinite duration, specified pursuant to this Act, during which period permits or authorities are required by this Act for the lighting of fires in the open air.

Executive Summary

The Wairoa District Council maintains a Long Term Council Community Plan that sets out the Wairoa District Council priorities over the medium to long term. As part of this plan a number of community outcomes relating to environmental wellbeing have been identified, these are: **Safe and Secure Communities, A Lifetime of Good Health and Wellbeing, and, An Environment that is Appreciated, Protected and Sustained for Future Generations.** Council recognises that the development, approval, and implementation of a Rural Fire Plan assists in meeting these identified outcomes.

The 2005 Forest and Rural Fires Regulations specify the requirements of Rural Fire Plans and this Plan is written in accordance with those regulations. As a local authority however, the Wairoa District Council also has a responsibility to meet legislative requirements of the Local Government Act 2002. Section 10 of the Local Government Act sets out the purposes of Local Government, which are;

- *To enable democratic local decision making and action by, and on behalf of communities, and*
- *To promote the social, economic, environmental, and cultural well being of communities, in the present and for the future.*

Section 14 of the Local Government Act sets out the principles of local government which include to take account of:

- *The diversity of the community, and the community's interests, within its district or region.*
- *The social, economic, and cultural well being of people and communities.*
- *The need to maintain and enhance the quality of the environment.*
- *The reasonably foreseeable needs of future generations.*

Therefore, first and foremost we believe the delivery of Rural Fire Management in Wairoa District shall be provided:

- *In accordance with the desires of our community subject to affordability.*
- *In accordance with related provisions of the Forest and Rural Fires Amendment Act 2005, the Fire Service Amendment Act 2005 and, the Forest and Rural Fire Regulations 2005.*
- *In a manner that promotes cooperation with our neighbours and the emergency services.*

This Rural Fire Plan sets out the policies and procedures that the Council has developed to enable it to effectively and efficiently undertake its statutory rural fire obligations, roles, and responsibilities. The Fire Plan is supported by a number of annexes that provide further details in terms of the operational aspects of those activities.

This Plan is structured around the four components of emergency management being:

- Reduction
- Readiness
- Response, and
- Recovery

The first section of this Plan sets the scene within which rural fire operations are undertaken in the Wairoa Rural Fire District.

The Reduction section deals with how the risk of fire is managed and how public education is undertaken.

Maps of the area are provided in the Readiness section. It also specifies the responsibilities of the Rural Fire Authority and covers the policies and procedures relating to ensuring that people are trained, and have sufficient resources to undertake fire-fighting activities.

The Response section covers the aspects required to fight and put out rural fires. Communications and fire ground activities are dealt with.

The Recovery section deals with how the Rural Fire Authority investigates fires, and reviews its operations following any incident.

The last section of the Fire Plan, deals with administrative matters such as financial matters, Plan reviews, and arrangements between other Rural Fire Districts.

Part One – Overview

1 Introduction

This section of the Rural Fire Plan sets the scene for rural fire operations of Wairoa District Council Rural Fire Authority. It provides a general description of the rural fire area, and provides a general comment on the various statutory framework within which Wairoa District Council is required to operate.

1.1 Structure of this Plan

This Fire Plan is prepared to meet the obligations set out in Regulations 39 to 46 of the Forest and Rural Fires Regulations 2005. Those regulations specify in detail the required structure and content of Rural Fire Plans. This Fire Plan is therefore organised into six parts.

- Part One – Provides the introduction to the Rural Fire Plan and provides the context within which Wairoa District Council undertakes rural fire operations.
- Part Two - Deals with matters of Reduction, in accordance with the specified requirements of the 2005 Regulations
- Part Three - Deals with matters of Readiness, in accordance with the specified requirements of the 2005 Regulations.
- Part Four - Deals with matters of Response, in accordance with the specified requirements of the 2005 Regulations.
- Part Five - Deals with matters of Recovery, in accordance with the specified requirements of the 2005 Regulations.
- Part Six – Deals with Administrative matters.

Further detail is contained in a number of Annexes to this Fire Plan.

Annex One is the checklist of the specific requirements for what this Fire Plan must contain under the headings of reduction, readiness, response, and recovery. Reference to the various Regulations is made throughout this Fire Plan, indicating how it complies with the requirements.

Council has delegated authority to the Principal Rural Fire Officer to make amendments to the details contained in the annexes.

1.2 Aim and Goals

The aim of this Fire Plan is to outline the processes and procedures for the management of rural fire within the Wairoa District Council Rural Fire Authority's district.

The goal of the Wairoa Rural Fire Authority is:

To safeguard life, property, and the environment by the prevention, detection, control, restriction, suppression and extinction of fire in forest and rural areas within the Wairoa District Council Rural Fire Authority boundaries.

1.3 General Description of Rural Fire Area

The Wairoa District is located in northern Hawke's Bay and extends north from the Waikare River to its boundary with Gisborne District beyond Mahia Peninsula, and contains the Mohaka Catchment, Lake Waikaremoana and much of the Te Urewera National Park.

The District has a total area of 4,118 square kilometres, including 130 kilometres of coastline. It lies within the Hawke's Bay Region and is bordered by Taupo District in the west, Whakatane District to the northwest, Gisborne District to the north, and Hastings District to the south.

The Wairoa District Council Rural Fire Authority protects an area of land consisting of 203122 hectares within the Wairoa District. This area excludes those areas of land within the district boundaries under the jurisdiction of the NZ Fire Service, Bay Forests Rural Fire District, Eastland Rural Fire District and the Department of Conservation.

Areas of jurisdiction (including neighbouring Rural Fire Force boundaries), Volunteer Rural Fire Force station locations and response areas are shown on maps in section 3.2 Rural Fire Area.

The topography and geographical location of the district determine both the climatic conditions and the general fire risk. The majority of the region is hill country, merging with mountains in the west and often deeply dissected with gorges. Areas of coastal and river flats give greater variety to the landscape. The Mahia Peninsula is a prominent landform on the coast. The north-western part of the district includes Lake Waikaremoana, surrounded by Te Urewera National Park.

1.3.1 Population and Main Activities

Within the Rural Fire District, there is a mix of both dense and sparsely populated areas. Most settlements in the District do not have a reticulated water supply, the exceptions being Wairoa Township and Frasertown. The largest, but not all, of the rural communities that are established within the rural fire boundary are:

Community	Population	Dwellings
Wairoa	4260	1746
Mahia	849	753
Nuhaka	288	108
Whakaki	732	345
Ruakituri/Morere	705	309
Raupunga	630	291
Maungataniwha	306	159
Frasertown	297	108
Tuai	219	162

2013 Census

Note: A map of the Wairoa Rural Fire District is provided at 3.2.1 Map of Rural Fire District and other areas for which the authority is responsible.

The economy of the District is based on the rural sector. Approximately 60% of the total land is in productive use, of which some 48% is in pasture. Forestry is a significant industry within the district, and in recent years there has been a substantial increase in plantation forestry, with approximately 15 percent of the land area in forest production.

Recent petroleum exploration has resulted in findings of natural gas in the northern Wairoa area. The discoveries offer potential to distribute natural gas regionally and to link with national networks to provide reticulation to Wairoa environs, and for other forms of energy development.

The District's roading network and State Highway system in particular, is an essential physical resource to the very day functioning of people and communities. Major transport routes dissect the district including State Highways 2 and 38, as well as the East Coast Rail link connecting Gisborne to Wellington.

1.4 Statutory Requirements

Wairoa District Council has a statutory obligation to carry out the functions of a Rural Fire Authority as set out within the Forest and Rural Fires Act 1977, and the Forest and Rural Fires Regulations 2005. As noted in section [1.1 Structure of this Plan](#) this Fire Plan is made in accordance with the Forest and Rural Fires Regulations 2005.

1.4.1 Policies and procedures

In order to meet its statutory obligations, the Wairoa District Council Rural Fire Authority has adopted a number of policies and procedures that are documented within this Rural Fire Plan. In general Wairoa District Council shall:

- a) Maintain a Rural Fire Plan to deal with all matters relating to rural fire emergencies within those areas under its jurisdiction.
- b) Be consistent with, and give full effect to, the statutory requirements of the Forest and Rural Fires Act 1977 and Forest and Rural Fires Regulations 2005.
- c) Implement fire control measures including:
 - i. The prevention, detection, control, restriction, suppression, and extinction of fire; and
 - ii. The safeguarding of life and property from damage and risk of damage by or in relation to fire; and
 - iii. All measures conducive to or intended to further or effect such prevention, detection, control, restriction, suppression, extinction, or safeguarding.
- d) Maintain liaison with the New Zealand Fire Service, National Rural Fire Authority, Bay Forests Rural Fire District, Department of Conservation, Eastland Rural Fire District, Puncicelands Rural Fire District, organisations, enterprises and clients, for the co-ordination and use of personnel, material, and services for fire fighting purposes.
- e) Maintain an effective and efficient rural fire fighting force in partnership with local communities at strategic locations throughout the District.
- f) Ensure rural fire fighting staff adhere to safe practices on the fire ground.
- g) Endeavour at all times to operate in a manner that reflects "best industry Practice."
- h) Facilitate core generic training for all rural fire fighting staff, in conjunction with industry fire training providers, and shall train staff to National standards.
- i) Operate a cost-effective service and shall endeavour to recover fire suppression costs for all fires to reduce the fiscal impact on ratepayers within the District and provide budget on an annual basis for the Wairoa District Council Fire Suppression Fund.

1.4.2 Forest and Rural Fires Act 1977

The Forest and Rural Fires Act establishes Rural Fire Authorities, sets out their duties, powers, and functions, and the powers and functions of Principal Fire Officers or Rural Fire Officers.

Each Rural Fire Authority must promote and carry out fire control measures within its district and in the interests of public safety take appropriate fire control measures, including, in particular:

- (a) The observation of weather and other conditions, and the assessment of fire hazard;
- (b) The giving of warnings of the imminence of fire hazard conditions; and
- (c) The giving of any information available in relation to fire hazard conditions.

1.4.3 Other Legislative Requirements

Fire Service Act 1975

The Fire Service Act establishes the New Zealand Fire Service and the Fire Service Commission.

As required by the Act, the Fire Service Commission is also the National Rural Fire Authority. The function of the National Rural Fire Authority is to encourage and promote effective fire control measures. (Forest and Rural Fires Act 1977 18(2))

Local Government Act 2002

The Local Government Act 2002 specifies the role and function of the Wairoa District Council, as a local authority. The Act specifies how the Council shall operate and how it shall make decisions.

The Act defines the purpose of local government as being:

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and
- (b) to promote the social, economic, environmental, and cultural well-being of communities, in the present and for the future.

The role of a local authority is to

- (a) give effect, in relation to its district or region, to the purpose of local government; and
- (b) perform the duties, and exercise the rights, conferred on it by or under the Act and any other enactment.

The Act also specifies the principles a local authority must abide by in performing its role.

Resource Management Act 1991 (RMA)

The purpose of the Resource Management Act is to promote the sustainable management of natural and physical resources.

The Act defines how controls on the release of substances to air and water are to be managed. Regional Councils functions with respect to the control of air and water discharges are defined, as are the functions of local councils with respect to the control and use of land.

The Act specifies requirements for Regional Policy Statements, and Regional and District Plans.

Other Acts

There are a large number of other Acts that have an impact on the control and management of Wairoa District Council as it carries out its duties and responsibilities to manage and control rural fires, within its district.

Some of the other legislation that affects rural fire operations are:

- The Hazardous Substances and New Organisms Act 2005
- Health and Safety at Work Act 2015.
- Civil Defence and Emergency Management Act 2002

Part Two – Reduction

This section of the Rural Fire Plan sets out those matters that are required by Regulation 41 of the Forest and Rural Fires Regulations 2005.

2 Reduction Section

Wairoa District Council recognises that it has a statutory responsibility for fire prevention and suppression measures within the Wairoa District. This section details the provision of services and arrangements necessary to bring this into effect.

Wairoa District Council Rural Fire Authority is committed to reducing the incidence and impact of rural fires within its territory. Some activities to achieve this will best be done through a co-ordinated effort with members of the Eastern Region Rural Fire Committee. Wairoa District Council will however, implement independent programmes specific to the needs of Wairoa District as required.

2.1 Reduction Policies and procedures

Wairoa District Council has adopted a number of specific policies and procedures that relate to reducing the risk of rural fires within its district. Some of the more general policies and procedures were noted in section [1.4.1 Policies and procedures](#). The specific policies and procedures relating to risk management and fire prevention are outlined in this part of the Fire Plan.

[Refer Regulation 41(1)]

2.2 Fire Hazardscape

The variability in rainfall in the spring to autumn seasons gives rise to mixed rural fire seasons between periods of lush growth and moisture deficits that can lead to drought conditions. A dry spell in extreme cases can last for several months. During periods of general, strong, west to north-west flow over the North Island, the winds across the district lowlands will be warm, dry föhn winds. In extreme cases temperatures may be 27-40°C with a relative humidity of 10-30 percent. The district averages 2,200 hours of sunshine annually. A general description of the rural fire area is provided in section [1.3 General Description of Rural Fire Area](#).

Fire risks arise from: lightning strikes, spontaneous combustion of chemicals or damp harvested crops, the arcing of power lines, carbon soot emissions from vehicle exhausts, chimneys or incinerators, stone strike from mowers or machinery, and the direct ignition of fire caused by the actions or activities of people or animals. As a popular holiday and tourist area, the population in the rural area increases quite dramatically during summer with tourists visiting the countryside and using nature trails, walkways, river and beach areas, and camping sites, etc.

The average annual rainfall for most of the Wairoa District is between 1500 and 2000mm with some areas receiving 2000 – 4000mm (NIWA Website 2005.)

Wairoa district is well serviced by electrical supply lines, the primary source originating from within the district at Waikaremoana. There are several major distribution networks for the ongoing delivery of energy supplies to local communities throughout the district. Electricity is received via the National Grid Supply and also passes through the Rural Fire District before being redistributed via the industrial and domestic electricity network. The majority of petroleum products are received and distributed from outside the district via the road highway network that weaves through the Rural Fire District.

2.3 Risk Assessment and Risk Management Strategies

The Wairoa Rural Fire Authority will promote and develop risk management strategies appropriate to the fire threat present in the district, ensuring that any implementation is undertaken only after consultation with those with whom the authority has agreements and with parties who may be affected.

In an attempt to reduce the risk from fire hazards, the following strategies shall be considered and, if appropriate, employed to reduce risk:

- Grass growth and vegetation monitoring throughout the district
- Monitoring Fire Weather Indices on a daily basis
- Roadside mowing and grazing
- Requests to land owners to cut long grass
- Keeping Rural Fire Forces informed of changing risk
- Keeping the public informed of increasing fire risk through media
- Imposition of restrictions, prohibitions and red flag days
- Fire breaking
- Fire Investigations
- Informing the public of risk management strategies, they can employ, including those strategies outlined above.
- Regular strategy meetings with other fire authorities during periods of increased fire risk.

[Refer Regulation 41(2)(a)]

The following table outlines the various categories of risk for the various areas that volunteer Rural Fire Force have been established to contend with.

Table 1: Categories of Rural Fire risk factors

The following data has been prepared to assist the Principal Rural Fire Officer and Duty Officer in identifying the most appropriate resources to respond to an incident within each of Councils 6 Polygons. However, at all times the nearest/quickest fire suppression resource must be identified, alerted and sent to any fire i.e. Rural Fire Force, NZ Fire Service, DoC, Pumicelands or Eastland Rural Fire District.

Polygon 1 – Mangataniwha. Options Analysis

Description	Native bush, no practical vehicle access, no people, difficult to suppress, land locked, no internal sources of ignition.				
Land Use / Activity	Wilderness area				
Suppression Ability	Difficult in the extreme due to terrain, fuel types, access and water				
Neighbour	Dept Conservation & Bay Forests Rural Fire District				
Effects & Desires	Advise of fire and monitor				
Initial Response	① Aerial/Monitor - ② Assistance from DOC - ③ Assistance from Bay Forests				
Probability of Fire	Low	Effect	Minimal	Risk	Low

Polygon 2 - Waiau/Patanamu West

Description	Open well developed pasture, low population isolated farmhouses. Farming area with some small areas of young plantations (less than 10%).				
Land Use / Activity	Increasing forestry land use				
Suppression Ability	Moderate to Difficult (terrain/access)				
Neighbour	Dept Conservation & Bay Forests Rural Fire District - Significant risk area in all cases				
Effects & Desires	DoC - Protect DoC area, advise and respond Bay Forests- In their area – put it out. If a threat to their area, respond and advise Eastland In their area – put it out. If a threat to their area, respond and advise				
Response	① NZFS Wairoa - ② Tuai VRFF - ③ Ruakituri VRFF- Backup				
Probability of Fire	Low	Effect	Moderate	Risk	Low - Moderate

Polygon 3 - Mohaka South

Description	Open well developed pasture, low population isolated farmhouses, some small rural villages, intersected by SH 2, PN-Gisborne railway, some areas of undeveloped scrub.				
Land Use / Activity	Farming area with some small areas undeveloped scrub (less than 10%).				
Suppression Ability	Low to Moderate (terrain/access)				
Neighbour	Dept Conservation & Bay Forests Rural Fire District - Significant risk area in all cases				
Effects & Desires	DoC - Protect DoC area, advise and respond Bay Forests- In their area – put it out. If a threat to their area, respond and advise				
Initial Response	①NZFS Wairoa - ② Assistance From Bay Forests				
Probability of Fire	Medium	Effect	Minimal	Risk	Low - Moderate

Polygon 4 - Cricklewood South

Description	Broken hilly farming country with areas of scrub and reverting scrub, steeper and areas of young plantation (<5%). Low population. SH 2 and rail intersect.				
Land Use / Activity	Farming area with some areas undeveloped scrub (less than 25%).				
Suppression Ability	Moderate to Difficult (terrain/access)				
Neighbour	Dept Conservation, Bay Forests & Eastland - Significant risk area in all cases				
Effects & Desires	DoC - Protect DoC area, advise and respond Bay Forests - In their area – put it out. If a threat to their area, respond and advise Eastland - In their area – put it out. If a threat to their area, respond and advise				
Initial Response	① NZFS Wairoa - ② Assistance From Bay Forests -				
Probability	Medium	Effect	Minimal	Risk	Low - Moderate

of Fire					
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Polygon 5 - Ruakituri/Marumaru

Description	Broken hilly farming country with areas of scrub and reverting scrub, steeper and areas of plantation (<5%). Low population. SH 2 and rail intersect.				
Land Use / Activity	Farming area with some areas undeveloped scrub.				
Suppression Ability	Moderate to Difficult (terrain/access)				
Neighbour	Dept Conservation & Eastland – Significant risk area in all cases				
Effects & Desires	DoC - Protect DoC area Advise and respond Eastland - In their area – put it out. If a threat to their area, respond and advise				
Initial Response	① NZFS Wairoa - ② Ruakituri VRFF (North) - ③ Tuai VRFF (South)				
Probability of Fire	Medium	Effect	Medium	Risk	Moderate

Polygon 6 - Coastal Mahia

Description	Broken hilly farming country with areas of scrub and reverting scrub, steeper and areas of plantation (<5%). Low population. SH 2 and rail intersect				
Description	Coastal area predominately farming, significant population areas, some scrub and young plantations (<10%)				
Land Use / Activity	Rail, road, (increasing) recreation area,				
Suppression Ability	Easy to Moderate (terrain/access)				
Neighbour	Dept Conservation & Eastland – Significant risk area in all cases				
Effects & Desires	DoC - Protect DoC area, advise and respond Eastland - In their area – put it out. If a threat to their area, respond and advise				
Initial Response	① NZFS Nuhaka - ② Mahia VRFF				
Probability of Fire	Medium - High	Effect	Medium	Risk	Moderate - High

2.3.1 Wildfire Threat Analysis

The Eastern Regional Rural Fire Committee has undertaken a risk assessment to

- Quantify the level of risk and help to establish benchmarks to assist in determining appropriate fire control measures for wildfire
- Assist Rural Fire Authorities determine appropriate fire control measures to mitigate, prepare, respond and recover from wildfire events in their areas of responsibilities
- The Wildfire Threat Assessment is due for review in 2017

Maps showing the calculated threat, hazard, risk and value are shown in Annex 4. The map showing total threat analysis is a compilation of all the wildfire map values placed together.

This Wildfire Threat Assessment has been undertaken in accordance with the Wildfire Threat Analysis Workbook.

2.3.2 Building Risk Register

The Wairoa District Council Fire authority has completed a register of hazardous buildings in its jurisdiction and forwarded it to the New Zealand Fire Service. The register shall be reviewed and updated on an annual basis and the results forwarded to the New Zealand Fire Service. The Fire Authority shall upon receipt of the updated risk plans keep them available for use in the event of an incident.

2.4 Fire Prevention Measures

The Wairoa District Council Rural Fire Authority is committed to promoting and developing fire prevention measures in its fire bylaws and in partnership with the NZ Fire Service and National Rural Fire Authority to reduce the incidence and impact of rural fires in the Wairoa District.
[Refer Regulation 41(2)(b)]

2.4.1 Fire danger management

Wildfires can occur throughout the year and as such, a high state of readiness is maintained for 365 days. Increased monitoring and assessment occurs as the fire danger intensifies.

Council recognises this fact by monitoring the risk of outbreaks of fire on a daily basis throughout the year by recording, plotting, and analysing data from:

- Remote Automatic Weather Stations;
- Daily Fire Weather Indices from National Rural Fire Authority;
- Known fire hazards and previous fire history;
- Local Fuel Loading on the ground;
- Local climatic conditions;
- Seasonal changes;
- Reconnaissance and intelligence from rural communities; and
- Physical checks of rural areas by experienced and qualified Rural Fire Officers.

This information assists rural fire management staff to ascertain local fuel loads, risk of outbreaks, ease of ignition, likely spread rates, and potential fire behaviour.

2.4.2 Mass crowd events

Council recognises that with mass crowd events, such as outdoor concerts and fireworks displays being held during the fire season, there may be other factors that will also have to be included when evaluating the Fire Danger Rating for the District.

As part of the process in identifying and evaluating the likely risks associated with these events, Council has concluded that the following factors may also have to be considered:

- Crowds/erratic behaviour/medical disorders;
- Pressures on infrastructure and responder services;
- Traffic/road access/aircraft support availability;
- Fires/fireworks/bonfires/climatic conditions;
- Inadequate support and resource capability; and
- Limitations of water supply due to location or drought conditions.

Specific details for any contingencies or arrangements to be made in anticipation of any of the above events falls outside of the scope of this present Fire Plan, so separate documentation will be prepared to cover any special activities.

Although this Fire Plan concentrates on an attitude of “*business as usual*” during such events, the potential need for additional fire fighting resources or specialist equipment beyond that listed in Annex 8 Logistics, has been considered.

2.4.3 Fire danger / fire weather monitoring

Rural Fire Officers monitor fire danger and fire weather from the following sources:

- Compilation of RAWs data and fire weather readings for all sites in Northern Hawke’s Bay and the East Coast;
- NIWA website – National Climate Centre three-month predictions;

- Five-day regional forecast – Met Service;
- Metscape Weather Service;
- Intelligence direct from rural communities;
- Regular patrols throughout District by Rural Fire Officers; and
- Regular consultation with other Rural Fire Authorities.

Predicted fire behaviour and rates of spread will be prepared by Emergency Management staff during periods of “very high” to “extreme” fire danger and evaluation of standby requirements and notification of relevant agencies and liaison staff may be undertaken daily as required by the conditions.

The primary means of reporting fires shall be through the national 111 emergency telephone system.

During periods of “Very High” and “Extreme” fire danger, the ‘Community Fire Watch System’ is implemented. All smoke reports are passed on to Rural Fire Officers and Volunteer Rural Fire Forces via 111 telephone system to ensure investigations of smoke sightings are carried out regardless of the fire season status.

[Refer Regulation 41(2)(b)]

2.4.4 Prescribed Fire:

Fire is considered to be an appropriate land management tool. However, it must be noted that the provisions of the Wairoa District Plan, the Hawke’s Bay Regional Plan and the Resource Management Act 1991 must be considered before fire is used.

The Wairoa Rural Fire Authority has developed procedures to ensure fuel reduction and land clearing burn-offs are conducted in a safe manner. All such fuel reduction and burn-offs should only be undertaken only when an approved burn plan has been produced by the Landowner and approved by a warranted Rural Fire Officer. (See section 2.14 Fire Permits)

2.4.5 Firebreaks

Restrictions on distances for planting of trees, including boundary restrictions, size of shelter-belts and plantations, positioning of firebreaks, plantation separation distances, safety distances from power lines and public utilities, building limitations, needs for access for fire fighting, water supply requirements for fire control and security fencing etc, are detailed within the Wairoa District Plan.

The Wairoa Rural Fire Authority may require firebreaks to be made or cleared, as per section 27 of the Forest and Rural Fires Act

The need to implement a firebreak for any fire will be determined by a qualified Rural Fire Officer at the fire ground, having regard to:

- Daily Fire Weather Indices
- Local climatic conditions
- Topography
- Hazards
- Risk to property
- Fire behaviour
- Skill level of person conducting the burn, or establishing the firebreak

2.4.6 Enforcement strategies

The Principal Rural Fire Officer may declare Restricted or Prohibited Fire Seasons as weather and fuel conditions determine. The decision to impose a change of Fire Season status will be made in consultation with neighbouring Fire Authorities.

Warranted Rural Fire Officers who hold relevant qualifications and have experience in fire management may issue permits during periods of restriction, or special permits during periods of prohibition. Inspections will be undertaken to determine safety aspects of any proposed fires and the need for additional conditions to be imposed on any permits issued.

2.4.7 Public Education Activities

The Public shall be kept aware of the requirements of the Act and the need for fire prevention using a number of mechanisms. These are to include:

- Publication of Fire Danger Ratings through all media
- Proactive media releases following fires
- Media releases during periods of increased fire danger
- Keeping communities informed of increasing danger through Rural Fire Forces
- Erection of fire restriction or prohibition signs, and updating of fire danger indicator signs.
- Proactive investigation of fire sightings during periods of increased fire danger
- Education initiatives through community meetings, schools, and our website
- Linking with other authorities in their fire education initiatives
- Advice to land owners
- Inspection of proposed burn-offs and issue of fire permits

2.5 Public awareness and fire signs

Notification on the implementation/lifting of a Restricted or Prohibited Fire Season will be placed in the Public Notice Column of the *Wairoa Star*, *Gisborne Herald* and *Hawke's Bay Today* newspapers.

During a Prohibited Fire Season 'Total Fire Ban' and 'Light No Fires' signs will be erected at strategic locations throughout the District, as soon as possible after such a season has been declared.

[Refer Regulation 41(2)(c)]

2.6 Directions to people on the use of fire as a land management tool

The use of fire for land clearing operations or disease control must comply with any requirements of the District Plan, Council Bylaws, HB Regional Council "Clean Air" Policy, and provisions of the Resource Management Act 1991 and amendments.

All activities must comply with provisions of Sections 20 and 21 of the Forest & Rural Fires Act 1977, as well as complying with the conditions stated on permits issued pursuant to Sections 23 and 24 of the Act.

Any fire must remain contained within the property on which it is lit and shall not be permitted to spread to other properties or to structures. A burn plan must be prepared for prescribed burning during a Restricted Fire Season.

Use of fire on land adjoining Crown land, forests, or another Fire Authority requires consultation with the appropriate person responsible for those adjoining areas. A copy of the Standard Burn Plan is included in Annex 14.

[Refer Regulation 41(2)(d)]

2.7 Fire Management Control Measures

The Forest and Rural Fires Act requires each Rural Fire Authority to promote and carry out fire control measures within its district, and in the interests of public safety take appropriate fire control measures, including, in particular,

- (a) The observation of weather and other conditions, and the assessment of fire hazard;
- (b) The giving of warnings of the imminence of fire hazard conditions; and
- (c) The giving of any information available in relation to fire hazard conditions.

As detailed within this Fire Plan, the Wairoa District Council Rural Fire Authority undertakes these and other measures to reduce the likelihood of fires occurring within its district.

2.8 Declared Forest Areas

Section 17 of the Forest & Rural Fires Act provides for the owners of forestland to apply to the Rural Fire Authority to have their land declared a forest area. [Refer regulation 47]

Before any land is declared a forest area, there are a number of conditions that must be met, the main conditions being:

- The land area must be greater than 20 hectares;
- The forest should be considered a fire hazard requiring continuous protection equivalent to a restricted season; and
- The landowner has arranged adequate fire protection.

Wairoa District Council Rural Fire Authority has no declared forest areas within its district.

[Refer Regulation 41(2)(e)(i)]

2.9 Fire Safety Margins

The Wairoa District Council Rural Fire Authority has not declared any Fire Safety Margins within its area. It recommends and promotes to all landowners of forests within its district that they follow good practice with regard to fire safety margins around their forests.

[Refer Regulation 41(2)(e)(ii)]

2.10 Fire Control Bylaws

Wairoa District Council's Urban Fire Prevention Bylaw deals with fire prevention in the urban area. This Bylaw is available from Council offices or on the Council website: www.wairoadc@govt.nz.

The Fire Prevention Bylaw deals with such matters as:

- The prevention of the spreading of fires involving vegetation inside the urban fire district;
- Fires in open air;
- Permits for lighting fires in the open air;
- Conditions of lighting barbecues, incinerator fires and traditional cooking fires;
- Prohibition of fires during periods of extreme fire hazard;
- Exemptions from prohibitions on lighting fires in the open air;
- The prevention of fire, the protection of persons and property from fire risks and the provision of adequate first aid fire fighting equipment;
- Storage of timber;
- Storage of goods;

- Storage of hay; and
- Commercial and industrial incinerators.

[Refer Regulation 41(2)(e)(iii)]

2.11 Clean Air Requirements

The Ministry for the Environment has produced National Air Quality Standards, which came into effect on 8 October 2004.

The Air Quality Standards

- ban activities that discharge significant quantities of dioxins and other toxics into the air;
- set minimum standards for outdoor air quality;
- provide the design standard for new wood burners installed in urban areas; and
- establish the requirement for landfills over 1 million tonnes of refuse to collect greenhouse gas emissions.

Hawke's Bay Regional Council has developed Rules in its Regional Resource Management Plan to limit the effects of smoke from industrial, agriculture, and home based activities. The Regional Council also provides information on good burning practice, specifies what material cannot be burnt, and also has rules for the burning of waste products. Further details on the Regional Council's rules can be found on their website: www.hbrc.govt.nz.

2.12 Storage of Combustible Material

Regulation 54, of the Forest and Rural Fires Regulations 2005, deals with the storage of combustible material. The regulation notes that it is an offence if:

- wood residues;
- wood products;
- hay, straw, or other plant cuttings; or
- any product composed of more than 50% of 1 or more of the materials described in paragraphs (a) to (c);

are heaped higher than 3 m above the ground, unless the materials are stored in a fireproof container or building constructed for the purpose of storing the materials.

The storage of timber, hay, and other combustible goods is also controlled by Council Bylaws. (See section [2.10 Fire Control Bylaws](#).)

2.13 Spark-hazardous Engines

Section 31 of the Forest and Rural Fires Act broadly defines a spark-hazardous engine as being:

- any helicopter unless its exhaust is protected from contact with vegetation,
- any locomotive engine, motor vehicle, tractor, traction engine, portable engine, or stationary engine, or any other steam or internal combustion engine whatsoever, which is not, to the approval of a Fire Officer, provided with safe and efficient means for preventing the escape of dangerous sparks or flame from funnel or exhaust and for preventing the escape of live coals or fire from ash-pan or firebox or the escape of petrol or other flammable substance (including fumes) from any appliance or container.

The Act explicitly excludes from the definition of spark-hazardous engines any milking machine plants, shearing plants, or irrigation or other water pumping plants, or farm vehicles, appliances, or engines, used in the ordinary course of farming operations in the vicinity of farm buildings or yards.

The Act makes it an offence for a spark-hazardous machine to be operated, without the consent in writing of a Fire Officer in a Rural Fire District.

2.14 Fire Permits

Fire permits will only be issued by qualified and experienced, warranted Rural Fire Officers, and then only subject to any conditions they deem appropriate at time of issue.

No permit to burn will be issued unless the site has been first inspected by one of these Officers unless they consider that in the circumstances such an inspection is unnecessary. A guideline for the issue of Fire Permits is shown at Annex 2.

2.15 Regard to National and Regional Policy Statements, Regional and District Plans and regulations made under the Resource Management Act

The only National Policy statement made under the Resource Management Act is the Coastal Policy Statement. Hawke's Bay Regional Council has a Regional Policy Statement and Regional Resource Management Plan. There are a number of Rules within the Regional Resource Management Plan that provide some controls over the burning of material, this is covered in section [2.11 Clean Air Requirements](#).

Wairoa District Council has produced its District Plan, which provides for various fire prevention measures, which are detailed in section 2.4 Fire Prevention Matters. In undertaking all of its rural fire responsibilities Wairoa District Council takes account of the rules in the Regional Resource Management Plan, and its own District Plan, and Bylaws.

[Refer Regulation 41(2)(e)(iv)]

Part Three – Readiness

This section of the Fire Plan sets out those matters that are required by Regulation 42 and 43 of the Forest and Rural Fires Regulations 2005.

3 Readiness Section

The Wairoa District Council Rural Fire Authority is committed to maintaining a high level of fire preparedness through planning, mitigation, public education, staff training, appliance and equipment maintenance, and monitoring activities.

3.1 Readiness Policies and procedures

Wairoa District Council has adopted a number of specific policies and procedures that relate to its readiness capability to respond to rural fires within its district. Some of the more general policies and procedures were noted in section [1.4.1 Policies and procedures](#). The specific policies and procedures relating to its readiness responsibilities are detailed in this part of the Fire Plan.

[Refer Regulation 42(1)]

3.2 Rural Fire Area

The various maps required by the 2005 regulations are provided below.

[Refer Regulation 42(2)(a)]

3.2.1 Map of Rural Fire District and other areas for which the Fire Authority is responsible

3.2.2 Map of Geographic Boundaries of adjacent fire districts

3.2.3 Map of Rural Fire Forces Turn-out Areas

3.2.4 Map of Principal Roads in the Rural Fire District and adjacent fire districts

3.3 Rural Fire Authority's Responsibilities

The Forest and Rural Fires Act, sets out the duties and obligations of Rural Fire Authorities. Section 12 requires Rural Fire Authorities to promote and carry out fire control measures in its district. In carrying out these duties a Rural Fire Authority must comply with the standards set by the National Rural Fire Authority.

A Rural Fire Authority may also make bylaws to better enable it to carry out its fire control measures.

Section 18 sets out the obligations of a Rural Fire Authority noting that in respect of fire control measures within its district, and in the interests of public safety each Rural Fire Authority is responsible for:

- (a) The observation of weather and other conditions, and the assessment of fire hazard;
- (b) The giving of warnings of the imminence of fire hazard conditions; and
- (c) The giving of any information available in relation to fire hazard conditions.

[Refer Regulation 42(2)(b)]

3.3.1 Readiness Goal

Wairoa District Council has adopted the following goal in relation to its responsibilities as a Rural Fire Authority:

To safeguard life, property, and the environment by the prevention, detection, control, restriction, suppression and extinction of fire in forest and rural areas within the Wairoa District Council Rural Fire Authority boundaries.

3.3.2 Readiness objectives

Council's rural fire readiness objectives are to:

- a) Promote Rural Fire awareness with the public in order to encourage;
 - Responsible use of, and containment of fire;
 - Appropriate methods for land management operations;
 - Occupier-created defensible spaces around structures and areas of value;
 - Adequate water supplies;
 - Adequate access for fire appliances;
 - Prescribed burning for fuel reduction purposes;
 - Early detection and reporting of fires;
 - Recognition and management of fire risk; and
 - Incorporation of fire mitigation measures into District planning.
- b) Safely, effectively and efficiently manage fire in accordance with industry best practice.
- c) Suppress and control fires quickly without injury to the public or staff, and with minimal expense and deployment of equipment.
- d) Facilitate safe prescribed burning and issue permits to burn within three working days of a request.
- e) Provide accurate and timely advice on rural fire management, mitigation, prevention and control, in order to reduce impacts on life, property, and environment.
- f) Inspect and act on hazardous vegetation complaints within three working days of receipt of a complaint.
- g) Provision of resources including equipment and training for Volunteer Rural Fire Forces.
- h) Effectively and efficiently manage fire response in accordance with best industry practice.

3.3.3 Fire season

During the fire season Council will warn the public of the imminence and degree of fire danger conditions by the use of signs, public newspaper notices, media releases or any other means as needed.

The Principal Rural Fire Officer may impose a Restricted or Prohibited Fire Season depending upon the degree of fire danger.

During a **Restricted Fire Season**, no fire may be lit in the open without a *Permit to Burn* having first been obtained from a duly warranted and qualified Council Rural Fire Officer. Restricted Fire Seasons will generally be declared during anticipated prolonged periods of high to very high fire danger taking into consideration factors covered in Section 2.4.1 Fire Danger Management, and the reaching of set Trigger Points

During a **Prohibited Fire Season**, no fire may be lit in the open, except in special circumstances as defined in the Forest & Rural Fires Act 1977, and then only with a *Special Permit*. Generally, a Prohibited Fire Season will be declared during anticipated prolonged periods of very high to extreme fire danger taking into consideration the same factors as given above.

Certain activities may also be prohibited in rural areas during periods of extreme fire danger, e.g. fires in the open air, logging or tree felling operations, welding, grinding, outdoor concerts, car/motorbike rallies and fireworks, etc.

During a Prohibited Fire Season, fire resources will be inspected monthly to ensure they are operational. No equipment shall be removed from fire stations except for essential repairs. Should this occur, replacement equipment will be provided where possible.

3.3.4 Other readiness measures

As fire weather and fuel conditions approach extreme, Council Rural Fire Officers undertake to notify local Volunteer Fire Forces and communities of the increasing danger level. Increased proactive investigation of smoke sightings is encouraged to reduce the potential of fires becoming a problem.

All Rural Fire Forces shall comply with the requirements of the Council Rural Fire Force Standards Assurance System and all resources shall be inspected on a three monthly basis and a report furnished to the Principal Rural Fire Officer.

All Rural Fire Officers shall be fully briefed annually on the extent of their responsibilities and shall participate in at least one operational training day each year. The Duty Rural Fire Officer shall carry a pager at all times and have exclusive use of the Emergency Management Vehicle.

3.4 Chain of Command

Section 36 of the Forest and Rural Fires Act sets out the powers of a Principal Rural Fire Officer and Rural Fire Officers at fires.

The Principal Fire Officer, for the purposes of fire control, shall, if in his/her opinion a fire constitutes a hazard to life or property, endeavour by all practical means to extinguish the fire and prevent the spread of the fire to save lives and property in danger:

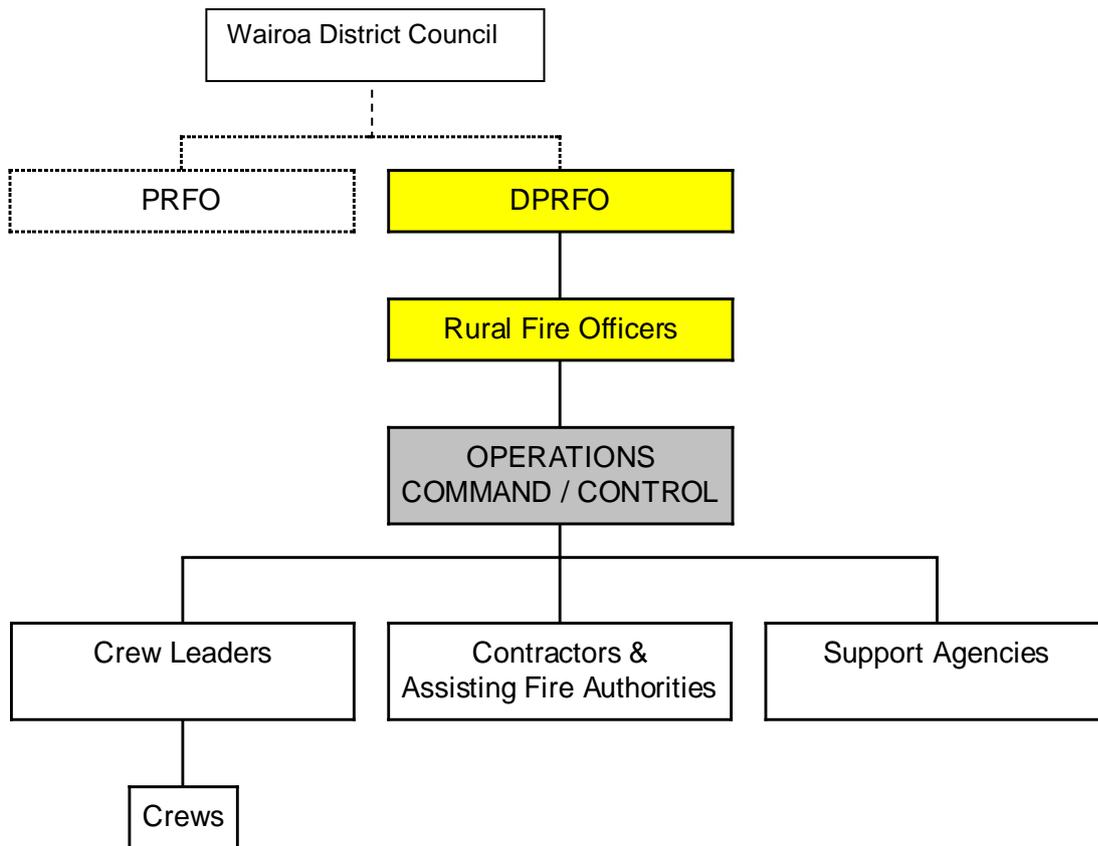
The Principal Fire Officer shall have the control and direction of any brigade present at the fire and of any people who voluntarily place their services at his/her disposal and of any persons (not being engaged in essential services) whose services he/she requires.

The Act also provides a range of specific powers to enable the Principal Rural Fire Officer and the people working under his/her authority to carry out their functions.

The following diagram outlines the Wairoa District Council Rural Fire Management structure:

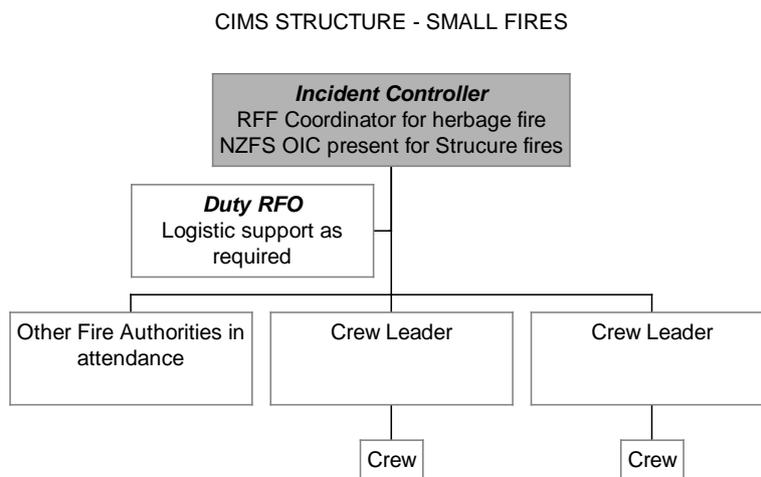
[Refer Regulation 42(2)(b)]

Figure 1: Fire Management Structure

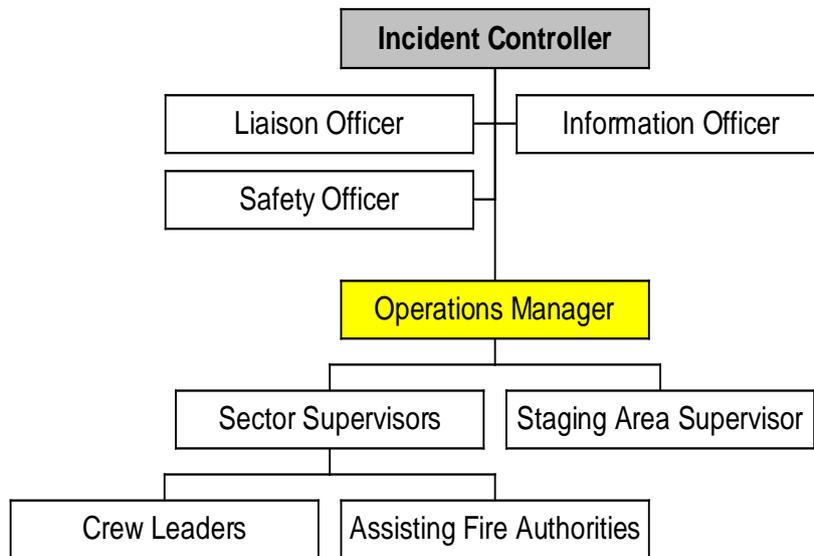


The following diagrams show the command structure that Wairoa District Council will implement to manage and control a range of different rural fires.

Figure 2: Command structure diagram for small fires



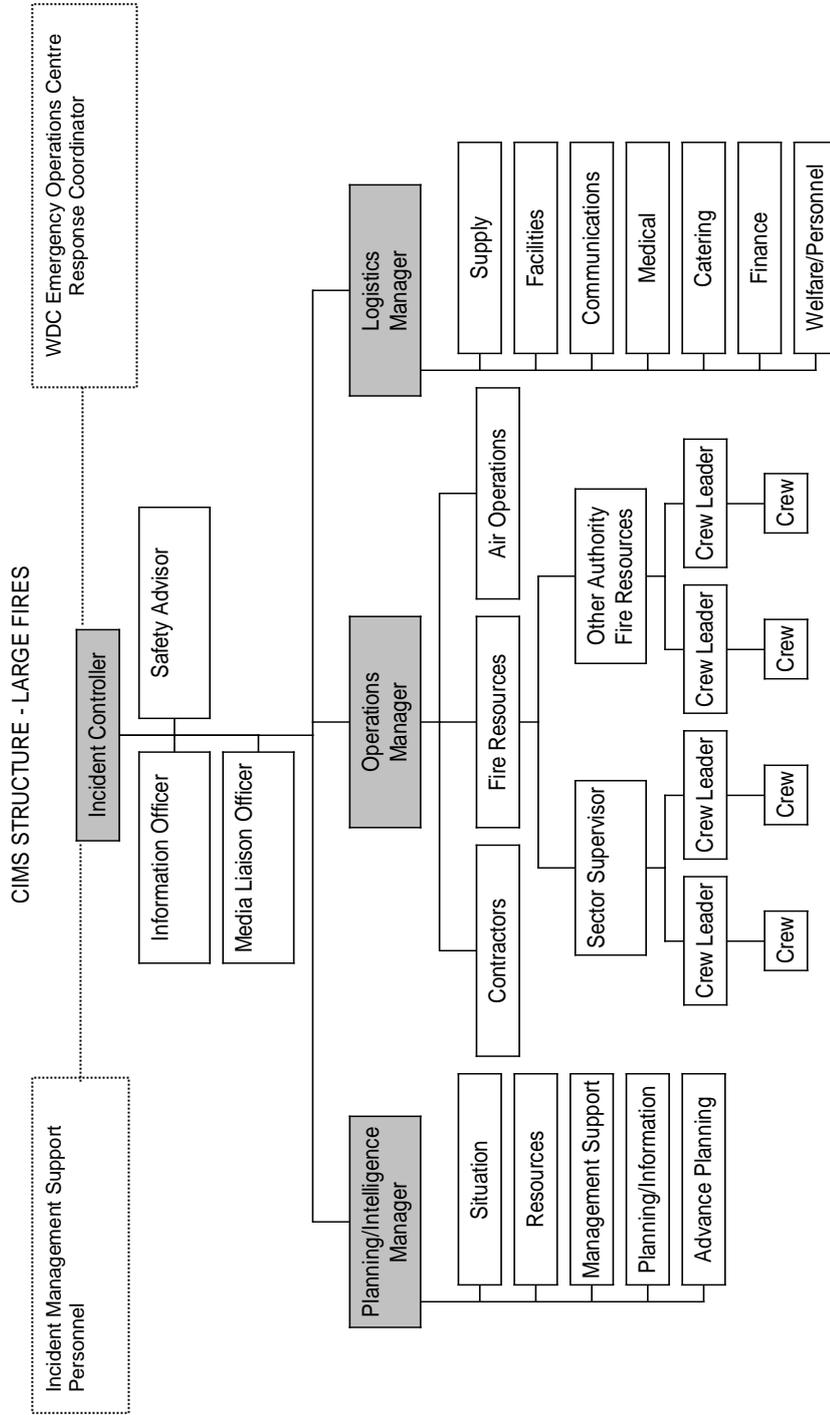
Note: Incident controller may hold more than one function.

Figure 3: Command structure diagram for medium fires

Incident Control Point (ICP) will generally be established at a site near the incident as per response plans.

Note: The Incident Controller may hold more than one function depending on the incident but Operations will normally be delegated at medium incidents.

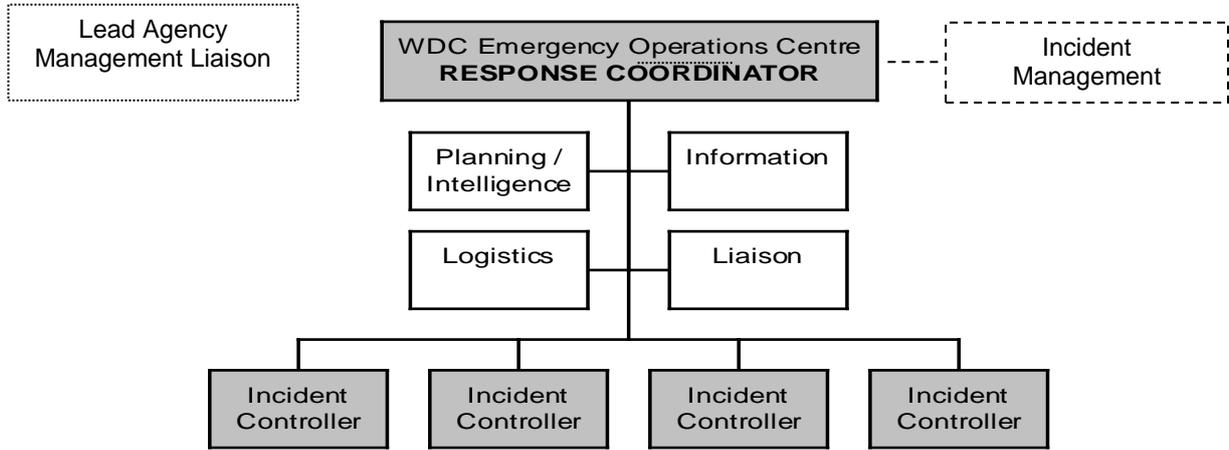
Figure 4: Command structure diagram for large fires



NB:

1. Use of Divisions under Operations Manager should be considered for significant events.
2. Incident Control Point will be established at the Wairoa Emergency Operations Centre for major events at which time, the initial ICP will become the Operations Point.
3. A Deputy Incident Controller must be appointed. This may be a Senior Officer from another agency.
4. Representatives from NZ Police, St John Ambulance, and appropriate RFAs should be requested to respond to the EOC to act as agency liaison officers.

Figure 5: Command structure diagram for multiple incidents



3.4.1 Incident Command Support Personnel

Support personnel may be needed to assist incident management staff with matters such as fire suppression planning, fire-line operations, logistical resources, air attack delivery, or incident control during a large fire event. This will be particularly relevant during a major fire, when the fire is unlikely to be controlled within the first operational period and personnel are required to take a break, or during multiple outbreaks of fire.

The Co-Ordinated Incident Management System (CIMS) structure enables two or more Fire Authorities to operate a unified command structure for fires that cross, or threaten to cross, jurisdictional boundaries. The CIMS structure suits occasions when assistance may be requested from qualified people to implement control measures for Level II and Level III fires.

The grading schedule for the different levels is based on the Rural Fire Management Handbook. The following table provides the definitions of the various fire levels.

Table 2: Fire Incident levels

Level I	A small to medium fire that will be contained by the initial attack resources. Can be controlled within 12 hours.
Level II	A medium to large fire that requires extended attack and may involved multiple agencies. High values at risk. May take up to 24 hours to control.
Level III	A large and complex fire that may take several days to control and suppress. Likely to occur at periods of Very High or Extreme fire weather. Significant values at risk. Likely to incur large suppression costs. A National Incident Management Team is likely to be required.

Eastern Region Rural Fire Committee has access to experienced rural fire practitioners with advanced specialist skills. The Hawke's Bay Emergency Services Co-ordinating Committee has access to people with incident management skills. Wairoa District Council Emergency Management Officers are members of these inter-agency groups and have developed effective working relationships with their professional peers.

Individuals may be requested to assist for Level II and Level III fires through their respective agencies. Other persons with recognised CIMS skills may also be requested to assist.

3.4.2 National Rural Fire Authority Rural Fire Manager

Whilst the Rural Fire Manager has senior experience within the rural fire industry and could add value to an incident management team, it is recognised that the appointee has specific responsibilities and duties within the National Rural Fire Authority in the event of a major incident.

To avoid any potential conflict of interest, it is therefore more appropriate to utilise this person in an **advisory and liaison** role, rather than committing him/her to a specific incident management position.

This Rural Fire Manager may also facilitate access to other skilled incident management personnel from adjacent Regions at the request of the Incident Controller.

3.5 Principal Rural Fire Officer and Rural Fire Officers

Wairoa District Council has authority to appoint people to key Rural Fire positions as detailed below, and to delegate authority to those individuals to give effect to this Fire Plan

3.5.1 Appointments

The following people have been appointed as Rural Fire Officers, pursuant to Section 13 of the Forest and Rural Fires Act 1977. Council has delegated *full powers* to appointees to perform their duties pursuant to Section 36 of the Forest and Rural Fires Act.

Table 3: Rural Fire Officers - Internal

<i>Designation</i>	<i>Position within council</i>
Principal Rural Fire Officer	Contracted Donald Scott
Deputy Principal Rural Fire Officer	Vacant

The full list of appointed rural fire officers, and their contact details is provided in Annex 5.

[Refer Regulation 42(2)(c)]

3.6 Training Arrangements

The Wairoa Rural Fire Authority is committed to ensuring its rural fire personnel are trained and competent to international standards.

The Principal Rural Fire Officer, or deputy, shall ensure that an adequate training programme for personnel undertaking rural fire activities is carried out.

Council shall endeavour to meet the requirements of the National Rural Fire Authority Training Standards commencing at Fire ground entry level through to qualified fire fighter, pump operator and crew leader.

Provision is made within Council budgets for the training of staff, both paid and volunteer.

[Refer Regulation 42(2)(e)]

3.6.1 Legislative Functions

Pursuant to the Health and Safety at Work Act 2015, Rural Fire Force Controllers of Rural Fire Forces shall maintain a register of personnel attending each training session, along with details of training undertaken at each meeting.

3.6.2 Unit Standards Training

Training courses are structured to meet industry requirements and the assessment process is aligned to NZQA unit standards.

3.6.3 Competency Requirements

Rural Fire Personnel are being trained to National Rural Fire Authority unit standard requirements. Rural Fire Forces are listed in Annex 6 and the minimum competency requirements are specified in the National Rural Fire Authority National Training Standards document.

[Refer Regulation 42(2)(e)]

3.7 Fire fighting Assistance

3.7.1 Dedicated fire equipment

Rural Fire Force equipment is to be maintained in a state of permanent readiness. All equipment shall be checked at least three monthly throughout the year. Faulty equipment is to be reported to the Duty Rural Fire Officer immediately for further action.

No fire equipment is to be used other than for fire fighting purposes without the approval of the Principal Rural Fire Officer.

[Refer Regulation 42(2)(g)]

3.7.2 Personal protective clothing

All members of registered Wairoa District Council Rural Fire Forces have been supplied with:

- Fire resistant overalls;
- Leather boots
- Woollen bunker coats
- Safety helmets (with neck protection and visor);
- Gloves; and
- Goggles and dust masks.

Protective clothing is *required to be worn* on the fire ground by Rural Fire Crews in accordance with the Health and Safety at Work Act 2015. Additional safety helmets (with neck protection and visor), gloves, goggles, and dust masks are available from the Rural Fire Vehicle if required. Hearing protection is standard appliance equipment.

3.7.3 Agencies available for support

The following are key agencies that are able to support the Wairoa Rural Fire Authority in undertaking its rural fire duties:

- New Zealand Fire Service
- National Rural Fire Authority
- Department of Conservation
- Bay Forests Rural Fire District
- Central Hawke's Bay District Council
- Eastland Rural Fire District
- Fire and Rescue New Zealand
- Gisborne District Council
- Hastings District Council
- Pumicelands Rural Fire District
- Hawke's Bay Regional Council
- St John Ambulance Service
- Police (Wairoa, Gisborne and Napier)
- Doctors
- National Poisons Centre
- Victim Support
- Electricity & Gas supply companies
- Telecommunications companies
- Local newspapers
- Local radio stations

Contact details for these support agencies are provided in Annex 8 Logistics.
[Refer Regulation 42(2)(f)]

3.7.4 Emergency Contact details

Warranted Rural Fire Officers are available to respond immediately to any fire within the Wairoa District on a 24-hour roster and can be contacted through:

24 HOURS: Wairoa District Council - **(06) 838-7309**

OR

24 HOURS: Firecom **(04) 801-0812 Duty Pager (026 268 8931)**

3.7.5 Equipment and Personnel Resources

Wairoa District Council maintains sufficient equipment to effectively control and manage most rural fires in their district. Trained staff and volunteer fire services are located throughout the district, and are able to respond to any fire.

Details of equipment and contact details for personnel are provided in Annex 8 Logistics.

[Refer Regulation 42(2)(g)]

3.8 Arrangements and Agreements made under section 14, 15 or 16 of the Forests and Rural Fires Act.

Section 14 of the Forest & Rural Fires Act 1977 provides for the joint exercise of powers between two or more fire authorities.

Section 15 provides for the supply of equipment and fire fighting services from the NZ Fire Service Commissions, the Crown, or any industrial fire brigade under the provisions of section 16.

Section 16 allows a rural fire authority to enter into contracts or arrangements for the purpose of fire control.

In order to maintain an efficient response to fire incidents, Wairoa District Council Rural Fire District has statutory agreements with:

- The Fire Service Commission, under Section 14 of the Forest and Rural Fires Act 1977, and Section 26 of the Fire Service Act 1975.
- The Fire Service Commission, under Section 15 of the Forest and Rural Fires Act 1977, and Section 26 of the Fire Service Act 1975.
- The Fire Service Commission, under Section 36 of the Forest and Rural Fire Act 1977

Wairoa District Council has agreements for the purpose of fire control with all its volunteer rural fire forces. (See the following section.)

[Refer Regulation 42(2)(h)]

3.9 Agreements between Fire Authority and voluntary or other fire forces

All Voluntary Rural Fire Forces that have been established by the Wairoa District Council are bound by a signed Agreement, pursuant to the Forest and Rural Fire Regulations 2005.

There are 3 registered Volunteer Rural Fire Forces within the Wairoa District Council Rural Fire District.

The following table lists the Volunteer Rural Fire Force and their National Rural Fire Authority registration number. Details of personnel and resources for each Volunteer Rural Fire Force are provided in Annex 7: Volunteer Rural Fire Forces.

Table 4: Volunteer Rural Fire Forces

Volunteer Rural Fire Force	NRFA Registration Number
Mahia Rural Fire Force	170
Ruakituri Rural Fire Force	171
Tuai Rural Fire Force	172

[Refer Regulation 42(2)(i) and Regulation 63]

3.10 Specially Protected Areas

Specially protected areas are those properties that the National Rural Fire Authority has declared by notice in the *Gazette* as needing special safeguarding.

There are no specially protected areas within the Wairoa District Rural Fire Authority Area.

[Refer Regulation 42(2)(j)]

3.11 Fire Season Status Trigger Points

Wairoa Rural Fire Authority utilises the standard New Zealand Fire Danger Rating System as developed by the National Rural Fire Authority. The New Zealand Fire Danger Rating System figures are based upon daily fire weather readings.

As noted in section [2.4.1 Fire Danger Management](#) the Wairoa Rural Fire Authority undertakes daily monitoring of conditions to determine the Fire Season Status.

The following trigger points shall be used to impose a change of fire season

These shall be based on the Build-up Index (BUI) and Drought Codes (DC) with a change of fire season status imposed on that part of the district covered by the most relevant fire weather station.

NB The Principal Rural Fire Officer may impose a change of fire season status earlier or if the forecasted weather is such that conditions may ameliorate within a short period, delay the imposition of a change of fire season status if in his opinion it is considered prudent to do so.

- **Open to Restricted BUI 30 DC 200**
- **Restricted to Prohibited BUI 60 DC 300**
- **Prohibited to Restricted and Restricted to Open fire season**

As fire danger indices reduce the fire season status shall revert to the lower level of danger indicated.

The Principal Rural Fire Officer may delay or change the status of the fire season if he considers it wise to do so.

- **Imminent changes to fire danger levels**

The Principal Rural Fire Officer may cause to be broadcast warnings of immediate changes to fire danger levels whenever conditions indicate it is wise to do so. This may include the cancellation of all existing fire permits and a requirement that any fires burning at the time the warning is broadcast are extinguished.

[Refer Regulation 42(2)(k)]

3.12 Trigger points for imposing restrictions on exotic forests in district.

Once a restricted or prohibited fire season has been imposed the Principal Rural Fire Officer may after consultation with the appropriate forest managers impose restrictions within any exotic forest area within the Wairoa Rural Fire Authority area.

Restrictions may include but are not limited to

- Access for recreation or work
- Harvesting or silvicultural activities
- The provision of standby fire crews

3.13 Details of fire protection works

The Wairoa District Plan sets out the requirements for land development and use. Generally, fire/fuel breaks are not a significant factor as there are no registered forest areas within the District. The onus for protective works in private forest areas rests with the owners. Council Rural Fire Officers however, provide advisory services to any landowner in this respect.

Fuel reduction is undertaken throughout the year on Council controlled reserves and roadside verges.

Council Rural Fire Officers and Rural Fire Force members regularly attend fuel reduction and land clearing burns in a preventative/advisory role. Prescribed burning is becoming a common mitigation tool in the District.

Council Rural Fire Officers promote access issues to rural properties as one of the actions outlined in Section [2.4.7 Public Education Activities](#)

Water supply points are abundant throughout the District but many smaller sources dry up during periods of drought.

[Refer Regulation 43(a)]

3.14 Implementation of NZ Fire danger rating system

The following guidelines will be used, as a guide to determine the resources required.

LOW / MODERATE FIRE DANGER

One Duty Rural Fire Officer on pager and/or cell phone at all times and available to respond within 10 minutes. Fire resources to be dispatched as per agreed pre-determined actions. Additional crews placed on standby as required.

HIGH FIRE DANGER

One Duty Rural Fire Officer on pager and/or cell phone at all times and available to respond within 10 minutes. Fire resources to be dispatched as per agreed pre-determined actions. Additional crews placed on standby as required.

Helicopter to be placed on standby.

VERY HIGH / EXTREME FIRE DANGER

One Duty Rural Fire Officer on pager and/or cell phone at all times and available to respond within 5 minutes. Fire resources to be dispatched as per agreed pre-determined actions. Additional crews and Incident Management Team to be placed on standby as required. [Refer Regulation 43(b)]

	FFMC	DMC	DC	ISI	BUI	FWI
	Ignition Potential	Mop Up Difficulty		Rate of Spread	Fuel Available	Fire Intensity
Low	0 – 74	0 - 20	0 - 100	0 - 4	0 - 15	0 - 3
Moderate	75 – 84	21 - 30	101 - 175	5 - 8	16 - 30	4 - 13
High	85 – 87	31 - 40	176 - 250	9 - 12	31 - 45	14 - 23
Very High	88 – 91	41 - 45	251 - 350	13 - 15	46 - 59	24 - 29
Extreme	92 – 101	46 +	351+	16+	60+	30+

Low / Moderate Fire Danger

To Fire	Notifications	Response Time
1 NZFS Appliance & Crew (4 FF) 1 RFA Tanker & Crew (2 FF) Duty RFO	Notify Rural Fire Forces as required of changes to FWI.	Mobilisation within 10 min 24 hours 365 days a year

High Fire Danger

To Fire	On-Standby	Notifications	Response Time
1 x NZFS Appliance & Crew 1 x RFA Tanker & Crew (2 FF) 1 x VRFF Appliance & Crew 1 x RFO 1 x Helicopter Level 1 Aircraft manager	1 RFO/Crew Leader 1 VRFF Appliance & Crew NZFS Appliances & Crew as per PDAs	FWI checked daily - notify RFF & RFA's as required.	Mobilisation within 10 min 24 hours 365 days a year

Very High/ Extreme Fire Danger

To Fire	On-Standby	Notifications	Response Time
1 x NZFS Appliance & Crew. RFA Tanker & Crew (2 FF) RFO 1 VRRF Appliance & Crew 2 x Helicopter Level 1 Aircraft manager	2 RFO/Crew Leader NZFS Appliance & Crews as per PDAs 1 Water Tanker & Crew (2 FF) 1 Helicopter	FWI checked daily - notify RFF & RFA's as required.	Mobilisation within 10 min

NOTE The Principal Rural Fire Officer or Deputy Principal Rural Fire Officer may alter any response at his discretion.

3.15 Fire Danger Indication Awareness Signs

The Wairoa District Council owns and maintains one Fire Danger Indicator sign at Mahia. Other signs on the main approaches to the district are owned and maintained by the Eastland Rural Fire District and Bay Forests Rural Fire District.,

When a Restricted Fire Season is declared, the Wairoa Rural Fire Authority erects standard "Fire Restriction" signs on all major routes leading into the District and leading out of the urban areas.

When a Prohibited Fire Season is declared, the Wairoa Rural Fire Authority erects standard "Fire Prohibition" signs on all major routes into the District and leading out of the urban areas as required by the Forest & Rural Fires Act 1977.

[Refer Regulation 43(c)]

3.16 Resource Response to Specific Fire Danger Levels

Wairoa Rural Fire Authority has developed the following resource requirements for responding to various levels of rural fire. This is based on industry best practice, and the analysis of the risk assessment and wildfire risk analysis.

3.16.1 Small Incident

5 – 15 people	spot/small fire
Local control	short duration 2-4 hours
no complex problems/exposures	0-5 ha

3.16.2 Medium Incident

15 – 30 people	small/medium fire
Group control	medium duration – up to 24 hrs
some complex problems/exposures	5-20 ha

3.16.3 Large Incident

30+ people	Large or running fire
District control	Long duration >1 day
Complex situation – exposures/evacuations	20+ ha

[Refer Regulation 43(d)]

Part Four – Response

This section of the Fire Plan sets out those matters that are required by Regulation 44 and 45 of the Forest and Rural Fires Regulations 2005.

4 Response Section

The Wairoa Rural Fire Authority is committed to maintaining a safe and effective response capability to ensure rapid deployment of suppression resources to, and efficient actions at fires, to minimise outbreaks of wildfire.

The purpose of this section is to outline arrangements with those agencies, organisations and fire forces, both within and outside of Council, relating to training, operational procedures and action to prevent, suppress and control forest and rural fires within the Wairoa District.

4.1 Response Policies and procedures

Rural Fire Forces are not to place themselves, other personnel, or any equipment in danger by undertaking any *interior structural fire fighting* task that they are not trained to do. Fire Forces must involve themselves with *initial attack* action for fire containment and protection of exposures. In undertaking these activities, personnel must be familiar with the means of protection against elements and conditions that can become hazardous.

[Refer Regulation 44(1)]

4.2 Response Procedures

Fire suppression operations will take priority over every other Council activity except in the case of a Declared Civil Defence Emergency or other life-threatening situation.

Priorities in the event of fire are:

- **FIRST** **Human life**
- **SECOND** Protection of Community Assets, property, or special values.
- **THIRD** Exotic and Indigenous Forest, and Council Reserves.
- **FOURTH** Scrub and other vegetation

Where there are multiple fires, those posing the greatest threat if left uncontrolled, will be extinguished first.

The following Officers will perform the operational role of Response Co-ordinator at the Emergency Operations Centre in the event of a major event or multiple incidents to ensure appropriate prioritisation of resources occurs:

- Principal Rural Fire Officer

Key individuals from other agencies may be delegated this function by the Principal Rural Fire Officer during extended operations, supported by Wairoa District Council management staff in a "lead agency" liaison role.

All personnel who respond to the fire ground will receive a fire ground safety briefing.

4.2.1 Stand down / changeover

When standing down or changing over personnel at a fire scene, all personnel involved in the incident shall use standard CIMS procedures to ensure that: -

- Their replacement is fully briefed;
- All personnel and equipment resources are accounted for;
- Details taken at the fire scene are recorded and passed on; and
- People are physically checked out at the Incident Control Point before departing.

The Principal Rural Fire Officer is responsible for ensuring that all people working on a fire scene adopt appropriate working times and that all people who need it have access to welfare support.

4.2.2 Action after fires/incidents

Part of the response procedure following any fire incident is to ensure that all equipment is re-commissioned and that there are sufficient rested and trained crews available to respond to another call out should one occur.

Procedures for operational debriefs are covered in the Recovery section of this Fire Plan.

4.2.3 Road scene safety

All road scene matters are undertaken in accordance with the East Coast Council's Code of Practice for Temporary Traffic Management.

Personnel *must* take extreme care when working on roadways, especially high-speed highways.

Hazard warning devices (road cones, flares, beacons, safety triangles, etc) must be placed well in advance, front and rear, of operational areas (at least 200m), to protect the scene from oncoming traffic. Particular attention must be given to high-risk areas, such as hollows and blind spots, where personnel could be particularly vulnerable to oncoming traffic.

Non-essential personnel/vehicles should perform this task, especially at night or when visibility is poor. Personnel are to ensure that headlights and beacons/hazard lights of appliances/vehicles are turned on (even when stationary), day or night, to clearly warn oncoming traffic of the incident scene.

The use of emergency beacon lights may need to be minimised when operating in the close proximity of helicopters so as to reduce glare hazard for pilots, especially at night.

A "Safety Advisor" will be appointed to specifically look after the safety of individuals and crews at any incident involving four or more fire appliances/crews, or where aerial operations are occurring.

Personnel must wear appropriate high visibility/reflective clothing whilst carrying out any task where there is the likelihood of road traffic. The reliance on the standard reflective stripes on protective fire coveralls is not sufficient in these circumstances.

Orange safety road marker cones or fire signs must be established on the road verge adjacent to the entrance to the fire ground, to clearly indicate the turn-off direction for all responding resources. In the absence of appropriate markers, a non-essential support person should be assigned to direct on-coming resources.

If required NZ Fire Service fire-police can be used for managing safety and traffic.

4.2.4 Aircraft safety - fixed wing and helicopter

The National Rural Fire Authority have introduced an Aircraft Standard for the management of aircraft at vegetation fires.

Wairoa District Council will abide by this standard and ensure the following is adhered to when utilising aircraft at any wildfire event.

- Only approved aircraft operators will be utilised for response purposes. Annex 8 logistics lists those aircraft which have been approved for use. If further aircraft are required ask either the NRFA Manager or an Air Attack supervisor for assistance.
- A list of approved Air Support Supervisors (1-3) aircraft operators and Air Attack Supervisors (more than 3 aircraft) is also found within Annex 8.
- Aircraft operations must utilise these trained personnel whenever aircraft are to be used.

Safety procedures must be adhered to when working with aircraft. The Incident Controller must ensure adequate safety procedures are in place before any personnel are committed to air support operations.

A Lead Pilot shall be appointed by the Incident Controller/Air Support Supervisor to coordinate and supervise all pilots engaged in aerial suppression operations. This appointment must be recorded on the Incident Log.

Consideration should be given to requesting *temporary restricted airspace* at large fires where there are three or more aircraft working or where a convection column of smoke may create a hazard to passing aircraft. The Lead Pilot or Air Support/Attack supervisor should advise the Incident Controller of this need, also having given regard to the impact of other aircraft in the airspace on the safety of aerial fire fighting operations.

A copy of CAA criteria for requesting temporary restricted airspace is held at the Wairoa District Council Emergency Operations Centre.

4.2.5 Electrical hazards¹

Under no circumstances are personnel to be committed to extinguish fires near, or under, power lines, particularly high voltage transmission lines and towers, without first ensuring that power has been isolated and/or turned off. Use of water, or driving vehicles with radio aerials underneath electrified lines is particularly hazardous.

All power lines are to be treated as "live" until confirmed inactive by the appropriate power authority (Transpower, Eastland Network, etc).

Caution should also be exercised in the vicinity of high-voltage electric fence wires passing over gates etc.

4.2.6 Fuel hazards

Similar precautions as noted in section [4.2.5 Electrical Hazards](#) must also be applied when fires are near gas lines, especially pressurised pipes and cylinders.

4.2.7 Hazardous substances

Personnel *must be alert* to the possibility of hazardous substances being consumed by fire. While the danger of flame impingement on LPG/CNG/OXY-ACCETALENE cylinders, etc, is usually obvious, other substances that are less noticeable may also be involved in the fire. Chemicals, furnishings, and some forms of natural vegetation can be hazardous when burnt.

4.3 Reporting of fire related accidents

All Rural Fire personnel are to report any fire related accident, injury, or near miss (accident) to the Duty Rural Fire Officer, Principal Rural Fire Officer or Incident Controller *as soon as possible*, i.e. at the time of the accident. Council may require an *Accident Report* and/or *medical certificate* to support any documentation, especially if a claim is likely to be made on ACC as a consequence.

If not already in attendance, the Principal or Deputy Principal Rural Fire Officer shall respond immediately to investigate all serious harm accidents, to assess welfare needs of

¹ Maps and details of the main gas networks, electricity lines, and other engineering utilities are provided in the HB Engineering Lifeline study completed in 2001.

the casualty and Fire Force members affected, and to ensure Council procedures are followed.

4.3.1 Receiving of Fire Calls

In order to ensure there is the ability to build a response to any particular event, a Duty Rural Fire Officer shall be rostered to provide 24-hour coverage 365 days of the year for the period of this plan. The Duty Rural Fire Officer shall have the use of the Emergency Management Officer's Utility Vehicle at all times.

The primary means of reporting a fire within the District is the 111 system, which directs fire and related incident calls to the New Zealand Fire Service Communications Centre (FIRECOM).

The Wairoa District Council has an agreement with the NZFS to provide the initial response to all fire calls with the nearest Rural Fire Force providing either a back up or parallel response. Fire Com notifies the Duty Rural Fire Officer either via the pager system or by calling the Wairoa District Council 24 hour number (06 838 7309). This arrangement is in place permanently.

[Refer Regulation 44(2)(a)]

4.3.2 Emergency 111 system

All fire emergencies should be reported on the 111 telephone system.

FIRECOM on receipt of notification of a fire related incident within Wairoa District Council Rural Fire Authority area of responsibility, will:

- Complete actions as per the Predetermined Attendance for that area.
- Obtain details about the fire including: property RAPID Number, road name, property name, District or Region location, size of the fire, what is burning, terrain, weather conditions, and details about any life or property endangered.
- Immediately following the above, page the Duty Rural Fire Officer on 026 268 8931

The Duty Rural Fire Officer, or PRFO or Deputy will take the following actions if not already taken:

- Call back FIRECOM, 04 801 0812 to confirm actions taken and any back up or further response required
- Initiate any necessary actions in respect to back up or response
- Ensure an immediate inspection of the fire scene is undertaken
- Provide all personnel with a safety briefing from checklist before deploying resources.

If an acknowledgment has not been received within ten (10) minutes from the Duty Rural Fire Officer, the NZFS Communications Centre, will:

- Re-activate the Duty Rural Fire Officer pager; and
- Telephone Wairoa District Council 24 Hour number (06-838 7309)
- Repeat process until acknowledgment has been received.

4.3.3 Contact of duty rural fire officers

Warranted Rural Fire Officers are available to respond to any fire within the Wairoa District on a 24-hour roster and can be contacted through:

24 HOURS:	Via Wairoa District Council (24 Hours) -	(06) 838 7309
	<i>OR</i>	
24 HOURS:	Via Firecom on alphanumeric telepagers -	(04) 801 0812

4.3.4 Systems for Response to Fire Calls

Preferred minimum initial fire response levels, based upon the New Zealand Fire Danger Rating System are shown in sections [3.14 Implementation of New Zealand Fire Danger Rating System](#) and [3.16 Resource Response to Specific Fire Danger Levels](#). These will be assessed and modified by the Rural Fire Authority depending on the daily fire danger rating.

A summary of the major resources available to Wairoa District Council is provided in the following table.

Table 5: Summary of major resources

Resource	Number available
Fire Appliances	4
Fire Tankers	2
Response Vehicles	1
Portable Pumps - High pressure/high volume	2
Portable pumps – Medium pressure/medium volume	3
Portable Pumps - High pressure/low volume	4
Portable Dams	5

Rural Fire Officers will alert the all Rural Fire Forces when fire weather conditions become very high to extreme in accordance with daily Fire Weather Index ratings, and key aerial operators and other contractors may also be placed on standby as appropriate.

Standby levels for fire crews, pre-warning of key agency liaison staff, and staffing of the Emergency Operations Centre will be determined in advance of any outbreak of fire by Council Rural Fire Officers when calculating predicted fire behaviour and forward rates of spread during such periods of elevated fire danger.

[Refer Regulation 44(2)(b)]

4.3.5 Staff action on the receipt of a fire call

All Council staff must refer any report of fire (except smoke complaints) direct to FIRECOM using the 111 system

The Rural Fire Officer receiving a fire call will identify the location of the fire and determine the action to be taken using the current Rural Fire Plan. If the address is outside of Wairoa Rural Fire Authorities area of jurisdiction, the Fire Authority responsible for the area shall be immediately advised of the details. Neighbouring forest owners should be similarly advised of any potential threats to their assets.

All details will be recorded on the standard Initial Fire Call Action Sheet (see Annex 11), the Duty Rural Fire Officer or Principal Rural Fire Officer must be immediately alerted and appropriate resources dispatched or placed on standby as necessary.

If applicable, people who may be subsequently trapped or affected by vegetation fire will be warned via local radio broadcasting media or rural community networks.

The Incident Controller may request an ambulance to be on standby at the incident if four or more fire appliances/crews are actively engaged in suppression operations.

Records will be kept showing timing of events, decisions taken, tasks given, staff movement, replacements, close down of local fire scene command and steps taken to investigate the cause of any fire, and confirmation that the fire is declared out.

4.3.6 Actions by attending rural fire officer

On receipt of incident details, a warranted Rural Fire Officer shall:

- a. Pursuant to the Forest & Rural Fires Act 1977, proceed immediately with all possible speed, due care and attention, to the fire scene. (*Note* – a Warranted Rural Fire Officer is required to depart for the fire/incident within 10 minutes of receipt of a call by the National Rural Fire Management Code of Practice).
- b. Liaise with, and seek a briefing from any Rural Fire Forces, other agencies, or persons already in attendance and make an assessment of the scale and seriousness of the fire.
- c. Establish an Incident Control Point (ICP), take command of the incident and advise all support agencies in attendance, Emergency Operations Centre, and Firecom that he/she has done so.
- d. Notify other fire authorities, owners of forests, or other interested parties in the vicinity of the incident.
- e. Take appropriate action to control events to suppress fires, in liaison with other Fire Authorities that initially attend the fire/incident, and identify and secure the area of origin pending a detailed fire investigation by Wairoa District Council Rural Fire Officers or by contracted fire investigators.
- f. As soon as fire suppression operations permit, release the NZ Fire Service, other Fire Authorities in attendance, and additional resources for redeployment to further incidents.
- g. If the fire is already, or is likely to develop into a large fire:
 - Establish a command structure (CIMS) (See [Figure 5. Command Structure Diagram for Large Fires](#)), and notify the Principal Rural Fire Officer.
 - Establish communications networks on the fire ground and activate the Emergency Operations Centre.
 - Call up, or place on standby, sufficient personnel and equipment to contain, control and suppress the fire, including other Volunteer Rural Fire Forces, contract staff and equipment, adjoining Rural Fire Authorities, helicopters and fixed wing aircraft, or other resources if required (See Appendix 8 – Logistics).
 - Notify the National Rural Fire Authority Rural Fire Manager as soon as practical (within 2 hours) if the fire is likely to become a regional emergency, likely to attract media attention, if fire fighters are harmed, or if a claim on the Rural Fire Fighting Fund appears likely.
 - Take all necessary action to extinguish the fire.
 - Consider requesting assistance from suitably qualified personnel for Incident Management for major Level II fires and Level III fires.
 - Establish a staging area/s and record all incoming and outgoing personnel and equipment at this point.
 - Request and maintain effective logistical support (e.g. food, drinks, clothing, lighting, first aid, shelter, transport and/or additional communications) to the fire ground, through the Emergency Operations Centre, especially where the fire is likely to be prolonged, i.e. over several hours.
 - Task crews with mop-up patrols to ensure the fire is completely extinguished and all hot spots are out and that fire cannot re-ignite or spread.
 - Secure point of origin and any evidence, photograph, impound and secure exhibits, establish the cause of the fire, obtain names and statements from any witnesses, including how the fire/incident was initially reported, and

complete a Fire Investigation Report and record relevant statistics on the Fire Incident Report Form.

- Complete Fire Incident Forms and conduct operational critiques within 10 days if required.
- Inspect and reconstitute all equipment upon return to fire station. Log any defective resources and immediately notify the Council Duty Rural Fire Officer.

[Refer Regulation 44(2)(c) and 45(2)(b)]

4.3.7 Systems for Response to Fire Calls

The establishment and maintenance of effective communications is a top priority at any fire. Linkages will be required on the fire ground and between Incident Control Point and the Emergency Operations Centre. Communications are essential to ensure safety, summon aid, effect command, maintain control, direct resources, provide instructions, facilitate co-ordination and co-operation, keep people informed, and to record events and decisions.

[Refer Regulation 45(1)]

4.3.8 Local Resources Contingent Capacity

As noted in section [3.9 Agreements between Fire Authority and voluntary or other fire forces](#) the Wairoa Rural Fire Authority has established 3 registered Volunteer Rural Fire Forces. The details of the local resources both personnel and equipment available to Wairoa District Council to assist with fire fighting are provided in Annex 5 and Annex 6.

4.4 Fire Ground Activities

4.4.1 Command and Control at Incidents

Where any other Fire Authority initially attends a fire within the jurisdiction of the Wairoa Rural Fire Authority, the senior person present will be the person in charge until a warranted Rural Fire Officer or the Duty Rural Fire Officer arrives. At that time, control of the fire will pass to the Principal Rural Fire Officer, or delegated Rural Fire Officer, or any other person authorised in that regard by the Principal Rural Fire Officer (Refer Section 15, of the Forest and Rural Fires Act, 1977). Details of chain of command for rural fires are shown in section [3.4 Chain of Command](#).

Where Rural Fire Forces are first in attendance at any fire or incident within the District, the Fire Force Controller (warranted Rural Fire Officer) at the scene will initially be in charge until the Duty Rural Fire Officer is in attendance. Advice may be sought from experienced persons from other attending organisations but *control* of any incident will remain with Wairoa Rural Fire Authority personnel as the “lead agency”.

If the fire requires more resources, the Emergency Management Officer will immediately activate the Wairoa District Council Emergency Operations Centre and arrange for appropriate logistical support.

All staff on the fire ground shall ensure that they have:

- Been assigned a job that is within their personal capabilities.
- A clear understanding of whom they are responsible to, and for whom they are responsible.
- A clear understanding of what each person is responsible for.
- A clear understanding of the *Standard Safety Orders*, prior to entering the fire ground.
- A clear understanding of any special hazards pertaining to the fire ground.
- Identified escape route(s).
- Appropriate equipment. Identification

All command personnel, especially those with key roles or functions, must be easily identified by fire fighters or supervisors at a rural fire incident. Rank identification for command personnel shall therefore be:

- **Incident Controller -** Jerkin showing designation
- **CIMS Support Team -** Coloured jerkins showing command designation.
- **Safety Officer** Jerkin showing designation
- **Rural Fire Officer -** White Helmet, Orange flameproof coveralls
- **Crew Leader -** Yellow Helmet, Orange flameproof overalls
- **Fire Fighters -** Yellow Helmet, Yellow flameproof coveralls.

[Refer Regulation 44(2)(d)]

4.4.2 Inter Communication Effectiveness

The Wairoa District Rural Fire Authority area covers over 400,000 hectares of land ranging from coastal plains to high-mountain terrain. Communication dead spots exist in many isolated areas. To reduce the impact of this, Wairoa District Council Rural Fire Authority has multiple channel radio communications capability through the Civil Defence network.

Wairoa District Council rural fire appliances and vehicles are fitted with Fire Service LMR to provide alternative coverage and to facilitate efficient communications at inter-agency operations. The Wairoa Rural Fire Authority has access to the National Rural Fire Authority Central North Island Fire Service portable repeater if required.

The Emergency Management vehicle is fitted with Department of Conservation and forestry radio-telephone channels to facilitate efficient communications at combined operations and to provide extended cover in marginal reception areas.

Wairoa District Council Rural Fire Officers also carry vehicle and hand-held ground-to-air radios. Helicopter companies have the Wairoa District Council frequency fitted to some aircraft to enable direct contact with either incident control or the Emergency Operations Centre.

Trained personnel and volunteers will be mobilised to staff the Emergency Operations Centre as required by the Principal Rural Fire Officer. Establishment of communications between the fire scene and the Emergency Operations Centre shall be the first priority. This will normally be by radio-telephone, although a cellular phone may be used if suitable.

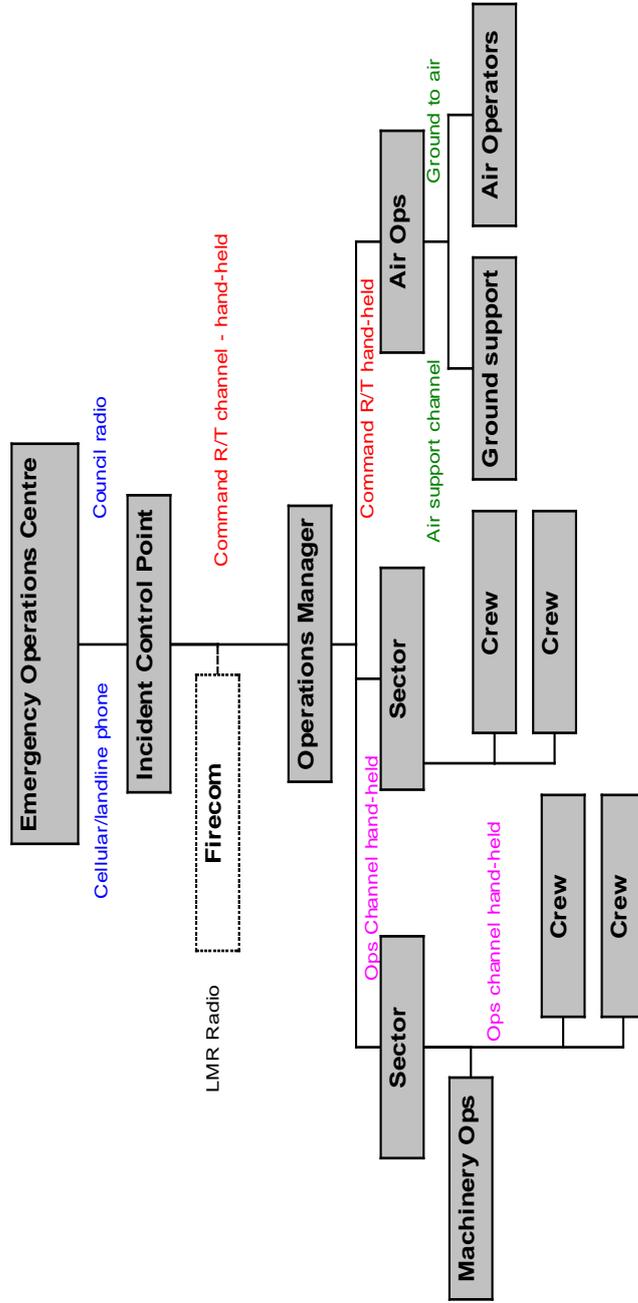
Establishment of a communications network at the fire (runners, hand held radios, mobile radio's, cell phones) is the second priority.

The Wairoa Rural Fire Authority maintains multi-channel capability on hand-held and vehicle radios to facilitate separation of the various functions as detailed in 3.2 below, including Fire Service liaison channels.

The Incident Controller will ensure the following information is conveyed to the Emergency Operations Centre, when it is activated:

- Advise immediately if an emergency situation develops.
- Progress reports, particularly before 1500 hours on workdays (to allow for possible shift changes and meal arrangements).
- Advise time when fire suppression action is completed, when mop-up operations are completed, and when the fire is either left in the hands of the landowner or declared out.

Figure 6: Communications plan for large fires



EMO Vehicle Radio

CHAN ID	CHAN NAME	RX.FREQ (MHz)	TX.FREQ (MHz)	NAME OF NETWORK
1	WDC CHI			
2	WDC CH2			
3	SIMPLEX	153.50625	153.50625	WDC SIMPLEX
7	JNL 7	152.77500	154.55625	JNL7 WHARERATA
8	WHAKAPI	151.70000	155.88125	E77 LOCAL TRUCKING WPE
9	JNL 9	152.82500	154.60625	JNL 9 PATANAMU
11	OLSN 1	151.57500	155.75625	OLSEN WHAKAPUNAKI
12	NZFS SX1	143.82500	143.82500	FIRE SERVICE H/H SPX
13	E145 CH3	152.55000	154.33125	PORTABLE FIRE RPTR
14	FFSPX 84	153.53125	153.53125	FIRE SIMPLEX 1
15	FFSPX 63	150.83750	150.83750	FIRE SIMPLEX 2
16	FFXPX 86	153.55625	153.55625	FIRE SIMPLEX 3
17	AERO SP1	165.75000	165.75000	FIRE AERO LINK
25	CIMS SX	140.98750	140.98750	LIAISON SX
26	RELAY	150.83750	150.83750	PRU RELAY ACCESS
30	17 SX B	140.62500	140.62500	DOC SIMPLEX B
31	15 SX A	140.55000	140.55000	DOC SIMPLEX A
32	01 ES116	142.45000	139.45000	DOC 1
33	02 ES117	142.46250	139.46250	DOC 2
34	03 ES118	142.47500	139.47500	DOC 3
35	04 ES119	142.48750	139.48750	DOC 4
36	05 ES120	142.50000	139.50000	DOC 5
37	06 ES121	142.51250	139.51250	DOC 6
38	07 ES122	142.52500	139.52500	DOC 7
39	08 ES123	142.53750	139.53750	DOC 8
40	09 ES124	142.55000	139.55000	DOC 9
41	10 ES154	142.92500	139.92500	DOC 10
42	11 ES155	142.93750	139.93750	DOC 11
43	12 ES156	142.95000	139.95000	DOC 12
44	13 ES157	142.96250	139.96250	DOC 13
45	OPS PRU	143.03750	143.03750	DOC 20
46	CIMS PRU	143.05000	143.05000	LIAISON PRU

[Refer Regulation 44(2)(e)]

4.4.3 Monitoring Fire Behaviour

Wairoa District Council has fire weather monitoring equipment that can be deployed for monitoring fire behaviour. Details of these and other actions that Wairoa District Council undertake to monitor fire behaviour are detailed in sections [2.4.1 Fire Danger Management](#) and [2.4.3 Fire Danger/Fire Weather Monitoring](#).

[Refer Regulation 45(2)(d)]

4.4.4 Recording of Personnel and Equipment

All personnel reporting at the fire ground, including those from other agencies such as NZ Fire Service, shall:

- Check in at the Incident Control Point (indicated by signs) and give name of all personnel and status of equipment contributed.
- Receive a defined task identifying designation within the command structure, person to whom responsible, whom responsible for, responsibilities (Supervisor, Equipment, Fire Sector/Line), and resources available.

- Receive a full briefing on fire ground communications system and extent of fire (disposition of resources, call signs, radio channels, fuel types, methods of suppression, fire ground sectors, threats, weather, escape routes or safe zones etc).
- Brief accompanying personnel of assigned tasks, responsibilities, and fire situation.
- Be informed of additional hazards where appropriate.

When carrying out an assigned task, personnel shall:

- Ensure an effective and safe chain of command at all times.
- Ensure effective communications at all times.
- Provide progress reports through the chain of command.
- Maintain records of staff inputs on the fire ground (i.e. hours worked by personnel and movement of equipment).
- Accord the highest priority to safety on - dangerous situations, up slope danger, entering areas of unburned fuel, moving up natural chimney formations within gullies, etc.

[Refer Regulation 45(2)(c)]

4.4.5 Recording fire incidents

A running log of events, radio, and telephone messages shall be maintained by staff at the Emergency Operations Centre and at all Incident Control Points established at rural fire incidents.

The Emergency Operations Centre will use CIMS message forms to record and time all transmissions, telephone calls, notifications, Emergency Operations Centre staff start and finish times, and other activities relevant to an event.

The Incident Control Point will chronologically record and time all fire ground activities, including arrival and departure times of personnel and resources, all changes of command, changes of fire status/behaviour, relevant radio transmissions, and any other relevant data.

Incident Situation Reports will be completed on the common CIMS forms and then be attached to the Incident Log Form on completion of operations. Incident Action Plans will also be completed on common CIMS forms and attached to the log.

All Incident Action Plans, Incident Management Forms and daily logs will be filed together at the completion of each daily shift (long duration event) and/or the incident (short duration event.)

Emergency Action Checklists and briefing forms should be completed and attached to the log as appropriate. A copy of this checklist is included in Appendix 12.

[Refer Regulation 45(2)(a)]

4.4.6 Air operations log

A log of air operations shall be kept using the appropriate CIMS forms, which are included in Annex 14

4.4.7 National incident management forms

Wairoa Rural Fire Authority has adopted the use of common forms for incident management in line with the initiative led by Department of Conservation and National Rural Fire Authority to ensure consistency with other Fire Authorities.

4.4.8 Rural fire force reporting

Rural Fire Force staff shall report on all incidents to the Duty Rural Fire Officer using the Wairoa Rural Fire Authority Fire Incident Report Form. A copy of the form is included in Annex 12.

4.4.9 Logistical Support

If the fire requires more resources, the Duty Rural Fire officer or Emergency Management Officer will immediately activate the Wairoa District Council Emergency Operations Centre and arrange for appropriate logistical support.

Contact details for personnel and equipment are contained in Annex 8: Logistics.

[Refer Regulation 45(2)(e)]

4.4.10 Welfare Support

Rural Fire Forces are advised to maintain enough sustenance (i.e. high-energy snacks, liquid replacement, etc) with their equipment for their own immediate use on the fire ground.

If personnel have been working on the fire ground for four hours without a main meal before being called to the fire, immediate action is to be taken to provide a substantial meal within two hours.

At fires of longer duration, substantial hot meals are to be made available to each person involved with the fire, every six hours maximum, and preferably four hours optimum.

Welfare resources will be arranged directly by the Incident Controller for fires of short duration. For fires of longer duration welfare resources will be obtained through the Emergency Operations Centre.

Porta Loos should be dispatched to the fire ground for all incidents that are likely to run for more than four hours. (See Annex 8 Logistics for details.)

4.4.11 Relief Crews

Details of relief crews and contact details are provided in Annex 8: Logistics. Wairoa Rural Fire Authority has standard procedures for the length of time crews can operate at a fire scene and details of replacing fire crews are provided in section [4.2.1 Stand down / changeover](#).

Part Five – Recovery

This section of the Fire Plan sets out those matters that are required by Regulation 46 of the Forest and Rural Fires Regulations 2005.

5 Recovery Section

The Wairoa Rural Fire Authority is committed to maintaining procedures to ensure all aspects of the post-fire phase are dealt with in a safe, efficient and effective manner.

5.1 Policies and procedures

Council has established policies to meet the requirements of the Resource Management Act 1991, Health & Safety at Work Act 2015, and any other Acts or Regulations relating to protection of people and the environment. Council has a responsibility for management of land resources, and for reinstatement of land damaged during fire suppression operations pursuant to the Resource Management Act.

[Refer Regulation 46(1)]

5.2 Protected Areas

There are no registered protected areas within the Wairoa Rural Fire District. See section [3.10 Specially Protected Areas](#).

However, there are a number of sites of environmental interest managed by Department of Conservation, Hawke's Bay Regional Council, and other agencies within the Wairoa Rural Fire Area.

The Wairoa District Council will work with the owner/manager of any land deemed to be of environmental interest with regard to how best to assist with recovery issues as may be required.

5.3 Rehabilitation of Damaged Areas

Council maintains a plan for the co-ordination of recovery from cultural, societal, and environmental impacts resulting from disasters, including wildfires.

Wairoa District Council and Hawke's Bay Regional Council work in partnership on environmental issues and a HBRC Environmental Officer will be consulted regarding recovery issues as required.

Rural Fire Fighters are trained to minimise damage to property and disturbance to the environment as part of standard training courses.

5.4 Use of Additives

The Wairoa Rural Fire Authority will not use foam (or soap capsules) in wetlands, swamps and other waterways. Precautions will be taken to minimise any major contamination of watercourses as foam kills aquatic life, even at low concentrations. The use of additives should also be avoided in environmentally sensitive areas where rare life forms may be at risk. The Wairoa Rural Fire Authority will treat all Department of Conservation reserves as 'sensitive' until advised otherwise.

Council Rural Fire Officers will ensure that recovery is implemented as part of the Incident Management Plan by minimising environmental and cultural damage through the adoption of appropriate suppression strategies. This includes consideration of the impact of various fire attack methods, use of additives, and any pre-existing restrictions or limitations.

Council policy is to remove all rubbish, foam containers, etc. associated with suppression operations prior to final departure from the scene and to reinstate staging and operational areas as best as is practicable.

5.5 Mop-up procedures recovery section

Mop up operations will be conducted at all fires. No burnt-over area shall be treated as safe until the person in charge at the fire scene has carried out a personal inspection. The Incident Controller will be solely responsible for giving the final clearance that responsibility has been handed over to the landowner or that the fire is declared out.

The following tasks must be done during mop-up operations:

- Hot spots are to be systematically searched out and burning spars are to be felled.
- Adequate and reliable patrols are to be undertaken.
- Infrared heat detection equipment may be used in questionable situations.
- Fire equipment is to be collected in a manner that will enable it to be effectively used again immediately should the need arise.
- Consideration is to be given to frequent inspections of the fire ground until heavy rain, or continual rain, has fallen.
- All rubbish associated with suppression operations must be removed from the incident ground.

5.6 Personnel Health and Safety

Health and safety of rural fire fighters is of paramount importance.

Council Rural Fire Officers ensure that Rural Fire Force members receive regular reinforcement of the Standard Vegetation Orders and the Watch Out Situations through training interventions and mail-outs.

These Officers also monitor operations at incidents to ensure that safe working practices are adhered to. Fire Force Controllers and Deputies have a prime responsibility for maintaining safety of crews, both at incidents and during training.

A Safety Advisor will be appointed at all incidents. This position may be held in conjunction with another command role at small incidents but safety must become a separate function at larger incidents (15+ people).

All accidents are to be investigated and documented as required by Council Policy.

[Refer Regulation 46(2)(a)]

5.7 Victim Support and Crisis Management

The Wairoa Rural Fire Authority has general policies and procedures regarding the use of victim support and crisis management services in emergencies that are applicable in the case of rural fire incidents.

Details of welfare support provided are included in section [4.4.10 Welfare Support](#). In all its operations the Wairoa Rural Fire Authority also complies with the requirements of the Health and Safety in Employment Act 1992.

5.8 Fire Investigations

All fires will be investigated by Council Rural Fire Officers or by a contracted investigator as required to determine probable cause and liability. The Fire Investigation Form included in Annex 13 will be used for all fires that may result in a claim on the Rural Fire Fighting Fund, or for fires that result in a reimbursement of suppression costs.

Council will endeavour to recover all fire suppression costs for all fires where liability can be determined pursuant to Section 43 Forest & Rural Fires Act 1977, or impose a levy pursuant to Section 46 when appropriate.

The Principal Rural Fire Officer may initiate prosecution action for cost recovery or for offences as required.

5.8.1 Post Fire Investigations [Cause]

The following actions must be undertaken after attendance at a fire call/incident:

- Within 10 days, complete a *Fire Incident Report Form* for all fires, burn offs, and smoke investigations.
- Within 10 days, of any large fire conduct an operational critique on actions taken at the fire scene. Details must be taken on any fire that may lead to legal proceedings.
- Within 28 days, initiate action to recover fire costs from National Rural Fire Authority Fund, person responsible, or charges for assistance given to another authority.
- Within 28 days ensure payment of personnel, and contractors, or other authorities utilised for assistance is initiated.

[Refer Regulation 46(2)(d)]

5.8.2 Operational Debriefs [at Incident]

The Wairoa Rural Fire Authority will undertake structured operational debriefs of all fire incidents using the format and procedures developed by the National Rural Fire Authority.

[Refer Regulation 46(2)(c)]

5.8.3 Operational Critiques [Investigation]

The Wairoa Rural Fire Authority is committed to continuously improving performance and service to the public in Wairoa District, as such, the Principal Rural Fire Officer will implement all recommendations arising from structured critiques of fire incidents. Critiques of fires will also consider the cost effectiveness of operations, particularly those where a claim may be made on the Rural Fire Fighting fund.

Operational critiques (sometimes referred to as debriefs) should be conducted within 10 days of significant events, i.e. fires involving 5 or more appliances / trailer units, more than two hours to suppress, or two or more Fire Authorities.

A format for conducting an operational critique is included as Annex 13.

5.8.4 Operational Reviews [Full Audit]

The Wairoa Rural Fire Authority is committed to maintaining effective and efficient fire suppression operations. To measure this, Council has a policy for the conducting of Operational Incident Audits on fires within its jurisdiction.

The criteria for conducting an incident audit (additional to any operational critique) are:

- All responses to Civil Defence Emergencies by Rural Fire Authority resources;
- Incidents causing significant loss to a community, e.g. property, heritage, environmental, or financial;
- When determined as appropriate by the Principal Rural Fire Officer

The audit shall be conducted by a team comprised of a minimum of three members drawn from:

- Wairoa Rural Fire Authority
- Senior Fire Service Officer; and
- Experienced Rural Fire Manager from another organisation.

(Note: The Incident Controller of the fire being audited is to be excluded);

The audit team shall work within the terms of reference produced by the person requesting the audit. The audit team shall produce a report that is compatible with the format developed by the National Rural Fire Authority, containing the following elements:

- Incident overview;

- Executive summary;
- Fire ground operations;
- Associated costs;
- Safety aspects;
- Accidents & injuries;
- Fire cause investigation issues;
- Environmental issues;
- Other issues arising;
- Conclusions; and
- Recommendations.

[Refer Regulation 46(2)(b)]

Part Six – Administrative

6 Administrative Section

This section sets out those administrative matters, which enables Wairoa District Council to operate as a safe, effective and efficient rural fire authority.

6.1 Committee Membership

Regulation 42(2)(d) of the Forest and Rural Fires Regulations 2005 requires the Rural Fire Authority to note in its Rural Fire Plan details in the case of a Rural Fire Committee the membership and a copy of the rules of the Rural Fire Committee.

Wairoa District Council is a local authority and not a Rural Fire Committee; therefore such information is not included in this Fire Plan.

[Refer Regulation 42(2)(d)]

6.1.1 Regional Rural Fire Committee

As noted in section 6.7 Statement of Intent the Wairoa District Council is a member of the Eastern Rural Fire Committee.

6.1.2 Forestry District Committees

There are no forestry committees within the Wairoa District Rural Fire area. Emergency Management Group Representation

As a requirement of the Civil Defence Emergency Management Act 2002, Wairoa District Council is a member of the HB CDEM Group. It is also a member of the Hawke's Bay Co-ordinating Executive Group. The Principal Rural Fire Officer is the Council's representative on the Co-ordinating Executive Group.

Rural Fire interests are represented on the Hawke's Bay Co-ordinating Executive Group by the Chairman of the Eastern Rural Fire Committee.

6.2 Financial Arrangements

Emergency Management (Administration) shall include estimated fire suppression costs in its annual budget submissions to Council for retention as a fire fighting contingency fund once approved.

Council policy is to recover all fair and reasonable costs for any of the services it provides to the Wairoa District. This includes securing full cost recovery for fire suppression activities pursuant to Sections 43 and 46 of the Forest & Rural Fires Act 1977.

Charge rates for fire suppression equipment will be aligned to those set by the National Rural Fire Authority when approving grant assistance for claims against the Rural Fire Fighting Fund.

Prosecution action may be pursued as directed by the PRFO for the recovery of costs or for dealing with offences.

6.3 Insurance Provisions

Council maintains insurance to cover the following as part of its responsibilities:

- Emergency contingencies arising from impacts of any disasters;
- Replacement of all critical community assets; and
- Compensation to its staff should an accident or injury occur.

6.4 Delegated Authority

As noted in Section 3.5.1 Appointments the Wairoa District Council has delegated full powers to its appointed Rural Fire Officers to perform their duties pursuant to Section 36 of the Forest and Rural Fires Act.

Wairoa District Council has also delegated authority to the Principal Rural Fire Officer to make amendments to the Annexes of this Fire Plan, where those amendments are considered of a minor nature and do not significantly affect the policies of the Council.

6.5 Confidentiality of Information

Regulation 42 of the Forest and Rural Fires Regulations 2005 specify the matters that must be contained in this Fire Plan relating to Readiness. However Regulation 42(3) notes that information relating to personnel information is not required to be included in the public copies of this Fire Plan. For this reason all public information relating to fire force crews has been removed from the public version of this Fire Plan.

6.6 Memorandums of Understanding

In order to maintain an efficient response to fire incidents, Wairoa District Council Rural Fire District has Memorandums of Understanding with:

- Bay Forest Rural Fire District
- Eastland Rural Fire District
- Department of Conservation

Details of agreements are attached as Annex 7: Rural Fire Force Agreements.

6.7 Statement of Intent

The Wairoa Rural Fire Authority is signatory to a Statement of Intent with the Eastern Regional Rural Fire Committee. The Members of this Committee consisting of:

- National Rural Fire Authority;
- Gisborne District Council;
- Wairoa District Council;
- Napier City Council;
- Central Hawke's Bay District Council;
- Department of Conservation Rural Fire Authority;
- Bay Forests Rural Fire District; and
- Eastland Rural Fire District.
- Pumicelands Rural Fire Authority

6.8 Review of Rural Fire Plan

Regulation 40 of the Forest and Rural Fires Regulations 2005 specify the timeframes in which this Fire Plan must be reviewed.

6.8.1 Readiness and Response Sections

In accordance with Regulation 40(1)(a) the sections of this Fire Plan dealing with Readiness, and Response will be reviewed within two years after the date of adoption.

6.8.2 Reduction and Recovery Sections

In accordance with Regulation 40(1)(b) the sections of this Fire Plan dealing with Reduction, and Recovery will be reviewed within five years after the date of adoption.



Minutes of an Ordinary Meeting of Economic Development Committee

2.00pm Monday 1 August 2016 held in the Council Chamber, Wairoa District Council, Coronation Square, Wairoa.

Present: Councillor D Eaglesome-Karekare (Chair)

His Worship the Mayor Mr C Little, Councillor J Harker, K Burger (Chairman of Te Matarae o Te Wairoa Trust), P Kelly (Maori Standing Committee representative).

F Power (Chief Executive Officer)
 J Cox (Engineering Manager)
 H Montgomery (Chief Operating Officer)
 K Tipuna (Communications Strategist)
 R Thomas (Economic Development Officer)
 K Bowen (Economic Development Officer)
 J George (Tourism Manager)
 C McGimpsey (Governance Advisor and Policy Strategist)

Procedural Items

1. Karakia

Mr P Kelly gave the karakia.

2. Apologies for Absence

None.

3. Declarations of Conflict of Interest

None.

4. Chairman's Announcements

None.

5. Items of Urgent Business not on the Agenda

None.

6. Public Participation

None.

7. Minutes of the Previous Meeting

Resolved: *That the minutes of the Ordinary Meeting of the Economic Development Committee held on 6 June 2016 be confirmed as a correct record of the proceedings.*

Harker/Little

8. Te Matarae o Te Wairoa Trust update

The Chair of Te Matarae o Te Wairoa Trust informed the committee that there will be a public meeting held on the 16th of August to discuss horticulture multi land ventures.

She gave an overview to the Committee of the projects the Trust was currently working on.

- Monthly workshops for new start up business
- Media release on the gaiety financials & new ideas

The committee discussed:

- Success of the Gaiety

9. Issues from the Maori Standing Committee

None.

General Items

10. Te Wairoa Brand & Intellectual Property

Helen Montgomery introduced John Cox from Rennie Cox law firm who gave an overview of the legal requirements in protecting the Te Wairoa brand.

The committee discussed:

- “Te Wairoa” and the use of it
- Proof of ownership
- Different options on how to protect the brand

11. Wairoa District Demographics (Verbal Update)

Kitea Tipuna gave an overview of the latest BERL report on Wairoa’s demographics

The committee discussed:

- Increase of students in Wairoa

- Conflict of Wairoa’s opportunities
- Values in Wairoa getting a lot better than previous years

12. Resolution to Exclude the Public

<p><u>Resolved:</u> That the public be excluded from the following parts of the proceedings of this meeting, namely:</p> <p>1. Presentation: Rocket Lab – possibility of manufacturing in Wairoa District</p> <p>The general subject of each matter to be considered while the public is excluded; the reasons for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:</p>		
<p>General subject of each matter to be considered</p>	<p>Reason for passing this resolution in relation to each matter</p> <p>That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information where the withholding of the information is necessary to:</p>	<p>Ground(s) under section 48(1) to the passing of this resolution</p> <p>48(1)(a) That the public conduct of the whole or 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:</p>
<p>Presentation: Rocket Lab – possibility of manufacturing in Wairoa District</p>	<p>Section 7 (2) (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</p>	<p>(i) where the local authority is named or specified in the Schedule 1 to this Act, under section 6 or section 7 (except section 7(2)(f)(i)) [of the Local Government Official Information and Meetings Act 1987]</p>
<p><i>Harker/Little</i></p>		

PUBLIC EXCLUDED: 2.51pm

PUBLIC READMITTED: 4.13pm

There being no further General Business Councillor Eaglesome-Karekare declared the meeting closed.

CLOSED: The meeting closed at **4.20pm.**

.....

Chair



Minutes of an Ordinary Meeting of Finance, Audit & Risk Committee

1.30pm Wednesday 13 July 2016 held in the Council Chamber, Wairoa District Council, Coronation Square, Wairoa.

Present: Councillor J Harker (Chairman)

Councillor D Eaglesome-Karekare (Deputy Mayor), Philip Jones
(independent member)

F Power	(Chief Executive Officer)
J Cox	(Engineering Manager)
A Morton	(Chief Financial Officer)
J Baty	(Corporate Services Manager)
C Hankey	(Financial Planning Manager)
S Mutch	(Partner Ernst and Young)
C Torrie	(CCO Chair - QRS Board)

Procedural Items

1. Karakia

The karakia was given by the Corporate Services Manager

2. Apologies for absence

His Worship the Mayor Mr C Little

3. Declarations of Conflict of Interest

None

4. Chairman's Announcements

None

5. Items of Urgent Business not on the Agenda

None

6. Public Participation

None

7. Minutes of the Previous Meeting

Resolved: *That the minutes of the Ordinary Meeting of the Finance, Audit & Risk Committee held on 11 May 2016 be confirmed as a correct record of the proceedings.*

Eaglesome-Karekare/Jones

8. Health & Safety Report

The Corporate Services Manager presented the report.

The Committee discussed their responsibilities in relation to the new health & safety legislation.

Resolved: *That the Finance, Audit & Risk Committee receives this report.*

Eaglesome-Karekare/Harker

9. Monthly Financial Report to 30 April 2016

The Financial Planning Manager presented the report.

The Committee discussed:

- Capital expenditure
- Possible carry-overs

10. Monthly Financial Report to 31 May 2016

The Financial Planning Manager presented the report.

The Committee discussed:

- Capital expenditure
- Non-financial performance reporting

Resolved: *That the Monthly Financial Reports to 30 April 2016 and to 31 May 2016 be received.*

Eaglesome-Karekare/Jones

11. Resolution to Exclude the Public

Resolved: That the public be excluded from the following parts of the proceedings of this meeting, namely:

1. Confidential Minutes of Previous Meeting
2. Audit Management Report 2015 Progress Tracker
3. Finance Report April 2016 – Other Debtors

4. Finance Report May 2016 – Other Debtors
5. Sealed roads procurement independent review

The general subject of each matter to be considered while the public is excluded; the reasons for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) 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 That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information where the withholding of the information is necessary to:	Ground(s) under section 48(1) to the passing of this resolution 48(1)(a) That the public conduct of the whole or 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:
Confidential Minutes of Previous Meeting	Section 7 (2) (a) protect the privacy of natural persons, including that of deceased natural persons; (b) protect information where the making available of the information – (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; (c) 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— (i) would be likely to prejudice the supply of	(i) where the local authority is named or specified in the Schedule 1 to this Act, under section 6 or section 7 (except section 7(2)(f)(i)) [of the Local Government Official Information and Meetings Act 1987]

		<p>similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or</p> <p>(ii) would be likely otherwise to damage the public interest; or</p> <p>(h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities;</p> <p>(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</p>	
	Audit Management Report 2015 Progress Tracker	<p>Section 7 (2)</p> <p>(a) protect the privacy of natural persons, including that of deceased natural persons;</p> <p>(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</p>	(i) where the local authority is named or specified in the Schedule 1 to this Act, under section 6 or section 7 (except section 7(2)(f)(i)) [of the Local Government Official Information and Meetings Act 1987]
	Finance Report April 2016 – Other Debtors	<p>Section 7 (2)</p> <p>(a) protect the privacy of natural persons, including that of deceased natural persons;</p> <p>(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</p>	(i) where the local authority is named or specified in the Schedule 1 to this Act, under section 6 or section 7 (except section 7(2)(f)(i)) [of the Local Government Official Information and Meetings Act 1987]
	Finance	Section 7 (2)	(i) where the local

Report May 2016 – Other Debtors	(a) protect the privacy of natural persons, including that of deceased natural persons; (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	authority is named or specified in the Schedule 1 to this Act, under section 6 or section 7 (except section 7(2)(f)(i)) [of the Local Government Official Information and Meetings Act 1987]
Sealed roads procurement independent review	Section 7 (2) (h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities;	(i) where the local authority is named or specified in the Schedule 1 to this Act, under section 6 or section 7 (except section 7(2)(f)(i)) [of the Local Government Official Information and Meetings Act 1987]

His Worship the Mayor/Eaglesome-Karekare

PUBLIC EXCLUDED: 2.10pm

PUBLIC READMITTED: 2.32pm

General Business

17. Independent procurement strategy review

The Engineering Manager presented the report.

The Committee discussed broadening the scope to include all Council activities.

Resolved:

That Council:

- a) The Procurement Strategy be updated in relation to the roading activity;*
- b) The Procurement Strategy be expanded to provide for all Council activities;*
- c) The process for determination of the Supplier Selection Method be documented for all Council activities; and*
- d) An 'Internal Procurement Procedures Manual' be developed to outline the process to be followed in engaging services.*

Jones/Harker

There being no further General Business Councillor Harker declared the meeting closed.

CLOSED: The meeting closed at **2.56pm**.

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Chair

ACTIONS FOR THE ORDINARY MEETING OF WAIROA DISTRICT COUNCIL HELD ON TUESDAY 23 FEBRUARY 2016

Item	Title	Description	Who	Timeframes	Status
463.	REPRESENTATIVES ON THE WAIROA DISTRICT HERITAGE AND MUSEUM TRUST	That: <ol style="list-style-type: none"> 1. The report be received; 2. The Mayor meet with the Trust to discuss appointments; and, 3. The Mayor takes the matter to the next Maori Standing Committee meeting. 	Mayor	To be confirmed	TBC

ACTIONS FOR THE ORDINARY MEETING OF WAIROA DISTRICT COUNCIL HELD ON TUESDAY 26 APRIL 2016

Item	Title	Description	Who	Timeframes	Status
474.	QRS SIX-MONTHLY REPORT DECEMBER 2016	That the QRS Six Monthly Report for the period ended 31st December 2015 be received.	Chief Financial Officer	To be confirmed	
475.	QRS STATEMENT OF INTENT 2016/17	That the Draft QRS Statement of Intent 2016-2017 attached as Appendix 1 be endorsed.	Chief Financial Officer	Immediate	
476.	APPROVAL OF AN EASEMENT OVER RESERVE LAND	That: <ol style="list-style-type: none"> 1. The right of way easement is granted across Lot 4 DP 7871 in favour of proposed Lot 1 as shown in appendix 1. 2. All costs associated with creating these easements are to be met by the applicant. 	Chief Financial Officer	Immediate	

Item	Title	Description	Who	Timeframes	Status
478.	OUTCOME OF THE REVIEW OF COUNCIL'S FIRE APPLIANCES	That Council: 1. Receive the report; 2. Replacements are deferred for 3 years when the service will be taken over by the national fire service under the new legislation; and, 3. Given the timeframes, the associated actions are removed from the Action Sheet.	Chief Operating Officer		
479.	WAIROA WI-FI FEASIBILITY STUDY UPDATE	That Council: 1. Conclude the Wairoa Wi-Fi Feasibility Study at end of stage two 2. Reallocate remaining funds to enhance and extend the current broadcast area of the Wairoa Free Wi-Fi.	GIS Coordinator		
480.	HB LASS STATEMENT OF INTENT 2016/17	That Council endorses the HB LASS Ltd Statement of Intent for the 2016/17 financial year.	Chief Executive Officer		
481.	MAORI STANDING COMMITTEE RECOMMENDATION: MAORI POLICY	That Council accepts and adopts the Māori Policy as reviewed by the MSC attached as Appendix 1 (with amendment) for public consultation.	Maori Relationships Manager		

ACTIONS FOR THE ORDINARY MEETING OF WAIROA DISTRICT COUNCIL HELD ON TUESDAY 24 MAY 2016

Item	Title	Description	Who	Timeframes	Status
482.	FUTURE DIRECTION RESULTING FROM RATING REVIEW	That Council accept recommendation D from Councils external Consultant "That no changes are made to the Rating Policy for the 2016/17 year as further work is required to minimise the impacts of moving from its current approach to a capital value based approach." As included within the external consultant's report "Future direction resulting from the Rating review" attached as Appendix 1.	Chief Financial Officer		

Item	Title	Description	Who	Timeframes	Status
483.	POLICY ON ELECTED MEMBERS' ALLOWANCES AND RECOVERY OF EXPENSES	That Council adopt the proposed Policy on Elected Members' Allowances and Recovery of Expenses attached as Appendix 1.	Governance Advisor & Policy Strategist		
484.	FAR COMMITTEE RECOMMENDATION: HEALTH & SAFETY MANUAL	<p>That Council:</p> <ol style="list-style-type: none"> 1. Receive the report; 2. Hold a poll of electors to determine whether the district should be divided into one or more Māori wards and that this poll be conducted as part of the elections of members of Wairoa District Council to be held on 8 October 2016 and binding on the following two triennial elections (2019 and 2022) of the Wairoa District Council. 	Corporate Services Manager		
485.	LOCAL AUTHORITY PROTECTION PROGRAMME	That Council instruct Officers to give notice to the Local Authority Protection Programme of its intention to leave the Protection Programme	Chief Financial Officer		
486.	LATE ITEM: SALE OF POWDRELL PARK	<p>That in accordance with Section 46A (7) of the Local Government Official Information and Meetings Act 1987 the item Sale of Powdrell Park be considered given the item had not come to hand at the time of Agenda compilation and consideration of this matter is required now in order to respond within the timeframe allowed.</p> <p>That Council confirms that the 4.7730ha property known as Powdrell Park, with the legal description of Lot 2 Deposited Plan 417566, is still surplus to requirements and the Chief Executive Officer dispose of the property by way of public tender.</p>	Chief Executive Officer		

Item	Title	Description	Who	Timeframes	Status
487.	MAORI STANDING COMMITTEE RECOMMENDATION: MAORI WARDS	That Council: 1. Receive the report; 2. Hold a poll of electors to determine whether the district should be divided into one or more Māori wards and that this poll be conducted as part of the elections of members of Wairoa District Council to be held on 8 October 2016 and binding on the following two triennial elections (2019 and 2022) of the Wairoa District Council.	Corporate Services Manager		

ACTIONS FOR THE ORDINARY MEETING OF WAIROA DISTRICT COUNCIL HELD ON TUESDAY 28 JUNE 2016

Item	Title	Description	Who	Timeframes	Status
488.	COMMUNITRAK SURVEY	That the report be received.	Governance Advisor & Policy Strategist		
489.	WAIROA WASTEWATER – RECONSENTING UPDATE	That: a) The report be received; b) Approval be given for the Engineering Manager to request the Maori Standing Committee's assistance in determining appropriate Iwi representation on the Project Management Team.	Engineering Manager		

Item	Title	Description	Who	Timeframes	Status
491.	EARLY PAYMENT OF RATES	That Council adopt the attached Early Payment of Rates Policy in respect of the Mahia and Opoutama Wastewater Schemes (Attached as Appendix 1) for consultation under the Special Consultation Process.	Chief Financial Officer		
492.	PLAN CHANGE 1B	That Council accept this report and resolve to approve plan change 1B to the Wairoa District Plan pursuant to Schedule 1, subclause 17(1) of the Resource Management Act 1991.	Chief Operating Officer		
493.	FAR COMMITTEE RECOMMENDATION – FINANCE REPORT FEBRUARY 2016	That Council receive and adopt the financial reports ending 29 February 2016	Chief Financial Officer	Immediate	
494.	FAR COMMITTEE RECOMMENDATION – FINANCE REPORT MARCH 2016	That Council receive and adopt the financial reports ending 31 March 2016	Chief Financial Officer	Immediate	
495.	LATE ITEM – DRAFT ANNUAL PLAN 2016/17	That Council Adopts the Register of Fees and Charges to apply from 1 July 2016.	Chief Operating Officer	July 2016	

ACTIONS FOR THE ORDINARY MEETING OF WAIROA DISTRICT COUNCIL HELD ON TUESDAY 19 JULY 2016

No actions created.

ACTIONS FOR THE ORDINARY MEETING OF WAIROA DISTRICT COUNCIL HELD ON TUESDAY 23 AUGUST 2016

Item	Title	Description	Who	Timeframes	Status
496.	EARLY PAYMENT OF RATES POLICY	That Council adopt the attached Early Payment of Rates Policy in respect of the Māhia and Opoutama Wastewater Schemes attached as Appendix 1.	Chief Financial Officer		
497.	ADVENTURE WAIROA PROPOSAL	That Council directs the Chief Executive Officer and Engineering Manager to develop an agreement in partnership with Adventure Wairoa relating to the creation of a purpose-built mountain biking facility for the Wairoa community on the Fraser Street forest block and that the agreement comes back to Council for approval.	Engineering Manager		
499.	LATE ITEM: WDC DRINKING WATER SUPPLY RISKS	<p>That in accordance with Section 46A (7) of the Local Government Official Information and Meetings Act 1987 the item WDC Drinking Water Supply Risks be considered given the item had not come to hand at the time of Agenda compilation and consideration of this matter is required now in order to respond within the timeframe allowed.</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Directs the Engineering Manager to proactively treat the Māhanga Water Supply and that the boil water notice remain in place. 2. Continues to promote that the Māhanga Water Supply is non-potable. 3. Proceeds with the referendum on whether or not to close the Māhanga Water Supply as soon as possible after the 2016 local government elections. 	Engineering Manager	Immediate	

Item	Title	Description	Who	Timeframes	Status
500.	LATE ITEM: HAWKE'S BAY REGIONAL ECONOMIC DEVELOPMENT STRATEGY	<p>That in accordance with Section 46A (7) of the Local Government Official Information and Meetings Act 1987 the item Hawke's Bay Regional Economic Development Strategy be considered given the item had not come to hand at the time of Agenda compilation and consideration of this matter is required now in order to respond within the timeframe allowed.</p> <p>That Council endorses the Regional Economic Development Strategy and continues to provide support for the implementation of the strategy.</p> <p>That Council receives the report.</p>	Chief Operating Officer	Immediate	
501.	LATE ITEM: KIWI/RAIL - SELWYN DISTRICT COUNCIL		Chief Executive Officer	Immediate	

RESOLUTION TO EXCLUDE THE PUBLIC

That the public be excluded from the following parts of the proceedings of this meeting, namely:

1. Confidential Minutes of Previous Council Meeting

The general subject of each matter to be considered while the public is excluded; the reasons for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) 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(1) to the passing of this resolution
Confidential Minutes of Previous Council Meeting	<p>That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information where the withholding of the information is necessary to:</p> <p>Section 7 (2)</p> <p>(a) protect the privacy of natural persons, including that of deceased natural persons</p> <p>(h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities</p> <p>(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>48(1)(a) That the public conduct of the whole or 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:</p> <p>(i) where the local authority is named or specified in the Schedule 1 to this Act, under section 6 or section 7 (except section 7(2)(f)(i)) [of the Local Government Official Information and Meetings Act 1987]</p>