

AGENDA ITEMS

1. NAPIER RECOVERY BUDGET

<i>Type of Report:</i>	Information
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<i>Reporting Officer/s & Unit:</i>	Richard Munneke, Director City Strategy

1.1 Purpose of Report

To request endorsement of the approach funding and the terms of reference for the Napier City Council recovery effort.

Officer's Recommendation

That Council:

- a. Approve the funding of the recovery process for 20/21; and
- b. Endorse the recovery approach, Terms of Reference, and integration with the Long Term Plan direction setting.

1.2 Background Summary

Since the Government declared a National Emergency in relation to the Covid-19 epidemic, Council, under the Civil Defence Emergency Management Act 2002 (CDEM 2002) has provided a response at the local Napier level through the incident management response team. Concurrently Council has been trying to understand what needs to happen post the response for Napier's recovery from the emergency within the regional and national context.

Accordingly, a recovery team has been instigated to work alongside the incident response, to:

- learn from the intelligence that has been gathered,
- develop that information into possible scenarios for a post Covid Napier,
- begin the process of helping our community recover, and
- seize opportunities to improve our communities overall wellbeing, whether that be supporting our banged up hospitality sector; capitalising on the goodwill shown by the community during lockdown; helping our local developers invest in Napier to create jobs; or thinking about new and more sustainable ways for our community to connect, recreate live, work, shop and do business.

The Recovery is mandated by the CDEM 2002 and the objectives and principles are nicely encapsulated in the excerpt from the Guide to the National Civil Defence Emergency Management Plan 2015, **attached**.

Key are:

- Regeneration and enhancement of the social, psychological, economic, cultural, and physical wellbeing of individuals, communities and the economic built and natural environments that support wellbeing.
- Coordinated efforts and processes to effect the short, medium, and long term holistic regeneration and enhancement of our community.
- Flexible and scalable in accordance with meeting the needs of the community.

The terms of reference for the recovery team are **attached**.

1.3 Issues

While the recovery is clearly geared at the Napier communities recovery it needs to be resourced and funded through the Council which in turn has impacts on the business planning of Council.

The current thinking is that there are six goals that the recovery would like to focus on. These are:

- We have access to clean drinking water, food and housing
- We are healthy and active
- Our economy is resilient and innovative
- Our city centre and local shops are vibrant and sustainable
- Our community is safe, connected and resilient
- Revival of our city respects our cultural heritage and environment

In order to achieve these goals, short, medium and long-term projects and interventions are proposed.

The short term goals are earmarked for delivery in this financial year, therefore the funding of them needs to be allocated in the 20/21 Annual Plan. \$1 million dollars has been allocated for this purpose, and to unravel and implement medium term and long term projects for consideration as part of the Long Term Plan.

This is described in the recovery framework diagram **attached**.

It is also envisaged that Covid-19 represents a new dawn for Napier and that the recovery will instigate lasting new ways of the council delivering services for the community. It may well be that the goals in the recovery plan are shared in the Long Term Plan and provide a catalyst for evolution of the LTP to explore the opportunities and new community needs that will become the "new normal" for Napier.

1.4 Significance and Engagement

While significant, it is also extremely important that the recovery plan implementation can be timely. The recovery planning team includes Mayor Kirsten Wise and Cr Sally Crown to help guide any recovery interventions to be relevant and timely for the community. It should be noted that the CDEM 2002 Act empowers the recovery process to act in a timely way. By clarifying that there is funding to achieve the 6 goals and that the recovery needs to be agile and responsive, it is implicit that the usual consultation practices under the LGA will be employed only if the Mayor and Cr Crown expressly request that this is appropriate.

1.5 Implications

Financial

Impacts the Annual Plan 2020/21 as described above.

Social & Policy

N/A

Risk

N/A

1.6 Attachments

- A Guide to the National CDEM Plan – Section 32 [↓](#)
- B Napier City Recovery Plan Steering Group – TOR [↓](#)
- C Recovery and Renewal Plan summary approach [↓](#)
- D Integrating the Recovery effort into the LTP [↓](#)

32. Recovery

Summary Communities can be severely disrupted by emergencies, and recovering from the consequences of an emergency can be a complex process. Recovery seeks to minimise the consequences of an emergency, restore essential community services and functions, reduce future exposure to hazards and their risks, and regenerate and enhance community well-being.

Recovery starts as soon as possible during the response phase of an emergency, and continues well after an emergency is over. Recovery addresses community needs across the social, economic, natural, and built environments in a holistic and coordinated manner.

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32.1 Introduction

Part 9 Recovery

152 Introduction

Recovery involves the co-ordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

32.2 Objective

153 Objectives

Recovery objectives include—

- (a) minimising the escalation of the consequences of the emergency; and*
- (b) regeneration and enhancement of—*
 - (i) the social, psychological, economic, cultural, and physical well-being of individuals and communities; and*
 - (ii) the economic, built, and natural environments that support that well-being; and*
- (c) taking practicable opportunities to adapt to meet the future needs of the community; and*
- (d) reducing future exposure to hazards and their associated risks; and*
- (e) supporting the resumption of essential community functions.*

32.3 Principles

154 Principles

- (1) Recovery consists of co-ordinated efforts and processes to effect the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency and requires that agencies and CDEM Groups work together in establishing shared goals, priorities, strategies, and information needs.*
- (2) Recovery involves the community and activities across the following 4 environments:*
 - (a) social:*
 - (b) economic:*
 - (c) natural:*
 - (d) built.*
- (3) Recovery should be flexible and scalable in accordance with meeting the needs of the community.*
- (4) Recovery measures should be pre-planned and implemented (with necessary modifications) from the first day of the response (or as soon as practicable) and should be co-ordinated and integrated with response actions.*
- (5) The aim of immediate recovery activity is to enable individuals to continue functioning as part of the wider community.*
- (6) A return to past normality may be impossible (for example, continued exposure to unacceptable levels of risk from hazards may necessitate the relocation of people and property at risk).*
- (7) Depending on the nature, scale, and complexity of the emergency, recovery may take a short time or many years, possibly decades.*

32.4 Recovery environments

Recovery environments

The four environments of recovery (see **Figure 32.1**) are interdependent foundations that support a community to function and thrive. The intent of recovery environments is to provide a framework to identify and consider all possible and actual, direct and indirect consequences of an emergency so that these can be addressed during recovery.

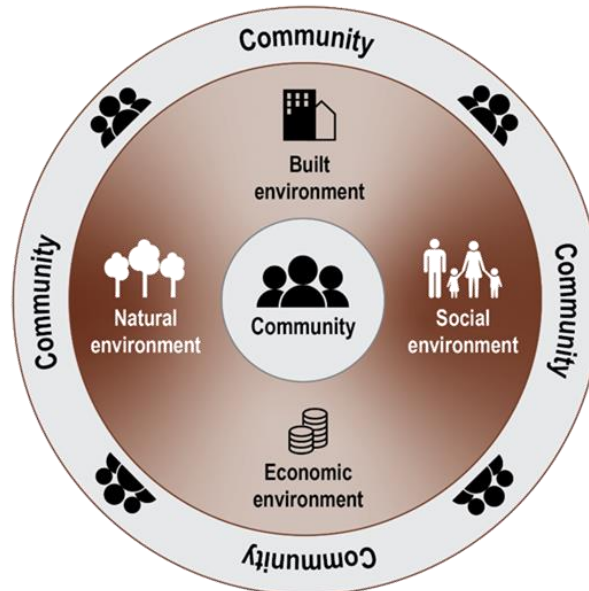


Figure 32.1: The recovery foundations that interact and connect to support a community to function and thrive

32.5 Moving from response to recovery

155 Transition from response to recovery

- (1) Information received in response to an emergency should be used as a basis for developing a recovery action plan, and recovery strategy (if required), for establishing and planning effective recovery arrangements.
- (2) As the response concludes, a planned transition to recovery must be managed.
- (3) The transition from response to recovery in emergencies may be staged and variable across regions and areas.
- (4) Effective transition from response to recovery depends on understanding and agreement between Controllers and Recovery Managers.
- (5) The principal aspects of this transition are to be outlined in the recovery action plan and, if needed, the recovery strategy.

Recovery Action Plan

The first Recovery Action Plan is developed to plan effective recovery arrangements based on the specific consequences of the emergency and outlines the principal aspects of the move from response to recovery.

A Recovery Action Plan template is available in the Recovery Toolkit on www.civildefence.govt.nz.

Additional activities

Three additional activities are undertaken as part of the move from response to recovery. The authority and nature of activities are dependent on the scale of the emergency.

1. A Response to Recovery Transition Report is prepared by the Controller who led the response (National, CDEM Group, or Local) outlining:
 - a brief summary of the event, including a summary of emergency powers exercised, open purchase orders, ongoing costs and ongoing funding
 - the nature and extent of the consequences (short-, medium-, and long-term) focusing on the four environments and their inter-relationships, the condition of the community affected by the emergency, and any areas or situations with the potential to re-escalate
 - governance arrangements, including details of Recovery Managers and recovery leads, and reporting, meetings, or forums to be carried over into recovery
 - communication underway or planned, and engagement with key partners underway or planned, including iwi and community
 - Short-term resource analysis including priority, responsible agency, and potential gaps
 - Key risks and issues arising because of the emergency and in moving from response to recovery, and actions proposed and underway to reduce the impact
 - Outstanding response actions and agencies and organisations responsible
2. A transition briefing, chaired by the Controller who led the response and using the Response to Recovery Transition Report and Recovery Action Plan, involving all key response and recovery personnel. The Recovery Manager is responsible for ensuring agencies and groups with a role in recovery are committed to their continuing role.
3. Communicating the move from response to recovery including developing a communications plan to ensure continuity of communications from response to recovery (see Section 28, Public information management for more information) and holding a media briefing following the move from response to recovery. The purpose of the brief is to:
 - reflect on the positive aspects of the emergency response
 - provide assurance to communities affected by the emergency
 - outline the scope and current priorities for recovery
 - clearly describe the purpose of a transition period notice (if in place)
 - reinforce selected key messages to communities, and
 - provide new/updated contacts for the Recovery Team

32.5 Transition periods

Purpose of transition periods Transition periods aid recovery by providing powers to manage, co-ordinate, or direct recovery activities. When moving from response to recovery, a decision needs to be made as whether a transition period notice is required.

National transition period **155A National transition period**

(1) Section 94A of the Act authorises the Minister, under certain conditions specified in that section, to give notice of a national transition period over the whole of New Zealand or any areas or districts.

(2) In the event that notice is given of a national transition period,—

(a) any other transition period then in force in any area or district to which the national transition period applies ceases to have effect; and

(b) the Director, or the National Recovery Manager in accordance with a delegation under section 11A(1) of the Act, will co-ordinate, direct, and control the resources made available for CDEM.

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(b) the Director, or the National Recovery Manager in accordance with a delegation under section 11A(1) of the Act, will co-ordinate, direct, and control the resources made available for CDEM.

Transition period functions

155B Transition period functions

(1) The functions of a Group Recovery Manager and a Local Recovery Manager are set out in section 30A of the Act and the specific powers of all Recovery Managers during a transition period are set out in Part 5B of the Act.

(2) Without limiting subclause (1), a Recovery Manager has responsibility under this plan for the following:

(a) co-ordinating the use of resources made available under this plan; and

(b) directing and controlling the use of resources made available under this plan; and

(c) ensuring that any relevant CDEM Group and the Director (and, in turn, the Minister and ODESC) are adequately briefed on the situation during the transition period.

Factsheets and Quick Guides on local transition periods can be downloaded from www.civildefence.govt.nz – search for 'transition period'.

32.6 Recovery framework

National recovery management framework

The national recovery management framework describes the arrangements for managing recovery at local, CDEM Group, and national level and ensures recovery activities in the immediate, medium-term, and long-term are coordinated and undertaken in a timely fashion.

Figure 32.2 shows the common arrangements, connections and interactions between the three levels of government and the community. These interactions (note these are not reporting lines) are shown by the solid arrows, while the graduated horizontal arrows show responsibilities that vary depending on the scale and specific circumstances. Note not all levels of the framework may be active for any given recovery.

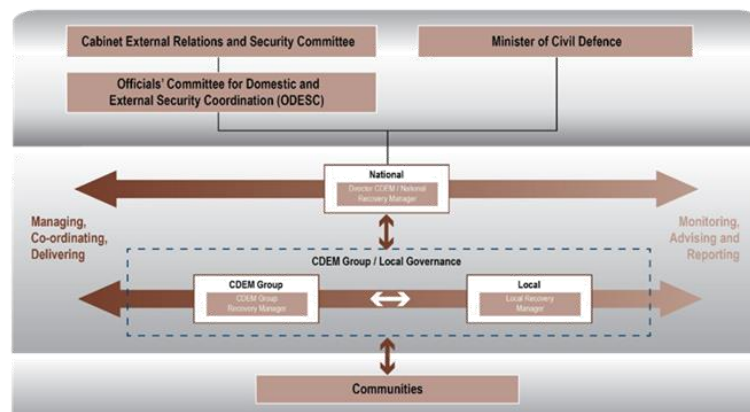


Figure 32.2: The national recovery management framework

Flexibility and scalability	Recovery management arrangements at local, CDEM Group, and national levels should be based on the consequences of an emergency and will vary with the scale and complexity of the emergency.
Responsibilities across the framework	<p>The key responsibilities across the national recovery management framework are: monitoring, advising, and reporting; and managing, coordinating, and delivering activities to support the community. The extent to which each level (local, CDEM Group/regional, and national) activates these responsibilities for a specific recovery will depend on:</p> <ul style="list-style-type: none"> • complexity of the consequences of the emergency • the geographical extent and nature of the consequences • whether there are multiple recoveries across a local area/region/country • the indirect regional or national consequences • the capacity and capability to manage and/or coordinate recovery activities • the knowledge and experience of key recovery personnel • the strength of relationships • political risks or interests • funding streams <p>All agencies should also work together during the readiness phase to ensure their arrangements can be implemented effectively during the response and recovery phases of an emergency. National agencies also work with CDEM Groups to promote parallel arrangements between local, regional, and national levels.</p>
Recovery environment sector groups	<p>At an operational level, the national recovery framework is applied through recovery environment sector groups. A recovery environment sector group is a collective of agencies and organisations that focuses on a particular aspect of recovery. Recovery environment sector groups are primarily based on the four recovery environments.</p> <p>Recovery environment sector groups need to take a programme management (see Figure 32.3) approach to ensure that the work and thinking needed about the direction of recovery and outcomes related to particular environments, activities needed to deliver them, resources, monitoring and oversight, and coordination with other programmes is considered in a holistic way.</p> <p>Recovery environment sector groups need to be identified, formed and developed in readiness. Depending on the circumstances of the emergency, not all recovery environment sector groups formed in readiness may need to be activated for each emergency, or additional recovery environment sector groups may need to be set up.</p> <p>Recovery environment sector groups report to the Recovery Manager at the level they are operating.</p>

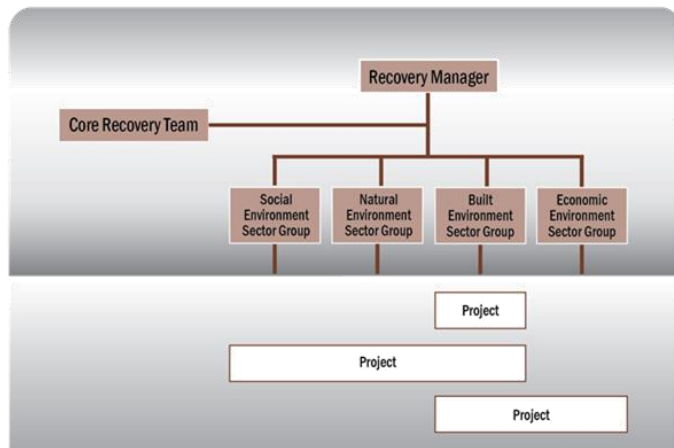


Figure 32.3 The recovery framework at an operational level.

See *Recovery Preparedness and Management: Director’s Guideline for CDEM Groups [24/20]* (available from www.civildefence.govt.nz) for further information on the national recovery framework.

32.7 National recovery roles and activities

General	<p>156 National recovery activities</p> <p>(1) <i>In smaller-scale recoveries, where the scale of co-ordination is beyond the resources of the CDEM Group or the consequences of the emergency are nationally significant, the Director may co-ordinate national recovery activities through a National Recovery Manager and, where necessary, the establishment of a National Recovery Office.</i></p> <p>(2) <i>In large-scale recovery, the Government may establish an agency to manage and co-ordinate the Government’s interest in the recovery.</i></p> <p>(3) <i>The agency will act in partnership with the affected local authorities and CDEM Groups and may be given specific roles, responsibilities, and powers.</i></p>
Monitoring, advising and reporting	<p>No matter the scale of the recovery, the Director CDEM (or National Recovery Manager if delegated), with support from MCDEM operational teams, will:</p> <ul style="list-style-type: none"> advise the CDEM Group Recovery Manager and the Local Recovery Manager on any recovery matters, as required advise on recovery practices, sharing relevant national or international lessons learned monitor the services and support being provided across central government agencies to ensure the needs of the community are met monitor the progress and effectiveness of recovery activities, identify any emerging risks or issues, and report to the Minister of Civil Defence accordingly (and support the Officials’ Committee for Domestic and External Security Coordination (ODESC), as required)
Management, coordination and delivery	<p>Depending on the scale and consequences of the emergency, the focus of the Director CDEM (or National Recovery Manager if delegated) may be on:</p> <ul style="list-style-type: none"> coordinating recovery activities across central government agencies and national-level recovery programme and recovery environment sector groups where necessary providing support to the CDEM Group or local authority, as necessary or requested managing and delivering any responsibilities that can only be done by central government to support the recovery

National Recovery Office In smaller-scale recoveries where the scale of coordination is beyond the resources of the affected CDEM Group, the consequences of the emergency are nationally significant, or where there are multiple recoveries across the country that collectively need national-level management or coordination, the Director CDEM may coordinate national recovery activities through a National Recovery Manager and, where necessary, a National Recovery Office. The scale of a National Recovery Office will be fit-for-purpose and dependent on the scale and complexity of the consequences.

In a large-scale recovery, the Government may establish an agency to manage and coordinate the Government's interest in the recovery.

The National Recovery Office or a national agency will act in partnership with the affected local authorities and CDEM Groups and may be given specific roles, responsibilities, and powers.

- National Recovery Manager**
- (4) *The National Recovery Manager, in addition to performing functions and exercising powers conferred by the Act,—*
- (a) *co-ordinates the establishment of, and planning for, recovery activity in the immediate, medium, and long term; and*
 - (b) *implements appropriate reporting and tracking mechanisms; and*
 - (c) *activates and co-ordinates the agencies involved in recovery; and*
 - (d) *chairs and co-ordinates meetings of representatives from recovery task groups; and*
 - (e) *assists with the provision of advice to the Minister and to Cabinet on recovery activity, as required; and*
 - (f) *[Revoked]*
 - (g) *co-ordinates the recovery activity of the relevant CDEM Groups, lifeline utilities, agencies, and international assistance following the transition from response to recovery and during the immediate, medium, and long term; and*
 - (h) *if necessary, establishes a National Recovery Office to ensure that recovery activity is co-ordinated and the recovery function is implemented; and*
 - (i) *liaises with CDEM Group Recovery Managers; and*
 - (j) *determines and prioritises major areas of recovery; and*
 - (k) *develops recovery policies; and*
 - (l) *develops a national recovery action plan, and a national recovery strategy (if needed), to establish time frames for the implementation of recovery activities; and*
 - (m) *co-ordinates advice on government assistance; and*
 - (n) *provides national-level co-ordination of public information related to recovery.*

Government departments Government departments participate in recovery through either recovery environment sector groups or delivery of recovery activities. Integrated planning to address the recovery activities should be undertaken by participating agencies.

Note – Plan clause 156(5)

This clause was revoked on 29 November 2016 when the Civil Defence Emergency Management Amendment Act 2016 came into force, resulting in the dissolution of Recovery Co-ordinators under sections 29 and 30 of the CDEM Act 2002.

32.8 Implementation of recovery activity at the national level

Recovery Action Plans at the national level will vary according to the type of emergency, its scope, and the ability of local authorities and CDEM Groups to manage events in their area. Where the national level is managing, coordinating, and delivering recovery activities, the following process details the steps that may be taken by government to put a Recovery Action Plan in place in the minimum time. To help achieve this, as much concurrent activity as possible should be undertaken.

- Each CDEM Group and/or agency dealing with an emergency is to advise the Director of the likelihood of the need for government coordination and assistance.

- The Director is to advise the Minister of Civil Defence of the situation and the recovery measures required immediately. The National Security System Directorate (NSSD) would also be advised at the earliest opportunity so that national resources could be coordinated through ODESC. The development of a Recovery Action Plan begins while the response to an emergency is still underway.
- As soon as appropriate, the Director and/or a representative are to visit the affected area and obtain first-hand information on the situation and likely recovery tasks. They may take such immediate action as is necessary to start the recovery process.
- The Director is to develop a preliminary Recovery Action Plan in conjunction with the CDEM Groups and agencies concerned. The preliminary Recovery Action Plan is primarily concerned with the physical safety and well-being of the population in the emergency area, and with establishing the mechanisms for implementing other recovery measures.
- The Recovery Action Plan is to be implemented by the relevant CDEM Groups and agencies using the structure outlined in **Figure 32.2 and 32.3**. The Director remains responsible for the coordination of the Recovery Action Plan and for identifying and addressing any impediments to its implementation.
- In recovery, External Relations and Security Committee (ERS) ministers and ODESC will meet as necessary to monitor progress and make further decisions.
- The Recovery Action Plan is to be updated on a regular basis to take account of long-term recovery activities and to develop a planned exit strategy.

Reporting Regular reporting on recovery activity is to be provided by the National Recovery Manager to affected CDEM Groups, government agencies, and ODESC.

Public information management The Director is responsible for providing information to the media on the progress of the recovery effort (see Section 28, Public information management).

32.9 CDEM Group recovery roles and activities

CDEM Group Recovery Manager	<p>157 CDEM Group recovery activities</p> <p>(1) <i>Smaller-scale recoveries that require co-ordination at the CDEM Group level will be co-ordinated through the person responsible for recovery management for the CDEM Group (the CDEM Group Recovery Manager) and, where necessary, the establishment of a CDEM Group Recovery Office.</i></p> <p>(2) <i>The CDEM Group Recovery Manager, in addition to performing functions and exercising powers conferred by the Act,—</i></p> <p>(a) <i>liaises with the National Recovery Manager and, at the local level, a local recovery manager or managers where these are appointed by the relevant territorial authority or authorities; and</i></p> <p>(b) <i>undertakes planning and manages, directs, and co-ordinates activities for the recovery throughout its duration and, if necessary, establishes a CDEM Group Recovery Office to manage the recovery function; and</i></p> <p>(c) <i>implements appropriate reporting and tracking mechanisms; and</i></p> <p>(d) <i>works with the Group Controller and the relevant Public Information Manager to ensure a smooth transition between response and recovery; and</i></p> <p>(e) <i>co-ordinates the recovery activity of the relevant territorial authorities, lifeline utilities and agencies; and</i></p> <p>(f) <i>determines and prioritises major areas of recovery; and</i></p> <p>(g) <i>develops the group recovery action plan, to establish time-frames for the implementation of recovery activities; and</i></p> <p>(h) <i>co-ordinates advice on regional assistance; and</i></p> <p>(i) <i>provides regional-level co-ordination of public information related to recovery.</i></p>
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The appointment of a CDEM Group Recovery Manager must be made by a CDEM Group.

The role map for a CDEM Group Recovery Manager is available at www.civildefence.govt.nz (search for 'Competency Framework Toolkit').

32.10 Exit strategy

An exit strategy is a plan to:

- achieve the formal withdrawal of recovery arrangements, and
- incorporate long-term recovery activity into CDEM Group and local authority business as usual functions

158 Exit strategy

An exit strategy must be established that includes—

- (a) assistance required in the long term; and*
- (b) a transition to business as usual so as to manage long-term recovery; and*
- (c) planning and reporting in the long term; and*
- (d) the management of public information and communications; and*
- (e) opportunities for communities to discuss unresolved issues and to continue to participate in their recovery; and*
- (f) changes to organisational arrangements, including the need for recovery task groups; and*
- (g) debriefing and reviewing.*

32.11 References and links

- Other Sections of the Guide**
- Section 3, Management of emergencies
 - Section 5, Ministry of Civil Defence & Emergency Management (MCDEM)
 - Section 6, Civil Defence Emergency Management Groups (CDEM Groups)
 - Sections 8 – 16, for specific roles of agencies and sectors
 - Section 24, Response
 - Section 25, National warnings and advisories
 - Section 26, National Crisis Management Centre
 - Section 27, Emergency information management
 - Section 28, Public information management
 - Section 29, Logistics
 - Section 30, Mass evacuation
 - Section 33, Government financial support to local authorities
- Other Documents**
- Ministry of Civil Defence & Emergency Management (2017) *Strategic Planning for Recovery Director's Guideline for Civil Defence Emergency Management Groups [DGL 20/17]*; ISBN 978-0-478-43519-1 (www.civildefence.govt.nz – search for 'strategic planning')
 - National Emergency Management Agency (2020) *Recovery Preparedness and Management: Director's Guideline for CDEM Groups [DGL 24/20]*; ISBN 978-0-478-43526-9 (www.civildefence.govt.nz – search for 'recovery management')
 - Ministry of Civil Defence & Emergency Management (2018) *Factsheet: Local transition periods and Quick Guide: Giving notice of a local transition period* (www.civildefence.govt.nz – search for 'transition period')
 - Ministry of Civil Defence & Emergency Management (2017) *Factsheet: Powers of a Recovery Manager during Transition* (www.civildefence.govt.nz – search for 'recovery manager')
 - Ministry for Primary Industries *Primary Sector Recovery Policy*. This Policy guides government decisions on recovery assistance following adverse climatic events/natural disasters and biosecurity incursions impacting on-farm. (www.mpi.govt.nz – search for 'primary sector recovery policy').



Napier City Recovery – Steering group

Terms of Reference

Purpose

The purpose of the Napier City Recovery – Steering Group is to carry out the functions, led by the Local Recovery Manager, of the Civil Defence Emergency Management Act 2002 for local recovery from the COVID-19 pandemic state of emergency.

The Napier City Recovery is an all-of-community approach. The Local Recovery Manager is employed by Napier City Council however the roles and responsibilities are on behalf of the whole of the Napier community.

Background

On 25 March 2020, a nationwide state of national emergency was declared due to the COVID-19 pandemic. This triggered the response requirements and powers of the Civil Defence Emergency Management Act 2002 ("the Act") at a national, group (regional) and local level. Following the immediate response to an emergency, the Act sets out the requirements for transition and recovery from the state of emergency.

Recovery is defined in the Act as:

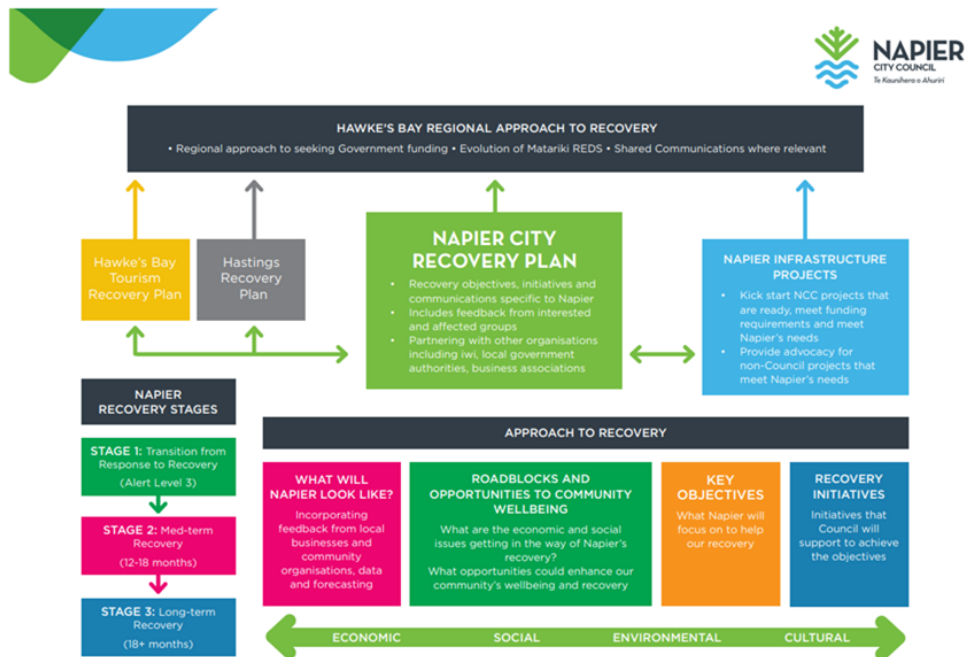
the co-ordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency

Approach to Napier City Recovery

The overall approach to developing a plan for the recovery of Napier City is outlined in the diagram below. Key points are:

- The Napier City Recovery will assist in delivery of the Hawke's Bay Regional Economic Recovery Plan as relevant in the Napier context
- The Napier City Recovery Plan will seek to align with other recovery plans within the region to ensure co-ordination and avoid duplication of efforts
- The Napier City Recovery will cover three different stages/timeframes as we move from response to recovery
- The approach to developing the Napier City Recovery Plan is broadly to identify the key issues for Napier, the goals for recovery (including targets against indicators), and to ensure the recovery initiatives will assist in achieving the holistic regeneration and enhancement of Napier's community following the COVID-19 state of emergency.





Objectives of the Napier City Recovery Plan – Steering Group

- **Plan preparation:** Prepare a Napier City Recovery Plan to co-ordinate the efforts and processes used to bring about the holistic regeneration and enhancement of Napier's community following the COVID-19 emergency. This plan will be prepared for the:
 - Immediate term (Note: This is already complete "Napier City Response-Recovery Plan: Alert Level 3")
 - Medium term (12-months)
 - Long term (18- months minimum)

- **Engagement:** Acknowledge and engage with a range of interested parties, stakeholder groups, and the wider community in the collaborative development of the Napier City Recovery Plan

- **Recovery goals:** Development of:
 - A vision of success for the holistic regeneration and enhancement of Napier's community following the COVID-19 emergency
 - Key goals for the Napier City Recovery Plan; and
 - Performance indicators to measure progress against the goals in the medium and long term



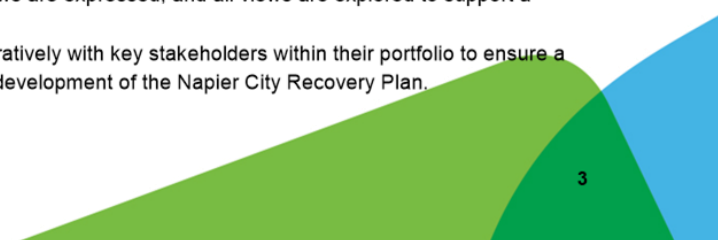
- **Information:** Ongoing assessment and monitoring of the effects of the COVID-19 pandemic and the needs of Napier's community, including potential scenarios, roadblocks, and opportunities for Napier. Communication of this information with the community
- **Co-ordination:** The co-ordination and integration of planning, decisions, actions, and resources including:
 - Interrelationship with National and Group Recovery Plans
 - Alignment with Napier City Council strategy and processes, in particular development of the Long Term Plan 2021
 - Establishment of partnerships with mana whenua, community and business organisations across Napier to ensure a co-ordinated approach in Napier's recovery
- **Recovery initiatives:** Identification of measures ("recovery initiatives") to support:
 - Community wellbeing and resilience to the COVID-19 pandemic and its effects
 - regeneration, restoration and enhancement of individuals and communities across the four wellbeings (economic, social, cultural, environmental)
 - Reduction of risks

These measures may include advocacy, welfare support, funding of projects, financial relief, regulatory changes, and other measures to achieve the objectives of the Recovery Plan. Project teams will be set up to develop project plans for the delivery of identified Recovery initiatives and these will report back to the Napier City Recovery Plan – Steering Group. Recovery initiatives may include Napier City Council initiatives, initiatives from other organisations/businesses/community, and/or partnerships.

- **Communication and Engagement:** Prepare and implement a Communications and Engagement Plan for each stage as appropriate
- **Tracking and review:** Track and review key indicators to identify the extent to which recovery initiatives are successful in achieving the goals, where changes may be required, and/or where additional recovery initiatives may be required over time.

Principles

- Members bring objectivity and contribute proactively to achieve the objectives and steering groups terms of reference
- Each member has expertise, knowledge and resources they will contribute to achieve the purpose
- Members ensure their views are expressed, and all views are explored to support a robust process.
- Members engage collaboratively with key stakeholders within their portfolio to ensure a wide range of inputs into development of the Napier City Recovery Plan.



Membership

The Steering Group comprises Napier City Council Staff, Councillors and independent members. In addition to specific roles, all steering group members are required to:

- provide knowledge and resources from their areas of expertise to guide the process.
- share relevant information that contributes to the process.
- input into the strategic development of the Napier City Recovery Plan.
- undertake activities, including liaising with any key stakeholders, to achieve the objectives.

The members and roles are outlined below.

Standing working group members are:

Richard Munneke, <i>Director: City Strategy, Napier City Council</i>	Local Recovery Manager <ul style="list-style-type: none"> • Responsible for delivering the functions of the Local Recovery Manager under the Act • Co-ordination and strategic oversight of the local recovery response
Mayor Kirsten Wise	<i>Political representative</i> <ul style="list-style-type: none"> • Community leadership, engagement and advocacy,
Councillor Sally Crown	<i>Political representative</i> <ul style="list-style-type: none"> • Community leadership, engagement and advocacy • Support local • Economic well being
Hōri Reti Te Taiwhenua	<i>Kaitiaki portfolio</i> <ul style="list-style-type: none"> • Exercise of Kaitiaki role on behalf of Mana whenua • Ensuring the representation of the Māori world view throughout the recovery process and plan
Chad Tahera Te Taiwhenua	<i>Kaitiaki portfolio</i> <ul style="list-style-type: none"> • Exercise of Kaitiaki role on behalf of Mana whenua • Ensuring the representation of the Māori world view throughout the recovery process and plan



<p>Adele Henderson <i>Director: Corporate Services, Napier City Council</i></p>	<p><i>NCC Finance portfolio</i></p> <ul style="list-style-type: none"> • Co-ordination of advice on financial and resourcing implications for Napier City Council on potential recovery initiatives • Strategic alignment between Recovery Plan and NCC processes and budgets
<p>Dean Prebble <i>Economic Development Manager, Napier City Council</i></p>	<p><i>Economic wellbeing portfolio</i></p> <ul style="list-style-type: none"> • Intelligence gathering on trends, roadblocks and opportunities to economic wellbeing in the recovery phase, including for Napier’s business organisations and local businesses • Co-ordination of the “Recovery dashboard” initiative to share data and information to track recovery over time • Advice and recommendations on potential recovery initiatives to achieve plan objectives relating to economic wellbeing
<p>Michele Grigg <i>Community Services, Senior Policy Advisor, Napier City Council</i></p>	<p><i>Community services and wellbeing portfolio</i></p> <ul style="list-style-type: none"> • Intelligence gathering on trends, roadblocks and opportunities to community wellbeing in the recovery phase, including for Napier’s community organisations • Input into developing the Recovery dashboard • Advice and recommendations on potential recovery initiatives to achieve plan objectives relating to community wellbeing • Co-ordination of advice on potential impacts on community wellbeing (including council facilities and activities) from the COVID-19 pandemic and potential recovery opportunities
<p>Darran Gillies <i>Libraries Manager, Napier City Council</i></p>	<p><i>Support Local portfolio</i></p> <ul style="list-style-type: none"> • Co-ordination of the “Support Local” initiative including developing a project plan (objectives and actions), communications and community engagement
<p>James Mear <i>Manager Design and Projects, Napier City Council</i></p>	<p><i>Infrastructure portfolio</i></p> <ul style="list-style-type: none"> • Advice and recommendations on potential recovery initiatives relating to infrastructure projects • Engagement with MBIE, HDC, HBRC and the Crown Infrastructure Fund to identify and co-ordinate funding applications for infrastructure initiatives for Napier



<p>Kate Penny <i>Communications Specialist, Napier City Council</i></p>	<p><i>Communications portfolio</i></p> <ul style="list-style-type: none"> • Develop a communications plan for each stage of the Recovery Plan • Co-ordinate ongoing communications including media releases, website, social media, print media and radio communications
<p>Catherine Reaburn <i>Senior Policy Planner, Napier City Council</i></p>	<p><i>Strategy portfolio</i></p> <ul style="list-style-type: none"> • Assist the Local Recovery Manager in carrying out functions including co-ordination and strategic oversight of the local recovery response
<p>Kathryn Hunt <i>Team Leader Regulatory Administration</i></p>	<p><i>Administrative support</i></p> <ul style="list-style-type: none"> • Administrative support to the steering group including meeting minutes/actions

At the discretion of the Local Recovery Manager and the Mayor, additional members can be seconded to the steering group on an as-required basis.

Term

This group has been formed to assist with the Napier City Recovery Plan project to deliver the stated objectives, and will conclude once that process is complete.

Meetings

- Weekly (initially).
- Notes are taken at each meeting and distributed to all members.

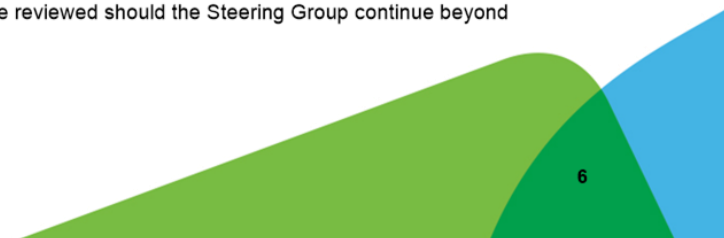
Communication Protocol

Media enquiries, media releases and statements about the process will be drafted by Council’s communications team and signed off by the steering group through the Recovery Manager.

Councillor members will keep the wider Council informed on a regular basis and also recommend workshops and agenda items as appropriate.

Review Date

The Terms of Reference will be reviewed should the Steering Group continue beyond achieving its purpose.





Napier Recovery and Renewal Plan

Post-COVID-19 Pandemic

POTENTIAL SCENARIO

What might the COVID-19 Pandemic mean for the wellbeing of Napier's community?

- **Unemployment is likely to continue to rise (forecast 9.2% in March 2020 quarter)** and as a result, more people are likely to require welfare support to meet their basic needs
- **Ongoing uncertainty, restrictions and job losses as a result of COVID-19 may impact on mental health, crime and sense of wellbeing in our community**
- **Napier's housing needs may change as a result of changes to the economy:**
 - Ongoing need to transition people into permanent housing
 - Housing prices in Napier are predicted to drop by around 10%
 - Reduced migration and profit margins may reduce progress of new housing developments – resulting in long term undersupply
- **Consumer confidence is predicted to hit an all-time low and disposable income will likely be reduced,** resulting in a domino effect on Napier's economy
- **People will start to gather again – but this will likely not be the same as before.** Physical distancing and contact tracing will likely become the "new normal" in the short-medium term
- **It may feel increasingly quiet in the City Centre** due to decreased tourism and people continuing to work from home
- **Business investment may slow** – but there is opportunity for Napier to be recognised as tech friendly
- **People may value retaining and leveraging environmental gains achieved through the COVID-19 lockdown**

The summary approach is subject to further feedback and will have ongoing amendments following input from Māori perspectives and community groups, and as we gather new information



Napier Recovery and Renewal Plan

Post-COVID-19 Pandemic

How will Napier respond to these changes to our city?

Together, we will restore and enhance the social and economic wellbeing of our community while respecting and celebrating our cultural heritage and environment

Principles



Recovery objectives
Civil Defence
Emergency
legislation

1. Minimise the escalation of the consequences of the COVID-19 Pandemic
2. Regeneration and enhancement of wellbeing
3. Take practicable opportunities to adapt to meet the future needs of the community
4. Reduce future exposure to hazards and their associated risks
5. Support the resumption of essential community functions.

The summary approach is subject to further feedback and will have ongoing amendments following input from Māori perspectives and community groups, and as we gather new information



Napier Recovery and Renewal Plan

Post-COVID-19 Pandemic

Together, we will restore and enhance the social and economic wellbeing of our community while respecting and celebrating our cultural heritage and environment

Goals and Indicators

Goal #1 Everyone has access to clean drinking water, food and housing	Goal #2 We are healthy and active	Goal #3 Our economy and not-for-profit sector is resilient and innovative	Goal #4 Our City Centre and Local Centres are vibrant and sustainable	Goal #5 Our community is safe, connected and resilient	Goal #6 Renewal of our city respects and celebrates our cultural heritage and environment
<p>Community wellbeing relies on fundamental human needs being met. As unemployment rises, more people will be dependent on welfare support. We want to ensure no-one falls through the gaps.</p> <p><i>Indicators (TBC): House and neighbourhood agreement score (Source: Social Monitor Survey), known number of homeless in Napier (Source: xxx), social housing waiting list (Source: Kainga Ora)</i></p>	<p>Successful recovery requires the ongoing elimination of COVID-19. The mental and physical benefits experienced during lockdown can be built upon for the ongoing wellbeing of our community.</p> <p><i>Indicators (TBC): New and active cases of COVID-19 in Napier (Source: HBDHB); pedestrian/cycle counts (Source: NCC); walking/cycling scores (Source: Social Monitor survey)</i></p>	<p>Finding and responding to opportunities will enable us to recover and renew the economy and important community organisations for the wellbeing of everyone.</p> <p><i>Indicators (TBC): Unemployment and median household incomes (Source: MSD), New companies registered in Napier (Source: Companies register)</i></p>	<p>Our City Centre and Local Centres are living organisms that contribute to our quality of life. Loss of activity in these areas, including as a direct result in the loss of tourism activity and reduced consumer spending, would likely have a domino effect on economic and community wellbeing.</p> <p><i>Indicators (TBC): Unemployment and median household incomes (Source: MSD), New companies registered in Napier (Source: Companies register)</i></p>	<p>People living in a safe, connected and resilient community will be collectively empowered to care for their collective economic, social and cultural wellbeing. This will help the community recover from the impacts of COVID-19.</p> <p><i>Indicators (TBC): Social index, safety, social connections and accessibility agreement score, mental wellbeing index (Source: Social Monitor survey); Local crime rates (Source: NZ Police)</i></p>	<p>The recovery provides an opportunity for us to re-build a sustainable economy and city. "Sustainable" means we recognise that our culture, heritage and environment are essential for our wellbeing in the 21st century and beyond.</p> <p><i>Indicators (TBC): Air quality (Source: HBRC), tree coverage (Source: NCC), stormwater discharge quality (Source: NCC/HBRC)</i></p>

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Napier Recovery and Renewal Plan

Post-COVID-19 Pandemic

Together, we will restore and enhance the social and economic wellbeing of our community while respecting and celebrating our cultural heritage and environment

Initiatives

1. Support and Celebrate Napier

We are Team Napier campaign and initiatives

- Supporting and celebrating innovation and success in the local economy and our communities
- Connect – Communicate – Celebrate – Activate – Make Regulation Easy
- Examples: safe events, hand sanitiser stations, showcasing success, rapid response funds, love your neighbourhood competition, check your neighbour campaign, co-ordinated welfare response
- Initiative lead: Darran Gillies

2. Infrastructure and Community facilities

Co-ordinated delivery approach on behalf of NCC. Supporting the delivery of Regional and Central government funded initiatives for infrastructure and community facilities that support our recovery and renewal goals

- Examples: Alignment and Prioritisation of initiatives that will help achieve recovery goals (measured by indicators); Explore opportunities wider than just Council lead initiatives that may include partnerships; Advocate for non-Council projects that help achieve our goals (e.g. Mission residential infrastructure)
- Initiative lead: James Mear

3. Housing and accommodation

Provide for housing through a co-ordinated approach across NCC, Kainga Ora, MSD and the private sector to achieve our recovery and renewal goals

- Examples: partnerships to repurpose City Centre visitor accommodation for transitional and/or permanent residential accommodation; incentivise development of housing in and around the City Centre (DC subsidy fund); assistance with site identification and fast-tracking for Kainga Ora housing projects
- Initiative lead: Natasha Mackie

4. Business and not-for-profit sector support and innovation

Flexibility and innovation will enable businesses and the not-for-profit sector to recover and thrive in Napier, contributing to the wellbeing of our community. A co-ordinated approach to identifying opportunities and sharing information will assist the resilience of our economy.

- Examples: Redeployment scheme for Medium-Small Enterprises in Napier; Business support liaison to assist through Council regulation; Leveraging the power of technology to achieve success through training and improved access; Connection and relationship building
- Initiative lead: Dean Prebble and Michele Grigg

5. Sustainable tourism

Innovation and sustainability in the tourism sector will position Napier well for the future. Our culture, heritage and environment are key assets that can be celebrated through rebuilding tourism for the 21st century and beyond.

- Examples: Partner with HB Tourism including "Baycation" campaign; Promote medium-long projects with potential ecological and heritage tourism focus including the Ahuriri Estuary Park
- Initiative lead: Dean Prebble

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INTEGRATING THE RECOVERY EFFORT INTO THE LTP

