



WAIROA RECOVERY
STRENGTH X UNITY X RESILIENCE



Wairoa District Locality Plan

28.04.2023



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Executive Summary

Our Wairoa recovery from the devastation caused by Cyclone Gabrielle, led by Wairoa, delivered by Wairoa, and enabled by Government as our Partner. Cyclone Gabrielle's destruction has touched every person in Wairoa. It has harmed our whānau, communities, homes, marae, whenua, awa, industry, infrastructure, businesses and pātaka kai. The extent of the impact is extensive and profound. The recovery and regeneration of Wairoa will be an immense effort over many years. We will recover Wairoa.

Our plans will cover all Wairoa District's immediate, medium, and long-term activities needed to reclaim our place and recover from the devastation. This locality plan is focused on the immediate three to six months needs of our community. Our Wairoa full recovery plan will be completed once a full engagement programme has been completed.

We are building on the successes of the past. Within our approach Wairoa will work to recover Wairoa. We will work collaboratively within the district, respecting the authorities, responsibilities and making use of the capabilities of our entire community inclusive of Council, Iwi, business, providers, and organisations. Beyond the Wairoa District, we will work in collaboration with Hawke's Bay and Tairāwhiti recovery leaders, Councils, and forums respecting their authorities, responsibilities, and as appropriate utilising their channels and capabilities.

We cannot achieve this alone and will not accept being forgotten. We are relying on our Government Partner to provide the resources in all forms, information, and data we need to recover, for the duration of our need.

Section 1: Introduction

1.1 Purpose

This Wairoa Locality Plan (the Plan) outlines the preliminary recovery needs, initial approach, and funding requirements to commence the short-term recovery actions over the next 6 to 9 months resulting from Cyclone Gabrielle impacts. A full programme of community engagement will commence in the coming weeks to gather the information to produce a detailed Wairoa community led recovery for the medium and long term.

Limitations

The Plan is due to the Hawke's Bay Regional Recovery Agency by 28 April 2023 and this tight timeframe means that full community engagement has not been undertaken. The information in the Plan has been collated via a targeted approach requesting feedback on key themes and concerns from affected whānau and businesses, community feedback from organisations working with whānau and information gathering and assessment from agencies involved in the recovery.

The Plan carries the risk of understating the needs of our communities, and the funding requirements to meet those needs.

In addition, several short-term actions identified will require an integrated approach with Iwi and agencies and will extend into the medium-term.

The Plan also does not purport to provide for the comprehensive medium to longer term community needs, which would again be developed through a subsequent Wairoa Recovery Strategic Plan, associated Action Programme, and Engagement Strategy.

1.2 Scope

The Plan outlines the Wairoa District's short-term recovery needs and immediate actions from the impacts of Cyclone Gabrielle over the next six months up to October 2023.

Medium or long-term steps that require significant planning, effort and investment will need more time for engagement, consultation and assessment. Examples include wide-scale land use decision-making, large-scale infrastructure investment, and longer-term housing rebuild support. These, and other actions, will be included in the longer-term Wairoa Recovery Plan.

1.3 Whānau & Community Focus Groups

Whānau input and guidance is the primary voice and central to the Wairoa Recovery Response. An initial hui with impacted whānau has identified four early themes or areas of concern for whānau:

- What is happening with the silt under our houses, and when will the houses be rebuilt?
- What can we do to make sure we are more resilient? We know that when the next disaster happens, no one will come and help us. We want to be better prepared.
- What is happening to the awa? We want to inform the thinking and the options, we are worried when it rains and we are worried about managed retreat.
- Why does the response use the CDEM structure, and how can it work better for our community?

A core focus of the Wairoa Recovery is the establishment of an impacted whānau and community focus group that will provide feedback, insight, and advice about what is needed from people

directly impacted. They can also provide feedback about the effectiveness of the recovery effort, from timeliness to communication and delivery of services and support.

In addition to the impacted whanau & community group, the Recovery Team will look to establish Pou Advisory Networks to help inform our direction. The Pou Advisory groups will be made up of experts, community leaders and those impacted. There is also an already established Community Partnership Group which was born out of a need to have representation from Iwi, local, regional, intersectoral and inter-agency decision makers that understand our community. Where possible we will draw on this group to avoid repetitious bureaucracy.

1.4 How this document has been prepared

Wairoa is a small, tight community, and many people fill a variety of roles both in the community and professionally. Once Pou and Pou leads were selected they ran a Pou wide hui which consisted of a wide number of people to gather the initial feedback. Pou leads then also held their own hui with key Iwi, Hapū, relevant Government Agencies, non-government organisations, Wairoa District Council, Hawke's Bay Regional Council, and through limited engagement with local communities, businesses, lifeline/utility providers to populate specific Pou areas, as seen in table 1.

The timeframe means that full community engagement has not been undertaken. However, at this initial hui it was made clear there would be many more opportunities to engage in the discussion and give input into the full Recovery Plan.

Section 2: Profile of Wairoa District

The following figures provide a summary of the Wairoa District from the 2018 census data. The population of Wairoa District is 8,670. Over 65% of the population are Māori. Median household income is \$48,500. Agriculture, forestry and horticulture are the main industries, along with support businesses and services. There are 37 marae within the district. The Wairoa District has unique and complex needs that are largely due to the historical transfer of power, money and resources during colonial settlement which resulted in intergenerational health, social and economic disparities. These issues are further exacerbated by the region's isolation, and the culmination of recent adverse weather events.

It is also important and significant to mention the Wairoa Catchment is the largest in Hawkes Bay with an area of 660km².

Figure 1. Infographic on Wairoa District



Key economic and natural features

Lake Waikaremoana is located in the south-eastern corner of Te Urewera, 60 km northwest of Wairoa. Lake Waikaremoana is significant to Tūhoe, Ngāti Ruapani and Ngāti Kahungunu. The waters are regarded as a taonga. Lake Waikaremoana is the primary hydro-storage lake for the Waikaremoana Power Scheme (WPS). It is highly valued for a range of recreational activities. The three-to-four-day hike around Lake Waikaremoana is one of the “10 Great Walks of New Zealand”, with a high number of international visitors coming to this area each year.

AFFCO Wairoa is situated in the heart of Wairoa and has been a mainstay of the community since 1916. The plant came under AFFCO group ownership in 1990. The plant employees approximately 650 people in the peak season, operating over two shifts processing lamb, mutton, goat and beef.

Māhia Peninsula, the home to Rongomaiwahine Iwi, is encircled by the Pacific Ocean and provides wonderful safe beaches, great surf breaks, rock fishing and diving, walks, golf and many other outdoor activities which attracts thousands of tourists each year.

Rocket Lab now calls Māhia home, with the development of their rocket launch pad at the southern end of the Māhia Peninsula. Rocket Lab is a global leader in launch and space systems and have made significant investment in local economies through direct & indirect employment, support of local suppliers, and infrastructure developments in communities that support Launch Complex 1 in Mahia.

History of floods

There is a history of flood events in the Wairoa District. This include:

- 19 February 1938, Kōpuawhara floods. Twenty men and one woman drowned when a cloudburst sent a wall of water surging through a public works camp in the Kōpuawhara Valley, near Māhia. This event was the greatest loss of life caused by flooding in New Zealand history.
- March 1988, severe storm resulting from Cyclone Bola, at the time considered the most significant storm since Cyclone Alison in 1975. Significant flooding of houses occurred, with a large number of people evacuated. The State highway 2 bridge failed with disruption to sewage and water supplies.
- October 2005, the Wairoa River received over 200 mm rainfall over 48 hours resulting in flows approximating to a 1 in 20-year flood event. Roads including SH38 and SH2 were closed due to slips. Small number of houses flooded.
- April 2017, ex-tropical Cyclone Debbie which closed roads and left widespread surface flooding across the district including flooding in school buildings at Wairoa College. Slips were evident on many roads, with some down to four-wheel drive access only.

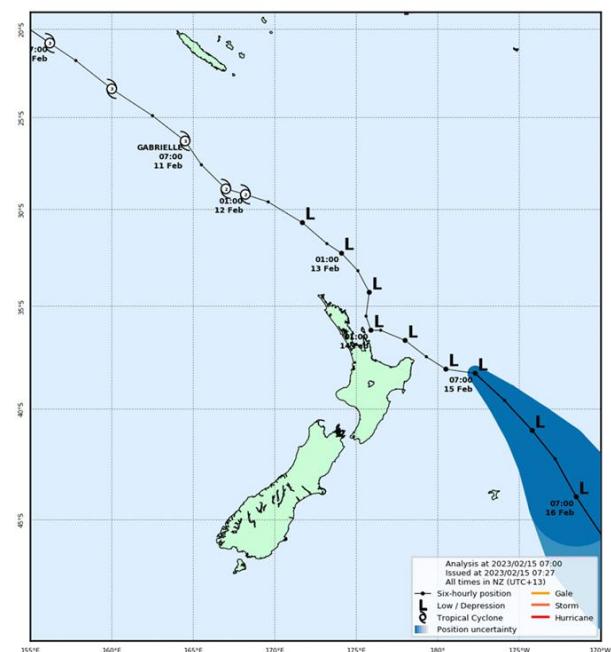
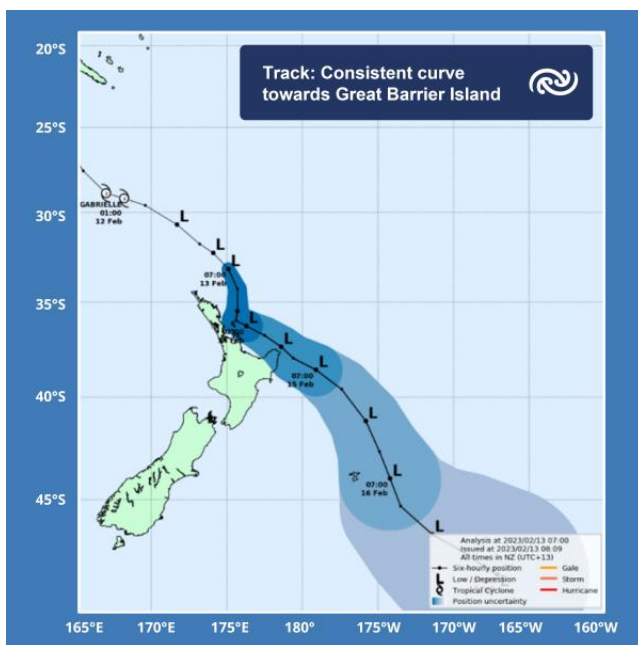
Section 3: Event impacts

Cyclone Gabrielle

At 0515 Hrs Tuesday 14 February 2023, Hawke's Bay region declared a State of Local Emergency due to the flooding effect of Cyclone Gabrielle. At 0843 Hrs, the Minister for Emergency Management declared a State of National Emergency to assist in the response. The declaration applied to Northland, Auckland, Tairāwhiti, Bay of Plenty, Tararua District, Waikato, and Hawke's Bay.

This declaration was extended twice and then lifted for Hawkes Bay and Tairāwhiti on the 14 March 2023, which then allowed for a transition period of an initial 90 days.

Cyclone Gabrielle resulted in extensive flooding across the north and east of the North Island. Major flooding occurred in the Wairoa District as the Wairoa River and numerous tributaries overtopped their banks, causing flooding into residential areas, and cut off rural communities. There was extensive surface water flooding across the district in all catchments.



The Impact

The impact of Cyclone Gabrielle to whānau, whare, whenua, and our pātaka has been destructive and devastating. The consequences are felt by everyone and every community in our rohe. No one is unaffected. We believe that the full extent of the aftermath has yet to be fully assessed and understood. We expect, based on other New Zealand flood events, that the social and economic consequences will worsen in the upcoming months and years.

Recovery and regeneration will be lengthy and extensive. It will take years to restore the damaged infrastructure, housing, land, and water. This will cause enduring pressure on mental and physical health, emotional, and spiritual wellbeing of whānau and communities.



Cyclone Gabrielle impact

The key area of impact was in the north of Wairoa with the river breaching its banks on the north-western side of the town and flooding the rural areas of Waihirere and Ruataniwha, and urban area of North Clyde. There were however floods in Awamate - on the other side of the river, Frasertown, Whakakī, Nuhaka and Mahia; where damage to homes was more limited.

There is also significant damage to the landscape, rural properties and the primary sector, including horticulture, cropping, dairy, sheep and beef, and forestry. Many farms have limited access to and within their properties due to farm tracks being cut off or washed out. Water damage, erosion and silt deposition have damaged fences, access tracks, water infrastructure, destroyed crops (particularly maize and squash) and silage/hay loss and caused damage to ancillary farm buildings and dairy sheds. There has been significant pasture loss. Many of the areas impacted had not yet recovered from the 2022 heavy weather event, where total estimated cost for affected farms was just over \$11 million.

Housing and commercial impact

Housing and commercial impacts as evidenced by assessed properties is shown in the table below.

Table 1. Building assessment status as at 17 April 2023

	Residential	Commercial
White	190	63
Yellow [1]	19	8
Yellow [2]	118	31
Red	2	0

* Yellow 1 = Entry to parts of the building allowed – May be habitable Yellow 2 = Restricted entry for repairs etc – Non-habitable

The housing impact is a significant outstanding concern for Wairoa. The impact of uncertainty in housing status for directly affected whānau, especially those who are under-insured or uninsured, on their wellbeing is significant. The ongoing presence of silt and delays with silt removal have aggravated the problem.

Overcrowding as whānau share their houses with others who are waiting to be accommodated leads to increased respiratory disease, skin infections and communicable disease. It is essential that houses are dry when repairs are made, as unmanaged water damage to houses will increase the number of damp and mouldy homes and increase the risk of health issues. There will be a direct

impact of the housing issues on increased cases of cold and flu-like illnesses, including COVID. Overcrowding also raises concerns for mental health and wellbeing and increased family harm incidents.

The health impact included the closure of Glengarry, Heritage Life Care, the only rest home and dementia level care facility in Wairoa, and the shift to air transport for access to hospital services in Hawke's Bay with roading access unavailable. Community members that received support from Whaikaha have also been displaced which has the ability to increase harm and impact wellbeing to whānau pounamu that utilise these services.

Prior to the cyclone:

- 2 affordable housing projects were underway: 30 units by Kainga Ora, and 56 units by Tātau
- High reliance on out-of-district skilled tradespeople, services, material, and products.
- Volume was too low to encourage trades to stay in District, between 8 to 10 new residences each year.
- Lack of affordable rentals.
- Housing costs have outstripped incomes for most whānau (approx. 300%).
- Most households cannot meet bank lending thresholds.
- Old - 80% houses are more than 50 years old.
- Cold - at least 50% of houses are either uninsulated or under-insulated.
- Damp – 35% of houses are not weathertight.
- Overcrowded – 15% of houses.
- An estimated 70-90% of homes have asbestos
- No purpose-built housing for kaumātua.
- Cyclone impact on housing situation:
 - Housing need, temporary and permanent, increased.
 - Estimated 320 households impacted.
 - Estimated over 70% impacted households are Māori.
 - Estimated less than 40% impacted households are owned by Māori.
 - Estimated 50% of impacted households uninsured
 - Whānau are in ad hoc and refuge accommodation.
 - Whānau have returned to unsafe homes despite health and safety risks.
 - Relocatable houses cannot get to Wairoa; Gisborne to Wairoa height restriction and SH2 closed.

Housing will require a large investment over many years, but in the first instance needs early investment to accelerate the clean-up, repair and rebuild process, establish robust management and governance for rebuilds and accelerate access to short term or temporary accommodation. Silt removal under homes and essential repairs remains the number one priority for whanau impacted. One of the biggest barriers to accelerating our clean up and repair programme will be availability of tradespeople and access to resources.

Education Impact

The education impact includes the closure of Nūhaka School, Waihīrere kohanga, and Ngā Tamariki o Ngā Hau e Whā Kindergarten. Six of the eleven students and one teacher aide at Ruakituri school have not returned due to Te Reinga bridge closure.

Staffing of schools has been difficult as many teachers and other staff were impacted by the floods themselves. This has resulted in one month of lost learning across most schools impacted by the cyclone and additional costs for relievers. There has also been additional costs related to increased travel due to the closure of bridges and roads.

Building projects have had to be put on hold at St Josephs kura while Nuhaka school have a need for the premises.

Tiniroto school roll had tripled due to students being displaced or unable to access their regular kura. These schools have received no additional funding or support to accommodate these additional pressures on teachers and students.

Nuhaka School are currently waiting for the Mormon Chapel to become available as a temporary solution for their kura, and will require support with relocation, infrastructure and resources.

90 whanau locally and over the East Coast have tamariki boarding in Hawkes Bay. These whanau have been totally disconnected due to road closures which is causing huge emotional and financial tolls for those impacted. Children in boarding schools who end up testing positive with Covid need to be collected, which becomes a logistical nightmare for all involved.

Schools are reporting staff and student burn out and are requesting additional support for relief, counselling and mental health support.

Whānau, Community and Social impact

We believe that the full extent of the impact is still to come, and we are still seeking to understand what the medium- and long-term effects will be for our community. What we do know is that it will be a long, challenging and expensive journey for our community. The psychosocial impact is now exacerbated with any mention of rain warnings, knowing also that winter is arriving and there is a significantly high percentage of the population without a warm safe home to live in. There is anxiety around flooding and raised river levels with minimal riverbank remaining in some parts. Delays and uncertainty associated with silt removal, temporary accommodation and rebuilds adds to anxiety.

There is frustration around the perceived lack of information, or flow of information between organisations working on the recovery. The compounding effect of the Cyclone event has significant socioeconomic consequences including higher levels of deprivation and increasing requests for temporary additional support.

Data from the latest Te Whatu Ora localities survey (pre cyclone Gabrielle), indicate whānau see better access, availability of health services, healthcare, specialist care and choices as important for their future. Whānau are concerned about housing affordability, conditions of housing and the cost of living. Financial stability and employment are concerns. Equally support for our vulnerable and disabled community members The current health system, waiting lists and access to care is a further

worry. Climate change, our environment and awa were also highlighted as concerns along with having to travel for health services and our isolation.

More work will need to be done to see if these priorities remain the same post cyclone Gabrielle, and the community engagement programme will be an important piece of work to ensure whānau and community voice is central to the recovery efforts.

There is mounting evidence that Cyclone Gabrielle has further exacerbated issues with access to services and the ability to attract staff and retain them in the rural community. An incentivisation strategy attracting staff to work in rural and remote areas will need to be prioritised as part of the recovery work plan to ensure we have the capability and capacity to respond to the increased needs.

The Emergency Resilience Containers (EPODs) have the potential to significantly support community welfare and rural communities affected by natural disasters by providing critical resources and equipment for emergency response and recovery efforts. By equipping the EPODs with items such as medical supplies, emergency shelter, and communication equipment, communities can respond quickly and effectively to emergencies, reducing the impact of disasters on vulnerable populations. In addition, the EPODs can provide much-needed resources and services to rural communities, which are often underserved and may have limited access to healthcare, communication and other critical services. By promoting access to these resources, the EPODs can help to build resilience in rural communities, improving the overall welfare and quality of life for community members.

Roading impact

Roading as a key lifeline suffered major damage at multiple locations, isolating whānau, and making it difficult for the community to connect or access services.

The Glenbrook bridge (at Waikare) on State Highway 2 was significantly damaged (black), restricting access from Putorino to Hawke's Bay. The Te Puna Bridge and Te Reinga bridge also sustained significant damage and remain unusable, requiring significant repair or replacement (both black).

A total of 13 bridges are classed as orange or red and are the key priorities to repair/replace. At the peak of the event there was up to 30 roads closed. At time of writing there is still 12 roads closed or severely affected. Road damage ranges from washouts, bridge damage, major slips, tree fall etc.

Restoring temporary access has been a major focus to get people moving. Bridges being out has caused the most challenges, and the long-term fix for these is multiple years away. Temporary repairs range from a couple of weeks through to 20 weeks. Te Reinga Bridge being damaged in particular has resulted in a 1.5-hour detour, so it has major impacts for communities.

Three Waters impact

Wastewater

Across the board power, communications and access caused major issues for the 3 waters activity. Losing communications meant that monitoring/control of any plant was not possible, power issues meant deploying generators to various locations and access meant some sites couldn't be physically checked.

Even though the plant is operating, understanding the long-term damage to these assets could prove challenging as there is a potential impact on their remaining useful life.

Wairoa Township

The ponds discharged as per consent conditions and pond levels were manageable. There were concerns that treatment processes for the Wairoa wastewater could be compromised due to the

amount of silt ingress and high flows however recent testing has shown that treatment is good, with only e-coli and enterococci being higher than normal. This is to be expected with higher flows and less retention/treatment time. Sludge surveys have been organised and implemented to understand the levels of silt ingress in the Wairoa and Māhia ponds.

Ōpoutama

The Ōpoutama Stream caused issues at the Ōpoutama Pump Station with floodwaters inundating the pump station. The station was turned off so flood waters didn't compromise the treatment processes.

Māhia Beach

Land movement has occurred in the irrigation area. Geotechnical surveys have been organised to survey this area and check the stability of the land. Pump motors were also damaged and needed replacing.

Stormwater

The stormwater network continues to be impacted by Cyclone Gabrielle, with ongoing clean-up required with silt and other debris washing into the stormwater network. We anticipate doing at least six months' worth of stormwater pipe flushing to keep lines clear over winter. Clearing of open drains, outlets and replacing broken culverts was a priority to prevent further flooding.

Groundwater levels will see ongoing problems over winter with higher-than-normal water tables causing a lot more surface flooding.

Drinking Water

The drinking water networks are now operational. Leaks are continuing to occur and locating these leaks is challenging. Longer term resilience of the system will need to be invested in.

Water Treatment

The Wairoa Township water intake and boundary station was inundated with water which caused major issues in terms of water supply and damage to the water treatment infrastructure. Work will need to occur to ensure the system is operating at full capacity and resilient for the future.

Waste and Landfill impact

The volume and contents of household, putrescible, commercial, hazardous, construction and demolition solid waste has been significant. A solid waste management action plan was developed to assist with clean-up efforts. An additional 2,300 tonnes of waste has been added to the landfill (normally approximately 4,000 tonnes annually).

To date we have stockpiled approximately 11,400 tonne of silt. We are still awaiting final test results of the silt, which will conclude how this stockpiled silt will be dealt with.

Reserves and riverside assets impact

The Wairoa river banks have experienced significant erosion and deposition impacts along the entire length of the river including impacts on multiple community and recreational assets. Initial coarse assessments from aerial photography show over 100,000 cubic metres of riverbank lost, ranging from 3 to 14 metres bank width.

The Town Reserves, Campground, Community Centre, Playground, Bridge, Marine Parade and CBD are extremely exposed to loss through retreating riverbank. Silt inundation has occurred twice in 13 months at significant cost to Council and Community.

Power and communications impact

Major power and communication outages were experienced across the district. Communications were down for around five days and effected every area of the response. From coordinating messages to the community, addressing health and welfare needs, managing infrastructure and undertaking work in a coordinated approach.

Rural impacts

Cyclone Gabrielle caused significant on-farm property damage to many of the estimated 189 farms in the Wairoa District. An AgFirst report commissioned by the Wairoa District Council estimates a negative economic impact of \$27.6 million including infrastructure damage, loss of income and slash removal over four years. Lifestyle blocks have also been impacted but accurate numbers have not been quantified. Ground crops and forestry have not been included in the report calculation but are estimated to be around \$2.5 million.

Many areas suffered the loss of access, electricity supply and large-scale roading infrastructure damage. The electricity supply has been restored to most areas.

While the Wairoa District Council and Waka Kotahi have largely restored access across the district, some of this access remains vulnerable to other weather events and a wet winter. Access to the South is particularly vulnerable because of reliance on the Devil's Elbow section of State Highway 2.

On-farm damage includes loss of stock, fencing, roading, culverts and bridges, riparian plantings, erosion plantings, forestry, crops, sheep and cattle yards, water supplies (including dams) and pasture from widespread slipping.

Much of this damage is uninsurable, with farm insurances covering residential and building damage but limiting the per event per farm cover to \$25k for fencing, \$20k for drains and culverts with livestock losses only being covered for 'exposure' from weather events post shearing. Forestry cover typically relates to a fire risk and the cost of fire suppression. Loss of income or Business Interruption insurance is hard to access.

Environmental Impacts

Cyclone Gabrielle has had a significant impact on the district's natural environment from soil slips, riverbank erosion, silt deposition, woody debris mobilisation, habitat destruction and multiple other impacts. The effects of the Cyclone will take many years to recover from. This event was on top of a series of storms across the region over the last 12 months that had already had a devastating effect on our landscape. Much of the impact of Gabrielle on our environment has yet to be quantified and that work will inform the medium and longer term priorities for recovery in the Recovery Report due in September. This report has only identified what is most obvious, immediate and required over the next 6 months.

Wairoa does not have flood protection infrastructure and a key priority for our recovery work is to ensure that the impact of future flooding events is minimised. We have acknowledged in this report the work HBRC are undertaking to seek resourcing to carry out that work and have deferred to their recovery report for specifics around what is required to do that.

It is important to recognise that the impact of Gabrielle on the flooding in Wairoa was a result of the rainfall intensity and damage caused to our headwaters and upper catchment areas and it is critical to ensure that our recovery efforts take an all of catchment approach that both reduces the risk in

the future downstream from storms but also enables our whānau and whenua to build resilience to the impacts of climate change.

Section 4: Recovery objectives and priorities

Please see section 6 of the Wairoa District Cyclone Gabrielle Recovery locality plan.

Section 5: Roles and responsibilities

5.1 Roles and responsibilities of agencies involved in recovery

Wairoa Recovery Office is the lead in the majority of the community and whānau wellbeing related tasks set out in Reconnect – Welfare and Wellbeing; and Community sections. Wairoa Recovery Office will partner with:

- Tātau Tātau o Te Wairoa.
- Ngāti Pāhauwera Development Trust.
- Te Uru Taumatua;
- Ministry of Education.
- Te Whatu Ora and Te Aka Whai Ora.
- Ministry of Social Development;
- Te Puni Kōkiri;
- Iwi; Kāhui, hapū and marae;
- Wairoa Taiwhenua;
- Health and social service providers including;
- Kahungunu Executive,
- Enabled Wairoa,
- Te Whare Maire o Tapuwae,
- Wairoa Young Achievers Trust
- Queen Street Practice,
- Wairoa Hospital;
- Lead Principal Kāhui Ako and Wairoa district Principals;
- Police; and
- Department of Internal Affairs
- Pacific Community Network
- Wairoa Police

Wairoa District Council is the lead in the majority of the infrastructure related tasks set out in the Rebuild – Infrastructure section. Wairoa District Council will partner with other agencies such as:

- Hawke’s Bay Regional Council,
- Waka Kotahi,
- external professional service providers, and contractors to ensure the successful implementation of these recovery priorities.

Hawke’s Bay Regional Council is the lead in the majority of the natural environment related tasks set out in Restore – Natural Environment section. As well as community members, partners include:

- Tātau Tātau o Te Wairoa
- Wairoa Taiwhenua
- Wairoa District Council

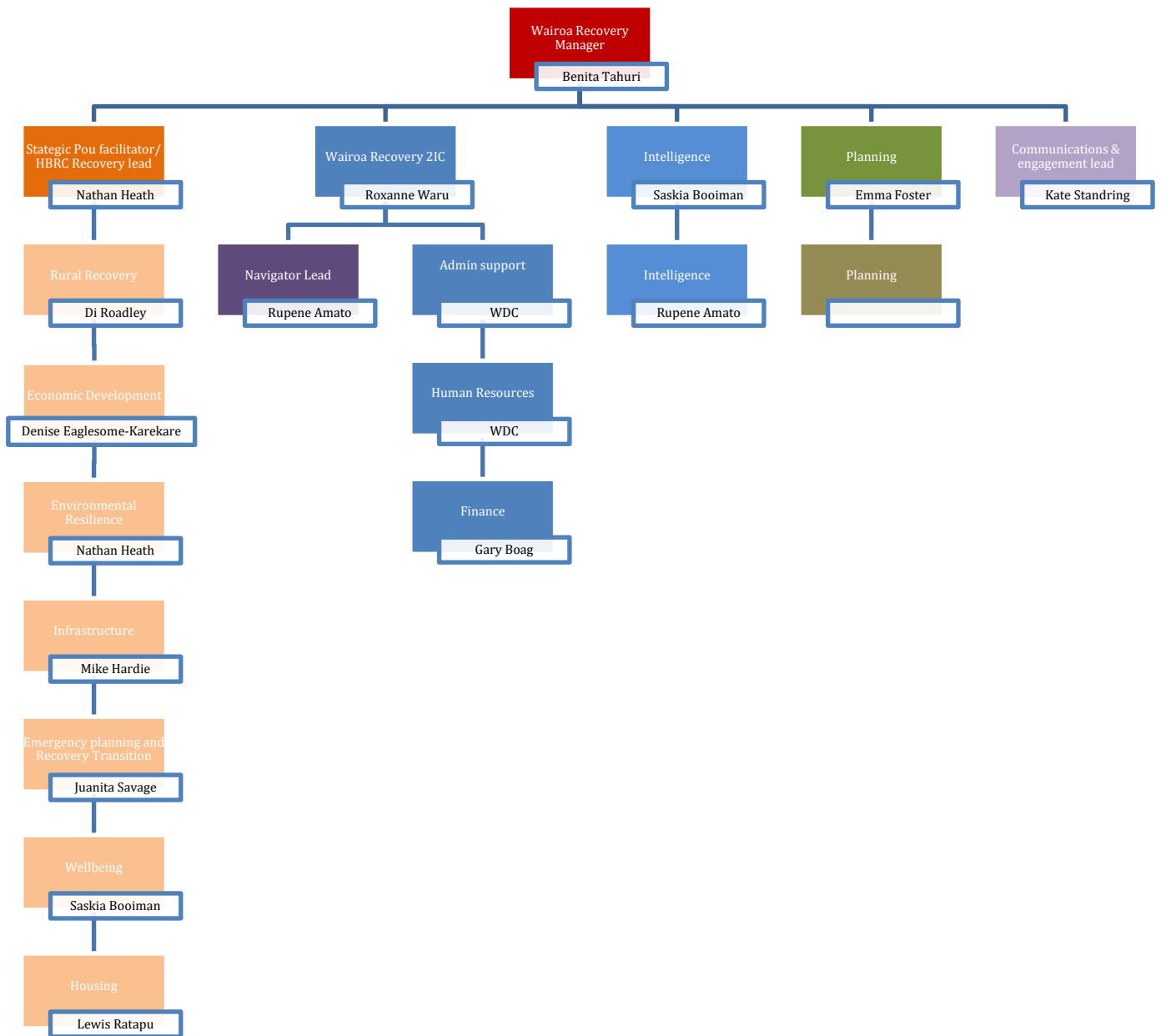
- Ngati Pāhauwera Development Trust
- Wairoa Taiwhenua;
- Kahungunu Executive;
- Wairoa District Council Standing Committee;
- Hawke’s Bay Regional Council Māori Committee;
- Kāhauī, hapū and marae;
- Hawke’s Bay Emergency Management and
- Gisborne and Wairoa District Council;
- Crown Research Institutes;
- Ministry for Primary Industries;
- Ministry for the Environment;
- Te Puni Kōkiri;
- Department of Conservation;
- and Wairoa organisations – Waka Ama, Water Ski Club and Yacht Club, A&P Show Grounds

This list is not exhaustive, and as the community engagement plan commences, new partners, agencies and /or community groups may be identified to be involved in the recovery efforts.

Table 1. Recovery Pou leads and agencies and entities who contributed to the development of the Initial Recovery Plan.

Pou theme	Lead Authors	Contributors
Recovery Report	Benita Tahuri Roxanne Waru Saskia Booiman Emma Foster Nathan Heath	Julian Reweti (EBOP) Elle Archer (Selwyn District Council)
Social & Wellbeing	Saskia Booiman Roxanne Waru	MSD, Tihei Wairoa, DIA, Kāhui Ako, Ngāti Pāhauwera Development Trust, Police, Te Iwi o Rakaipaaka, Enabled Wairoa, Te Whare Maire o Tapuwae, Te Whatu Ora.
Economic Development	Denise Eaglesome-Karekare	WDC, Ora Te Hau (MBIE), ADARA
Rural Communities & Primary Sector	Di Roadley Lawrence Yule Shanna Cairns	AgFirst, HBRC, MPI, Beef+Lamb NZ, Wairoa Community Trust
Infrastructure	Michael Hardie	WDC Staff
Environmental Resilience	Nathan Heath	Tātau Tātau O Te Wairoa, Ngāti Pāhauwera Development Trust, Ngāti Ruapani Mai Waikaremoana, Ngāti Kahungunu Iwi Incorporated, HBRC, WDC, Department of Conservation, Ministry of the Environment, Ministry for Primary Industries & Manaaki Whenua Landcare Research.

Figure 2. Initial Recovery Plan Team Structure



5.2 Leadership of this Wairoa Locality Plan

Our Wairoa Recovery governance and management framework establishes one direct pathway for Wairoa recovery. Our governance and management framework for Cyclone Gabrielle respects and reflects the authorities, mandates, and expertise of Tātau o Te Wairoa, and the Wairoa District Council. We are drawing together the capability of Wairoa Iwi, Council, local CDEM, and our community to effectively work together to recover Wairoa following Cyclone Gabrielle and regenerate Wairoa to meet our pre COVID ambitions. We will be the managers of our District's activities and handle the coordination of the necessary logistics. Our framework reinforces the authority of the Council and does not undermine their statutory requirements and responsibilities. Our mahi will be supported by and recognises the contribution of our Government Partner and our partners in our neighbouring regions, Heretaunga, and Tairāwhiti. Our governance and management will work in coordination with our neighbours on these activities. Our governance of the Wairoa Recovery will be founded on common values which reinforce our shared guardianship and responsibility for the future.

Governance is made up of Iwi and Council Partnerships:

- Tātau Tātau o Te Wairoa, Leon Symes, Chair
- Wairoa Taiwhenua, Nigel How
- Wairoa District Council, Craig Little
- Ngati Pāhauwera Development Trust, Chaans Tumataroa-Clarke

Operations is made up of:

- Wairoa District Council, Kitea Tipuna
- TTOTW, Lewis Ratapu
- Public Sector Lead, Naomi Whitewood, Kainga Ora

Both groups will have regular meetings with the Local Recovery Manager and Team to ensure the recovery is tracking appropriately over time.

Impacted Whānau/Community Focus Groups and Pou Advisory Networks sit in the middle of the framework to illustrate that all mahi should be informed by our communities, including articulating our responsibility to report recovery outcomes back to impacted whānau and communities.

The Social Wellbeing Pou sits above all other Pou as it will be the lead and central Pou to our recovery. This acknowledges that all decisions should be led with a community lens in mind. Communications will also be led through the Social Wellbeing Pou.

The below diagram helps to articulate how our structure will operate in order to best support the recovery, which requires a whole of community and government approach.

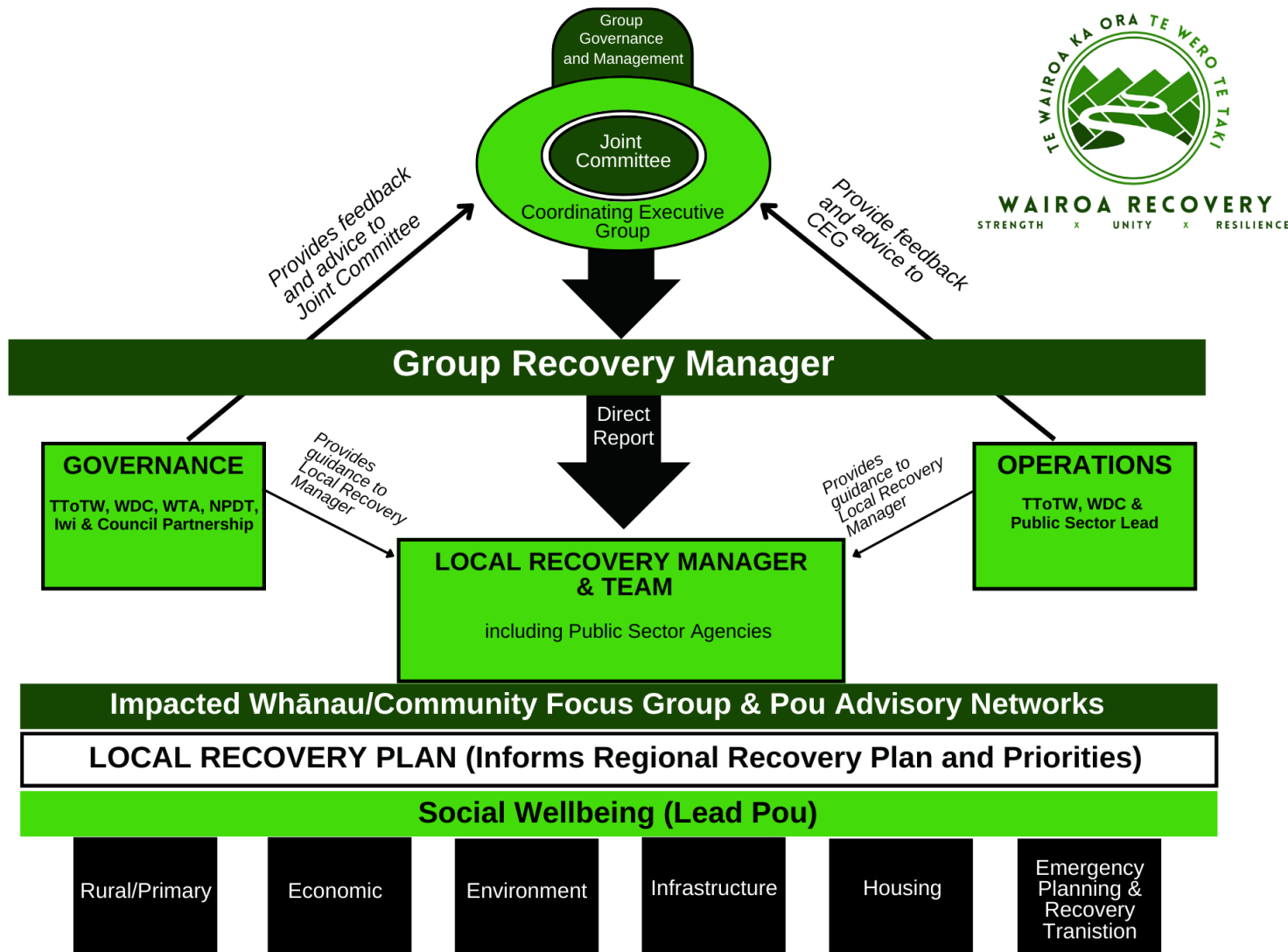


Diagram describing the governance and management structure for Wairoa Recovery.

Section 6: Recovery Framework

This section of the Plan covers the Recovery objectives and priorities, initiatives, funding and implementation (i.e., Section 4, 6,7 and 9 of the Locality Plan template). We have chosen to structure our plan in this way based on experiences from across Aotearoa.

It is important to note that to achieve the success factors outlined in this section there needs to be sufficient additional funding is required to support the Wairoa District's recovery efforts. If the short-term actions are not funded, prioritisation decisions will need to be made. The impact of these decisions on whānau and our communities cannot be under-estimated. There are examples from previous events where the required funding across a range of priorities was not provided, and we now bear a larger burden in this Recovery effort because of those previous decisions.

Wairoa District Council is a small local authority, there is limited additional resource to scale-up to deliver a Recovery response of this magnitude. Our community organisations and partner agencies also have limited resource based in Wairoa, and support is needed to ensure that affected peoples and whānau have access to what they need to meet the Hawke's Bay Recovery Framework outcomes that are outlined in the table below.

For ease of viewing relevant information we have pulled together a summary of the financial requests as appendix 1. This is based on the more detailed information that is outlined in this section of our plan.

Initial Recovery Framework

The Plan is based on the Hawke’s Bay Recovery Framework outlined the locality plan template. Our objectives, priorities, initiatives, measures and funding (rough order of costs) are provided for the four areas – Reconnect, Rebuild, Restore and Regenerate.

Table 2. Recovery Framework for Wairoa Initial Locality Plan

	Objective – what we aim to achieve	Outcome – what success looks like	Hawke’s Bay Recovery Framework Pou
Reconnect - <i>Tūhononga</i>	Communities that have been adversely affected by flooding are supported and restored to what they were previously, and where possible, enhanced	Essential needs of people and whānau are met, and community health and wellbeing are supported.	Whānau and Community Wellbeing
		Whānau are supported back into their homes as quickly as possible.	
		Tamariki are back in the kohanga, kindergarten and kura of their choice. Nūhaka is reconnected with its primary school age tamariki.	
		Community spirit, pride and resilience are strengthened.	
		Impacted Marae are restored to former glory, and designated CDC supported to become resilient & safe for any future events.	
		Impacted community assets/facilities (playgrounds, social organisations/clubs) and businesses are restored to pre cyclone standards.	
Rebuild - <i>Waihanga</i>	Housing, infrastructure, facilities are repaired.	There is adequate temporary housing supply and damaged houses are repaired to a liveable, healthy standard	Whānau and Community Wellbeing
		Infrastructure and services are restored and resilient.	Resilient Infrastructure
Restore - <i>Whakahou</i>	The natural environment is restored and enhanced, where possible, and the primary sector is fully functioning.	The primary sector and rural community are fully supported and functioning within a new normal.	Primary Sector
		The natural environment is restored and enhanced, where possible.	Environmental Resilience
		The impact of the flood and its recovery does not leave lasting negative environment effects on our land and in our water.	
Regenerate - <i>Whakatipu</i>	Sustainable business activity is re-established, and where possible, enhanced.	Businesses are supported and restored to provide certainty around business and employment continuity.	Economic Growth



Reconnect - *Tūhononga*

Reconnecting our community

What we aim to achieve: *Communities that have been adversely affected by flooding are restored to what they were previously, and where possible, enhanced.*

Welfare and wellbeing	Essential needs of people and whānau are met, and community health and wellbeing are supported. This includes for our isolated communities that still require on-going support due to a lack of access.
Back into homes	Whānau are supported back into their homes as quickly as possible.
Back into school, kohanga and kindergarten	Tamariki are back in the kohanga, kindergarten and kura of their choice. Nūhaka is reconnected with its primary school age tamariki.
Community	Community spirit, pride and resilience are strengthened.
Marae Resilience	Impacted Marae are restored to former glory, and designated Civil Defence Centres are supported to become resilient & safe for any future events

Issues for reconnecting our community

The key issues for community recovery include:

- Suitable temporary housing solutions that meet the range of needs of whānau / community in the short, medium, long-term.
- Immediate welfare needs to the isolated communities of Glenbrook and Mangaroa and continued to be serviced through the recovery team.
- Clear and consistent source of information and customer service
- Support with equitable access to services and entitlements for affected peoples and whānau and affected businesses.
- Ensure homeowners avoid health issues, by not moving back into flood damaged homes prematurely.
- Secure available skilled tradespeople to progress house repairs.
- Financial issues for both insured, under-insured and uninsured (home and contents) homeowners.
- Financial pressure for displaced families with the cost of temporary housing and mortgage payments.
- Increasing psychosocial needs.

- Transportation costs for those who have to travel further to reach work, health services and other services due to closed roads.
- Access to education and health services.
- Community acceptance and the use of services provided to support those affected individuals and whānau.
- Short-, medium- and long-term stress levels in the community. This may be associated with insurance issues, delays in returning home, delays in returning to preferred school, kohanga and kindergarten, financial pressures, concerns about safety, and will require ongoing monitoring.
- Community expectations not being met in relation to timing of activities and delivery of service.
- Ensuring that there is some respite from recovery activities through community events.
- Stakeholder and iwi agreement with process and service delivery.

Key projects

Key projects have been developed to support the recovery objectives for reconnecting our community and deliver on the outcomes. Several additional projects will be identified in the Wairoa Recovery Plan, including planning and preparing for the next event and building community resilience and supporting iwi-led processes for future events. Some of the additional projects will be identified through the coordinated engagement process.

Recovery Office resourcing

The Recovery Office requires full time dedicated resourcing to adequately respond to the scale of this event, and its impact for Wairoa whānau. Organisations in Wairoa Pre-Cyclone were resource light, and already contributing significantly over and above to support the Response and Recovery efforts. This is unsustainable over the medium to longer term.

Recovery hub – He Whare Manaaki

Establish a recovery hub – He whare manaaki aligned to Recovery Office for information and customer support to affected persons and whānau, including affected business owners. The digital divide existed across the Wairoa district pre-Cyclone and has been amplified by the event. There is a low level of IT capacity, cellphone access, data and coverage, in the Wairoa community to connect with services digitally. A hub provides a single point for coordinated access to services, including the ability to support affected persons and whānau to connect with services they are entitled to more readily.

Navigators – Kaimanaaki

Navigators will provide an essential element in assisting to meet identified ongoing needs of affected peoples and whānau, including affected business owners. Navigators support flood affected people through the challenges they face across family, financial, housing and emotional wellbeing by linking them and their issues to services and support. The primary role of the navigator is to support timely and coordinated access to services that are provided by others including Te Whatu Ora, Police, Ministry of Social Development (MSD), Ministry for Business, Innovation and Employment (MBIE) (including its Temporary Accommodation Service and Residential Advisory Service), Ministry for Primary Industries, Insurance organisations and non-government organisations or community groups. There are significant recovery requirements for Wairoa, and there is a need for strong

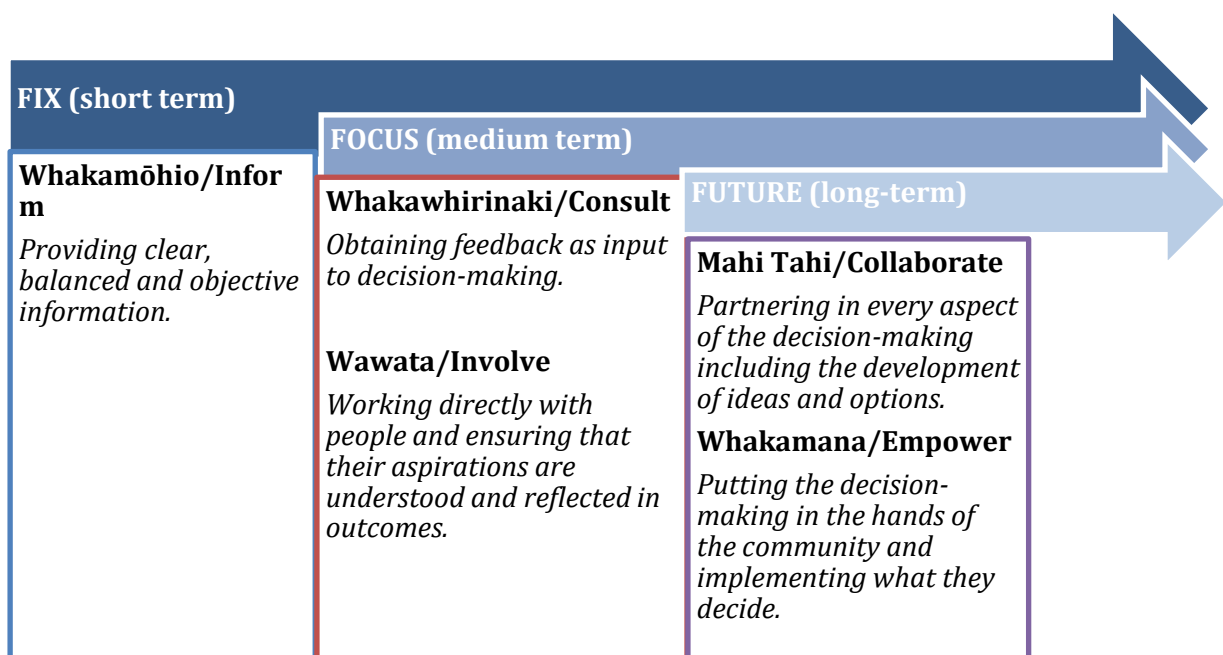
support and coordination of services for whānau through the recovery process and emerging complex social and wellbeing issues.

Community engagement and coordination

Partnership and engagement are an essential part of the recovery process. Principles that will guide us include:

- Locally-led, regionally co-ordinated, nationally supported.
- Protect the health, safety and security of people, animals and property.
- Be responsive to the concerns of the community and whānau.
- Community engagement is central to recovery decisions.
- Recognise and enhance Iwi values and aspirations.

In the short term, we will focus on getting timely, relevant information to the impacted whanau and communities, and will acknowledge and respond to concerns. Then over the longer term we can have a more proactive response to our communications that will involve the community voice. We refer to the diagram below that shows our focus over the short, medium and longer term:



A dedicated FTE for communications will be required in the short term to:

- 1) Develop a local community communication and partnership plan
- 2) Develop immediate communication pieces to assist impacted whanau across a range of media platforms
- 3) Implement the communication and partnership plan over 2 years

A significant engagement programme is also required in the short term to better understand the needs and best approach directly from the whānau and community. This has begun already with the formation of the Whānau and Community Focus Group. These Whānau & Community Focus groups

need to sit at the centre of each Pou to ensure consistency and equity. The approach needs to be coordinated, well-resourced and succinct to ensure all whānau and communities can have their say without over burdening them in the bureaucracy. This will all help to feed into the overall communication and partnership plan.

Equally, coordinated resources and systems are required across agencies to ensure a Wairoa wide, transparent, efficient and effective approach to recovery is assured. Build on the Wairoa hub, facilitated by Wairoa Young Achievers Trust during Cyclone Gabrielle Response which pulled critical organisations together into one facility to ensure a coordinated response. This was a successful model and continues to work successfully for the community.

Coordination of community engagement, including hui and events, aim to create opportunities to rebuild and strengthen our communities – to help restore community resilience. We will be working on many community projects across Wairoa including the coordination of events to provide affected people and whānau an opportunity to reconnect with their community as well as to strengthen the emotional and social wellbeing of individuals and whānau, many of whom have been displaced.

A recent successful example was at the Backyard BBQ's run by the Wairoa Community Development Trust with support from the Ministry for Primary Industries and other sponsors. Connection, support and an effort to bring a little normality back into the lives of the Wairoa's cyclone stricken rural community is the ethos behind the Backyard BBQ's.

A community hui, events and activities programme will be established that enlivens flood affected communities, enhances community connections and builds community resilience. This will include community hui on development of the Wairoa Strategic Recovery Plan and Action Programme.

Other examples include a Wairoa wide initiative to bring together a range of Government Agencies so impacted whānau could access services. Hugely successful event by Wairoa for Wairoa with support from Government Agencies, hosted by Iwi Partners TToTW.

"SURVIVAL" Kai & Korepo

THIS EVENT
TUESDAY 14TH MARCH 2023
3:30PM - 7:00 PM
WAIROA LIBRARY GREEN

Creating a safe space for whānau/hapū/hiri to gather for kai and korepo following recent weather events affecting the whole Wairoa district.

FREE SAUSAGE SIZZLE
BALLOON RELEASE
GUEST SPEAKERS
FACE PAINTING
MUSIC

NEXT EVENT
WEDNESDAY 22ND MARCH 2023
11:00AM - 7:00 PM
WAIROA COMMUNITY CENTRE

Brought to you by:

TATAU YATAU
Erebed
WYLA
TAKAWHAI
WAIROA DISTRICT COUNCIL
HAWKES BAY

THRIVE KAI & KÖRERO EXPO FREE EVENT

A follow on event to give our people support, information and help following recent weather events affecting the whole Wairoa district

ONSITE SUPPORT FROM AGENCIES

AGENCY GUEST SPEAKERS
LIVE ENTERTAINMENT
FREE KAI

Tuesday 4th April 2023 11am-7pm
Wairoa Community Centre

An initiative brought to you by these and many other agencies:

TATAU YATAU
Wairoa
HAWKES BAY

Wairoa Rural Community Backyard BBQ

Wairoa Community Development Trust is hosting 14 **Wairoa Rural Community Backyard BBQs** for you to connect with other local farmers & discuss any concerns from the effects of Cyclone Gabrielle. Dates will be announced soon

Mahia ■ Nuhaka ■ Hereheretau ■ SHW2/Waiatai
Clydebank ■ Mangapoike ■ Maru Maru/Te Reinga
Ruakituri ■ Tuai/Ohuka
Patunamu/Ardkeen/Titirangi/Frasertown
Putere ■ Kotemaori
Waihua/Mohaka/Raupunga
Turiroa/Tawhara/Whakamahia/Awamate

Thanks to Ministry for Primary Industries and our sponsors, this event is on us!

beef+lamb
RuralSupport
PAMU
Property Brokers
AFFCO
kelso.

SNZ
STEWARTSON & TAYLOR
EBCO LTD
Brandt
PPP
VETMARKER
CHARTERS

Further details contact e: admin@eastcoastexpo.co.nz | m: +64 274 467 261

Objective
Our desired future state

Reconnect (*Tūhononga*) our Community

Communities that have been adversely affected by flooding are restored to what they were previously, and where possible, enhanced.



Welfare and wellbeing					
	Success Factors <i>How we know if we are achieving the objective</i>	Measures <i>The things we measure to show change in success factors</i>	Milestones <i>The deliverables or targets that we will meet</i>	Owner <i>Who is responsible</i>	Rough Order Cost Estimate
Approach How we will get there	Essential psychosocial needs of flood affected persons and whānau are met.	<ul style="list-style-type: none"> Baseline data: <ul style="list-style-type: none"> needs assessment findings triage activity (assessing priority needs) Monitoring number of people requesting support and assistance through the Recovery Hub. Monitoring number of rural and urban affected people seeking access for psychosocial support based on support requested through the Recovery Hub and data collected by psychosocial workforce. Monitoring of psychosocial needs identified by schools. 	<ol style="list-style-type: none"> Psychosocial recovery plan is developed, agreed and implemented it includes: <ol style="list-style-type: none"> Additional psychosocial resource in schools for primary school and intermediate age children, and their Kaiako Training in psychosocial first aid for staff in organisations that are working with flood affected persons and whānau Increase health coach and health improvement workforce into other settings to support psychosocial recovery Dedicated Psychosocial Recovery Manager to coordinate the delivery of the response. 	Wairoa Recovery Office (WRO) with support from Te Whatu Ora, Enabled Wairoa, Ministry of Education, Kahungunu Executive.	<ol style="list-style-type: none"> \$580,000 per annum <ol style="list-style-type: none"> 2 FTE and overheads \$40,000 1.5 FTE 0.8 FTE.
	Individuals and whānau with ongoing needs related to the floods are supported by Recovery Office and Kaimanaaki (Navigators), who provide wrap-around services and assistance.	<ul style="list-style-type: none"> Number of contacts made with Kaimanaaki (Navigators), number of actively managed cases, and number of referrals. 	<ol style="list-style-type: none"> Funded and secured Kaimanaaki (Navigators), service. Community partners made up of local authorities, iwi and central government agencies convene and collaborate on joined up wrap around service delivery for the wellbeing of affected residents. Communication plan established with iwi partners on people supported by the Navigator service. Insurance support is provided by MBIE Residential Advisory Service. 	Wairoa Recovery Office	\$600,000 per annum* Funding required from Internal Affairs.
	On-going welfare needs of the isolated communities of Glenbrook and Mangaroa are	<ul style="list-style-type: none"> On-going needs assessed and met 	<ol style="list-style-type: none"> On-going needs assessed and met 	Wairoa Recovery Office	\$100,000

	maintained until access is restored				
	Closed kindergarten, kohanga and school (facilities) re-open.	<ul style="list-style-type: none"> Number of closed facilities that have reopened 	<ol style="list-style-type: none"> Education recovery plan is developed and implemented, fast-tracking the re-opening of closed facilities. 	Ministry of Education	Budget bid submitted by Ministry of Education.
	Wairoa Recovery Office is sufficiently resourced.	<ul style="list-style-type: none"> Wairoa Recovery Office is resourced to deliver programme and provide community connectivity. 	<ol style="list-style-type: none"> Wairoa Recovery employs / contracts people to lead the implementation of the recovery as a team. Wairoa Recovery has the tools it needs to track its response (registration / data collection; needs assessment). Health and safety initiatives for the recovery office are in place. 	Wairoa Recovery Office	\$1,830,000 per annum* *Internal Affairs funded \$100,000
	Wairoa Recovery Hub.	<ul style="list-style-type: none"> Establish Wairoa Recovery Hub in conjunction with Recovery Office Community engagement feedback identifies that the Recovery Hub provides consistent communication, and access to services is fair and equitable so that whānau get the same information and same help. 	<ol style="list-style-type: none"> Hub established to provide customer service, information and support to affected peoples (recognising the digital divide in Wairoa). 	Wairoa Recovery Office	\$250,000 per annum* *Internal Affairs funded
	Wellbeing of staff working with affected people is supported	<ul style="list-style-type: none"> Monitoring the number of staff working with affected people and whānau who access peer-support programme or debrief 	<ol style="list-style-type: none"> Develop a regional programme of peer-support and debrief to support the psychosocial wellbeing of staff across agencies and organisations who are working directly with affected people and whānau. 	Te Whatu Ora in partnership with Local Government	\$100,000 per annum
	Individuals and whānau with ongoing needs related to the floods are offered health advice to support their wellbeing.	<ul style="list-style-type: none"> Monitoring the number of people offered health advice and access to flu vaccinations, public health support, first aid kits to support wellbeing. 	<ol style="list-style-type: none"> Health and wellbeing plan developed for people and whānau affected by the floods including referral to health advice, public health support, access to first aid kits. Information is provided on having a healthy home (e.g., managing mould, ventilation). 	Te Whatu Ora and Te Aka Whai Ora in partnership with Queen Street Practice and Kahungunu Executive	\$250,000 first year only
	Rural schools are more resilient.	<ul style="list-style-type: none"> Number of rural schools that have increased resilience including starlinks and generators for future events and to prepare for impact of winter. 	<ol style="list-style-type: none"> Funded generators and starlinks for all rural schools (15). 	Ministry of Education	\$255,000 (\$17,000 per school)
	Healthy housing homes impacted by the floods are re-provisioned.	<ul style="list-style-type: none"> Number of homes that were referred to the healthy housing programme and impacted by the floods are re-provisioned. 	<ol style="list-style-type: none"> Funded interventions provided to flood affected houses with tamariki with health concerns (whānau who were previously referred and accepted into healthy housing programme). 	Te Whatu Ora	\$100,000
	Implementation of community communication and partnership plan	<ul style="list-style-type: none"> Number of communication / media pieces that are developed/distributed Satisfaction of whanau/community with communications % and # of engagement at hui, or across social media/newsletters Number of people registered with the Wairoa Recovery Office 	<ol style="list-style-type: none"> Community communication and partnership plan is complete Implementation of the plan 	Wairoa Recovery Team	\$250,000 <ul style="list-style-type: none"> 2 FTE and overheads

	Welfare & wellbeing agencies receive the products and resources they need to assist whānau impacted by the flood.	<ul style="list-style-type: none"> Number of requests received % of orders filled \$ of cost savings for goods Time to fill orders 	<ol style="list-style-type: none"> Funding secured for 3 FTE (Manager, admin & storeman) Facility and plant secured Essential food and supplies policy for Pataka developed and agreed with agencies Stocktake completed and minimum stock levels identified for essential items Inventory and procurement system in place 	Wairoa Recovery Office and TTOTW	\$507,000 <ul style="list-style-type: none"> 3 FTE and overheads Forklift, trolley jack and delivery van. Inventory and procurement system
	Support community resilience through the development and purchasing of EPODS	<ul style="list-style-type: none"> Number of EPODS requested and provided 	<ol style="list-style-type: none"> Funding secured for supporting maintenance and additional EPODS if needed 	Wairoa Recovery Office and TTOTW	TBC
Risks The key things that could prevent us achieving this goal	Risk		Mitigation		
	– Lack of ongoing support/focus from community partners (including NGOs) due to competing commitments/lack of resourcing.		Regular scheduled meetings of Social Wellbeing Advisory Network to provide two-way communication channel		
	– Insufficient funding provided to deliver an effective response for Wairoa Recovery Office, Navigators and/or Recovery Hub.		Accurate and timely information that illustrates continued need for community recovery. Advocate with DIA that this is a funding priority to enable the required response for Wairoa.		
	– Increase in anti-social behaviour e.g. crime, family violence		Planned events and other actions that link communities mitigate this risk.		
	– Health and wellbeing impact of delayed access to funding and delayed implementation of plans by responsible agencies is underestimated		Describe wider social benefits including the health and wellbeing impacts to whānau and communities of restoring communities to what they were previously.		
	– Inconsistent objectives and work plans across agencies.		Set common objectives, timeframes and work-plans across agencies.		
	– Availability of temporary housing does not meet demand.		Continue to work in collaboration with MBIE to set realistic milestones and timeframes.		
	– Data, information not shared or leaked.		Adopt robust data and information security procedures.		
– Priorities identified underestimate community need with limited opportunity for engagement ahead of the submission date.		Plan for community engagement to confirm approach, and identify further unmet need. Work with iwi and agencies to confirm the objectives and approach outlined in the initial Locality plan for the updated Recovery Plan.			
Opportunities Things that could help us better achieve this goal	Opportunity		Owner		
	– Ongoing strong representation from government agencies to support wellbeing.		Police, Ministry of Social Development, Ministry of Business, Innovation and Employment, Te Whatu Ora and other agencies		
	– Building capacity for organisations already working in this space e.g. psycho-social training, greater networking opportunities and improved funding support.		Government agencies and non-government organisations, Wairoa District Council		
	– Government agencies and Hawke’s Bay Regional Council working together strengthening relationships and networks, enhanced actions through multi agency coordination.		Government agencies		
	– Better preparedness for Civil Defence activities i.e. insurance up-to-date, civil defence plans, structures and processes in place.		Wairoa Recovery Office and agencies		
– Government agencies demonstrating their role as enablers of community priorities and building public trust		Ministry of Social Development, Ministry of Education, Te Whatu Ora and Te Aka Whai Ora, Ministry of Business, Innovation and Employment			

Objective

Our desired future state

Reconnect (Tūhononga) our Community

Communities that have been adversely affected by flooding are restored to what they were previously, and where possible, enhanced.



Community					
Approach How we will get there	Success Factors	Measures	Milestones	Owner	Rough Order Cost estimate
	<i>How we know if we are achieving the objective</i>	<i>The things we measure to show change in success factors</i>	<i>The deliverables or targets that we will meet</i>	<i>Who is responsible</i>	
	Community hui held to enable the recovery, enhances community connections and builds resilience.	<ul style="list-style-type: none"> Number of hui held. Number of people participating in hui. 	<ol style="list-style-type: none"> A calendar of monthly hui and community development activities planned, covering the communities of Wairoa. Community expo's and open days held to provide timely information to affected residents on a range of topics. Community events planned and held to increase connections and support resilience. 	Wairoa Recovery Office	\$150,000 \$300,000
	Community, and its leaders, are empowered to plan for their future and engage in recovery activities.	<ul style="list-style-type: none"> Community participate in the Wairoa Recovery Strategic Plan and Action Programme Development. Community leaders and iwi representatives are invited to participate in recovery activities. Formal civil defence training offered to iwi to support self-determination. 	<ol style="list-style-type: none"> Affected people and whānau network is established and provides whānau voice to the recovery. Community engagement is planned and implemented to inform the priorities for the development of Wairoa Recovery Plan. Recovery Plan outlines how community resilience, including use of resilience containers and training in communities, will be supported over the medium to longer term. Establish a Community leaders and iwi representatives list and provide regular communications. Marae and Iwi engagement plan is finalised and implemented. 	Wairoa Recovery Office	\$150,000 \$40,000
Volunteers are coordinated to ensure skill sets are matched with need across the district.	<ul style="list-style-type: none"> Number of volunteers. Number of activities undertaken by volunteers. Support provided to volunteers 	<ol style="list-style-type: none"> Volunteer coordinator is in place, develops registration process for volunteers and process to connect work with volunteers. 	Wairoa Recovery Office	\$180,000	
Risks The key things that could prevent us achieving this goal	Risk		Mitigation		
	– Loss of confidence in Wairoa Recovery Office, Wairoa District Council and other agencies.		Effective and timely communications.		
	– Insufficient inclusion of the community in the development of short-term recovery actions		Transparent and inclusive decision-making processes are in place. Engagement plan developed to ensure strong community involvement in setting the priorities for the Recovery Plan.		
	– Displaced and fatigued community is disengaged in recovery processes and actions.		Community engagement is led by community leaders. Community plan is developed 'for and by' the community.		
	– Loss of community facilities and key services (e.g. supermarkets, schools).		Recovery Office to advocate for services to be reinstated as early as possible.		
	– Lack of central government and Hawke's Bay Regional Council support (resources and financial).		Maintain good working relationships with agencies required as partners and enablers of recovery.		
	– Lack of involvement and support from key community stakeholders.		Maintain close relationships with community groups and community leaders.		
Opportunities Things that could help us better achieve this goal	Opportunity		Owner		
	– Well-connected community and support networks.		Wairoa Recovery Office		
	– New community leaders and community groups are identified through the recovery process which are supported and developed.		Wairoa Recovery Office		



Rebuild - *Waihanga*

Repairing our homes, our infrastructure and restoring our communities

What we aim to achieve: Housing, infrastructure and facilities are repaired.

Housing

There is adequate housing supply and damaged houses are repaired to a liveable, healthy standard.

Infrastructure

Infrastructure and services are restored and resilient.

Issues for rebuilding

The key issues for rebuilding our homes and infrastructure are:

- Adequate and timely supply of temporary housing for those that are displaced.
- Health and safety for all those working to clean-up flood affected areas, including contractors and volunteers.
- Removal of silt around and under homes that is impacting the rebuild process
- Health and safety concerns for all those (contractors and volunteers) working with building materials, for example, asbestos from building materials.
- Appropriate handling, disposal and waste management of hazardous and other waste.
- High costs associated with waste and silt management.
- Pest eradication in areas that have been uninhabited due to significant damage.
- Security and public safety issues for those areas that remain uninhabitable.
- Adequate supply of contractors and materials to ensure a timely repair of flood affected houses.
- The time, costs and community impact associated with road infrastructure repairs across the district.

Key projects for short-term recovery needs

Key projects have been developed to support the recovery objectives for rebuilding our community, and deliver on the outcomes.

Silt, waste and landfill

Integrated approach with government funding and insurers needed to ensure a silt removal. Investigate future landfill requirements and undertake resilience planning.

Temporary housing

Wairoa has adopted a local lead approach to both temporary and the medium to long term housing need in Wairoa. Wairoa District Council and Ministry for Business, Innovation and Employment have agreed to a local lead solution with Enabled Wairoa leading temporary housing.

Tātau Tātau o Te Wairoa is leading the way in providing temporary housing with an iwi-to-iwi approach with Toitū Tairāwhiti and utilising Enabled Wairoa to operationalise this effort.

For those without sufficient insurance cover, funds are required to implement support programmes. It is likely that substantial numbers of properties are not insured or underinsured, which will lead to further deprivation and community harm. A plan will be put in place to support those not or underinsured to become sufficiently insured. Our community has indicated that our solutions will be locally lead, for Wairoa by Wairoa.

Explore options for homes

Establish a coordinated multi-partner Homes project to assist those without the means to make their home liveable (under-insured or uninsured). Coordinate partners providing support through urgent repairs to electrical, reticulated plumbing, septic and heating. Focus on providing support to all affected whānau so they have a repaired home to a liveable, and healthy standard.

Three waters

A programme of short-term works has been identified to enable a return to business as usual. Resilience planning is also required for three waters.

Water treatment

Intake pumps have/are being repaired, and electrics require replacement. Water treatment projects are ongoing, at time of writing the intake is 85% operational and the boundary station is 90% operational. Heavy rain causes major issues with high sediment loading into plant requiring a number of shutdowns to keep plant operational and bulk chemicals having to be shipped into Gisborne rather than Napier are causing logistical ongoing issues. Raupunga water scheme (not owned by Wairoa District Council) also suffered due to slash and silted rivers.

Roading

A significant programme of repairs across the Wairoa District Council roading network including access to and repair of significantly damaged bridges and reinstating drainage. Undertake planning and design work for future resilience work on the roading network. Additional funding will be requested in the Recovery Plan to enable further roading network works to be completed.

Reserves and river front community assets

Reinstate community assets including playground, skate bowl, riverbank reserves, riverbank cycleways. Complete the development of plans that support priorities of flood protection schemes.

Flood protection infrastructure

Planning to be completed to agree priority areas, and different options for flood mitigation going forward.

Objective
Our desired future state

Repairing our homes and restoring our communities

Housing, infrastructure, and facilities are repaired.



Housing

	Success Factors <i>How we know if we are achieving the objective</i>	Measures <i>The things we measure to show change in success factors</i>	Milestones <i>The deliverables or targets that we will meet</i>	Owner <i>Who is responsible</i>	Rough Order Costs
Approach How we will get there	Clean-up of properties is completed in a way that protects public health and security.	<ul style="list-style-type: none"> Monitor the number of affected properties with silt and flood damaged housing materials removed. Provide contractors and volunteers with public health guidance to ensure safety. Monitor the tonnage of silt sent to landfill. Landfill and transfer station resource consent requirements are met. Asbestos management processes are in place and work effectively. 100 percent compliance with Worksafe mandated requirements 	<ol style="list-style-type: none"> Flood damaged waste is removed from affected properties. Clean-up of silt complete (sections) Clean up of silt complete (under houses) Asbestos removed safely from all affected properties Education and training sessions provided. 	Wairoa District Council	\$3,363,000* *NEMA waste fund eligible for a portion of this
	Feasibility study	<ul style="list-style-type: none"> Governance and management are able to make clear directed decision making about long term housing developments 	<ol style="list-style-type: none"> Housing feasibility study completed 	TTOTW and WDC	\$60,000
	Acceleration of the clean-up and rebuild process	<ul style="list-style-type: none"> Regular meetings are in place across the governance and management of housing Monitor the number of households and time taken to clean, repair and rebuild homes, and time taken to get whanau into safe, warm, dry homes. 	<ul style="list-style-type: none"> Establish a robust management and governance structure for the recovery housing programmes Extend the 'clean and dry' programme. 	Wairoa Recovery Team and TTOTW TTOTW	\$660,000 per year \$864,000 per year
	Whānau receive fair and equitable outcomes in relation to insurance and finance	<ul style="list-style-type: none"> Number of whanau that engage with the service Level of satisfaction whanau have with the service 	<p>Engage a specialist finance and insurance advocate to help affected whanau negotiate with their banks and insurers.</p> <p>Independent assessors to peer review insurance claims and make alternative assessments</p>	TTOTW	\$100,000 per year
	Acquire land and bank to build 40 homes within existing communities on property that cannot be refurbished	<ul style="list-style-type: none"> Number of lots that have been acquired Number of lots that are ready for housing construction 	Acquire at least 20 lots of land from whanau and Kāhui in less affected areas in preparation for building 40 new homes.	TTOTW	\$3,000,000

	Construction industry resilience is strong	<ul style="list-style-type: none"> Number of prefabricated homes built Number of people employed in housing projects Number of people provided with training Number of whānau returning to dry, warm, safe homes. 	Establish a joint venture partnership with prefabricated housing partner to support rebuild and growth and provide employment and on the job training.	Wairoa Recovery Team and TTOTW	\$2,000,000
	Wairoa people are skilled and resilient to respond to community construction needs	<ul style="list-style-type: none"> Number of Wairoa people in trades training Number of Rangatahi in trades training Number of Wairoa people employed in housing projects Number of Wairoa people who gain a qualification 	Leverage off joint venture and other housing investment to create employment opportunities for Wairoa people, and trades training for our Rangatahi.	Wairoa Recovery Team and TTOTW	\$480,000 per year
	Maintain momentum for existing affordable housing initiatives	<ul style="list-style-type: none"> Currently housing projects are completed earlier than previous deadlines. 	Accelerate the construction of already planned affordable housing projects especially Tokotoko Kaumatua Village	TTOTW	\$1,000,000 for cost escalation & supply chain pressures
	Temporary housing supply meets demand and a range of housing needs.	<ul style="list-style-type: none"> Proportion of placements in temporary accommodation from those registered as having a temporary housing need. Different options for housing are available. 	<ol style="list-style-type: none"> Council costs associated with temporary accommodation are covered. Portacabins sited on private properties. Source up to 50 short-term housing units on a lease and/or buyback basis (over one year) 	Wairoa District Council	\$250,000 \$1,800,000 - Wairoa District Council cost only for approximately 20 portacabins. \$2,700,000 – TTOTW costs only for 30 short term housing units. Ministry for Business, Innovation and Employment costs are additional.
	Homes are repaired and whānau have moved back home. Homes project assists those without means to make their home liveable.	<ul style="list-style-type: none"> Number of registrations of whānau who are uninsured or under-insured and need support to get back into their own home. Number of affected home with repairs completed. Number of whānau able to move back into homes. 	<ol style="list-style-type: none"> Homes project to assist those without the means to make their home liveable (under-insured or uninsured) developed and implemented. Partner agencies part-fund Homes project. 	Wairoa Recovery Office	\$6,823,450* *First year of funding, funding also required in out-years.
	Removal of silt from under and around homes to expedite rebuild	<ul style="list-style-type: none"> Establish a funded silt removal programme for under and around home silt removal (under-insured or uninsured properties) Monitor the management of contaminated silt hazard 	<ol style="list-style-type: none"> Silt funding in place Silt disposal process in place Silt removal commenced 	Wairoa Recovery Office	\$150,000
Risks	Risk	Mitigation			
	– Contamination and public health issues arise.	Public health guidelines and good practice information is provided to all contractors and volunteers.			
	– Hazardous waste causes delays in clean-up and building processes e.g. asbestos	Robust processes are in place to identify and address any hazardous wastes appropriately.			

<p>The key things that could prevent us achieving this goal</p>	– Planning/building requirements cause delays e.g. lack of building consent team resources.	Extra resource in building team is secured, if possible.
	– Lack of available temporary housing to meet demand.	Monitor housing need and identify portacabin alternatives, if needed.
	– Lack of availability of key consultants e.g. geotech cause delays	Plan for key consultants in advance and coordinate access to key consultants
	– Non-compliance with health and safety processes.	Clear health and safety policies and processes are evident and are well communicated.
	– Procurement processes are not followed resulting in increased costs, time delays and/or outcomes not being adequately met.	Local government or lead agency procurement procedures are communicated and utilised.
	– Building repairs managed by insurance companies cause delays due to the amount of work programmed and the lack of supply of tradespeople.	Maintain effective working relationships with insurance companies and develop robust information sharing processes to monitor timing. Work with Wairoa Young Achievers Trust and Ministry of Social Development to develop local trades workforce opportunities.
	– Lack of external funding available for key projects e.g. Homes project.	Clear and effective communications with external funders on rationale for projects, and need for partnered approach to meeting the costs to achieve outcomes for affected people and whānau.
<p>Opportunities Things that could help us better achieve this goal</p>	<p>Opportunity</p>	<p>Owner</p>
– Housing in affected areas is upgraded with initiatives that improve insulation and generates more healthy homes.	Hawke’s Bay Regional Council, and other agencies	
– Add value to properties through improving amenity and upskilling property owners to repair own properties.	Home-owners	
– Agencies support ways to improve housing resilience and ‘build back better’ so that houses are more resilient for the future.	Hawke’s Bay Regional Council, Wairoa District Council, and funders	



Objective
Our desired future state

Repairing our infrastructure

Housing, infrastructure, and facilities are repaired.

Infrastructure					
	Success Factors <i>How we know if we are succeeding</i>	Measures <i>The things we measure to show progress</i>	Milestones <i>The deliverables or targets that we will meet</i>	Owner <i>Who is responsible</i>	Rough Order of Cost
Approach How we will get there	Three waters (wastewater, stormwater, water supply) and other services are fully functional.	<ul style="list-style-type: none"> Long-term plan performance measures relating to providing safe and clean water; sewage treatment and disposal; and stormwater drainage. 	<ol style="list-style-type: none"> Three waters infrastructure is fully functioning (BAU) with identified issues remedied. Water treatment response and immediate recovery completed. 	Wairoa District Council	\$864,000* \$600,000* *NEMA may cover some costs
	Roading network is restored.	<ul style="list-style-type: none"> All roads re-opened. Roading resilience plan completed. 	<ol style="list-style-type: none"> Initial access is restored with roading cleared. Temporary bridges are installed. Resilience planning is completed. 	Wairoa District Council	\$19,200,000
	Reserves and riverside assets are repaired.	<ul style="list-style-type: none"> All riverside reserves and assets are repaired and safe for community use. 	<ol style="list-style-type: none"> Silt cleared and river reserves recontoured Silt cleared and riverside assets repaired including campground, community centre, picnic areas, skate bowl and playground 	Wairoa District Council	\$1,653,000
Risks The key things that could prevent us achieving this goal	Risk		Mitigation		
	– Funding is not sufficient to adequately support road maintenance and/or enhancements, increased maintenance due to damaged roads and high-water table.		Clear and effective communications about the benefit realisation of roading projects. Additional funding sought for the medium-term in the Recovery Plan.		
	– Procurement processes are not followed resulting in increased costs, time delays and/or outcomes not being adequately met.		Wairoa District Council procurement procedures are communicated and utilised.		
	– Lack of central government support for infrastructure improvements.		Clear and effective communications about the benefits realisation of infrastructure projects with central government.		
Opportunities Things that could help us better achieve this goal	Opportunity		Owner		
	– Plan for future roading resilience and identify funding requirements in Wairoa Recovery Plan.		Wairoa District Council.		
	– Upgrades required to Wairoa District Council water treatment plant assets including pumps, and rural water schemes supports more resilient water supply.		Wairoa District Council.		



Restore - *Wakahou*

Restoring the primary sector and rural environment

What we aim to achieve: *The natural environment is restored and enhanced, where possible, and the primary sector is fully functioning.*

Primary sector The primary sector is supported, resilient and functioning within a new normal.

Rural environment The natural environment is restored and enhanced, where possible.

Issues for restoring the primary sector and rural environment

The key issues are:

- Adequate and timely funding to repair uninsurable infrastructure.
- Debt levels increase associated with 4.7% reduction in income reducing ability to cover cost of finance.
- Debt levels increase from loss of stock / impact of road closures on stock movement / loss of crops.
- Loss of production for a sustained period of time following access, communication and power outages.
- Loss of revenue associated with not being able to maximise stock performance impacted by access, infrastructure damage and pasture loss and inability to maximise available feed.
- Loss of fodder crops, maize and horticulture crops caused by silt and debris damage and/or inability to harvest and access markets.
- Loss of production due to loss of productive land area, e.g., pasture loss due to slippage or silt coverage and debris.
- Continued road closure reducing access to markets and reducing access to the goods and services needed.
- Financial and other pressures increase the need for psychosocial support.
- Small farms / lifestyle blocks / large rural sections need support with repairs or access to services.
- Ongoing instability of the rural roading networks causes issues with winter weather events.
- Significant cost associated with the removal of slash and debris on affected pasture and infrastructure.
- Additional costs associated with needing heavy machinery to undertake the remedial work, and lack of access to contractors with the capability to complete the works.
- Farmer capability.
- Increased cost of business due to lack of access and reduced supply routes.

Key projects

Key projects have been developed to support the recovery objectives for restoring our primary sector and rural environment. Further priorities that have been identified that will be included with more detail in the Wairoa Recovery Plan include the development of flood warning systems based on live video and telemetry data, and text warning; and research and development into 'other tree species' for long term erosion control, soil specific and riparian planting.

Funds established to support primary sector

Funding provided to support primary sector repairs and the development of farm-land use and recovery plans in rural communities. Infrastructure damage on farms are uninsurable including fencing, internal roading and bridges, water supplies, riparian and erosion plantings, yards, non-residential farm buildings and removal of flood debris.

The Rural Recovery Pou assistance package seeks to assist farmers and small block holders to return production to pre-Cyclone levels including a return to profitability. This is assisted with psychosocial support, knowledge transfer and the enhancement of community hubs to provide resilience for future events.

Water-triggered erosion was a big contributor to the on-farm and public infrastructure damage and a priority part of the bid relates to the scaling up of erosion planting and reconsideration of land use practices. This is the principal responsibility of the Hawke's Bay Regional Council, and the inclusion of this concept in this document is to further support this priority.

Wellbeing and resilience support to primary sector

Funding to deliver more Farmer support meetings across the 15 rural communities. This has been well-received to date, and will enable networking, information sharing, and build community resilience. Digital literacy is a capability area that requires support for the primary sector. Receiving support and training enables use of tools that support farm recovery and resilience.

Rural wellbeing package is identified to increase capacity for support programme delivery, resources and one-on-one advice and assistance. Funding to provide resilience containers in more rural communities to enable access to provisions including storage of hazardous material such as fuel and gas.

More resilient rural roading network

Targeted road working crew undertaking minor remediation works on rural roads enabling more timely works and add to the resilience of a fragile rural roading network. It reduces the vulnerability of rural communities and is intended to be supplementary to the Wairoa District Council roading programme.

Restoring the primary sector and rural environment



Objective

Our desired future state

The primary sector is supported, resilient and functioning within a new normal and the natural environment is restored and enhanced, where possible.

Primary sector					
	Success Factors <i>How we know if we are achieving the objective</i>	Measures <i>The things we measure to show change in success factors</i>	Milestones <i>The deliverables or targets that we will meet</i>	Owner <i>Who is responsible</i>	Rough Order Cost estimate
Approach How we will get there	Essential needs of flood affected rural individuals and families are met and essential farming, horticulture and forestry infrastructure operational.	<ul style="list-style-type: none"> Baseline data: <ul style="list-style-type: none"> Initial needs assessment findings are addressed Monitoring number of people requesting and receiving financial and other support in the rural sector. Number of properties supported with making essential infrastructure operational. 	<ol style="list-style-type: none"> Financial support for farm land-use and recovery plans to be developed. Financial support secured for the development of the Recovery Assistance Fund. Needs-based Farm Recovery Fund established funding uninsurable loss Set up community catchment groups and enhanced schemes 	Ministry for Primary Industries HBRC	<i>\$30,000,000 medium-long term need not included in initial budget</i> <i>\$100,000,000 medium-long term need not included in initial budget</i> \$500,000
	Wellbeing and wellness of rural communities and individuals are met.	<ul style="list-style-type: none"> Monitoring number of people attending support meetings Number of people supported in digital literacy. Number of people supported through rural wellbeing package. 	<ol style="list-style-type: none"> Two further rounds of Farmer community support meetings held in the 15 rural communities. 10 Māori agri-business meetings held. Digital literary training is provided in rural communities to increase rural capability in the use of technology. Rural wellbeing package implemented. 	Wairoa District Council with Beef+LambNZ Wairoa District Council Rural Support Trust with partners	\$200,000 \$40,000 \$150,000
	Rural resilience increased through containers and development of community hubs.	<ul style="list-style-type: none"> Number of Epro containers in place in rural communities. Feasibility of options for alternate energy sources for rural communities. 	<ol style="list-style-type: none"> 18 extra communities have access to container providing rural resilience including storage of hazardous material – fuel and gas. Report outlining options for alternate energy sources in rural communities to build resilience completed. 	Civil Defence and Wairoa District Council Hawke's Bay Regional Council	\$1,800,000 \$150,000
	District land-use documented and understood.	<ul style="list-style-type: none"> Baseline data collection to provide analysis of district land use. 	<ol style="list-style-type: none"> Land use report completed. 	Hawke's Bay Regional Council and Wairoa District Council	\$250,000
	Extension of the erosion poles planting scheme and new nursery established.	<ul style="list-style-type: none"> Number of farms undertaking additional pole planting through the scheme. 	<ol style="list-style-type: none"> Pole nursery established. Information on pole scheme extension provided to farms. Pole planting support including planting crews developed. 	Hawke's Bay Regional Council	<i>\$6,000,000 a medium-long term need not included in initial budget</i>
	Rural roading network is more resilient due to minor remediation works.	<ul style="list-style-type: none"> Number of remedial works undertaken per rural area. 	<ol style="list-style-type: none"> Rural roading crews established in three rural areas. 	Wairoa District Council	\$300,000
	Flood warning system in place	<ul style="list-style-type: none"> Provision of a broader access of upstream live flood conditions to allow for early movement of people, plant and animals 	<ol style="list-style-type: none"> Further development of online data live flood assessment tools and warning systems that give farmers open access to live information based on remote solar powered camera and telemetry 	Wairoa District Council. MPI, Feed+LambNZ	\$500,000

	Build sustainable models of farm resilience	<ul style="list-style-type: none"> Research and development into other tree species, including native trees 	2. Establishment of trails and nurse development including mana whenua/citizen science	Wairoa District Council, HB Regional Council	\$3,500,000
Risks The key things that could prevent us achieving this goal	Risk		Mitigation		
		– Lack of central government support or funding does not enable rural communities to recover from the event.	Maintain good working relationships with relevant agents. Provide accurate and timely information that illustrates the need for rural recovery.		
		– Fatigued primary sector and rural community is disengaged in recovery processes and actions.	Networking and support mechanisms are in provided, increased resourcing for rural support trust to support wellbeing.		
		– Barriers / obstacles to business recovery e.g. delay to insurance pay outs.	Establish good working relationships with affected rural property owners and insurance companies to monitor timing of insurance pay outs.		
		– Infrastructure delays impact negatively on primary sector activities.	Keep primary sector and rural communities up to date with infrastructure works and funding requests that may impact on activities.		
	– Assumptions around requirements for the primary sector understate significantly the need, and lack of engagement with communities will impact community buy-in.	Engagement with communities is essential for the identification of priorities for the Wairoa Recovery Plan. Establish programme of research and reports that evidences the need.			
Opportunities Things that could help us better achieve this goal	Opportunity		Owner		
		– Utilisation of pre-organised events to support farmers in rural communities increases networking, knowledge sharing, and rural community resilience.	Wairoa District Council		
		– Diversification of rural activities, understanding of land-use and increased use of erosion control measures.	Hawke’s Bay Regional Council		
		– Farm planning, improved farm capability and digital inclusion	Farmers		
	– Resilience and self-sufficiency of the primary sector and rural communities is increased	Primary sector and rural communities			



Restore - *Wakahou*

Restoring the natural environment

What we aim to achieve: *The natural environment is restored and enhanced, where possible, and the primary sector is fully functioning.*

Environmental effects The impact of the flood and its recovery does not leave lasting negative environment effects on our land and in our water.

Issues for restoring the natural environment

The key issues are:

- Repairing, restoring and building resilience into 3 waters infrastructure and waste, waste management and silt management into landfill is a critical component of environmental resilience and takes precedent
- Lack of time or support to quantify the impacts of Cyclone Gabrielle to our natural environment or hold community sessions to discuss it.
- Multiple and significant storms over the last 12 months further compounding the effects of Cyclone Gabrielle on the natural environment and our primary producers.
- Significant erosion has occurred throughout the district with silt and woody debris impacting on our roading, infrastructure, housing, businesses and whānau.
- Our riverbanks, riverbeds and riparian areas have been significantly damaged in places which will have impacted on the taonga and biodiversity that live there.
- Forestry makes a significant proportion of our steep hill country and our rivers and streams are overgrown with old exotic species that add to the debris risk to our awa and moana.
- Marae, urupā, wāhi tapu, sites of significance and pataka kai have all been significantly impacted by the Cyclone. Restoring the mana and mauri of marae, urupā, wāhi tapu, sites of significance, pātaka kai and mahinga kai will be required.
- Additional capacity is required to complete the work to assess the impact on the natural environment
- Investment into hazard resilience investigation and infrastructure for Wairoa has not matched that for elsewhere in Hawke's Bay.

Key priorities are

- Investigation into hazard risk mitigation developed with the community
- Ensuring our recovery of Te Taiao is in partnership with marae, hapū, communities and land owners and their ability to kaitiakitanga their whenua.
- Resilience now and into the future to adapt to the natural hazards and changing climate impact across our district.
- Restoring our sites of ecological significance, threatened species and biodiversity while minimising the impacts of weeds and pests on recovery.
- Understanding what happened and why Wairoa flooded the way it did, understanding the impacts to the awa and whenua
- Cleaning up the woody debris and silt in, on and under homes, infrastructure, river banks, beaches and recreational areas.
- Minimising the health impacts of the clean-up and recovery efforts on the health of whānau and whenua.

- Enable the community to lead its own recovery, support mana motuhake.
- Ensuring healthy, sustainable and resilient housing for whānau is incorporated into the re-build process.

Key projects

Key projects have been developed to support the recovery objectives for restoring our natural environment. Medium, long term and ongoing programs of work will be captured under the Wairoa Recovery Plan. Investment in flood protection schemes will be designed with communities participating in the design, decision making and implementation and will also be described further in the Wairoa Recovery Plan.

Review undertaken on the impact of Cyclone Gabrielle

Some work is already occurring at a regional scale investigating rainfall, river flow, hill slope erosion, woody debris sources and effects, impacts on riverbanks, riparian margins and hill country. The community wants answers to what happened locally. We need resource for an investigation undertaken locally that builds on that data, fills gaps, and coordinates local research efforts alongside the community.

Resourcing for clean-up of woody debris

Removal of woody debris and silt that is posing a risk to infrastructure, recreational use, future flood risk, human, ecological and cultural health. Reducing woody debris in key recreational areas in the district to allow for their safe use and to reduce future fire risks.

Cultural Impact Assessment of the direct impacts of Cyclone Gabrielle to Marae, Urupā, sites of significance, Wāhi tapu and Pātaka kai.

Undertake a cultural impact assessment to understand impacts and develop plans for the restoration and protection of impacted sites.

Biodiversity and threatened species assessment

Assessment of the impact of the Cyclone on threatened species and ecologically significant sites and understanding of the work required.

Regulatory compliance and on-going monitoring of contaminated soil and air quality

Soil contamination and dust prevention impacts on human and environmental health measured and mitigated.

Assessment and remediation of the impacts of flooding on Nuhaka and Whakakī

Assessment and remediation required to address the impact of flooding on Nūhaka and Whakakī, in conjunction with KiwiRail and Waka Kotahi.

Resourcing for the community and tangata whenua participation

The further development of the Wairoa Recovery Plan requires active community and tangata whenua participation and partnership in the ideas, design and implementation of the priorities for restoring the natural environment in the Wairoa Recovery Plan. This includes in the scoping of options for the flood protection scheme. Partnerships will also be required with key business bordering the Wairoa river to work together to get the best outcome for Wairoa around the river and the lower reaches.

Objective
Our desired future state

Restoring the natural environment

The natural environment is restored and enhanced, where possible, and the primary sector is fully functioning.

Environmental effects					
	Success Factors <i>How we know if we are achieving the objective</i>	Measure <i>The things we measure to show change in success factors</i>	Milestones <i>The deliverables or targets that we will meet</i>	Owner <i>Who is responsible</i>	Rough Order Cost estimate
Approach How we will get there	The impacts of Cyclone Gabrielle are well known and are incorporated into future recovery planning, investment and restoration.	<ul style="list-style-type: none"> Data collected is used to inform the priorities in the Wairoa Recovery Plan. Report outlining actions required to remediate impact of flooding on Nūhaka and Whakaki. 	<ol style="list-style-type: none"> Report produced on review of the impact of Cyclone Gabrielle. Assessment and completion of remediation actions of the impacts of flooding at Nūhaka and Whakaki. 	Hawke's Bay Regional Council in partnership	\$120,000 \$150,000
	Immediate clean-up of silt, woody debris and waste is undertaken.	<ul style="list-style-type: none"> Monitor tonnes of silt, woody debris and waste cleared Monitor number of sites cleared 	<ol style="list-style-type: none"> Report outlining work completed. 	Hawke's Bay Regional Council	\$520,000 (over initial 6 months)
	The capability and capacity of the community and tangata whenua to participate in the recovery and restoration of the natural environment (including participation in flood resilience investigations) is increased and provided for to enable partnerships.	<ul style="list-style-type: none"> Monitor the number of local marae, hapū, and community groups playing an active role in the recovery process. Flood resilience investigation underway in partnership with the community 	<ol style="list-style-type: none"> Funding provides for active participation of tangata whenua and community in identifying the priorities for the Wairoa Recovery Plan. Community partners made up of local authorities, iwi, environmental groups and others collaborate and wrap-around any environmental issues that may arise from the flood. Flood mitigation strategy developed. Collaboration and engagement activities held with community. 	Hawke's Bay Regional Council, Wairoa Recovery Office, Wairoa District Council,	\$200,000
	Cultural impact assessments done and restoration undertaken on marae, urupā, sites of significance and wāhi tapu directly impacted by Cyclone Gabrielle	<ul style="list-style-type: none"> Mauri improved at impacted sites. 	<ol style="list-style-type: none"> Cultural impact assessment completed. Remedial works undertaken and completed. 	Mana whenua, Wairoa District Council and Hawke's Bay Regional Council	\$180,000
	Compliance with resource consents during recovery works. Potential contaminated sites and on-going air quality tested and managed for.	<ul style="list-style-type: none"> Number of recovery works demonstrating compliance. Regular monitoring reports produced. Numbers of compliance staff in Wairoa. Risk areas identified. 	<ol style="list-style-type: none"> Compliance report monitoring. Annual compliance report relating to recovery works demonstrates compliance. Compliance testing and science monitoring. 	Hawke's Bay Regional Council	\$150,000
	Appropriate kaupapa for kōiwi, archaeology, is utilised for flood repair works.	<ul style="list-style-type: none"> Education material is easily accessible to rural community on the process and protocols following the discovery of kōiwi. 	<ol style="list-style-type: none"> Collateral developed that is clear and easy to understand and messages provided to rural community. 	Wairoa District Council and Hawke's Bay Regional Council	From within business as usual funding.
	Amenity areas are in a safe and healthy state for public enjoyment.	<ul style="list-style-type: none"> Number of amenity areas that are available Number of complaints from the public 	<ol style="list-style-type: none"> All amenity areas are open and accessible. 	Wairoa District Council and Hawke's Bay Regional Council	Budget provided under infrastructure pou for clean-up.

	Biodiversity sites that have been impacted are identified, assessed and appropriate remediation is delivered. New biosecurity incursions from recovery actions are identified and managed.	<ul style="list-style-type: none"> Monitor the number of sites assessment and progress managing the sites. Monitor the number of biosecurity incursions from recovery actions 	<ol style="list-style-type: none"> Site assessments for impact on biodiversity are completed. If required, recommendations for remediation are received. Biosecurity plans are in place if new incursions occur. 	Hawke's Bay Regional Council and Department of Conservation	\$175,000
	River and non-river schemes are performing as required in management plans.	<ul style="list-style-type: none"> Monitor number of completed geotechnical assessments of river schemes 	<ol style="list-style-type: none"> Urgent erosion sites and damaged sites are repaired. Drains are desilted. 	Hawke's Bay Regional Council	From within business as usual funding.
	Flood protection	<ul style="list-style-type: none"> Investigate and research for flood protection systems and options to inform planning. Planning and implementation of flood protection 	<ol style="list-style-type: none"> Plan completed and agreed Implementation started 	HBRC, WDC	\$500,000 <i>\$60,000,000 estimated requirement for flood protection as identified by HBRC not included in budget</i>

Risks	Risk	Mitigation
The key things that could prevent us achieving this goal	- Disconnect between iwi, Wairoa District Council, Central Government to the whānau first objectives and work plans.	Ensure effective working relationships are maintained. Strong governance structures in place locally.
	- Limited capacity of the community to participate in the recovery process.	Sufficient resource and external support identified in the initial plan.
	- Significant number of agencies involved in the recovery process with risk of duplication, competing for funding or community environmental priorities not being met.	Strong local leadership and coordination required. Local leaders provided mana motuhake.
	- Lack of data and risk assessments specific to Wairoa.	Investment requested for Wairoa investigations.
	- Non-compliance with the Resource Management Act.	Monitor compliance. Emergency works provisions used if required.
	- Loss in confidence in agencies involved in the recovery.	Effective and timely communications with transparent decision-making process.
	- Lack of iwi involvement or partnership.	Ensure effective working relationships and good flow of information is maintained.
	- Impact of repeat flood event too soon.	CDEM emphasise and educate community response to events.

Opportunities	Opportunity	Owner
Things that could help us better achieve this goal	- Post-treaty settlement agreements provide a direct line for investment into Wairoa in partnership with Central Government	Post-Settlement Governance Entities and Central Government.
	- Capitalise on our manaakitanga, social and cultural capital to build a Wairoa-led recovery response for Wairoa and improve our ability to respond to future emergencies.	Wairoa community and Government Agencies.
	- Empowerment, social and human resilience building in an overarching adaptation framework.	Wairoa community and Government Agencies.
	- Improved information base from environmental assessments.	Hawke's Bay Regional Council
	- Improved relationships with iwi, landowners and stakeholders.	Hawke's Bay Regional Council and Iwi.



Regenerate – *Whakatipu*

Regenerating the economy

What we aim to achieve: Sustainable business activity is re-established, and where possible, enhanced.

Business continuity

Businesses are supported and restored to provide certainty around business and employment continuity.

Initial issues for regenerating the economy

Key issues for regenerating the economy of affected communities include:

- Limited business interruption insurance is held by business owners.
- Delays in accessing tradespeople or resources delays re-opening of businesses with significant financial impact.
- Staff lose jobs if businesses are unable to re-open.
- Staff fatigue following the clean-up and getting businesses up and running.
- Increasing mental health and wellbeing concerns with pressure of recovery including financial pressures.
- Lack of support and communication on what was happening and what is available for businesses.
- Divide between the experience of business on the north side of the river compared to the south side of the river, there are different realities for the businesses of Wairoa.
- Accessing support and services for affected businesses are complicated.
- Ongoing financial impact of road closures resulting in less revenue generation and increasing costs.
- Compounded impact on business following the impact of COVID-19 on business revenue and cashflow.
- Lower resilience of business because of the impact of COVID-19
- Road closure of SH2 resulted in reduced through-traffic particularly over Easter, which is a large trading weekend

Key projects

Key projects have been developed to support the recovery objectives for regenerating the economy. In the Recovery Plan, more activities will be identified to support the medium to longer-term economic development for Wairoa including a plan for urban development.

Business recovery support

An assistance programme to help business rebuild, restock and resume operations with a dedicated resource to actively engage with businesses and identify their specific recovery needs and promote these with relevant remediation options and services. Provide advocacy on behalf of Wairoa businesses. For example, the Cyclone and Flood recovery fund administered by the Hawke's Bay Chamber of Commerce resulted in disbursement for Wairoa of only 2% of the fund total which failed to recognise Wairoa's demographic profile and economic constraints due to lifeline road closure and associated economic impacts of reduced freight and logistic activity.

Cyclone economic impact assessment

Project aimed at accurately assessing the economic impact of the disruption to supply chains due to significant and ongoing road closures, as well as the impact of increases costs and reduced availability of goods and services. The assessment will identify the flow-on impact to the wider community including cost of living increases and associated social impacts. This project will also assess the provision of services by trades-people, a scarce resource in Wairoa which has a critical impact on housing remediation activities.

Economic assessment project and risk reduction strategies

Asses the contribution that businesses make to the economy by sector and scale, and compare the pre-Cyclone to post-Cyclone contexts looking at the impact on revenue generation, economic activity, SME business recovery, and business loss. Identify a risk reduction strategy to implement post-Cyclone to minimise impact of further business and economic loss to the Wairoa district.

Relaunching Wairoa

Reset the existing business association to reinvigorate the networking, support, communication and partnership to create and encourage local capability in Wairoa. Implement a business hub in partnership with the Recovery Hub and Kaimanaaki (Navigators) to support affected businesses to access the resources and support needed. Use this platform to build a Wairoa Business Hub that is focused on bespoke Wairoa business solutions and responding to the local business context.

Local training provision

Promote the skills and education required to support businesses in Wairoa. Local training provision, qualification attainment and employment that contributes to the recovery – local people get access to local economic opportunities. Training will be specific to construction/infrastructure and community based social and health services. Coordinate redeployment opportunities to create temporary employment opportunities align with the recovery need, for example silt and debris clean-up and essential infrastructure repairs. Establish a trade and industry training hub, specifically a space for training to be provided as there are currently training providers willing to offer training and no place for that training to be delivered.

Local training provision, qualification attainment, employment and retention strategies, including the provision of pastoral care, for the building and civil infrastructure sector, and for community-based health and social services requiring an investment into a flexible fund.

Surge Support

While recognising that Wairoa want to upskill and train local people to provide help and support recovery, it is also acknowledged that rebuilding our town will be a mammoth task that will require outside expertise and support. An incentivisation programme will be developed to attract and retain qualified and skilled people to the region to support the recovery. Considerations will need to be made for accommodation, relocation and transportation costs, including incentives to help people who whakapapa and have a connection to the region to come home and assist in the rebuild.

Objective
Our desired future state

Regenerating the economy
Sustainable business activity is re-established, and where possible, enhanced.



Business continuity					
	Success Factors <i>How we know if we are achieving the objective</i>	Measure <i>The things we measure to show change in success factors</i>	Milestones <i>The deliverables or targets that we will meet</i>	Owner <i>Who is responsible</i>	Rough Order of Costs
Approach How we will get there	The overall impact on businesses from the event is identified.	<ul style="list-style-type: none"> Baseline data: <ul style="list-style-type: none"> needs assessment findings (economic impact) triage (assessing priority needs) activity. Productivity is monitored. 	<ol style="list-style-type: none"> Completed Cyclone economic impact assessment. Completed Economic assessment and risk reduction strategy. 	Wairoa Business Hub and Wairoa District Council	\$200,000
	Affected business needs are supported.	<ul style="list-style-type: none"> Number of affected business owners engaged with Number of affected business owners accessing support and services that are available to them. 	<ol style="list-style-type: none"> Fact sheets for business recovery. Engagements with affected business owners completed and documented. Funding available successfully taken up by affected businesses. 	Wairoa District Council	\$100,000
	Business hub re-established and provides ongoing support to business community.	<ul style="list-style-type: none"> Direct work with business owners to ensure businesses remain economically viable. Communication materials are developed to provide advice and support to businesses. Business networking events. 	<ol style="list-style-type: none"> Business networking to support and assist affected businesses. Monitor any business closures. Seminars and workshops to provide information and advice. 	Wairoa Business Hub and Wairoa District Council	\$200,000 *Assumes \$200,000 Navigators dedicated for Business is funded
	Incentivisation scheme to bring skilled, qualified people to work on the recovery	<ul style="list-style-type: none"> Number of people coming to the region for recovery mahi % and # of Engagement in marketing and communications # of people enquiring about working in recovery 	<ol style="list-style-type: none"> Incentivisation scheme / plan identified and completed Stakeholder meetings happening on regular basis Qualified / skilled people coming to Wairoa to assist recovery 	WRO, WDC, TTOTW, Wairoa Business Hub, Te Whatu Ora, MoE	\$250,000 2 x FTE and overheads \$400,000 relocation costs
	Trade industry hub established enabling training organisations to deliver programmes and increase resilience of Wairoa business and create economic opportunity.	<ul style="list-style-type: none"> Number of training organisations using the trade industry hub Number of people enrolled into a training programme 	<ol style="list-style-type: none"> Trade industry hub site identified and fitted-out to be fit for purpose for training programmes. Training programmes agree to deliver programmes, and trainees enrolled including beauty and hauora training programmes. 	Wairoa Business Hub coordinates with partners including Ministry of Social Development	\$250,000 \$2,000,000
	Risks	Risk		Mitigation	
	– Closure of businesses leads to increase in unemployment.		Timely and effective business support is provided to ensure sustainable business continuity. Support provided to affected businesses to access support and services.		

The key things that could prevent us achieving this goal	- Business downturn through continued people out of homes and closure of lifeline roading (SH2).	Investigate ways to support businesses.
	- Barriers/obstacles to business recovery e.g. delays in insurance payouts, limited approvals granted for government funds.	Establish good working relationships with business and with insurance companies to monitor timing of insurance payouts. Advocate for Wairoa businesses in government funding rounds.
	- Downturn in rural community impacts on urban businesses.	Rural community is fully supported to recover.
	- Available funding does not reflect business need.	Identify the overall impact of the event on businesses. Advocate for the unique challenges experienced by Wairoa businesses. Specific Wairoa need to be included in the Recovery Plan.
	- Loss of key services and supply networks impact on business community through loss of stock and loss of customers.	Advocate for the return of services to support business and community. Support businesses to identify alternate supply networks.
	- Timeframe creep from delays in recovery processes impact on the business community resulting in less resilient businesses.	Monitor timeframes and support needed by business community. Re-establish business hub to provide support to Wairoa businesses.
Opportunities Things that could help us better achieve this goal	Opportunity	Owner
	- Local resources and labour are used where possible to increase and support local business activity.	Wairoa Recovery Office
	- Business networks are strengthened and knowledge and skills are shared.	Wairoa Business Hub and Wairoa District Council
	- New business opportunities are developed.	Wairoa Business Hub and Wairoa District Council
	- Reestablishment of Wairoa Business Hub	Wairoa Business Hub and businesses

Section 8: Support

These are now identified in the tables provided under each Pou. We replaced the prioritisation table with the one you see in each Pou which covers who owns it and the agency we are seeking support from.

Section 9: Implementation

Further work needs to be completed in this space. You will note that some of this information is also provided under each Pou

Summary

This plan is unapologetically a living document that carries the risk of understating the needs of our communities and as a consequence the funding requirements to meet those needs. We have appreciated the need to get something into the Hawke's Bay Recovery Agency early on in this process and have pulled this together utilising the information and intelligence that we have had to hand.

Working together for the whānau and community of Wairoa is a critical service that we don't underestimate, and therefore will continue to work on this living document to ensure that it truly reflects the needs of our community, our environment and our industry.

APPENDIX 1: Summary of funding

The purpose of this appendix is to summarise the total request for Wairoa District Recovery Locality Plan.. This includes ongoing sustainable funding for the duration of the recovery, one off funding to support start up initiatives, and has sign posted additional funding required from DIA.

TOTAL

One off	Ongoing	TOTAL
\$61.25m	\$5.13m	\$66.38m

Reconnect (*Tūhononga*) our Community

Welfare and wellbeing – Ongoing sustainable funding			
Initiative	Funding	Source	Term
Psychosocial support for community	\$0.58m pa	Recovery agency	Ongoing
Kaimanaaki	\$0.6m pa	DIA	Ongoing
Wairoa Recovery office	\$1.83m pa	DIA	Ongoing
On-going response isolated communities	\$0.1m	DIA	Ongoing
Wairoa Recovery hub	\$1.00m pa	DIA	Ongoing
Staff Wellbeing	\$0.1m pa	Recovery agency	Ongoing
Healthy homes	\$0.1m	Recovery agency	Ongoing
TOTAL	\$4.31m		

Welfare and wellbeing – One off			
Initiative	Funding	Source	Term
Wairoa Recovery Office (H&S)	\$0.1m	Recovery agency	One off
Community wellbeing	\$0.25m	Recovery agency	One off
Rural schools resilience	\$0.255m	Recovery agency	One off
TOTAL	\$0.605m		

Community			
Initiative	Funding	Source	Term
Comunity hub	\$0.45m pa	Recovery agency	Ongoing
Community leadership	\$0.19m	Recovery agency	Ongoing
Volunteer support	\$0.18m	Recovery agency	Ongoing
TOTAL	\$0.82m		

Repairing our homes and restoring our communities

Housing			
Initiative	Funding	Source	Term
Clean up of properties	\$3.363m	Recovery agency	One off
Feasibility	\$0.06m	Recovery agency	One-off
Clean up and rebuild	\$1.524	Recovery agency	One-off
Insurance and finance	\$6.9m	Recovery agency	One-off

Land and joint ventures	\$6.48m	Recovery agency	One-off
Temporary housing supply	\$0.25m	Recovery agency	One off
Repair of homes	\$6.824m	Recovery agency	One off, further work needed on our year costs
Silt removal	\$0.15m	Recovery agency	One off
TOTAL	\$25.55m		

Repairing our infrastructure

Infrastructure			
Initiative	Funding	Source	Term
3 waters	\$1.464m	Recovery agency	One off
Road network	\$19.2m	Recovery agency	One off
Reserves and riverside	\$1.653m	Recovery agency	One off
TOTAL	\$22.317m		

Restoring the primary sector and rural communities

Primary sector & Rural communities			
Initiative	Funding	Source	Term
Essential farming and hort infrastructure	\$0.5m*	Recovery agency	One off
Rural support	\$0.39m	Recovery agency	One off
Rural resilience	\$1.95m	Recovery agency	One off
District land use	\$0.25m	Recovery agency	One off
Resilience of rural roading network	\$0.3m	Recovery agency	One off
Flood warning system	\$0.5m	Recovery agency	One off
Research and development	\$3.5m	Recovery agency	One off (over 10 years)
TOTAL	\$7.39m		

* This figure does not include an estimated \$100M of additional support to landholders to help with business recovery over the medium to long term, the development and enhancement of erosion control scheme and nursery (\$6M) or in the development of farm resilience planning (\$30M).

Restoring the natural environment

Environmental Resilience			
Initiative	Funding	Source	Term
Investigations, Data gather, reporting and monitoring	\$1.315m	Recovery agency	One off
Cultural assessments	\$0.18m	Recovery agency	One off
Flood protection	\$0.5m*	Recovery agency	One off
TOTAL	\$1.99m		

* This figure does not include an estimated \$60M for the design and construction of flood protection infrastructure over the medium to long term, or the restoration of the Wairoa esplanade area, estimated at \$5M. No longer term environmental restoration or resilience building costs have been considered

Regenerating the economy

Business continuity			
Initiative	Funding	Source	Term
Assessments and comms	\$0.3m	Recovery agency	One off
Business and trade industry hubs	\$3.1m	Recovery	One off
TOTAL	\$3.4m		

Please note that there are more detailed account of the specific requests are in section 6.