AGENDA
Meeting of the
Risk and Audit Committee

Commencing at 3:30pm
Wednesday 13 August 2025

To be held at the
Clocktower Chambers
Palmerston Street
Westport

Also held by Zoom

BULLER
DISTRICT COUNCIL
Te Kaunihera O Kawatiri

CORE COUNCILLOR ROLE AND RESPONSIBILITIES

The Governance role entails:

- Strategic planning and decision-making;
- Policy and strategy review;
- Community leadership and engagement, and stewardship;
- Setting appropriate levels of service;
- Maintaining a financially sustainable organisation; and
- Oversight/scrutiny of Council's performance as one team.

The governance role focusses on the big picture of 'steering the boat' - management's role focusses on 'rowing the boat'

Our commitments to best support each other and meet the challenges and opportunities of 2025 include:

CLEAR AND RESPECTFUL COMMUNICATION

We are committed to:

Actively listening and not interrupting;

Remaining conscious of 'tone', body language, and amount of time speaking (allowing time for others);

Responding/answering in a timely manner; and

Being honest, reasonable, and transparent.

TRUST AND RESPECT

We recognise that trust and respect must be earned and that a team without trust isn't really a team. Trust can be built by:

Valuing long-term relationships; being honest; honouring commitments; admitting when you're wrong; communicating effectively; being transparent; standing up for what's right; showing people that you care; being helpful; and being vulnerable.

CONTINUOUS LEARNING AND IMPROVEMENT

Continuous learning and improvement are critical for growing together as a team.

We are committed to constantly reviewing what is going well and what needs to improve in relation to the way we work together, the processes we follow, and the outcomes we deliver.

NONE OF US IS AS SMART AS ALL OF US

Risk and Audit Committee

Reports to: The Council

Interim Chairperson: **Deputy Mayor Andrew Basher**

Membership: The Mayor, all Councillors and Māori

Meeting Frequency: Representative Bi-Monthly

Quorum: A majority of members (including vacancies)

GENERAL PRINCIPAL

1. The work of this Committee will be in accordance with the priorities and work programme agreed by the Council.

2. This Committee has the powers necessary to perform the Committee's responsibilities, in accordance with the approved Long Term Plan and Annual Plan budgets. Subject to confirmation of compliance with the financial strategy.

PURPOSE

The Risk and Audit Committee is responsible for:

1. Monitoring Council's financial strategy, and financial performance against the Annual and Long Term Plans.
2. Monitoring Council's interests in its Council Controlled Organisations (CCOs).
3. Reviewing the Council's risk register and associated process for managing current and emerging risk.
4. Ensuring the independence and effectiveness of Council's External and Internal Audit processes.
5. Monitoring existing corporate policies and recommending new or amended policies as required.
6. Ensuring that Council policies and practices will prevent unethical, questionable or illegal activities.
7. Providing a communication link between management, internal auditors/external auditors and Council.
8. Supporting measures to improve management performance and internal controls.
9. Ensuring Council's Polices and Bylaws are fit for purpose and comply with all relevant legislation.
10. Guiding the development of Council's Climate Change Adaptation Plan

TERMS OF REFERENCE:

General

1. To receive regular reports regarding Council's financial and non-financial performance against Annual and Long Term Plans.

2. To consider reports related to significant expenditure outside of the Annual and Long Term Plans and make appropriate recommendations to Council.

3. To develop and monitor policy related to the following matters:

    a)   Financial management;

b)   Revenue generation;

c)   Procurement and tendering; and

d)   The appointment and remuneration of directors and CCOs

4.   To monitor the probity of processes relating to policies developed by the Risk and Audit Committee.

5.   To provide clear direction to Council's CCOs on Council's expectations, including feedback on draft statements of intent.

6.   To receive Quarterly reports of Council's CCOs, including board performance.

7.   To undertake any reviews of CCOs and make appropriate recommendations for approval by Council.

8.   Review CCO requests for major transaction approval and recommend appropriate actions to Council.

9.   To monitor Council's debt and investments to ensure compliance with Council policy.

10.   To monitor the Council's outstanding debtors' positions.

11.   Engage with Council's external auditors regarding the external audit work programme and agree the proposed terms and arrangements of the external audit.

12.   Assess management response to audit reports and the extent to which external audit recommendations concerning internal accounting controls and other matters are implemented.

Internal Audit

13.   Agree the scope of internal audits.

14.   Monitor the delivery of the internal audit work programme and results

15.   Assess whether Internal Audit's recommendations have been properly implemented by management.

16.   Review the annual Internal Audit Plans to ensure appropriate organisational structures, authority, access, independence, resourcing and reporting arrangements are in place.

Strategy, plans and policy

17.   Develop and agree to strategies, plans and policies for the purposes of consultation and/or engagement with community.

18.   Recommend to Council for adoption.

19.   Monitor and review as and when required.

Bylaws

20.   Develop and agree to the statement of proposal for new or amended draft bylaws for consultation.

21.   Recommend to Council new or amended bylaws for adoption.

Consultation and engagement

22.   Ensure appropriate, effective and transparent engagement with the community, tangata whenua and other stakeholders.

23.   Conduct any public engagement required on issues before the Committee, in accordance with Council's Significance and Engagement Policy.

24.   Conduct hearings, where appropriate, to consider submissions from members of the public and external organisations, making determinations on such matters unless they are reserved for Council to decide.

Submissions and legislation

25. Approve submissions to external bodies/organisations on legislation and proposals, related to the Committee's areas of responsibility, that impact governance policy or matters.
26. Monitor and oversee strategic projects and programmes.
27. Monitor Council's Asset Management Plans/Strategic Infrastructure Plan.

Contracts

28. Approve and monitor contracts and other legally binding arrangements provided that such contracts/arrangements:
    a. Do not require the approval of the whole of Council; and

    b. Fall within the budget approved under the Long Term Plan or Annual Plan and have a value exceeding the Chief Executive's financial delegation.

Reserves and Halls Subcommittees

29. Monitor and oversee the Reserves and Halls Subcommittees.

Creative Communities Subcommittee

30. Monitor and oversee the Creative Communities Subcommittee.

Other Matters

31. Review the effectiveness of the risk control environment established by management to safeguard Council's financial and non-financial assets, including the adequacy and appropriateness of insurance policies in place and management's actions to mitigate risks
32. Review the effectiveness of the systems for monitoring the Council's compliance against legislation, regulation, policy, and guidelines (including health and safety).
33. Conduct and monitor special investigations in accordance with Council policy and approved budget or in response to material matters raised by staff or committee members, including engaging expert assistance, on matters within its Terms of Reference.
34. Provide an annual review of Council's risk management framework and amend as required.
35. Review and monitor business continuity planning.
36. Consider and make decisions which are within the Chief Executive Officer's delegations, and which the Chief Executive Officer has referred to the Committee for recommendation to Council.
37. Consider and make decisions on operational matters that fall within a Committee's area of responsibility that are outside of delegations to the Chief Executive Officer or other Council officers.

38. Commission new Committee reports and work required to respond to significant or compliance issues, or to complete the agreed programme of Council.

39. Monitor Audit recommendations and ensure completion.

The Committee is delegated the following powers:
- The Committee may make recommendations to Council.
- The Committee will provide three-monthly reports to Council on its activities with appropriate recommendations.

Special Notes:

- In fulfilling their role on the committee, members shall be impartial and independent at all times.

- The Chairperson will be an independent appointment, not an elected member, to strengthen the independent nature of the Committee's monitoring responsibility of Council activities.

- Members are appointed for an initial term of no more than three years that aligns with the triennial elections, after which they may be eligible for extension or reappointment.

- The Chief Executive Officer and Chief Financial Officer are required to attend all meetings but are not members and have no voting rights. Other Council officers may attend the Committee meetings, as required.

- The Chairperson of the Committee shall review the travel and other reimbursed expenses of the Chief Executive Officer and confirm compliance with Council policies and practice. This information will be provided to the Chairperson on a monthly basis.

- The Chairperson shall review the travel and other reimbursed expenses of the Mayor and confirm compliance with Council policies. This information will be provided to the Chairperson on a monthly basis.

- The Chief Executive Officer (Principal Advisor) shall be responsible for drawing to the Committee's immediate attention to any material matter that relates to the financial condition of Council, any material breakdown in internal controls, and any material event of fraud or malpractice.

- The Chairperson shall present an annual Audit and Risk Self Review to Council summarising the Committee's activities during the year and any related significant results and findings.

Risk and Audit Committee

Clock Tower Chambers,
Palmerston Street, Westport

13 August 2025 03:30 PM

Live Streamed to the Buller District Council YouTube Channel

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

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AGENDA ITEM: 1

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Prepared by   Paul Numan
                     Group Manager Corporate Services

APOLOGIES

1.   **REPORT SUMMARY**
That the Risk and Audit Committee receive any apologies or requests for leave of absence from elected members.

2.   **DRAFT RECOMMENDATION**

   That there are no apologies to be received and no requests for leave of absence.

   OR

   That the Risk and Audit Committee receive apologies from *name* and accepts *name* request for leave of absence.

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 2

Prepared by   Paul Numan
                   Group Manager Corporate Services

MEMBERS INTEREST

1.   Members are encouraged to consider the items on the agenda and disclose whether they believe they have a financial or non-financial interest in any of the items in terms of Council's Code of Conduct.

2.   Councillors are encouraged to advise the Governance Assistant, of any changes required to their declared Members Interest Register.

3.   The attached flowchart may assist members in making that determination (Appendix A from Code of Conduct).
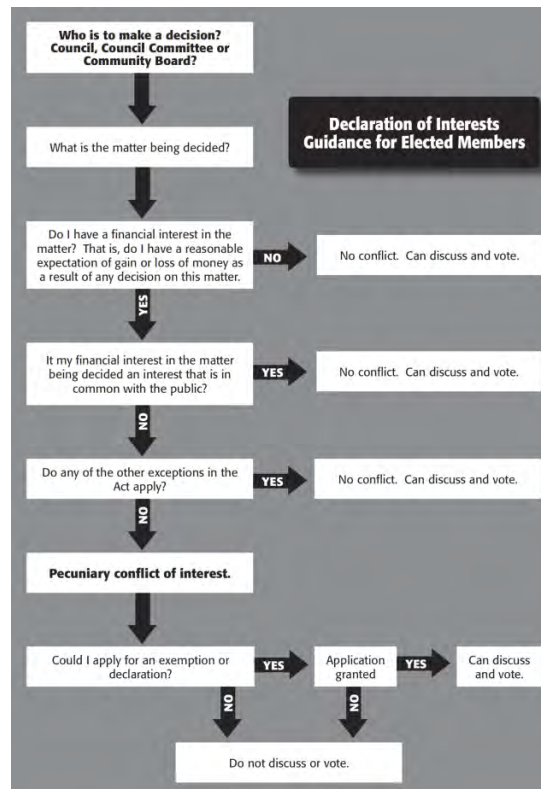
4.   **DRAFT RECOMMENDATION:**

      That Members disclose any financial or non-financial interest in any of the agenda items.

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 3

Prepared by   Paul Numan
                          Group Manager Corporate Services

Attachments   1. Risk and Audit Committee Public Meeting Minutes 18 June 2025

CONFIRMATION OF PREVIOUS MINUTES

1. **DRAFT RECOMMENDATION**

   That the Risk and Audit Committee receive and confirm the Public Meeting Minutes from 18 June 2025.

MEETING OF THE RISK AND AUDIT COMMITTEE, HELD AT 3:30PM ON WEDNESDAY 18 JUNE 2025 AT CLOCKTOWER CHAMBERS, PALMERSTON STREET, WESTPORT.

PRESENT: Deputy Mayor A Basher (Interim Chair), Mayor J Cleine, Cr C Reidy, Cr J Howard, Cr G Weston, Cr T O'Keefe, Cr R Sampson, Cr A Pfahlert, Cr P Grafton,

PRESENT VIA ELECTRONIC LINK: Cr L Webb

IN ATTENDANCE: S Pickford (Chief Executive Officer), P Numan (Group Manager Corporate Services), K Trigg (Group Manager Community Services), S Bastion (Group Manager Regulatory Services), G Pellow (Financial Accountant), K Phipps (Manager Finance), J Curtis (Manager Capital Works), C Borrell (Governance Assistant)

IN ATTENDANCE VIA ELECTRONIC LINK: P Bicknell (Programme Manager – Recovery), S Firby (Management Accountant – Remote), A Blom (Group Manager Infrastructure Services)

MEDIA: E Curnow (Westport News)

PUBLIC FORUM:
Ray Curnow – Wished to speak to the assertion that committee members were too hasty in their decision to exclude the public from the Development West Coast Update at their meeting of October 2024. This matter for discussion has been referred by the Interim Chair to full Council.

MEETING DECLARED OPEN AT: 3:32pm

1. **APOLOGIES (Page 9)**
   Discussion:
   Cr G Neylon, N Tauwhare (IWI Representative)

   RESOLVED
   That the Risk and Audit Committee receive apologies from Cr G Neylon and N Tauwhare (IWI Representative).
   Deputy Mayor A Basher Mayor J Cleine
   10/0
   CARRIED UNANIMOUSLY

2. **MEMBERS INTERESTS (Page 10)**
   Discussion:
   Nil

   RESOLVED That Members disclose any financial or non-financial interest in any of the agenda items.

Cr P Grafton/Cr T O'Keefe
10/0
CARRIED UNANIMOUSLY

3.   **CONFIRMATION OF PREVIOUS MINUTES (Page 11)**
     Discussion:
     Nil

     RESOLVED That the Risk and Audit Committee receive and confirm the Public Meeting Minutes from 16 April 2025.

Mayor J Cleine/Cr G Weston
10/0
CARRIED UNANIMOUSLY

4.   **ACTION POINTS (Page 22)**
     Discussion:
     J Curtis spoke to the report and answered questions.
     Number 236 and 251 complete, to be removed.
     Add item 252: ReX workshop to be scheduled.

     RESOLVED That the Risk and Audit Committee receive the June Action Point Report for information.

Cr P Grafton/Cr J Howard
10/0
CARRIED UNANIMOUSLY

5.   **WORK PLAN (Page 24)**
     Discussion:
     P Numan spoke to the report and answered questions.
     Work plan to be updated.

     Cr L Webb departed the meeting at 3:46pm
     Cr L Webb rejoined the meeting at 3:46pm

     RESOLVED That the Risk and Audit Committee receive the Risk and Audit Work Plan for information.

Cr P Grafton/Mayor J Cleine
9/1
Cr C Reidy against
MOTION CARRIED

6.   **NEMA AND BETTER OFF FUNDING PROJECT STATUS REPORT SUMMARIES (Page 26)**
     Discussion:
     P Bicknell and J Curtis spoke to the report and answered questions.

     RESOLVED That the NEMA and Better Off Funding Project Status Report Summaries dated 18 June 2025 be received.

Cr G Weston/Cr T O'Keefe
10/0
CARRIED UNANIMOUSLY

7.   **INFRASTRUCTURE SERVICES PROJECTS CONTROL GROUP AND IAF PROGRAMME REPORT (Page 42)**
Discussion:
J Curtis spoke to the report and answered questions.

Cr L Webb departed the meeting 4:08pm

Cr C Reidy departed the meeting 4:14pm
Cr C Reidy rejoined the meeting 4:16pm

RESOLVED That the Infrastructure Services Projects Control Group Report dated 18 June 2025 be received.

Mayor J Cleine/Cr P Grafton
9/0
CARRIED UNANIMOUSLY

8.   **BULLER DISTRICT COUNCIL MULTI-YEAR PROJECTS FUNDING REPORT (Page 81)**
Discussion:
S Firby and J Curtis spoke to the report and answered questions.

Cr L Webb rejoined the meeting 4:27pm

RESOLVED That Risk and Audit Committee

1. Receives the Buller District Council multi-year projects funding report.

2. Approves the carryover budget of $8,679,533 from the 2023-24 year be added to future Capital budgets as follows:
- Move to 2024 – 25 $4,505,035
- Move to 2025 – 26 $3,269,373
- Move to 2026 – 27 $ 905,125

Cr T O'Keefe/Cr G Weston
10/0
CARRIED UNANIMOUSLY

9.   **STRATEGIC RISK MANAGEMENT REPORT (Page 87)**
Discussion:
P Numan spoke to the report and answered questions.

Cr T O'Keefe departed the meeting at 4:32pm
Cr T O'Keefe rejoined the meeting at 4:35pm

RESOLVED That the Strategic Risk Management Report to May 2025 dated 18 June 2025 be received and discussed.

Cr J Howard/Cr P Grafton
10/0
CARRIED UNANIMOUSLY

10. **UPDATE ON THE 22/23, 23/24 AND 24/25 ANNUAL REPORTS (Page 96)**
Discussion:
K Phipps spoke to the report and answered questions. P Numan answered questions.

Cr A Pfahlert departed the meeting at 4:53pm
Cr A Pfahlert rejoined the meeting at 4:58pm

RESOLVED That the Update On The 22/23, 23/24 and 24/25 Annual Reports dated 18 June 2025 be received.

Cr T O'Keefe/Cr A Pfahlert
10/0
CARRIED UNANIMOUSLY

11. **BULLER HOLDINGS LTD - FINANCIAL REPORT (UNAUDITED) TO 31 MARCH 2025 (Page 98)**
Discussion:
G Pellow and P Numan spoke to the report and answered questions.

RESOLVED That the Buller Holdings Ltd - Financial Report to the 31 March 2025 dated 18 June 2025 be received.

Mayor J Cleine/Cr G Weston
10/0
CARRIED UNANIMOUSLY

12. **STATEMENT OF INTENT: WESTPORT AIRPORT AUTHORITY (Page 115)**
Discussion:
P Numan spoke to the report and answered questions.

RESOLVED That the Risk and Audit Committee:

1. Receive the report.

2. Recommends to the Council that it adopt the Statement of Intent for the Westport Airport Authority for the year ending 30 June 2026.

Cr C Reidy/Cr P Grafton
10/0
CARRIED UNANIMOUSLY

13. **PMO REVIEW: PROCESS IMPROVEMENT OPPORTUNITIES ACTION PLAN – UPDATE JUNE 2025 (Page 124)**
Discussion:

J Curtis, P Numan and S Pickford spoke to the report and answered questions.
Add internal audits to Action Point List

Cr L Webb departed the meeting at 5:12pm
Cr L Webb rejoined the meeting at 5:17pm

RESOLVED That the PMO Review: Process Improvement Opportunities Action Plan – Update June 2025 dated 18 June 2025 be received.

Cr C Reidy/Deputy Mayor A Basher
10/0
CARRIED UNANIMOUSLY

PUBLIC FORUM RESPONSE
No public forum

14. **PUBLIC EXCLUDED REPORT (Page 135)**
Discussion:
Nil

Cr C Reidy departed the meeting at 5:23pm

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

Item No.	Minutes/ Report of:	General Subject	Reason For Passing Resolution under LGOIMA
PE 1	Paul Numan Group Manager Corporate Services	Confirmation of Previous Public Excluded Minutes	**(s 7(2)(i))** - enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or **(s 7(2)(j))** - prevent the disclosure or use of official information for improper gain or improper advantage.
PE 2	Mayor Jamie Cleine	Director recommendation and recruitment for Buller Holdings and subsidiaries	**(s 7(2)(a))** - Protect the privacy of natural persons, including that of deceased natural persons;

Mayor J Cleine/Cr T O'Keefe
9/0
Cr C Reidy not present for the vote
CARRIED UNANIMOUSLY

MOVED INTO PUBLIC EXCLUDED: 5:22pm

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

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AGENDA ITEM: 4

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Prepared by   Paul Numan
Group Manager Corporate Services

Attachment: 1. Risk and Audit Committee Action Points August 2025

ACTION POINTS

1.   **DRAFT RECOMMENDATION**

    That the Risk and Audit Committee receive the August Action Point Report for information.

RAC Action Points - CURRENT

No.	Meeting Of / Action Point	Responsible	Update:	Date Required By:
249	**11 December 2024** **CAPITAL WORKS PROGRAMME REPORT** The Waimangaroa Water Upgrade Surplus (from the Capital Works Programme Report) is to be updated in the bimonthly Risk and Audit Committee report around the progress of options for this surplus with the intention of a paper brought back Council regarding options for the surplus.	J Curtis	~~Update 23 January 2025~~ ~~A paper regarding the surplus will be brought to Council in April 2025~~ ~~Update 1 April 2025~~ ~~Draft paper being reviewed, aiming for May 2025 Council~~ ~~Update 5 June 2025~~ ~~Draft paper under reviewed, aiming for July 2025 Council~~ Update 13 August 2025 Paper is included in the August Risk and Audit Committee Agenda.	~~12 February 2024~~ ~~30 April 2025~~ ~~May 2025~~ ~~July 2025~~ August 2025
252	**18 June 2025** **REX WORKSHOP TO BE HELD**	S Bastion	Incorporated into business as usual (BAU). Under development with council information. Until all assets are loaded, we will defer the workshop.	April 2026
253	**18 June 2025** **Internal Audit Schedule to be created**	P Numan	Internal audit schedule to be developed.	Early 2026

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 5

Prepared by: Paul Numan
Group Manager Corporate Services

Attachments: 1. Risk and Audit Committee Work Plan August 2025

RISK AND AUDIT WORK PLAN

1.   **DRAFT RECOMMENDATION**

That the Risk and Audit Committee receive the Risk and Audit Work Plan for information.

Risk and Audit Committee
Programme 2025 Calendar Year

Categories/Reports Proposed	SLT Member	Reporting Officer	February	March	April	May	June	July	August	September	October	November	December
Risk & Assurance Items													
Strategic Risk Register Update and Framework Review	GM Corporate Services	GM Corporate Services			√		√			√			√
Health and Safety Report Update	Human Resources	Human Resources			√				√				√
BHL Letter of Expectation	GM Corporate Services	Manager Finance											√
CCO Statements of Intent	GM Corporate Services	Manager Finance			Draft								
CCO Director Appointments and Remuneration	GM Corporate Services	Manager Finance			√		√						
BHL Quarterly Financials	GM Corporate Services	Manager Finance			√		√						√
BHL Annual Report (adopt is required under law by 30 Sept each year)	GM Corporate Services	Manager Finance								√			
Westport Airport Authority Financials - 30 June	GM Corporate Services	Manager Finance								√			
Westport Airport Authority Financials - Half year	GM Corporate Services	Manager Finance			√								
Insurance	GM Corporate Services	Management Accountant											√
Bylaw and Policy Review	GM Community Services	GM Community Services			√				√				√
Reserve and Hall Subcommittee Update	GM Community Services	Subcommittee Liason Officer								√			√
Review of Business Continuity Plan	CEO	GM Regulatory Services							√				
LGOIMA report	CEO	EA to Mayor and CEO			√					√			
RAC Project Status Reports	GM Corporate Services	Programme Manager - Recovery	√		√		√		√	√			√
Dredge/Harbour Activities	GM Corporate Services	Manager Finance	√		√					√			
Internal Audits													
Payroll/Creditors (PwC)	GM Corporate Services	Manager Finance			√								
Follow-up on Ernst & Young Matters in 22-23 Annual Report audit opinion	GM Corporate Services	Manager Finance	√										
Monitoring Items													
BDC Financial Performance Report	GM Corporate Services	Financial Accountant			√				√				√
BDC Investments and Borrowings	GM Corporate Services	Manager Finance			√					√			√
BDC Debt Management - Sundry and Rates	GM Corporate Services	Manager Finance			√					√			√
Infrastructure Services Projects Control Group Report	GM Infrastucture Services	Manager Capital Works	√		√		√		√				√
KPMG Update	CEO	CEO			√		√		√				√

The following items are not directly related to the Risk & Audit work programme but are provided to note when staff have key programmes of work

Major Financially Based Reports to be Prepared in the 2025 Calendar Year			February	March	April	May	June	July	August	September	October	November	December
Long Term Plan							Adoption						
BDC 22-23 Annual Report					Adoption Annual Report - Audit opinion issued	Publish Annual Report & Summary Document							
BDC 23-24 Annual Report				Interim/Final Audit	Preparation of Annual Report	Preparation of Annual Report	Preparation of Annual Report	Adoption Annual Report - Audit opinion issued	Publish Annual Report & Summary Document				
BDC 24-25 Annual Report							Interim Audit	Preparation of Annual Report	Preparation of Annual Report	Preparation of Annual Report	Adoption Annual Report - Audit opinion issued	Publish Annual Report & Summary Document	

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 6

Prepared by   Francesca Welte
                          Health & Safety Advisor

Reviewed by   Shantha Maharaj
                          Human Resource Manager

Public Excluded: No

HEALTH AND SAFETY REPORT FOR THE LAST QUARTER (1 APRIL 2025 – 30 JUNE 2025)

1. **REPORT PURPOSE**
   The purpose of this report is to provide the Risk and Audit Committee with a regular update on the Health & Safety performance of the organisation.

2. **EXECUTIVE SUMMARY**
   This report provides an overview of health and safety activities, risks, and incidents for the last quarter of 2024/2025 financial year.

3. Key areas of focus included contractor compliance, people-related safety risks in public-facing roles, incident and observation reporting, staff wellbeing, and training initiatives.

4. There were no significant or notifiable events this quarter. A lost time injury was reported in May. Increasing observation reporting and high participation in inspections and training demonstrate a growing safety culture.

5. **DISCUSSION**
   <u>Strategic Insight:</u>
   Incident reporting is trending upward, particularly in non-injury incidents and people-related risks. This aligns with increased observation reporting and reflects improved psychological safety to report. Continued focus is needed on risk prevention, especially in community-facing teams.

TOTAL EVENTS RECORDED

Event Type	Q2 2025	Q3 2025	Q4 2025	YTD 2024–25	YTD 2023–24	Trend Commentary
Total Incidents	13	23	19	55	54	↓ from Q3 but ↑ slightly vs. last year
Work-Related Injuries	4	7	4	15	6	Plateaued in Q4; YTD more than doubled
Lost Time Injuries	0	0	1	1	0	↑ First LTI this year, requires review
Near Misses / Hazards	1	7	1	9	10	↓ after a spike in Q3;
Observations	18	3	6	27	29	↑ from Q3; strong sign of improved reporting
Positive Behaviours	0	0	2	2	2	↑ Q4 shows growth in a proactive safety mindset
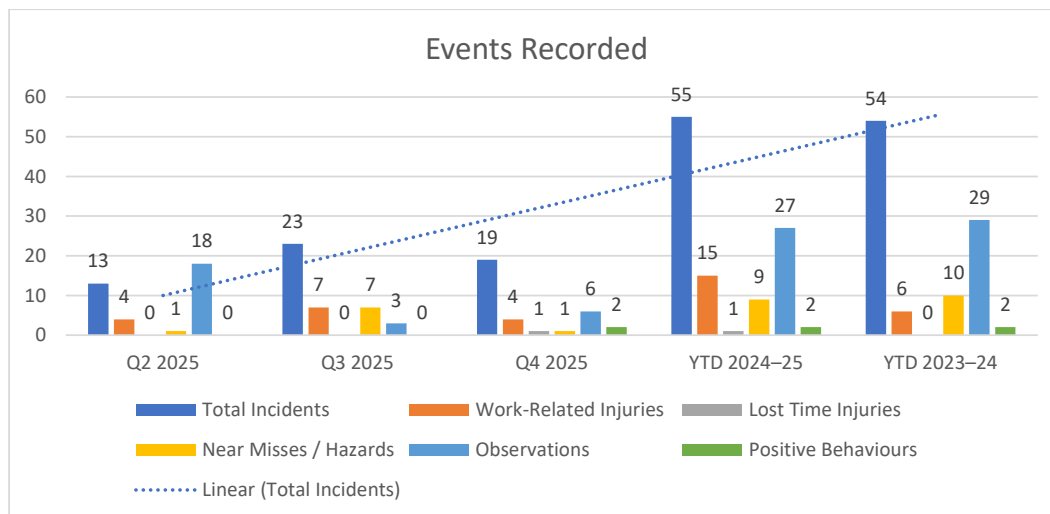
Events Recorded

Health & Safety Events by Category (Q2–Q4 2025)

	Q2 2025	Q3 2025	Q4 2025
Total Incidents	13	23	19
Work-Related Injuries	4	7	4
Lost Time Injuries	0	0	1
Near Misses / Hazards	1	7	1
Observations	18	3	6
Positive Behaviours	0	0	2
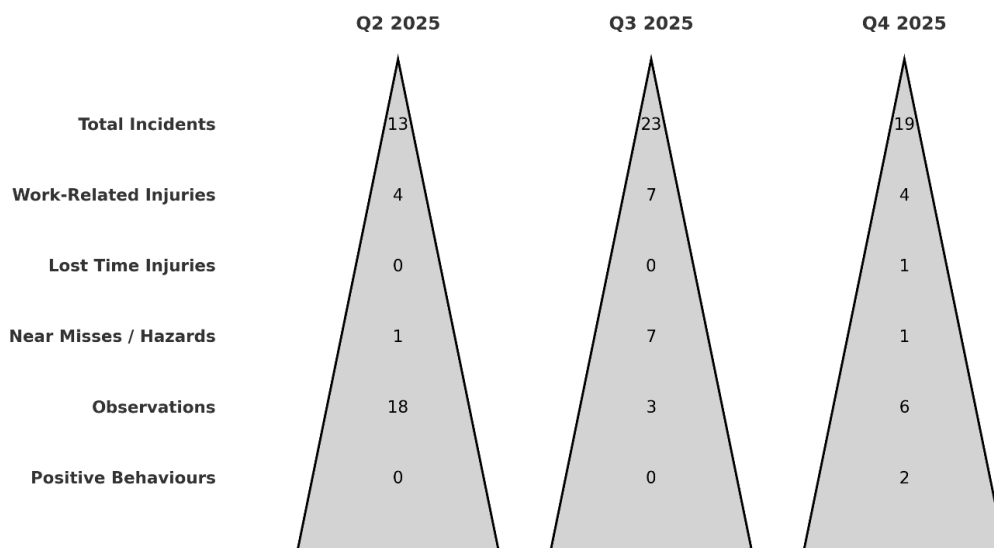
All incidents have been reviewed, with five investigations ongoing.
Incident volumes have increased from the same period last year, reflecting a stronger reporting culture.

6. **OBSERVATIONS RECORDED**
   Observations rose slightly this quarter, with 6 submitted (including 2 positive safety behaviours in June).
   The increased focus on observations is a lead indicator of cultural change.

7. **TRAINING**
   Training this quarter focused on emergency preparedness, leadership development, and core safety skills.
   First Aid Certification was completed by staff from IS and Reefton Community Services.

8. Emerging Leader Training was completed by two staff from Infrastructure services during May and June to support leadership capability development.

Training	Number of Staff	Departments Involved	Provider
First Aid Certificate	2	Reefton (Community Services), IS	St John
Emerging Leader Training	2	IS	NZIN

9. **UPCOMING TRAINING**
    - 12 staff Fire Warden Training (FENZ) – July 2025
    - 12 staff Defibrillator Training – August 2025
    - 8 staff Health and Safety Representative Training – August 2025

10. **POLICIES, PROCEDURES, AND PROCESSES**
    The following policies are currently under review:
    - Working Alone
    - Working with Children
    - Substance Abuse (Drug and Alcohol) Policy

11. A de-escalation policy is also being developed to provide clearer guidance on when to call the Police or issue a trespass notice.

12. **INTERNAL HEALTH AND SAFETY INSPECTIONS AND AUDITS**

Inspection Type	Apr	May	Jun	Q4 Total	YTD 2025	YTD 2024
Workplace Audits	1	3	3	7	9	5
Vehicle Checks	5	11	11	27	31	8
Contractor Monitoring	6	8	8	22	26	4

Monthly vehicle inspections are in place across the fleet and continue to supplement daily pre-starts.
Contractor monitoring focused on operational sites including the harbour.
Health and Safety Committee members and managers continue to carry out site audits to address hazards and track compliance with corrective actions.

13. **EMERGENCY MANAGEMENT AND DRILLS**
    - Fire warden and defibrillator training have been organised for upcoming months.
    - Emergency procedures continue to be reviewed and updated.
    - Evacuation drills have been conducted to reinforce team readiness. – Westport Library, Reefton Service & Visitor Centre and Reefton Cinema and Hall.

14. **WELLBEING AND COMMUNITY INITIATIVE EMPLOYEE WELFARE**

    Three wellbeing-related cases were reported and supported via HR, counselling referrals, and access to EAP – Workplace Support.

Event	Date
Women's Health Week	11–17 August 2025
Daffodil Day	29 August 2025
Te Wiki o Te Reo Māori	15–21 September 2025
Mental Health Awareness Week	23–27 September 2025

15. **COUNCIL VEHICLES & DRIVING**
A laminated vehicle pre-start checklist is being implemented across the pool vehicle fleet.
No vehicle-related incidents were reported in Q4.

16. **SIGNIFICANT INCIDENTS, ACCIDENTS AND NEAR MISS EVENTS**

17. **Emerging Risk Themes in Q4:**
   - Aggressive public behaviour: Several incidents across libraries and service centres involved aggression or confrontation, two requiring Police and one resulting in a formal trespass.
   - After-hours safety and public aggression continue to affect psychological wellbeing, especially in public-facing roles.

18. **Strategic Health and Safety Focus (Next Quarter)**
To continue strengthening organisational safety culture and risk management, the following priorities will be advanced in the next quarter:
   - De-escalation and Public-Facing Risk Management: Develop and implement de-escalation training and supporting resources, especially for staff in libraries, customer services, and community spaces.
   - After-Hours Safety Review: Collaborate with Property and HR to identify improvements to staff carpark security and after-hours protocols.
   - Contractor Management Maturity: Build a more proactive contractor health and safety assurance framework, including centralised contractor onboarding and improved audit follow-up tracking.
   - Wellbeing and Psychological Safety: Pilot mental health training for front-facing staff and explore peer support models within high-risk teams.

19. These initiatives align with the Council's broader focus on community wellbeing, organisational resilience, and continuous improvement in service delivery and staff experience.

20. **DRAFT RECOMMENDATION**

   That the Health and Safety Report for the quarter 1 April – 30 June 2025 be received.

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 7

Prepared by   Penny Bicknell
Programme Manager – NEMA and BoF

Reviewed by   Paul Numan
Group Manager Corporate Services

Attachments   1. Better Off Funded Projects Status Report July 2025
2. Reefton Campground Accommodation Status Report July 2025

Public Excluded: No

NEMA AND BETTER OFF FUNDING PROJECT STATUS REPORT SUMMARIES

1. **REPORT PURPOSE**
The purpose of this report is to bring the Risk and Audit Committee a summary of the Project Status Reports for NEMA and Better Off Funded projects for the month ended July 2025 (June 2025 financials) and a detailed project status report for the Reefton Campground Accommodation project for the month ended July 2025 (June 2025 financials).

2. **EXECUTIVE SUMMARY**
Key points to note from each of the Programmes of Work for July/August 2025

3. **NEMA Projects overview – Final Report**
   - Westport Port Repairs
     - The Wharf repair project was completed in May and handed back to the Port Team.
     - The final claim to NEMA will be lodged by the end of July 2025 (except for outstanding retentions payments which will be claimed when they fall due).
     - Programme Management completed end June 2025.

NEMA Tranche 2 Programme For Period 2024/25- June	CURRENT BUDGET (Total)	TOTAL COST TO DATE	TOTAL REVENUE TO DATE	RETENTIONS (to claim)	Claims	SURPLUS
WP7 Westport Port Repairs	**0**	**6,169,826**	**(6,043,079)**	**(158,783)**	**126,747**	**50,174**
Expenses	6,220,000	6,169,826				50,174
Revenue	(6,220,000)		(6,043,079)	(158,783)	126,747	
Programme Management	**0**	**183,625**	**(180,624)**		**3,000**	**6,815**
Expenses	190,440	183,625				6,815
Revenue	(190,440)		(180,624)		3,000	
TOTAL	**0**	**6,353,451**	**(6,223,703)**	**(158,783)**	**129,747**	**56,989**

Total retentions for T2 projects to be reimbursed when they fall due $109,211

4. **Better Off Funded Projects**
   - 3 Waters projects - 4 projects completed with the last project in progress which will be co-funded by BAU Capital works.

   - Westport Stormwater/Wastewater separation project is now complete

   - Reefton Stormwater modelling project is progressing

   - Cultural Community Hub – Heritage Works awarded contract for concept design. The funding for this is split from the remaining BoF funding and the Buller Resilience Trust funding. This concept work has been delayed due to waiting on architectural reports.

   - Reefton Campground Accommodation project - *see **Attachment 2.***
     - Good progress
     - Slight delay to final handover date due to late arrivals of windows. Currently scheduled for second week of September
     - Drawdown of funds from DWC loan commenced July with $500k.
     - Final claim for reimbursement of Better Off funds was made in July – this completes the Better Off funded part of the project.

5. **DRAFT RECOMMENDATION**
   That the NEMA and Better Off Funding Project Status Report Summaries dated 13 August 2025 be received.

Project Status Report – Better Off Funding Projects overview – July

BULLER
DISTRICT COUNCIL
Te Kaunihera ō Kawatiri

Programme/Project Details

Location and Region:	Buller District
Contracted Amount:	$3,500,000
Reporting Period:	July 2025 (June 2025 financials)
Project Principal:	Buller District Council (BDC)
Project Partner(s):	Crown Infrastructure Partners (CIP)/DIA
Programme Manager:	Penny Bicknell
Programme Outcomes:	The original scope was made up of 13 projects approved by DIA that meet the funding criteria and demonstrate wellbeing outcomes. 2 of the completed projects were under budget with the surplus funds transferred to 2 new 3 Waters projects as directed by CIP. See Scope for full list of projects.

Project Overview/traffic Light Status/High-Level Summary (G = Green; A = Amber; R = Red)

Aspect	Status	Comments
Overall:	G	The programme was prioritised by Council and approved by Crown Infrastructure and DIA
Budget:	G	$3,500,000
Scope:	G	The Programme of works includes the following approved projects: • Three Waters projects include Programme Management • Reefton Wastewater/Stormwater modelling • Climate Change Adaptation and Master Planning **(completed)** • Community Hub Feasibility Study and Concept Designs **(Feasibility completed)** • Civil Defence Procurement **(completed)** • Airport Relocation options study **(completed)** • Karamea Reserve Water Supply **(completed)** • Westport Emergency Water supply **(completed)** • Reefton Campground Accommodation **(BOF part completed)** • Westport Stormwater/wastewater work **(completed)** • Test bore and sampling for non-compliant water supplies - Little Wanganui and Mokihinui **(completed)** • Granity Fundraising Centre **(completed)** • Ngakawau Swimming Pool improvements **(completed)** • Local Water Done Well – reallocated funding from Airport Relocations Study surplus **(completed)** • Resilient Westport Stormwater concept study – reallocated funding from Westport Critical Water surplus **(completed)**
Resource:	G	Resource to be assigned to each project as required
Schedule:	G	Schedule for each project to be determined. Final deadline for Crown Infrastructure projects programme is 30 June 2027
Risks / Issues:	G	Scope of works may need to be reduced in some projects to ensure they remain in budget

State of Play

Last Month (July)	Next Month (August)

• Submitted claims for 4 projects totalling $368,358. These are awaiting approval by CIP
 	
• 3 Waters –
    ○ As Builts for both Inangahua projects finalised and approved with practical completion issued.
    ○ Work on final repair resource consent applications and RFIs for Hughes Place
 	
• Reefton stormwater/wastewater modelling – DO provided a scope for the required survey to fill the data gaps required for the model
 	
• Community Hub Feasibility Study/concept - Continued discussions re set up of Charitable Trust. Heritage works concept work for BoF now completed.
 	
• Reefton Campground cabins - BoF work now completed and final claim submitted. *See attached full report for progress on project*.
 	
• Westport Wastewater/Stormwater separation work – now completed and final claim for reimbursement submitted
	• Submit further claims to CIP for claims balances.
	
	    ○ Continue Resource consent application. This remaining project is jointly funded with BAU funding from IS.
	
	• WestReef have been requested to assist with the survey to collect the missing data. This is scheduled for completion by October.
	
	• Heritage concept work continues but waiting on architectural input. Heritage Works- the remainder of the concept work will be managed and paid for by Homebuilders from the Resilience Trust fund.

Programme delivery schedule

Project task	Feb to June 2023	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2024	Feb	Mar	Apr	May	Jun	Jul	Aug 2025	Sep	Comments
3 Waters			■	■	■	■	■	■	■	■	■	■	■	■	■	→	SW Backflow complete. Henley St East SW complete. Inangahua projects complete June. Hughes place- BOF funding complete end July 2025
Reefton WW/SW modelling							■	■	■	■	■	■	■	■	■	→	Completion of stage 2 June 2025. Stage 3 to be confirmed
Climate Change Adaptation	■	■	■	■	■	■	■	■	■	■	■	■	■	■			Completed BoF involvement
Master planning (Stage 1)		■	■	■	■	■	■	■	■								Complete
Cultural Community Hub		■	Feasibility Study complete											■	■	→	Concept plan being prepared by Heritage Works.
Civil Defence	■	■	■	■	■	■	■	■	■	■	■	■	■				Complete
Airport relocations options study			■	■													Study completed – surplus funds to be reallocated to LWDW
Karamea Reserve Water	■	■	■														Complete
Westport critical Water Supply		■	■	■	■	■	■	■	■	■	■	■	■				Completed. Surplus funding to be reallocated to Resilient Westport Stormwater concept study
Reefton Campground				■	■	■	■	■	■	■	■	■	■	■	■	→	Contracts awarded. Completion scheduled for end August. BoF part complete
Westport Stormwater/Wastewater								■	■	■	■	■	■	■	■	→	Complete
Test Bores & Sampling								■	■	■	■	■					Complete
Granity Fundraising Centre								■	■	■	■	■					Complete
Ngakawau Swimming Pool														■	■	→	Complete

Financials (30 June 2025)

Budget and Expenditure Summary.

June2025 Financials						
Project	Budget	Actual Cost to date	Claims submitted July	Revenue to date	Forecast Cost to complete	To claim
3 Waters	$ 1,095,000	$ 856,369	$ 117,207	$ 693,116	$ 238,631	$ 46,046
Programme Management	$ 165,000	$ 165,000		$ 165,000	$ -	$ -
Reefton Wastewater modelling	$ 150,000	$ 48,642		$ -	$ 101,358	$ 48,642
Climate Change adaptation	$ 250,000	$ 250,000		$ 250,000	$ -	$ -
Master planning	$ 250,000	$ 250,000		$ 250,000	$ -	$ -
Community Hub Feas/concept	$ 200,000	$ 164,624		$ 143,578	$ 35,376	$ 21,046
Civil Defence	$ 275,000	$ 273,958		$ 275,000	$ 1,042	$ -
Airport Relocation options study	$ 34,358	$ 34,358		$ 34,358	$ -	$ -
Karamea Reserve Water	$ 65,000	$ 65,000		$ 65,000	$ -	$ -
Westport Critical Water	$ 110,288	$ 110,288		$ 110,288	$ -	$ -
Reefton Campground	$ 300,000	$ 300,000	$ 158,129	$ 141,871	$ -	$ -
Ngakawau Swimming Pool	$ 310,000	$ 310,000		$ 310,000	$ -	$ -
Granity Fund raising centre	$ 25,000	$ 25,000		$ 25,000	$ -	$ -
Stormwater/Wastewater	$ 135,000	$ 131,707	$ 77,380	$ -	$ 3,293	$ 54,327
Bore water tests	$ 50,000	$ 50,000		$ 50,000	$ -	$ -
LWDW report	$ 15,642	$ 15,642	$ 15,642	$ -	$ -	$ -
RW Stormwater concept	$ 69,712	$ 69,712		$ 69,712	$ -	$ -
Total	**$ 3,500,000**	**$ 3,120,300**	**$ 368,358**	**$2,582,923**	**$ 379,700**	**$ 170,061**
Colour key:		Project completed	Awaiting approval	Draw down complete		

NB: Civil Defence budget is in credit as 100% drawn down in the 10% advance payment

Surplus funding: Directive from Crown Infrastructure Partners to use any surplus funding for 3 Waters projects or for the setup of a new Water entity.

- $15,642 Airport Relocations surplus to be used for the T + T report commissioned by 3 District Councils into 3 Waters – approved by CIP 4 October 24
- $69,712 Critical Water surplus funding to be used for contribution to Worley's stormwater concept work for Resilient Westport –submitted to CIP awaiting approval.

Communications

An update on media, marketing and communication activity for the programme/project

Westport News reported on the request to reprioritise funding from Waimangaroa and Westport smoke testing projects and the subsequent discussions at the April Council meeting. Better off Funding Tranche 2 funding has been withdrawn by Government.

Westport News reported on the additional funding available of $950k from the Westport Wastewater/stormwater smoke testing project and Waimangaroa water project discontinuation.

Westport News reported on the allocation of $300k to Reefton Campground Accommodation

Westport News reported on the Council workshop in September and the outcome of the Council meeting for the unallocated funding of $650k

Cultural Community Hub working group met with Westport News Reporter in November to ensure correct facts are in the public domain

Westport News reported on DIA directive of expenditure on water infrastructure rather than Community projects.

Emergency Water - Comms to Westport Community w/c 12 April after first tank installed

Media release for WaStop completion under the 3 Waters BoF funding May

Media Release for completion of Granity Fundraising Centre – July

August Media coverage from last RAC meeting re funders reviewing KPMG report

October – Media coverage from RAC meeting re funding hold.

November – Plan media release for Inangahua tender

December – media release for Inangahua contract

April/May – media releases for Reefton Campground Accommodation award of construction and site works contracts

July – Reefton Campground Accommodation project update – Reefton Clarion and Fb update (28 July)

Reefton Campground Accommodation Project

Reporting Month Ending:	31/07/2025
Project Sponsor:	Paul Numan
Business Owner:	Anthony Blom
Programme Manager:	Penny Bicknell
Project Manager:	Rick Barry
Last RAC Meeting:	18 June 2025
Next RAC Meeting:	13 August 2025

R.A.G (Red, Amber, Green) Status

Overall:		*Overall project status is good. All contracts are in place.*
Budget:		*Project is within budget*
Scope:		*Design changes and consent amendments have been required for the factory build.*
Resource:		*After issues with contract negotiations, all resources are contracted for the project. The project manager has increased duties due to the additional contracting requirements.*
Schedule:		*Due to necessary factory build construction alterations and consent amendments, the project is currently running two weeks behind in the factory, with delivery now expected from 11 to 15 August. Every attempt will be made to pull back time on site for a handover the week of 15 September.*
Risks / Issues:		*Biggest two risks are factory construction delays, due to construction methodology changes, material supply timelines and onsite weather delays, all which may impact the final completion date and budget. Stakeholders are updated regularly*

Decision log

Decision	Description	Outcome implications

Project / Programme State of play

Last Month	Next Month
South Peak Homes (SPH) Factory Build - All window and door joinery installed. External wall cladding 80% completed. Internal plastering and painting commenced. Fit out to commence late July/early August - Reefton builders are organised to complete the roof cladding in the SPH factory week of 28 July. - Transport and delivery scheduled for the week 11 – 15 August **Onsite Civil** - WestReef 80% completed renewal of collapsed sewer main found during Stage 2. BDC funding the replacements - WestReef expect to complete sewer, stormwater and potable water main connections by first week August **Onsite Building**, - All foundation works completed, including driven piles, concrete-encased piles, and the intertenancy fire-rated concrete foundation wall - Services pre-piping completed, including sewer, stormwater, potable water, electrical supply and data fibre completed, ready for connection when cabins arrive on site **Compliance** - 8 of 52 inspections and 31 of 91 consent documents approved.	**Factory build** – Final fit-out of all kitchen and bathroom fixtures and fittings. Completion of internal plumbing, electrical, gas and heat-pump connections, ready for onsite connections. **Onsite Civil** - WestReef scheduled to complete sewer, stormwater and potable water main connections and clear the site access for cabin deliveries on week 11 August. - WestReef to schedule the Stage 3 access land and carpark surfacing work for late August/early September **Onsite Building –** Take delivery of cabins and fix to foundations. Install top section of roof trusses and roof cladding onsite. Construct cabin decks, steps, accessible ramps and concrete pathways, including accessible Ecoglo signage and step strip edging. Install garden and lawn edging and prepare gardens and lawns for planting/seeding. **Compliance** – Keep inspections and documentation on schedule for achieving Building Consent - Code Compliance Certificate for anticipated handover in early September 2025

Project / Programme Financials

Current Financial Year – FY26 At 31 July 2025		
Funds	**Approved Budget (A)**	**Drawdown received**
Better Off Fund	$300,000	$141,871
Federation Mining	$350,000	$350,000
DWC Loan	$700,000	$500,000
BDC Amenities Reserve	$364,000	$0
BDC IS BAU	$43,102.30	$ 20,000
Totals	**$1,757,102.30**	**$1,011,871**

Life to Date - Expenditure to 30 June 2025					
May 2025 - Reefton Campground Accommodation (A)	**Approved Budget**	**Total Spend to Date (Actuals)** (B)	**Forecast cost** to complete (C)	**Forecast cost** at completion (B+C = D)	**Project Variance** (A-D)
Planning	$5,000	$4,305	$0	$4,305	$695
Tender/contract management	$22,000	$21,084	$0	$21,084	$916
Design	$50,000	$35,261	$7,000	$42,261	$7,739
Consents & Approvals	$26,500	$36,908	$0	$36,908	-$10,408
Legal	$20,000	$30,366	$0	$30,366	-$10,366
Project/Programme Management	$80,000	$82,801	$33,000	$115,801	-$35,801
Construction – site prep/ 3 waters	$262,806	$140,473	$122,333	$262,806	$0
Construction on site	$318,500	$92,000	$226,500	$318,500	$0
Cabin construction off site	$760,946	$389,662	$371,284	$760,946	$0
Other Contractors on site	$101,460	$37,500	$63,960	$100,460	$1,000
Insurance		$5,258	$0	$5,258	-$5,258
Contingency	$109,890		$58,406	$58,406	
Totals	**$1,757,102**	**$875,618**	**$882,483**	**$1,757,102**	**-$51,484**

Project / Programme High-Level Roadmap

Project Name	FY FY25				FY FY26			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Reefton Campground Accommodation								

Project / Programme Milestones

Milestone	Baseline Date	Actual Date	% Complete	Comment
Resource consent	22-Nov-24	31-Mar-25	100%	Completed and approved
Building consent process	24-Jan-25	31-Mar-25	60%	BC250011 approved. Factory build variations and BC amendments approved. Scheduling ongoing for building consent inspections and consent documents; to achieve CCC.
Tender (GETS)	13-Feb-25	31-Mar-25	100%	Completed and Contracts approved
Council and Stakeholder approvals	31-Mar-25	10-Apr-25	100%	Approvals complete
South Peak Homes (SPH) factory build	30-Apr-25	11-Aug-25	75%	Factory build completion pushed out to week of 11 August delivery
WestReef Services Stage One – siteworks/earthworks	30-Apr-25	19-May-25	100%	Complete
WestReef Services Stage Two – 3 waters	30-Apr-25	08-Aug-25	85%	Replacement of damage to sewer mains is 80% completed. All Stage 2 drainage work anticipated to be completed late July or first week August, before cabin delivery
Onsite piling/foundations etc	04-Jun-25	25-Jun-25	100%	All driven piling and concrete foundation work is complete. AMK Engineers certification for piles and intertenancy concrete nib walls approved
Onsite inground pre-pipe drainage and plumbing trenching and install	19-Jun-25	25-Jul-25	100%	All prep-pipe work is completed.
Onsite decking, step, ramp and access footpath construction	19-Jun-25	06-Sep-25	10%	Some in-situ deck piles completed. Deck, step and ramp construction will be completed onsite in August, once the cabins are onsite

Onsite construction of east boundary fence	28-Jul-25	08-Aug-25	0%	Supply and construction now scheduled late July/early August
Cabin units transport, unlading and fixing to piles	11-Aug-25	15-Aug-25	0%	3 weeks delay to factory construction, due to design amendments, aluminium joinery supply delays and factory resourcing issues
Install new power supply	04-Aug-25	22-Aug-25	60%	The mains cable and cable ducts are installed. Final power connections will happen when the cabins are fixed to piles onsite
Drainage and plumbing underfloor installation and connections	18-Aug-25	22-Aug-25	0%	The underfloor plumbing and final connections will happen when the cabins are delivered
Onsite – complete pile fixings, baseboards, verandas, decks, steps and ramps, pathways, hard landscaping	11-Aug-25	12-Sep-25	0%	This work will happen when the cabins are fixed to piles onsite
Stage 3: Construct Access Lane and carparking	15-Aug-25	12-Sep-25	0%	This work will commence once all cabins are fixed onsite and the onsite Buildings decking, step, ramp and footpath concrete work is completed, to mitigate concrete truck damage access the site. The final access land and carparking surface finishing tasks are weather dependant
Commissioning, Compliance certification and handover	15-Sep-25	19-Sep-25	0%	Three-week delay

Project / Programme Key Documents

Sharepoint link	Document	Expected submission date	Approval date	Comments
	Indicative Business Case	[Insert date]	[Insert date]	
	Detailed Business Case	14-Apr-25	16-Apr-25	
	Change Request(s)	[Insert date]	[Insert date]	[All change requests must be listed. Insert lines as needed.]
	Closure Report	[Insert date]	[Insert date]	

Project / Programme Risks

Risk ID	Date last Reviewed	Short Risk Name	Source of Concern / Opportunity	Implications	Risk Owner	Rating	Trend	Treatments
01	27/06/25	Non-Compliance	Failure to meet building and/or resource consent conditions	Non-compliance with construction, causing illegal building Loss of reputation for Stakeholders	Project Manager	Medium	No Change	Ensure early engagement with compliance authorities and regular audits to identify and resolve issues in a timely manner.
02	27/06/25	Timeline Overruns	Changes to construction	Not meeting Stakeholder	Project Manager	High	Increasing	Ensure early and continuous engagement with the Contractors,

			methodology, amendments to Consents, delays with resources, adverse weather, unanticipated event	and/or Investor expectations				Compliance authorities and Stakeholders. Identify and resolve or negotiate timeline issues
03	27/06/25	Cost Overruns	Shortfall in external funding or cost escalations beyond approved budget	Not completing the project work to code compliance, due to lack of budget	Project Manager Project Working Group	Medium	No Change	Secure commitments from external funders early Secure tender offers within the approved budget Confirm with stakeholder the elements of project that are negotiable
04	27/06/25	Operational responsibilities	Ineffective coordination among stakeholders, leading to decision and responsibility uncertainties	Misunderstandings with decision-making responsibilities between the Project Manager, Project Team and Camp Management, leading to decision delays, duplications or unauthorised decisions.	Project Manager Project Working Group	Medium	No Change	Regular stakeholder meetings, confirming and document roles and responsibilities

05	27/06/25	Stakeholder responsibilities	Community or stakeholder opposition, requiring consultation process	Decision delays, causing timeline and/or financial challenges	Project Manager Project Working Group Main Stakeholders	Medium	No Change	Proactive engagement through regular stakeholder meetings, Stakeholder and public consultation as necessary
06	27/06/25	Health and Safety responsibilities	Inadequate safety measures during construction activities, Interaction with camp BAU Managing unauthorised public interaction on the site	Injury to work personnel, camp staff or members of the public Non-compliance	Project Manager Contractor Camp Manager	Medium	No Change	Implement robust Site-specific health and safety plans with Contractors and Subcontractors, including Tool Box meetings PM to complete regular site inspections to ensure onsite compliance.
07	27/06/25	Environmental responsibilities	Negative environmental impact, due to poor Contractor environmental controls and/or infrastructure strain.	Non-compliance	Project Manager Contractor BDC IS	Low	No Change	Contractor to adopt proactive practices in compliance with Enviro Management Plan. Upgrades to fraught infrastructure

08	27/06/25	Legal and Governance responsibilities	Unclear responsibility or poorly managed contractual obligations	Contractual disputes	Project Manager Contractor Investors	Medium	No Change	Develop clear contracts and formalise ownership responsibilities.

Project / Programme Issues

Issue ID	Date Raised	Issue Description	Priority	Action Required	Issue Owner
01	27-Jun-25	South Peak Homes (SPH) factory design changes, consent compliance process timelines with intertenancy fire walls, plus a two-week delay in window joinery supply has pushed the cabin delivery from 21 July to the week of 11 to 15 August 2025.	High	SPH to continue working with their sub-contractors to recover time, including accelerating internal works for plastering, painting, final fit-out of kitchens, bathrooms and services Project Manager to work closely with SPH to monitor factory progress. Reefton onsite Builders - West Coast Building and Development (WCBD) are completing some roofing work in the SHP factory to help reduce roofing work onsite. WCBD and other onsite contractors are committed to actively identify and implement opportunities to pull back time once cabins are delivered and fixed to piles	Project Manager South Peak Homes Onsite Contractors

Project / Programme Dependencies

Ref #	Description	Urgency	Owner	Critical Date	Progress / Actions
01	The damaged sewer main is part of the essential infrastructure required to provide compliant wastewater drainage for the new cabin units. The location of the sewer main is the access lane to the new cabin site	H	BDC Infrastructure Services Project Manager WestReef Services	08-Aug-25	The timely replacement of the damaged sewer mains identified by WestReef Services during Stage 2 of the project civil works. This work is scheduled to be completed and access tidied up by week 4 August, prior to the onsite delivery and crane unloading of the cabins

Partnerships / Relationship Management

Partnership / Relationship	Notes
Development West Coast	Loan funding secured. Included in monthly stakeholder meeting. First draw down of $500k due mid July 2025
Federation Mining	Final client and funding contributor. Included in monthly stakeholder meetings and kept up to date on potential delays to the project.
Reefton Campground Committee	Consulted in all decision making. Monthly report
Buller District Council	Vested ownership responsibilities of the Reefton Campground, which is located on Recreational Reserve, managed in accordance with the provisions of the Reserves Act 1977 Responsible for the ongoing management of the camp operations

	Responsible for local infrastructure: roads, footpaths, water supply, wastewater, stormwater, and waste services.
	Recipient of the DWC loan funding with responsibility for ensuring repayments of the loan.
	Additional loan funding through the Amenities Reserve Fund. BDC finance team to ensure repayments to the fund and appropriate interest payments.

Media and Communications

- Community consultation was completed as part of the Council approval process, with public submission opportunities and public updates communicated via the BDC Facebook page, the Westport News, and the Reefton Clarion.
- The BDC Community Engagement team has worked with the Project Manager to provided project milestone media releases and activity updates through the BDC Facebook page, Reefton Clarion, neighbourhood mail drops, and notices at the BDC Reefton Information Centre.
- The Westport News recently reported positively on project support from Federation Mining, Development West Coast (DWC), Buller District Council (BDC), and Central Government, following a stakeholder visit to the South Peak Homes factory, which includes the Buller Mayor and BDC Corporate Services Manager.
- Project update submitted to Reefton Clarion for 28 July 2025.

Images (w/c 15 July 2025)

RISK AND AUDIT COMMITTEE

13 August 2025

AGENDA ITEM: 8

Prepared by   Glen Pellew
Financial Accountant

Reviewed by   Kaaren Phipps
Manager Finance

Paul Numan
Group Manager Corporate Services

Attachments   1. BDC Financial Performance Report as at 30 June 2025

Public Excluded: No

FINANCIAL PERFORMANCE REPORT AS AT 30 JUNE 2025

1.   **REPORT PURPOSE**
The purpose of this report is to provide the Risk and Audit Committee with an update on Council financial performance and is provided for information. Please note that no decision is required in relation to this information.   This is a management report for the full year results but remains subject to final year end audit adjustments.

2.   **EXECUTIVE SUMMARY**
This report provides an update on Council's financial performance for the period ended 30 June 2025. The report will assist in understanding the operational results the report is presented in three sections - business-as-usual, - additional grants and - flood recovery. As already mentioned, this is a management report for the full year results but remains subject to final year audit adjustments.

3.   **DISCUSSION**
The operational financial performance summary report as at 30 June 2025 and discussion is provided as follows:

	Actual YTD	Annual Plan	YTD Variance	
Operational Revenue	40,016,739	41,384,510	(1,367,771)	■
Operational Expenditure	39,749,672	39,289,389	(460,283)	■
TOTAL OPERATIONAL VARIANCE	267,068	2,095,121	(1,828,053)	■
Additional Grant Revenue	1,518,680	142,289	1,376,391	●
Additional Grant Expenditure	1,050,678	0	(1,050,678)	■
TOTAL ADDITIONAL GRANT VARIANCE	468,003	142,289	325,714	●
Flood Event Revenue	5,261,245	0	5,261,245	●
Flood Event Expenditure	14,266	0	(14,266)	▲
TOTAL FLOOD EVENT VARIANCE	5,246,979	0	5,246,979	●
Total Surplus / (Loss)	**5,982,050**	**2,237,410**	**3,744,640**	●

4. Key: ● Favourable Variance + $50k   ■ Unfavourable Variance - $50k   ▲ Neutral Variance +/- $50k

5. <u>The operational variance</u> to date is $1.8m unfavourable against a budgeted variance of $2.095m. The shortfall is largely as a result of the dredge not being used to its full capacity in conjunction with other offsetting across the cost centres.

6. As per the attached Performance Report:

- Westport Harbour revenue has dropped by $2.1m as a result of external dredge revenue not being realised. Expenses also were unfavourable by $667k and there will be a further insurance adjustment/re-allocation which will reduce the unfavourable balance (amount yet to be determined). Repairs and maintenance are also being reviewed and there may be some expenses from this that will be capitalised.
- Water Supplies revenue was consistent to budget of $4.8m with a shortfall of $108k and expenses are favourable by $548k. There are some expenses that have gone through to additional grant revenue: Water Supplies IAF Funding $172k Westport Water, Better Off Funding $193k Inangahua Junction.
- Airport revenue was also close to budget with a shortfall of $45k and expenses remain favourable to budget by $94k.
- Solid Waste: Waste Management Services Procurement has been higher than estimated. Operational cost of the Karamea Landfill has increased due to increased site attendance functions. The operational cost of the Maruia Landfill has increased due to a contract agreement with WestReef Services.
- Roading and Transport revenue represents a large portion of the budget with $10.1m and actual year to date variance is showing as slightly unfavourable by $58k. Expenses for roading and transport are favourable by $656k.

- Infrastructure delivery: Note that there is a combination of various infrastructure services expenses for infrastructure delivery expenses of $699k and infrastructure PMO expenses of $610k. These may be reallocated within IS.
- Regulatory revenue was $776k favourable due to a high demand of chargeable work for consents and consent holders are meeting reserve contribution conditions of subdivision consents so that they can obtain new titles. Expenses were also favourable to budget by $185k.
- Council – General Rates & Treasury revenue was consistent with budget, and this includes the Subvention payment of $1.3m.

7. <u>Overall YTD variance</u> was favourable by $3.7m as per the summary report.

8. <u>Additional grant revenue and expenditure:</u> Additional grants to date yield a $468k surplus when compared to the budget of $142k surplus as per the Summary.

9. All actual revenue and expenditure incurred were not budgeted for and some of the operational expenditure projects relate to items such as

- Mayor's taskforce for jobs (Note that this contract was extended for 24/25 but has now ended)
- Better off funded climate change adaptation and preparedness
- DIA funded resilient Westport costs
- Betterment funding for the Westport Master Plan
- KMTT restoring and protecting flora project, and
- MfE funded organic waste project.
- Capital projects such as IAF funded Alma Road infrastructure and Better Off funded projects.

10. <u>Flood recovery revenue and expenditure:</u> The flood event result to date is an overall surplus of $5.247m, as this is unbudgeted it shows a favourable variance and is driven by NEMA Tranche 2 funding. This also contributed to the overall favourable results as at 30 June 2025 of $3.7m.

11. **ADDITIONAL COMMENTS**
The standard considerations have been thoroughly evaluated, and there are no additional comments at this time.

12. **DRAFT RECOMMENDATION**

That the Financial Performance Report to 30 June 2025 - dated 13 August 2025 be received.

BULLER DISTRICT COUNCIL
Monthly Financial Performance Report for the Month to June 2025

Prepared by: Glen Pellew
Reviewed by: Kaaren Phipps and Paul Numan

Performance Report	Actual Year to Date	Annual Plan YTD Budget	YTD Variance	Status
Operational Revenue				
Community Services	447,019	368,490	78,529	●
Westport Harbour	960,029	3,116,659	(2,156,630)	■
Governance & Representation	0	0	0	▲
Water Supplies	4,770,074	4,878,928	(108,854)	■
Airport	160,790	206,013	(45,223)	▲
Community Facilities	1,501,990	1,451,978	50,012	●
Roading & Transport	10,132,897	10,191,004	(58,107)	■
Regulatory Services	2,493,716	1,717,741	775,975	●
Solid Waste	1,356,112	1,240,979	115,133	●
Support Services	165,213	76,921	88,292	●
Council - General Rates & Treasury	14,969,989	14,949,786	20,203	▲
Wastewater	3,058,910	3,180,809	(121,899)	■
Stormwater	0	5,202	(5,202)	▲
Total Operational Revenue	**40,016,739**	**41,384,510**	**(1,367,771)**	■
Operational Expenditure				
Community Services	4,665,917	4,709,425	43,508	▲
Westport Harbour	3,792,948	3,126,140	(666,808)	■
Governance & Representation	2,007,457	2,186,945	179,488	●
Water Supplies	4,577,398	5,125,046	547,648	●
Airport	498,055	591,913	93,858	●
Community Facilities	3,383,022	3,567,338	184,316	●
Roading & Transport	9,670,337	10,326,211	655,874	●
Infrastructure Delivery (cost recovery and expenditure netted off)	1,309,605	(1)	(1,309,606)	■
Regulatory Services	3,082,688	3,268,072	185,384	●
Solid Waste	1,944,857	1,801,249	(143,608)	■
Support Services	844,223	546,660	(297,563)	■
Wastewater	3,153,524	3,081,687	(71,837)	■
Stormwater	819,638	958,704	139,066	●
Total Operational Expenditure	**39,749,672**	**39,289,389**	**(460,283)**	■
OPERATIONAL SURPLUS / (DEFICIT)	**267,068**	**2,095,121**	**(1,828,053)**	■

	Actual Year to Date	Annual Plan YTD Budget	YTD Variance	Status
Additional Grant Revenue				
Community Services	378,377	0	378,377	●
Regulatory Services	0	0	0	▲
Westport Harbour	0	0	0	▲
Commercial and Corporate Services	313,935	142,289	171,646	●
Water Supplies	(365,485)	0	(365,485)	■
Wastewater	198,032	0	198,032	●
Stormwater	40,649	0	40,649	▲
Community Facilities	624,254	0	624,254	●
Roading & Transport	233,511	0	233,511	●
Council - Resilience	9,679	0	9,679	▲
Solid Waste	85,728	0	85,728	●

Total Additional Grants Revenue	**1,518,680**	**142,289**	**1,376,391**	🟢
Additional Grant Expenditure *(excludes Capital Expenditure)*				
Community Services	606,647	0	(606,647)	🟧
Regulatory Services	0	0	0	🔺
Westport Harbour	3,963	0	(3,963)	🔺
Commercial and Corporate Services	264,080	0	(264,080)	🟧
Water Supplies	0	0	0	🔺
Community Facilities	2,642	0	(2,642)	🔺
Council - Resilience	96,819	0	(96,819)	🟧
Solid Waste	76,527	0	(76,527)	🟧
Total Additional Grants Expenditure	**1,050,678**	**0**	**(1,050,678)**	🟧
ADDITIONAL GRANTS SURPLUS / (DEFICIT)	**468,003**	**142,289**	**325,714**	🟢
Flood Event Revenue				
All Flood Event Revenue	5,261,245	0	5,261,245	🟢
Total Unbudgeted Flood Event Revenue	**5,261,245**	**0**	**5,261,245**	🟢
Flood Event Expenditure *(excludes Capital Expenditure)*				
Flood Event Operational Expenditure	14,266	0	(14,266)	🔺
Total Unbudgeted Flood Event Expenditure	**14,266**	**0**	**(14,266)**	🔺
FLOOD EVENT SURPLUS / (DEFICIT)	**5,246,979**	**0**	**5,246,979**	🟢
TOTAL SURPLUS / (DEFICIT)	**5,982,050**	**2,237,410**	**3,744,640**	🟢

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

<div align="right">

AGENDA ITEM: 9

</div>

Prepared by - Bronwyn Little
- Senior Policy Advisor

Reviewed by - Krissy Trigg
- Group Manager Community Services

Public Excluded: No

BYLAWS AND POLICIES REVIEW AUGUST 2025

1. **REPORT PURPOSE**
   This report outlines progress made on the review of Buller District Councils bylaws and policies.

2. **EXECUTIVE SUMMARY**
   The review of current bylaws and policies continues with the Dangerous, Affected and Insanitary Buildings Policy ready for endorsement at this meeting, and the Class 4 Gambling and TAB Policy coming to the next Risk and Audit Committee. The Traffic Bylaw review will be presented in the coming months together with the Trade Waste Bylaw review.

3. **DISCUSSION**

4. <u>Dangerous, Affected and Insanitary Buildings Policy</u>:
   This policy has now been through the public consultation process and will be presented at this meeting for endorsement to Council. One submission was received and it is recommended that the draft policy be amended slightly before it is adopted by Council.

5. <u>Class 4 Gambling and TAB Venues Policy</u>:
   Following on from the decision of the Risk and Audit Committee in April 2025, a draft policy has been developed along with an accompanying Statement of Proposal which will come to this committee in September for endorsement. In addition, a social impact assessment has been prepared as required under the legislation. The recommendation of the committee will be presented along with the draft documents (with any changes recommended by the committee) to Council on 24 September 2025 for adoption as the basis for public consultation.

6. Traffic Bylaw:
    The current Traffic Bylaw has been reviewed by Council staff. Recommendations for the draft bylaw reflect Council's decision on 29 November 2023:

7. *'Endorse Option 3 to proceed with amending the existing Traffic Bylaw to legally restrict heavy vehicle usage of the Roebuck Street, Menzies Street, Stout Street and Balance Street area.'*

8. The draft bylaw is currently with Council's legal advisors for review and will be forwarded to the Risk and Audit Committee as soon as the advice has been received.

9. Navigation and Safety Bylaw
    The Navigation and Safety Bylaw has been reviewed by staff. Legal advice received has recommended that before the review is completed, the transfer or delegation of powers with regard to the harbour from the West Coast Regional Council to the Buller District Council be refreshed. The original transfer was made in 2001. An information report on the intention to engage with the regional council on this matter was presented to Council on 30 July 2025. Further reports to Council will be made as the process moves forward.

10. Trade Waste Bylaw
    As resources allow, staff are preparing the review of the draft Trade Waste Bylaw and accompanying Statement of Proposal. An extended consultation period is required for this bylaw and it is expected that the draft will be brought to the appropriate committee in November.

11. Control of Dogs Bylaw and Dog Control Policy:
    Review and evaluation of the current bylaw and policy is underway. Best practice examples from other local authorities are also being reviewed to assist in the drafting of the bylaw.

12. Fires in the Open Air Bylaw
    An initiative between the three West Coast territorial authorities and the regional council has recently commenced on this bylaw. A report to the appropriate committee will be prepared outlining any proposal for collaboration.

13. Other Bylaws and Policies:
    Work will be continuing on other existing bylaws and policies as time and resources allow in the coming year:
    - Banning of Alcohol in Public Places Bylaw
    - Freedom Camping Bylaw
    - Solid Waste Bylaw
    - Fencing of Swimming Pools Policy (in line with new legislation)

- Wastewater/Stormwater/Water Supply Bylaws – consideration of implications regarding proposed three Councils Controlled Organisation.

14. <u>Possible New Policies</u>
- Local Alcohol Policy: Some councillors have expressed an interest in the development of a Local Alcohol Policy (LAP) for Buller. LAPs are a set of decisions made by a council in consultation with its community about the sale and supply of alcohol in its area. They outline the location, number and trading hours for businesses that sell alcohol in different areas of a city or district with the goal of reducing harm. A paper outlining the advantages and disadvantages of LAPs will be presented to Council in the new Triennium should it be requested by the new council.

15. **DRAFT RECOMMENDATION**

That the report Bylaws And Policies Review August 2025 dated 13 August 2025 be received for information.

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 10

Prepared by   Bronwyn Little
                     Senior Policy Advisor

Reviewed by   Krissy Trigg
                     Group Manager Community Services

Public Excluded: No

PROPERTY RATIONALISATION UPDATE

1. **EXECUTIVE SUMMARY**
   - Since the last update to Council, three further properties have been sold – two in Denniston and one in Waimangaroa
   - The former Reefton Service Centre has been cleared, cleaned and is currently on the market for buyers at $475,000+
   - Staff recommend that the preparation process for the remaining two properties in Denniston is put on hold as requirements under Section 40 of the Public Works Act 1981 (PWA1981) are onerous in terms of time and money
   - Background work continues on 119-121 Broadway in Reefton and the road stopping process is underway on the former Reefton depot property
   - This report seeks the Committee's direction moving forward

2. **DRAFT RECOMMENDATION**

   That Council:
   1. **Notes progress made on the Property Rationalisation Project and sales to date.**

   2. **Instructs the Chief Executive Officer to defer further preparatory work for the sale of Section 67 TN OF Denniston and Lot 1 DP 542 (Gillies Street, Denniston); and**

   3. **Instructs the Chief Executive Officer to continue to:**
      (a) **progress the preparation and sale of the two Reefton properties already identified for disposal; and**
      (b) **identify any further properties no longer required for Council purposes and report back to Council for consideration.**

3.   **ISSUES & DISCUSSION**

4.   **BACKGROUND**

5.   History:
Following the direction set in the Long-Term Plan 2021-2031 the Council Property Rationalisation Project has identified a number of council owned properties which are recommended for sale. Four groups of properties have been approved for disposal in reports to the 30 March 2022, 27 April 2022, 29 March 2023 and 24 May 2024 Council meetings.

6.   Current Situation:
The following table sets out the current situation for each property regarding legal advice, preparation for sale, marketing and sale. Included are two properties (Carter's Beach Historic site and 32 Russell Street) were subject to decisions by Council outside the rationalisation project.

COUNCIL APPROVED FOR SALE		
1	**157 Queen Street** (Lot 2 DP 3772) House and Section	• **SOLD $220,000 (**2023)
2	**84 Domett Street** (Lot 1 DP 399643) and **Bentham Street** (Part Lot 78 DP 47)	• Infrastructure Services require the land for dry ponds and stormwater access
3	**Lighthouse Road**, between Numbers 32 and 34 (Section 2 SO 14947)	• **SOLD** (to adjoining owners) **$80,000** (2023)
4	**7 Webb Street** (Lot 4 DP 3829)	• **SOLD $88,000 (**Nov. 2022)
5	**William/Bridge/Don Streets, former depot Reefton** (Sections 845 - 854 Town of Reefton SO 9594 and Section 1357 Town of Reefton SO 9879)	• Majority of property on HAIL register: *Verified HAIL site: risk not quantified* • Need to separate out one lot from adjoining Senior Housing property - Section 40 PWA1981 obligations • Road closure under the provisions of the PWA1981 underway – decision expected end of 2025 • Valuation required

		• Section 40 Public Works Act notification to Minister of Lands required following road closure
6	**153A Queen Street** (Part Lot 1 DP 47)	• Infrastructure Services require the land for stormwater
7	**18 Mill Street** (Lot 3 DP 3929)	**SOLD $70,000** (Jan 2024)
8	**99 Russell Street** (Lot 4 DP 14050)	**SOLD $80,000 (**July 2023)
9	**13 Plaskett Street**, **Reefton** (Lot 3 DP 16814)	• Removed from list 29 May 2024
10	**71 Domett Street/Percy's Bush** (Sections 7 & 8 SQ 141)	• Viability of option to subdivide unclear • Put on hold
11	**Carters Beach Historic Site**	• Land identified as historic site of importance to local iwi • DOC and BDC entered negotiations for sale and purchase • **SOLD $200,000**
12	**Boswell Street Denniston** - Lot 2 DP 1987, Record of Title NL68/279 (172m^2)	• Two properties (#12 and #13) **SOLD $23,000** (July 2025)
13	**Gillies St (north) Denniston** - Part Section 90 TN Of Denniston, Record of Title NL20/89 (546m^2)	
14	**Corner Gillies and Boswell Streets – Denniston** Part Section 67 TN OF	• Market appraisal - $10,000 to $20,000

	Denniston, Record of Title NL33/90 (383m^2)	• Offer back required to previous owner or successor under S40 PWA1981 • Unlikely to recover costs for legal advice, valuation and staff time Staff recommendation not to proceed
15	**Gillies Street (south) Denniston** - Lot 1 DP 542 Record of Title NL39/95 (413m^2)	• Market appraisal - $10,000 to $20,000 • Offer back required to previous owner or successor under S40 PWA1981 • Unlikely to recover costs for legal advice, valuation and staff time Staff recommendation not to proceed
16	**7 Aiken Street**, **Waimangaroa** - Lot 70 DP 21 Blk II Kawatiri SD, Record of Title NL12A/96	**SOLD $53,000** (July 2025)
17	**119-121 Broadway, Reefton** Part of Lot 1 DP11987	• Section 40 PWA1981 investigation underway
18	**(former) Reefton Service Centre 66 Broadway** Secs 178-179 Town of Reefton	• Building cleared and cleaned • Marketing underway – buyers $475,000+
19	**32 Russell Street** Section 106 Town of Westport	**SOLD $555,000** (to adjoining owner)

7.   In total ten properties have been sold totalling $1,369,000 since March 2022.

8.   <u>Properties yet to sell:</u>
There are currently a further five properties which are in various stages of preparation for sale or marketing. Background preparatory work continues on the Reefton properties, including the road closure process on the former depot site. The former Service Centre is currently being marketed.

9.   The two remaining properties in Denniston (14 and 15 in the table above) have been through an initial Section 40 PWA1981 evaluation. The offer back process to the previous owners or their successors will need to be followed. The previous owners or successors will have to be identified and offered the opportunity to buy the land back at an agreed value.

10.   Legal costs to date for advice on Section 40 requirements for these two properties has been around $2000 for both properties. Further legal investigation into previous land ownership would probably cost a further $2000 to $3000 along with

valuations for both properties which could cost $1600 to $2000. Further costs could be incurred if survey work is required to establish boundaries - simple boundary staking costs around $2,500 per property. These costs are in addition to staff time, conveyancing fees and any real estate agent fees should the properties sell (expectations of sale values are $10,000 to $20,000 for each property). Given staff resources for the project are also limited it is recommended that the preparation for the sale for these two properties be put on hold and brought back to council at a later date.

11. **OPTIONS**

12. **Option 1 – Status Quo**
Continue with the preparation process for the remaining four identified properties. Staff resources continue to be utilised to identify properties for consideration by Council

13. **Advantages**
   - Future sale of three of the Reefton properties
   - Possible sale of Denniston properties
   - Further potential properties for disposal identified

14. **Disadvantages**
   - Costs of preparing Denniston sites for sale for a low return
   - Limited staff resources used to undertake the further preparatory work required for the sale of the Denniston properties

15. **Option 2 – Continue with preparation of the two remaining Reefton properties (5 and 17 above) and continue to identify other properties for possible disposal**.
Continue with marketing the former Reefton Service Centre and preparing the two other Reefton properties for sale. Remove the two remaining Denniston properties from the active property rationalisation project. Staff resources continue to be utilised identifying properties for consideration by Council.

16. **Advantages**
   - Future sale of three the Reefton properties
   - No further costs associated with Denniston properties
   - Staff time and resources dedicated to identification of potential properties for disposal

17. **Disadvantages**
   - Sale of Denniston properties deferred

18. **PREFERRED OPTION**
    Staff recommend Option 2 moving forward as this is considered to be the best use of council resources and finances. The remaining costs to be incurred on the remaining identified Reefton properties (legal advice and the road closure process at the depot) will be more than covered by the return to Council on sale. Staff resources are considered best used in investigating further property which is surplus to Council needs and potential disposal.

19. **NEXT STEPS**
    - Staff continue with the preparation of the Reefton Deport (5 above) and land associated with the disused senior housing units on Broadway (17 above)
    - Further investigation is undertaken to identify potential land for disposal
    - Further reports to Council as further properties are identified

20. **CONSIDERATIONS**

21. **Strategic Impact**
    The rationalisation of council property to ensure it is managed and utilised responsibly and for the benefit of the community is aligned to the Council's policy and direction.

22. In the 2025-2034 Long Term Plan one of the key assumptions for the Community Services Activity is as follows:

23. 'Opportunities to rationalise Council's building and property portfolio with sales of some surplus land and buildings will be realised during the life of this plan.'

24. **Significance Assessment**
    This report is assessed as being low significance.

25. **Risk Management Implications / Opportunities**
    The following risks or opportunities are identified with the issues identified in this report.

26. <u>Engagement - external</u>
    Legal advice is sought for each property on the project list once Council has agreed to the disposal of the property. Properties are usually sold through Property Brokers who advise on market values and sales strategies.

27. <u>Engagement – internal</u>
    The property rationalisation project is a collaboration between the Infrastructure Group and the Community Services Group working together to identify opportunities and follow through with the appropriate background information and legal processes.

28. <u>Public perception</u>
It is important that Council is responsibly managing the property portfolio and ensuring that a clear process is being followed to either dispose of or retain property and buildings.

29. **Policy & Legislative Considerations**
The following are relevant to the property rationalisation project in general:
- Local Government Act 2002
- Reserves Act 1977
- Treaty of Waitangi Act 1975
- Public Works Act 1981

30. **Māori Impact Statement**
The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value, therefore this decision does not specifically impact Tangata Whenua, their culture and traditions.

31. **Financial Considerations**
As noted above there are always costs associated with the sale of any property. These can include legal advice on any processes which must be completed prior to any sale, property valuations, real estate agent's fees, survey costs and in some cases road stopping and/or offer back processes. These costs are recovered from the sale proceeds. Staff time and resources are managed within existing budgets.

32. **Communication Internal / External**
There may be media interest in the disposal of Council owned property which will be managed appropriately by the Communications Team.

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 11

Prepared by   Jess Curtis
Capital Works Manager

Reviewed by   Anthony Blom
Group Manager Infrastructure Services

Attachments   1. BDC Projects Control Group Report June 2025

Public Excluded: No

INFRASTRUCTURE SERVICES PROJECTS CONTROL GROUP REPORT

1.   **REPORT PURPOSE**

The attached Infrastructure Services Projects Control Group report provides a status update on key operational and capital projects (above $100k) for the Council's information. The report captures project health through budget, scope, resource, schedule, risks/issues and financial tracking for each project.

2.   **EXECUTIVE SUMMARY**

The monthly IS projects report shows key operational and capital projects that are run through the Infrastructure Services Unit by capturing project health through budget, scope, resource, schedule, risks/issues, and financial tracking for each project. Carry forward budgets have been included in the capital expense summary with commentary alongside portfolios with high variances.

3.   High risks, health and safety events including notifiable events and communications for the month are also included in the report. Risks are reviewed and adjusted monthly with high risks and mitigations identified in the May/June report from page 24/25, with the following risks being removed from previous reports:

- Riley Place pump station renewal – delivery funding has been confirmed through the Long-Term Plan 2025-2034 adoption.
- Discharge resource consent application – Volume of request for information work has been understood with resources allocated to the work.

4.   Projects that were delivered before 30 June 2025 include:

- Punakaiki campground sewerage system
- Brougham House HVAC installation

- Karamea landfill and recycling centre upgrade
- Replacement of the wastewater pump stations screens
- Potter road – Buller road pipe relining and replacement
- West Disraeli Palmerston to Queen mains replacement
- Westport and Reefton transfer station upgrade
- Waste minimisation Management plan - WMMP 2024-2030
- Organic Management Feasibility Study
- Adderly Street mains replacement
- The main construction works for the Return to Service Programme

5. **DRAFT RECOMMENDATION**

That the report Infrastructure Services Projects Control Group report dated 13 August 2025 be received.

Buller District Council Infrastructure Services Projects report

Reporting Month Ending:	June 2025
Financial Month Ending:	May 2025
Last Control Group Meeting:	16 June 2025
This Control Group Meeting:	16 July 2025
Next Control Group Meeting:	15 August 2025

Purpose

This report provides an overview of projects (both capital and operational) in the Infrastructure Services team for Buller District Council.

Overall Capital Financials

The table below provides a rolled-up overview of the annual capital budgets, carryovers, and costs to date along with remaining expenditure for each portfolio. The figures below represent the 24/25 capital programme budget, tracked against delivery. Figures in red show an overspend compared to budget.

Portfolio	24/25 AP budget	Carryovers from 23/24	Approved changes	Total approved budget	Cost To Date	Variance (budget – cost to date)	Commentary
Local Roads	$4,292,215	$0	$0	$4,292,215	$2,364,400	$1,927,815	The variance is the NZTA funds allocated to year 1 of the triennium that have

Portfolio	24/25 AP budget	Carryovers from 23/24	Approved changes	Total approved budget	Cost To Date	Variance (budget – cost to date)	Commentary
							been move to outyears.
Special Purpose Roads	$3,065,489	$0	$0	$3,065,489	$186,355	$2,879,134	The variance is the NZTA funds allocated to year 1 of the triennium that have been move to outyears.
Transport & Urban Development	$4,909	$83,132	$0	$88,041	$856,664	-$768,623	This includes costs from the IAF and Resilient Westport projects.
Sewerage Schemes	$1,842,893	$2,742,301	$0	$4,585,194	$1,807,867	$2,777,327	This includes the wastewater improvement programme, Riley Place pumpstation, Packington St and Adderley St main replacement projects
Water Supplies	$5,687,022	$2,264,140	$0	$7,951,162	$2,118,526	$5,832,636	Delays and cost savings with trunkmain stage 2 construction project, final decisions to be made on the Waimangaroa raw water upgrade and trunkmain stage 1b projects.
Stormwater Network	$631,577	$718,790	$0	$1,350,367	$775,621	$574,746	

Portfolio	24/25 AP budget	Carryovers from 23/24	Approved changes	Total approved budget	Cost To Date	Variance (budget – cost to date)	Commentary
Solid Waste	$197,405	$0	$0	$197,405	$153,962	$43,443	
Community Facilities	$781,265	$2,841,724	$0	$3,622,989	$2,108,637	$1,514,352	Variance includes Carnegie Library, Reefton Swimming Pool HVAC and the NBS theatre HVAC projects.
Total	**$16,502,775**	**$8,650,087**	**$0**	**$25,152,862**	**$10,372,032**	**$14,780,830**	

Portfolio summaries

The projects listed below are low, medium and high complexity projects across the Infrastructure Services Capital Works Programme. Minor capital works (less than $100k) are not currently shown, however the aim is to include minor capital, baseline start and finish dates for each project, multiyear project financial breakdowns and show the total portfolio spend breakdown. The reporting description for budgets have been updated to reflect only forecasted overspends.

The report colour coding represents the following:

Colour	Description
	Off track
	Budget – budget variation is forecasted to be 10% over budget, insufficient to deliver or external funding unconfirmed
	Scope – not well defined and/or highly likely that the approved scope cannot be delivered
	Resources – project is significantly under resourced and/or specific skills not in place
	Schedule – no clear visibility of deliverable dates and/or delays in completing deliverables for the delivery dates
	Risk/Issues - risks are not able to be managed at programme/project level despite controls in place and/or risks are expected to eventuate and impact the programme/project delivery.
	On track for now, aspects need resolution
	Budget – budget variation is forecasted to be 5-10% over budget with work underway to resolve
	Scope – not well defined with a scope change identified which may require additional budget/resources/time
	Resources – some variances exist and/or required skills
	Schedule – not enough visibility of deliverable dates, delays may impact final delivery dates
	Risk/Issues - some mitigation strategies are in place but with improvement needed. Risk status overall is worsening.
	On track
	Budget – project on track against approved budget
	Scope – well defined and on track for delivery
	Resources – required resources/capabilities are in place
	Schedule – clear deliverable dates with no delays to baseline delivery dates

	Risk/Issues - risks are fully assessed and managed
	Baselines not yet set to measure report against.

Infrastructure Accelerated Fund Programme Health Check

The Infrastructure Accelerated Fund programme looks to deliver infrastructure investment to catalyse the development of future new housing in Alma Road funded through Kāinga Ora. The stage 1 (design) budget of $1,300,500 included $1,100,000 from Crown Funding and $200,500 of BDC funds. The stage 2 (construction budget) delivery plan has been approved with the procurement planning underway for project management and construction contracts.

Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Transport - Pedestrian Cycleway - 10253							$132,047	$110,320	$0	$110,320	$21,727
Commentary	Design completed Safe System Audit commentary from NZTA for State Highway works received.										
Transport Road safety improvements - 10254							$262,256	$266,973	$15,962	$282,935	-$20,679
Commentary	Design completed Safe System Audit commentary sought from NZTA for State Highway works.										
WWTP Upgrade - 10257							$130,439	$132,686	$0	$132,686	-$2,247
Commentary	WWTP structural design and water supply design complete.										
WW Pressure Lines -10258							$259,061	$258,042	$0	$258,042	$1,019
Commentary	Low pressure sewer design complete. Ownership of pumps on private property to be formalised.										

Water Supply - Watermain Ext - 10261							$64,550	$69,028	$0	$69,028	-$4,478
Commentary	Water main design complete.									
Stormwater - 10259							$81,599	$81,565	$0	$81,565	$34
Commentary	Stormwater design complete.									
Programme Management- 10252							$370,548	$364,958	$5,590	$370,548	$0
Commentary	Construction funding has now been secured and Delivery Plan variation signed in June 2025.									

	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast Cost to Complete	Variance	Commentary
Overall Programme finances	$1,300,500	$1,283,572	$21,552	$1,305,124	-$4,624	Budgets to be updated reflecting the inclusion of the construction stage budgets.

Community Facilities Portfolio health check

The key projects in the Community Facilities portfolio are:

Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Mokihinui Campground Sewerage	🟥	🟩	🟥	🟩	🟥	🟧	$800,000	$43,057	$651,320	$694,377	$105,623
Commentary	Design Report to consider revised user data. Tender evaluation paused. Revised layouts assessing drain field position and size options to be taken for a questions and answers session with the community before acceptance. Funding sources are $400,000 BDC and $400,000 of TIF funding.										
NBS theatre HVAC	🟧	🟩	🟩	🟧	🟧	🟧	$457,000	$16,000	$441,000	$457,000	$0
Commentary	Contract negotiations ongoing for October 2025 installation. Budget made up of $372K BDC funds, $85K from Buller Arts and Recreation Trust (BART) with BART payment confirmed.										
Carnegie Library	🟥	🟥	🟧	🟧	🟧	🟥	$547,157	$121,310	$425,847	$547,157	$0
Commentary	Funding provided by BDC through the 2023-24 Annual Plan, to provide seed funding to enable external funding to be sourced for strengthening and refurbishment work so the building can be reused. Lotteries Grant application unsuccessful with feedback requested for learnings and future applications. Project paused until external funding is confirmed.										
Reefton swimming pool HVAC and upgrade	🟧	🟩	🟩	🟧	🟧	🟧	$600,000	$257,273	$342,727	$600,000	$0
Commentary	Budget made up from $300k approved Lotteries funding to fund HVAC system work along with $300K BDC funding.										

Key projects	Ove rall	Budge t	Scope	Resourc e	Schedul e	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
	200 kVA power supply upgrade switchboard design completed with livening intended for 30th January 2025. New pool cover installed, external door relocated and repairs completed to pool water dosing system. Contract and design specification negotiations ongoing.										

Roading and Transport Portfolio Health Check

The key projects in the Roading and Transport portfolio are listed below. 24-27 projects within the bridge programmes have been added to the report.

Key Projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
LR – Low Cost/Low Risk – Omau Road intersection upgrade	🟧	🟩	🟧	🟩	🟩	🟩	$1,974,332	$387,376	$1,586,956	$1,974,332	$0
Commentary	Procurement closed with tender evaluation underway.										
SPR – Karamea highway rehabilitation	🟧	🟩	🟩	🟩	🟩	🟧	$1,895,172	$1,775,531	$0	$1,775,531	$119,641
Commentary	Remediation work completed, defects liability period underway until February 2026.										
Toki Trail stage 2a	🟧	🟩	🟩	🟩	🟩	🟧	$142,599	$105,306	$37,293	$142,599	$0
Commentary	Final construction completed. Project handover and closure to be started. Funded from a 22/23 carry-forward for district revitalisation work of $158,004. $9,480 of the carry-forward was spent on non-Toki Trail Stage 2A projects, leaving an available budget of $142,599.										
24-27 Road resealing	🟩	🟩	🟩	🟩	🟩	🟩	$4,329,000	$911,213	$3,417,787	$4,329,000	$0
Commentary	Contract award underway. Physical works are to be carried out over two periods (Dec 24 - Mar 25 and Nov 25 - Mar 26). Work for the 24/25 financial year completed.										

Key Projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
24-27 footpath renewals							$471,843	$0	$471,843	$471,843	$0
Commentary	Procurement process underway										
LR – Speed Management Plan							$245,000	$172,771	$0	$172,771	$72,229
Commentary	Council paper underway to show options available under the Ministry of Transport - Setting of Speed Limits Rules 2024										
Kelly's Creek Bridge replacement							$250,000	$2,456	$245,000	$247,456	$2,544
Commentary	Options assessment for bridge replacement to be finalised with NZTA within the wider bridge programme budget.										
Little Wanganui Bridge deck replacement							$870,000	$0	$870,000	$870,000	$0
Commentary	Optioneering and preliminary design underway.										
Blue Grey Bridge replacement							$1,150,000	$87,139	$1,094,000	$1,181,139	-$31,139
Commentary	Resource consent and procurement process underway.										
Brown Grey Bridge replacement							$1,250,000	$80,542	$1,190,966	$1,272,508	-$21,508

Key Projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Commentary	Resource consent and procurement process underway.										

Waste Water Portfolio Health Check

The key projects in the Waste Water portfolio are:

Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Riley Place pumpstation - 52052	🟧	🟩	🟩	🟩	🟧	🟩	$250,000	$2,522	$247,478	$250,000	$0
Commentary	Options assessment underway.										
Pakington street main replacement (20 – 32) - 52021	🟧	🟩	🟩	🟧	🟧	🟧	$380,000	$222,222	$157,778	$380,000	$0
Commentary	Work completed, project closure underway.										
Reefton WWTP upgrades	🟩	🟩	🟩	🟩	🟩	🟩	$120,000	$14,524	$105,476	$120,000	$0
Commentary	Aerator trial completed and new aerator purchased.										
The Strand, Reefton waste water line renewal	⬜	⬜	⬜	⬜	⬜	⬜	$200,000	$0	$200,000	$200,000	$0
Commentary	Project paused for review as part of the 25/26 work programme.										
Westport Wastewater sludge	🟥	🟧	🟧	🟩	🟩	🟥	$200,000	$0	$200,000	$200,000	$0

Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
treatment and disposal	🟥	🟧	🟧	🟩	🟩	🟥					
Commentary	Free drop-off of green waste extended for another 6 months. Preferred storage facility design underway. The resource consent application is on hold until a preferred storage facility design is found.										
Potter Street reactive pipe replacement	🟩	🟩	🟩	🟩	🟩	🟩	$300,000	$234,970	$65,030	$300,000	$0
Commentary	Delivery completed, defects liability period underway.										
Packington Street electrical cabinet	⬜	⬜	⬜	⬜	⬜	⬜	$250,000	$0	$250,000	$250,000	$0
Commentary	Preliminary design options review underway to confirm final scope.										

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Waste Water Improvement Programme Health Check

The wastewater improvements programme looks to reduce the inflow and infiltration of stormwater into the wastewater network and meet resource consent conditions. The projects within this programme are currently being reviewed and will be updated in the future.

Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Replacement of WWPS screens – 10234	🟩	🟩	🟩	🟩	🟩	🟩	$200,000	$203,797	$0	$203,797	-$3,797
Commentary	Closure report underway.										
Discharge resource consent application - 10235	🟥	🟧	🟩	🟧	🟧	🟥	$455,000	$339,889	$115,000	$454,889	$111
Commentary	Orowaiti AEE, public health risk assessment and technical peer review underway.										
Waste water model preparation – 10236	🟧	🟩	🟩	🟩	🟧	🟧	$315,000	$79,493	$121,000	$200,493	$114,507
Commentary	Wastewater modelling and optioneering ongoing. Variation to complete Carters Beach modelling is underway.										
Stormwater model preparation - 10237	🟧	🟩	🟩	🟩	🟧	🟧	$420,000	$167,671	$2,500	$170,171	$249,829
Commentary	Stormwater modelling and optioneering ongoing. Survey underway with results expected in early 2025 once survey is completed.										

Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
	Variance not expected at project completion as additional modelling work is likely to be required that is not shown yet as a committed cost.										
Waste water/storm water separation – 10238							$800,000	$387,962	$295,165	$683,127	$116,873
Commentary	Construction work on going. Previous projects 52017 and 52024 costs to be combined with this project. Overflow tanks for Carters beach and North beach due for in										
Waste water/storm water separation policy – 10239							$50,000	$19,580	$1,243	$20,823	$29,177
Commentary	Funding for delivery consultation live through the LTP.										

	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast Cost to Complete	Variance	Commentary
Overall Programme finances	**$2,240,000**	**$1,198,752**	**$534,908**	**$1,733,660**	**$506,340**	Further scoping of the programme to be completed.

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Water Supplies Portfolio health check

The largest project in the water supplies portfolio is the final stage of the Westport Trunk Main replacement. Funding was approved in the 24/25 annual plan and the project setup is currently underway. The Westport trunk main replacement project was broken into 4 stages. Stage 1a has been fully closed, 1b and 2 are shown below.

Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Punakaiki Chlorination – 51011							$369,000	$313,324	$0	$313,324	$55,676
Commentary	Work completed; defects liability period underway.										
Westport Water Treatment Plant Optimisation - 51052							$270,000	$63,053	$11,310	$74,363	$195,637
Commentary	Access stairs and platforms installation completed, project closure underway.										
Westport water Sectorisation - 51008							$380,000	$100,742	$279,258	$380,000	$0
Commentary	Flowmeters procured, delivery date to be confirmed.										
Waimangaroa raw water supply upgrade							$2,519,912	$2,064,150	$0	$2,064,150	$457,588
Commentary	Handover report completed by EGIS. Council report underway for decision on budget movement for underspend.										
Westport Trunk Main Stage 1b - 10240							$1,634,954	$1,158,408	$6,800	$1,165,208	$469,746

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Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Commentary	Physical works completed. Defects liability period still to be completed. SLT memo to be drafted for decision on budget movement for underspend. Easements to be reviewed with asset coordinators.										
Westport Trunk Main Stage 2 - 51080	🟧	🟩	🟩	🟩	🟩	🟧	$3,092,985	$420,324	$1,592,535	$2,012,859	$1,080,126
Commentary	The majority of the primary trunkmain pipeline has been constructed with ancillary items and connection currently under construction.										
Coates Street Mains Replacement - 51076	⬜	⬜	⬜	⬜	⬜	⬜	$250,000	$63,175	$186,825	$250,000	$0
Commentary	Construction programme ongoing.										
Reefton backflow preventions – 51006	⬜	⬜	⬜	⬜	⬜	⬜	$131,000	$46,724	$45,000	$91,724	$39,276
Commentary	Construction programme ongoing.										
Westport backflow preventions – 51007	⬜	⬜	⬜	⬜	⬜	⬜	$443,125	$366,243	$76,882	$443,125	$0
Commentary	Work programme ongoing, due to be completed by June 2025.										
Walsh street Main replacement	⬜	⬜	⬜	⬜	⬜	⬜	$108,755	$0	$108,755	$108,755	$0

Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Commentary	Construction programme ongoing.										

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Stormwater Portfolio health check

The key projects in the Stormwater portfolio are:

Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Brougham Street Stormwater Upgrade – 53001	🟢	🟢	🟢	🟢	🟢	🟢	$150,000	$127,728	$7,500	$135,228	$14,772
Commentary	Easement process underway.										
Southern Peel Street Stormwater Upgrade – 53011	🟠	🟢	🟢	🟢	🟠	🟢	$300,000	$44,824	$207,150	$251,974	$ 48,026
Commentary	Construction underway for completion in quarter 3 of 2025.										
Cobden Street outfall repair - 53031	🟠	🟠	🟢	🟢	🟠	🟢	$650,000	$74,501	$558,250	$632,751	$17,249
Commentary	Contract awarded. Resource consent application underway. Change request for baseline update in endorsement process.										
Stormwater management improvements - 52061	🔴	🔴	🟢	🟢	🟢	🟠	$150,000	$104,511	$45,489	$150,000	$0
Commentary	Application to Regional Infrastructure Fund for capital underway. Stormwater flow data received.										

Waste Management Portfolio health check

The key projects in the Waste Management portfolio are:

Key projects	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Current Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Construction and demolition waste recovery facility							$949,999	$170,145	$779,854	$949,999	$0
Commentary	Report submitted to MfE to close out the design and costing stage of the project prior to moving to construction stage. Project majority funded by the Ministry for the Environment. Budget shows combined regional total which will be revised once the Westland project is confirmed.										
Westport and Reefton transfer station upgrade							$442,817	$406,350	$0	$406,350	$36,467
Commentary	Work completed										
Waste Minimisation Plan							$70,000	$68,549	$0	$68,549	$1,451
Commentary	Waste minimisation plan completed. Budget obtained from the Waste Levy Funds and from co-fundings from the other two WCRC (Other Councils total co-funding was $41,764)										
Waste Services contract renewal							$300,307	$442,512	$30,750	$473,262	-$172,955

Commentary	Procurement plan drafted for review, revised Request for Proposal underway. Budget includes previous two consultations, statement of proposal elaboration, contract renewal, procurement plan, request for proposal, legal review, probity and audit advice, tender evaluation and moderation. Co-founding from GDC and WDC was $34,664						
Organic Management Feasibility Study						$100,000	$100,871	$0	$100,871	$0
Commentary	Report now completed and submitted to MfE. Project co-funded by MfE $75,000, DWC $10,000, BDC $5,000, GDC $5,000, WDC $5,000.						

Return to Service Programme Health Check

The NZTA funded Return to Service roading work is a programme of works separated into 12 bundles of work identified either by work of a similar nature or geographic similarity. The majority of construction work has been completed and is in defects liability stage so the programme reporting has been consolidated onto one report. A large review on the programme scope was completed in December with the programme forecasting an overspend of $706,642. NZTA is requesting additional funding from the Board.

	Overall	Budget	Scope	Resource	Schedule	Risk/Issues	Budget	Cost to Date	Forecast Cost to Complete	Final Forecast to Complete	Variance
Programme summary							$13,492,234	$13,782,582	$414,295	$14,196,877	-$704,643
Commentary	All construction works completed with minor works left and defects liability periods underway.										

High Risks and Issues

The following table outlines the most significant risks and issues facing the Capital Programme Delivery and the mitigation measures in place to address them.

Project name	Risk/Issue Name	Description	Action/Mitigation
NBS theatre – HVAC	Cost escalation during construction works.	If unfavourable conditions are discovered once work is started, then there may be additional costs required.	Ensure robust negotiations are carried out to agreed quote and purchase order Contract management communication lines clear between the contractor and BDC.
Carnegie Library	Achieving a fit for purpose and affordable outcome	If the design of and purpose for the Carnegie building is not agreed by the BDC and community, then the outcome may be unaffordable, unachievable and not fit for purpose.	Regular meetings between the project manager and the Carnegie committee with final approval through Council.
Carnegie Library	Investigation costs	If construction is not completed there may be write off and demolition costs for operating.	Costs to be held as Work in Progress until a decision on phase 2 construction is made.
Stormwater management improvements - 52061	Delivery funding not confirmed.	Funding for stormwater improvements not included in the June 2022 Westport Flood Resilience Business Case.	Once modelling is completed, active engagement with central government on external funding sources.
Stormwater management improvements - 52061	Modelling cost write offs	If modelling is charged to capital and construction is not completed there may be write off costs for operating.	Working with finance to agree on an accounting treatment for this work.
Discharge resource consent application - 10235	Consent compliance	If the Council's consent application is not complete within the timeframes or issues with onerous conditions that are unable to be fulfilled, then the council may incur penalties and reputational damage for breaching conditions.	Reduce stormwater discharge into wastewater network.
Waste water/stormwater separation policy - 10239	Community engagement	If community engagement is not completed, then the stormwater infiltration policy may not be understood and accepted by councillors and the community.	Advise underway from Councils Communications and Engagement team on a communications plan linked to the consent process.

Project name	Risk/Issue Name	Description	Action/Mitigation
Westport Wastewater sludge treatment and disposal	Consent compliance	If the Council's consent application is not complete within the timeframes or issues with onerous conditions that are unable to be fulfilled, then the council may incur penalties and reputational damage for breaching conditions.	Site improvements for composting of sludge.

Health, Safety and Environmental

This register tracks the health, safety and environmental audits and reports completed for construction projects in the previous month.

Programme/project name	Events Reported	Notifiable Events	Audits Completed
Karamea Highway Pavement Rehabilitation	0	0	2
RTS Programme	0	0	11
Coates Street main replacement	0	0	1
Cobden Street outfall	0	0	4
Walsh street Main replacement	0	0	1
Trunkmain stage 2	0	0	5

Communications/Community and Stakeholder Engagement

The following recent communication has been distributed to achieve the above aims.

Project Name	Description
Waste management and minimisation plan	[Council signs off the West Coast Regional Waste Management and Minimisation Plan 2024 – 2030	Buller District Council](#)

Appendix 1: Project Name and Description

Portfolio	Project Name	Project Description	Project start date	Estimated delivery completion date	Estimated project closure date
IAF Programme	Transport - Pedestrian Cycleway	The safe crossing of SH67, the extension of the cycleway/walkway from Temporary Village to McPaddens Road.	June 2023	TBC	TBC
IAF Programme	Transport Road safety improvements	Re-design of the intersection with Alma Road, road widening along Alma Road to McPaddens, and a Bridge extension (new or add on) over Lagoon Creek.	June 2023	TBC	TBC
IAF Programme	WWTP Upgrade	Upgrade of wastewater treatment plant.	June 2023	TBC	TBC
IAF Programme	WW Pressure Lines	New pumping station and DN 90 and DN 180 pressure lines.	June 2023	TBC	TBC
IAF Programme	Water Supply - Watermain Ext	Water main extension from the Temporary Village to McPadden Road.	June 2023	TBC	TBC
IAF Programme	Stormwater	Culverts, Stormwater conveyance McPadden to State Highway which will be completed alongside the road widening project.	June 2023	TBC	TBC
Community Facilities	Mokihinui campground sewerage	Upgrade of Mokihinui Campground Effluent discharge funded by both the MBIE Tourism Infrastructure Fund and BDC.	October 2024	July 2025	September 2025
Community Facilities	NBS theatre HVAC	Upgrade of heating and ventilation system for NBS theatre.	June 2024	August 2025	March 2026
Community Facilities	Carnegie Library	Primarily seismic upgrade and associated refurbishments to meet the building act.	October 2023	To be estimated through a project documentation	To be estimated through a project documentation

Portfolio	Project Name	Project Description	Project start date	Estimated delivery completion date	Estimated project closure date
Community Facilities	Reefton swimming pool HVAC and upgrade	Upgrade of heating and ventilation system to ensure swimming pool air temp consistent with water temp to rectify severe condensation problem.	October 2023	September 2025	March 2026
Roading and Transport	LR – Low Cost/Low Risk – Omau Road intersection upgrade	Council is proposing to upgrade the Omau intersection due to safety concerns and to provide a safe alignment for the Kawatiri Coastal Trail. This stage will involve the detailed design of the intersection to be completed by 30th June 2024.	June 2023	December 2025	December 2026
Roading and Transport	SPR – Karamea highway rehabilitation	Granular overlay and two coat chip seal at three sites from the northern side of the Karamea bluff to the Karamea bridge.	June 2023	April 2025	April 2026
Roading and Transport	LR – Speed Management Plan	This project aimed to deliver on the outcomes of the Regional Speed Management Plan 2024-2026 consultation that proposed to lower the speed limit around eight schools, and seven high priority roads/high priority areas.	July 2023	March 2026	June 2026
Roading and Transport	Toki Trail stage 2a	A shared path was created between the Toki Poutangata bridge and Victoria Park which has been the subject of a post-construction safe system audit undertaken by Abley Consultants which recommended multiple changes and improvements. The scope of this project is to rectify the existing Kawatiri Coastal Trail, Westport town precinct, Westport CBD, and the recreational area of Victoria Park via a shared pathway. An enhanced journey experience for cyclists and pedestrians will increase well-being, retail and social benefits	July 2023	Completed	March 2025
Roading and Transport	24-27 road resealing	Sections of road requiring resealing as part of regular maintenance.	November 2024	March 2026	June 2027

Portfolio	Project Name	Project Description	Project start date	Estimated delivery completion date	Estimated project closure date
Roading and Transport	Kelly's Creek bridge	Kellys Creek bridge options including ford or replacement being explored.	January 2025	TBC	TBC
Roading and Transport	Little Wanganui bridge decking replacement	Little Wanganui bridge decking replacement	January 2025	TBC	TBC
Roading and Transport	Blue Grey bridge replacement	Blue Grey bridge replacement	January 2025	June 2026	April 2027
Roading and Transport	Brown Grey bridge replacement	Brown Grey bridge replacement	January 2025	June 2026	April 2027
Waste Water	Replacement of WWPS screens – 10234	Replace screens on the three pump stations subject of the consent RC00408/2. Note there are five other WW pump stations in Westport that are currently unconsented and may need the addition of overflow screens before consents can be issued.	July 2022	Completed	March 2025
Waste Water	Discharge resource consent application – 10235	Buller river and Orowaiti river resource consent application. Includes iwi liaison, environmental reporting etc.	July 2022	June 2027	December 2027
Waste Water	Waste water model preparation – 10236	Waste Water model and optioneering to identify improvement works that will need to be carried out over short and longer term.	July 2022	June 2031	December 2031
Waste Water	Stormwater model preparation - 10237	Stormwater model and optioneering to identify improvement works that will need to be carried out over short and longer term.	July 2022	March 2025	December 2025
Waste Water	Waste water/stormwater separation investigation – 10238	Repairs for immediate cross connections.	July 2022	March 2025	December 2025

Portfolio	Project Name	Project Description	Project start date	Estimated delivery completion date	Estimated project closure date
Waste Water	Waste water/stormwater separation policy – 10239	Develop and consult on a WW/SW separation policy including consultation.	July 2022	February 2025	December 2025
Waste Water	Riley Place pumpstation - 52052	The current pump station, rated at 4 litres per second (l/s), is outdated, frequently struck by vehicles, and deteriorating. This project looks to investigate options available.	June 2024	June 2028	June 2029
Waste Water	Pakington street main replacement - 52021	Replacement of the main pipeline around numbers 20 – 32 in Pakington Street.	May 2024	April 2025	June 2025
Waste Water	Potter Street reactive pipe replacement	Potter Street reactive pipe replacement	January 2025	Completed	February 2026
Waste Water	Adderly Street main replacement	Adderly Street main replacement	April 2023	Completed	June 2025
Waste Water	Reefton WWTP upgrade	Upgrades to the Reefton Wastewater treatment plant including aerator, level sensors and DO meters	November 2024	January 2026	Apil 2026
Waste Water	The Strand, Reefton, wastewater line renewal	Renewal of wastewater line on the Strand	May 2024	May 2026	May 2027
Waste Water	Packington Street electrical cabinet	Replacement of the electrical cabinet on Pakington Street	December 2024	August 2025	August 2026
Waste Water	Westport Wastewater sludge treatment and disposal	Long term management optioneering and implementation of sludge in Westport	December 2024	June 2026	September 2026

Portfolio	Project Name	Project Description	Project start date	Estimated delivery completion date	Estimated project closure date
Water Supplies	Punakaiki Chlorination – 51011	The objectives of the project are essential to improving water supply safety by introducing residual chlorine into the drinking supply and complying with the Drinking Water Assurance Rules of 2022	January 2024	Completed	December 2025
Water Supplies	Westport water treatment plant optimisation - 51052	This project aims to investigate the WTP treatment performance and undertake affordable improvements.	February 2024	March 2025	April 2025
Water Supplies	Westport water sectorisation - 51008	Sectorisation of the Westport Water system to understand the areas of water loss and allow improvements through management.	April 2025	June 2025	August 2025
Water Supplies	Waimangaroa WS Upgrade	Upgrade critical elements of the raw water supply to implement priorities of the raw water network.	July 2021	Completed	February 2025
Water Supplies	Westport Trunk Main stage 1b - 10240	The project is a continuation of the Westport Trunk main, construction of PE trunk main pipeline towards Westport.	August 2022	Completed	February 2025
Water Supplies	Westport Trunk Main stage 2- 51080	The project is the final stage of the Westport Trunk main, construction of PE trunk main pipeline towards Westport.	July 2024	June 2025	June 2026
Water Supplies	Coates Street Mains Replacement - 51076	Replacement of mains in Coates Street	July 2024	June 2025	June 2026
Water Supplies	Reefton Backflow prevention	In order to meet Taumata Arowai anticipated compliance testable backflow prevention valves are being rolled out firstly with rural water connections.	February 2025	June 2025	August 2025

Portfolio	Project Name	Project Description	Project start date	Estimated delivery completion date	Estimated project closure date
Water Supplies	Westport backflow preventions – 51007	In order to meet Taumata Arowai anticipated compliance testable backflow prevention valves are being rolled out firstly with rural water connections.	July 2024	June 2025	August 2025
Water Supplies	Walsh street Main replacement	Replacement of mains in Walsh Street.	February 2025	February 2025	April 2025
Stormwater	Brougham street stormwater upgrade – 53001	The project originates from an unresolved historic stormwater issue wherein private construction works damaged an unmapped public stormwater drain passing through private property and localised flooding persisted at the rear of 143-149 Palmerston Street. To address this, the project focuses on installing a new stormwater pipe. This pipe will facilitate the drainage of communal stormwater from neighbouring properties into the Council's stormwater system situated in Brougham Street, thereby resolving the persistent localised flooding issue.	October 2023	June 2025	August 2025
Stormwater	Southern peel street stormwater upgrade – 53011	The primary objective of the Southern Peel Street Stormwater Upgrade project is to decrease flooding of roads and private properties during rain events ranging up to the 10-year Average Recurrence Interval (ARI). This involves improving the stormwater management system to handle stormwater effectively, thus ensuring the road corridor and surrounding properties remain flood-free during typical rainfall events, improving safety, and reducing maintenance costs	October 2023	June 2025	August 2025
Stormwater	Cobden Street outfall repair - 53031	Reactive repairs to the Cobden Street outfall. Design required prior to construction.	May 2024	May 2025	May 2026

Portfolio	Project Name	Project Description	Project start date	Estimated delivery completion date	Estimated project closure date
Stormwater	Stormwater management improvements - 52061	Upgrade to the Westport township stormwater network integrated into the flood protection wall construction	Sept 2024	May 2027	August 2027
Waste management	Karamea landfill and recycling centre upgrade	Purchasing and installing weighbridge, site office and recycling centre for Karamea.	March 2022	Completed	May 2025
Waste management	Construction and demolition waste recovery facility	Regional project to design, build and operate three construction and demolition waste recovery facilities around the region (Westport, Hokitika, Greymouth).	March 2022	November 2025	February 2026
Waste management	Westport and Reefton transfer station upgrade	Major maintenance work of the two main waste facilities of the district (Westport and Reefton) e.g. roof repairs, Westport weighbridge, security fences/gates and cctv cameras.	July 2022	Completed	June 2025
Waste management	Waste minimisation plan	Elaboration of the Regional WMMP that establish the Waste Management strategy to achieve the waste minimisation goals.	February 2024	Completed	May 2025
Waste management	Waste Services contract renewal	Procure the contract that will provide the Buller Waste Management services and facilities operations from July 2025 until 2035 (10y).	July 2023	January 2025	March 2025
Waste management	Organic Management Feasibility Study	Elaborate a Feasibility Study to identify a preferred approach to manage food scraps and garden waste in the West Coast Region.	March 2024	Completed	August 2025
Return to Service Programme	Return to Service Programme	12 bundles of work to repair damage caused on Buller roads during the July 2021 and February 2022 storms.	April 2022	Completed	March 2026

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 12

Prepared by   Jess Curtis
                    Capital Works Manager

Reviewed by   Anthony Blom
                    Group Manager Infrastructure Services

Public Excluded: No

WAIMANGAROA RAW WATER PROJECT CLOSURE

1. **REPORT PURPOSE**
   This is a close out report on the Waimangaroa raw water supply upgrade project. The report is for information only and no decision is required.

2. **EXECUTIVE SUMMARY**
   The Waimangaroa raw water supply upgrade project was established in 2020 with a budget of $2,521,739. This was funded by a mix of targeted rates ($2,315,000) and Ministry of Health subsidy ($206,739).

3. The project has since been delivered for $2,064,150 with a budget surplus of $457,588.

4. **DISCUSSION**
   The Waimangaroa raw water supply project was broken into the following elements:
   • Replacement of the Trunk Main;
   • Replacement of township pipelines;
   • Installation of a flow meter;
   • Water Treatment Plant;
   • Stewart Street Mains pipe renewal

5. During the planning stage of the project, further research was undertaken identifying the following information. The Water Treatment Plant element of the total project was removed from scope as the budget was for $1m while prices sought during the planning stage indicated a final cost of approximately $2.5m. The mains renewals on Stewart St were deemed unnecessary due to the pipe age

(32 years of a standard lifespan of 100 years) and lack of repairs required on the line.

6.   Without further funding confirmed for the Water Treatment Plant, the final project budget was then allocated towards the following elements:
   • Replacement of the Trunk Main;
   • Replacement of township pipelines;
   • Installation of a flow meter;

7.   The project has since been delivered for $2,064,150 with a budget surplus of $457,588 after the scope of works being reduced.

8.   The Local Government (Rating) Act does not mandate returning underspend from a targeted rate directly to ratepayers. Rates revenue collected is part of the council's budgeted funding pool.

9.   Council will retain the underspend within the water services activity for the Waimangaroa township to support future capital, renewals, or related projects such as the Untreated Water Supplies project as described in the Long-Term Plan, thereby reducing the need for future targeted rates. This approach is consistent with public sector financial management principles that funds raised serve the service-level outcome.

10.   Hence, we request that RAC notes the $457,588 project underspend will be held for future renewal and capital works within the water services activity in the LTP for the Waimangaroa catchment.

11.   The benefit is that further projects can be completed such as the untreated water supplies project which aims to bring Waimangaroa, Mokihinui, and Little Wanganui water supplies up to compliant standards with the Water Services Act as required by Taumata Arowai.

12.   The standard considerations have been thoroughly evaluated, and there are no additional comments at this time.

13.   **DRAFT RECOMMENDATION**

      That the Waimangaroa Raw Water Project Closure Report dated 13 August 2025 be received.

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 13

Prepared by   John Salmond
                     Corporate and Strategic Planning Manager

Reviewed by   Paul Numan
                     Group Manager Corporate Services

Public Excluded: No

UPDATE ON LOCAL WATER DONE WELL PROJECT

1. **REPORT PURPOSE**
   The purpose of this report is to provide the Risk and Audit Committee (RAC) with an update on the status and progress of the water services delivery plan (WSDP) and the implementation plan for the Multi-Council Council Controlled Organisation (COO) with Grey and Westland District Councils.

2. Please note that that this report is for information only and no decision is required.

3. **EXECUTIVE SUMMARY**
   This report provides an update on progress for both the WSDP and implementation plan that needs to be given to parliament before the 3 September 2025. It also gives an update on key meetings that have taken place between the Councils so far in terms of the negotiations.

4. **DISCUSSION**
   By way of a background, Council adopted the preferred choice of creating a multi-council CCO on 30 June 2025.

5. Local Water Done Well shifts responsibility for water service delivery back to local councils, within a new oversight and economic regulation regime. The core objectives are to ensure water services are:
   - Safe and reliable for consumers
   - Environmentally resilient and aligned with Te Mana o te Wai principles
   - Delivered at least cost through financially sustainable models
   - Subject to clear economic regulation and consumer protections

6. Councils must submit detailed Water Services Delivery Plans (WSDPs) by 3 September 2025, outlining operations, assets, revenue, expenditure, pricing and financing for the next 10–30 years to demonstrate financial sustainability by June 2028.

7. As part of the Council decision, we agreed to commence the negotiation process with the Mayor, Chief Executive Simon Pickford, Cr Grafton and Cr Weston as part of the working group and the first meeting was on the 9 July between the Council's.

8. **During this meeting the following matters were agreed:**
    *   How the principles are going to be established
    *   Equal representation at governance level
    *   Assets would be transferred to the water organisation
    *   New entity would be responsible for agreeing the capital programme based on requirements and via a red, amber, green system
    *   No price harmonisation initially – This would be up to the entity in the future to determine
    *   The full working group committed to continuing the investment as per our 2025-34 Long-Term Plans in relation to water
    *   Employee matters were discussed, and ideas were established
    *   All agreed that assets, borrowings, operating income and expenditure will be recognised in the appropriate reporting process as applicable to each council area but opportunities for maximising the benefit of combined financial activities will be used wherever possible.
    *   All agreed that in principle the approach already taken between each Council and other lifeline organisations should be applied to the CCO
    *   All agreed that there does not need to be one single head office.

9. **Next steps from that meeting:**
    *   Convene the working group who will be responsible for the development of the combined Water Services Delivery Plan
    *   Agree on the approach for working through the remaining Governance decisions
    *   Agreement of who would be attending certain meetings

10. Post that meeting, the combined group's technical staff made up of key Finance and Infrastructure participants - have met to start the process of finalising the information needed to deliver the joint WSDP and implementation plan. This has also involved the Lawyer (Mike Wakefield) from Simpson Grierson and the Department of Internal Affairs.

11. **DRAFT RECOMMENDATION**

    That the update on Local Water Done Well dated 13 August 2025 be received.

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 10

Prepared by   John Salmond
                    Corporate and Strategic Planning Manager

Reviewed by   Paul Numan
                    Group Manager Corporate Services

Public Excluded: No

UPDATE ON THE 22/23, 23/24 AND 24/25 ANNUAL REPORTS

1.   **REPORT PURPOSE**
The purpose of this report is to provide the Risk and Audit Committee (RAC) with an update on the status and progress of the key statutory documents relating to Annual Reports which is provided for information.

2.   Please note that that this report is for information only and no decision is required.

3.   **EXECUTIVE SUMMARY**
This report summarizes how work is progressing on the Annual Reports across three financial years:
- **2022/23** – A review of completed efforts, outcomes, and any lingering issues.
- **2023/24** – An overview of current activities, milestones achieved, and outstanding tasks.
- **2024/25** – Insights into planning and preparations underway for the upcoming reporting cycle.

4.   **DISCUSSION**

5.   **22/23 Annual Report**
By way of background the follo\wing is an update to information provided at the April and June RAC meetings. At that meeting we advised the Committee that the Auditors were provided with information to support the value of infrastructure assets; work in progress (WIP); current year additions; and costs claimed (subsidies and grants as per funding agreements). We further provided the Auditors with revaluations carried out by BECA for infrastructure assets (3W and Roading).

6. Council staff had updated the 2022/23 draft accounts with the latest revaluation amounts and have now provided this to the Auditors - with the expectation that they are satisfied with the latest BECA revaluations as previously advised.

7. **23/24 Annual Report**
Staff have prepared a final set of accounts to Ernst & Young (EY) who have verbally indicated they will have a team on site in October for the audit and we look forward to an audit timeline to be presented from EY so that we can report back to RAC on this with final expected dates.

8. **24/25 Annual Report**
We have commenced the preparation work for the 24/25 annual report and are working on the planning timeline required for this work. This work will be completed whilst the audit work for the 23/24 annual report is being carried out from October. The Auditors will move to the audit work on this annual report following the audit completion of the 23/24 audit and have indicated that both the 23/24 and the 24/25 reports will be completed by 31 December 2025. Council staff will be prioritising the necessary work to be completed on the accounts to assist achieve this.

9. The standard considerations have been thoroughly evaluated and there are no additional comments at this time.

10. **DRAFT RECOMMENDATION**

That the update On The 22/23, 23/24 and 24/25 Annual Reports dated 13 August 2025 be received.

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 15

Prepared by Bronwyn Little
Senior Policy Advisor

Reviewed by Simon Bastion
Group Manager Regulatory Services

Attachments 1. Dangerous, Affected and Insanitary Buildings Policy – draft for consultation
2. Submission - Health New Zealand Te Whatu Ora
3. Dangerous, Affected and Insanitary Buildings Policy – with minor amendments

Public Excluded: No

DANGEROUS, AFFECTED AND INSANITARY BUILDINGS POLICY REVIEW

1. **EXECUTIVE SUMMARY**
    - The Buller District Council (BDC) Dangerous and Insanitary Buildings Policy is due for review.
    - A draft Dangerous, Affected and Insanitary Buildings Policy was prepared which includes improvements to enhance clarity, reference to the latest legislation and provides more information around the processes used in assessment.
    - The draft policy was endorsed by the Risk and Audit Committee and adopted for consultation by Council along with the associated Statement of Proposal before undertaking public consultation.
    - Consultation was undertaken in accordance with Section 83 (Special Consultative Procedure) of the Local Government Act 2002.
    - One submission was received – from Health New Zealand Te Whatu Ora
    - This report recommends that Council adopts the Dangerous Affected and Insanitary Buildings Policy with minor amendments and makes it effective from 1 September 2025.

2. **DRAFT RECOMMENDATION**

That the Risk and Audit Committee:

1. Receives the report;

2. Notes the decision of Council on 28 May 2025 to adopt the draft Dangerous, Affected and Insanitary Buildings Policy (Attachment 1) for public consultation;

3. Notes the public consultation and engagement process undertaken as required under the Building Act 2004 (section 132) and Local Government Act 2002 (section 83);

4. Considers the submission received from Health New Zealand Te Whatu Ora (Attachment 2);

5. Recommends that Council either:
   i. Adopts the Dangerous, Affected and Insanitary Buildings Policy without amendment (Attachment 1) to take effect 1 September 2025; OR

   ii. Adopts the Dangerous, Affected and Insanitary Buildings Policy with minor amendments (Attachment 3) to take effect from 1 September 2025.

3. **ISSUES & DISCUSSION**

4. **BACKGROUND**

5. Building Act 2004:

Council must adopt a policy on dangerous, affected, and insanitary buildings for the District under section 131 of the Building Act 2004 (BA2004). The policy must state the approach that Council will take in performing its functions as prescribed in the BA2004 and Council's approach for performing those functions and its application to heritage buildings. Councils are obligated to review and adopt policies on dangerous, affected, and insanitary buildings every five years. Consultation with the public on the draft version of the policy is required and must follow the special consultative procedures for its review under Section 83 of the Local Government Act 2002.

6. It should be noted that under Section 132 (5) of the BA2004 the policy does not cease to have effect because it is due for review or is being reviewed.

7. Buller District Council Policy:
    The current Buller District Council (BDC) policy was last reviewed in June 2017 to incorporate the changes to the BA2004 resulting from the Building (Earthquake-prone Buildings Amendment) Act 2016. That amendment required the removal of reference to earthquake prone buildings in existing the Dangerous, Earthquake-Prone and Insanitary Buildings Policy.

8. Draft Policy Overview:
    Staff reviewed the current policy and prepared a draft policy in consultation with the Ministry for Building, Innovation and Employment (MBIE) who have responsibility for auditing councils for compliance under the BA2004. Several improvements were incorporated in the draft document which provide further clarity and reflect changes in the BA2004.

9. Improvements include the following:
    - Setting out a clear purpose for the policy
    - Updating references to legislation
    - Outlining the specific assessment criteria (Assessment Risk Priority Matrix)
    - Expanding and clarifying the investigation and enforcement process
    - Including more information on affected buildings
    - Updating formatting to current BDC standards to improve readability

10. The Risk and Audit Committee considered and endorsed the draft Policy at the meeting of 16 April 2025. The Committee recommended that Council adopt the draft Policy and associated Statement of Proposal for public consultation. In May 2025, the Council adopted both documents for public consultation and engagement as required under the BA2004 (section 132) and Local Government Act 2002 (section 83).

11. Public Consultation:
    Public consultation was undertaken in accordance with the provisions of Section 83 of the Local Government Act 2002.

12. In summary the consultation started with a public notice advising the one-month submission period along with the locations that copies of the draft policy, statement of proposal and submission forms could be found (Brougham House, Reefton Information and Service Centre, Westport library, and the information centres in Karamea and Ngakawau). There were four advertisements in the various community newspapers and a Connect feature in the June edition of the West Coast Messenger. The June edition of Connect was also emailed to 449 subscribers on the BDC mailing list.

13. The consultation was featured on the front page of the Council website with a direct link to the 'Let's Talk' consultation page for the full one-month consultation period.

14. On Facebook and Instagram there were three posts during the consultation period with one of those posts being shared directly to each of the local Facebook community pages in the District.

15. The Let's Talk consultation page for the bylaw review was visited 135 times during the consultation period. In total 26 of those visitors downloaded 23 copies of the Statement of Proposal, nine copies of the draft bylaw and nine copies of the current bylaw.

16. Submission:
Over the one-month consultation period one submission was received – from Health New Zealand Te Whatu Ora (attached as Attachment 2). The submission commends Council for the review of the policy, recognising its obligations and endorses the Council taking a multi-agency approach to these health-related matters.

17. The submission recommends:
● Inclusion of specific reference to the relevant sections of the Health Act 1956 – sections 29, 41 and 42 which include specific definitions and actions associated with insanitary housing, and Section 126 which defines infirm and neglected persons.
● Including details regarding responses and actions in relation to environmental interventions by Council, for example cleansing orders, and the abatement of nuisance conditions under the Health Act 1956
● Reference to seeking advice from external operators such as Fire and Emergency NZ could be widened to include public health services and health related providers.
● The roles of key Council staff such as Environmental Health Officers be expanded on in the policy. These responsibilities may include ensuring the building meets the Building Act 2004 and Health Act 1956, that they act to remedy insanitary or nuisance conditions, and that they refer to the Medical Officer of Health where they consider further action is necessary.

18. The submitter does not wish to be heard with respect to this advice.

19. **OPTIONS**

20. **Option 1 – Option 2 – Status Quo**
The committee recommends that Council continue with the current Policy.

21. **Advantages**
• No advantages have been identified.

22. **Disadvantages**
    - Legislative requirements for review of policy not met.
    - Auditing requirements from MBIE will not be complied with

23. **Option 2 - Recommend Council adopt the Dangerous Affected and Insanitary Buildings Policy without amendment and effect from 1 September 2025 (Attachment 1)**
    The committee recommends that Council adopt the draft Policy without amendment and resolve to make it effective from 1 September 2025

24. **Advantages**
    - Compliance with current legislation and MBIE audit requirements.
    - Clarification for the community and building owners of the process by which BDC will identify and assess both dangerous and insanitary buildings in the district.
    - Clear information on the process of identifying affected buildings for owners.

25. **Disadvantages**
    - Matters relating to the Health Act 1956 as noted in the submission are not specifically set out in the document

26. **Option 3 – Recommend Council adopt the Dangerous Affected and Insanitary Buildings Policy with minor amendments and effect from 1 September 2025 (Attachment 3)**
    The committee recommends that Council adopt the Policy with amendments as follows and resolve to make it effective from 1 September 2025 (Attachment 3).

27. The amendments recommended are minor and relate to reference to the Medical Officer of Health when it is considered necessary.
    - 2.4 Investigation process:
      Add
      '*Liaise with Medical Officer of Health and public health service providers if considered necessary*'
    - S2.4.2 Insanitary Buildings:
      Add:
      '*Council may also seek advice from the Medical Officer of Health when determining whether a building is insanitary*.'
    - S2.5.2 High to Low Priority
      Add:
      '*May seek advice from the Medical Officer of Health;*'

28. Further amendments in relation to the matters raised in the submission are not considered necessary:
    - The specific reference to sections of the Health Act 1956 is not considered necessary as this act is referred to throughout the policy and inclusion of this information would make the policy more complex.

- It is not considered feasible for staff to liaise with health care providers nor is this required under the Health Act 1956.
- Reference to specific Council staff roles is not recommended as these may change over time in relation to job titles and responsibilities.

29. **Advantages**
- Reference to seeking advice from the Medical Officer of Health is included where appropriate
- Compliance with current legislation and MBIE audit requirements.
- Clarification for the community and building owners of the process by which BDC will identify and assess both dangerous and insanitary buildings in the district.
- Clear information on the process of identifying affected buildings for owners.

30. **Disadvantages**
- No disadvantages identified – other matters referred to in the submission are not considered necessary to include in the policy

31. **PREFERRED OPTION**
Option 3 is the preferred option as it complies with legislation and provides the community and building owners with clarity around the process of identification and assessment of dangerous, affected and insanitary buildings. This option also includes further reference to seeking advice from the Medical Officer of Health where appropriate which provides clear direction to those administering the policy.

32. **NEXT STEPS**
- This Committee recommends to Council that they adopt the policy with/without amendments
- Council adopts the policy with effect from 1 September 2025

33. **CONSIDERATIONS**

34. **Strategic Impact**
The Policy will contribute towards the overall safety and health of the community while ensuring that the district continues to develop and thrive.

35. **Significance Assessment**
The Policy covers all buildings in the Buller District and its implementation could impact any building owner or occupant in the community. However, as the Policy only applies current government legislation, the significance is considered to be low.

36. **Risk Management Implications / Opportunities**
The following risks or opportunities are identified with the issues identified in this report.

37. <u>Engagement - external</u>
In drafting the policy Council engaged with MBIE and they endorsed the content of the draft Policy. Community consultation took place in accordance with Section 83 (special consultative procedure) of the Local Government Act 2002 as required under the BA2004 (see above for details).

38. <u>Engagement – internal</u>
The Territorial Authority and Compliance Officer has developed this draft Policy with input from the Senior Policy Advisor and other members of the building team.

39. <u>Legal</u>
Failure to review and adopt the Policy would result in non-compliance with the BA2004.

40. <u>Property Owners Views.</u>
Public consultation as outlined above was comprehensive and the opportunity to make a submission was widely publicised in print, on social media and through the Council's webpage and Let's Talk engagement platform. See above for details of the public consultation process.

41. **Policy & Legislative Considerations**
Beyond fulfilling Council's statutory obligations under the BA2004 to review and consult using the special consultative procedure, there are no other legal considerations associated with adoption of the Dangerous, Affected, and Insanitary Buildings Policy 2025. Consultation was undertaken in accordance with Section 83 of the Local Government Act 2002.

42. **Māori Impact Statement**
The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value, therefore this decision does not specifically impact Tangata Whenua, their culture and traditions.

43. **Financial Considerations**
The adoption of the Policy will not trigger any additional costs to Council as administering the Policy is part of business as usual for staff.

44. **Communication Internal / External**
Communications regarding this decision and Council's final decision will be managed by the Communications and Engagement team.

BULLER
DISTRICT COUNCIL
Te Kaunihera O Kawatiri

Dangerous, Affected and Insanitary Buildings Policy

Creation Date:		Consulted on:	
Approved Date:		Date for Review:	
Author:		Authorised by:	
Version:			
Also, Refer to:			

1. INTRODUCTION

1.1 PURPOSE

The purpose of this Policy is to reduce the risk of injury, death, ill health or damage within Buller communities by identifying and managing dangerous, affected and insanitary buildings in the district.

1.2 INTERPRETATION

Affected building is defined as any building that is adjacent to, adjoining, or nearby -
- a dangerous building as defined in section 121 of the Building Act 2004 (BA2004); or
- a dangerous dam within the meaning of section 153 of BA2004.

Dangerous building is defined under Section 121 of the BA2004 as:
a)   A building is dangerous for the purposes of the BA2004 if, in the ordinary course of events (excluding the occurrence of an earthquake), the building is likely to cause –
- injury or death (whether by collapse or otherwise) to any persons in it or to persons on other property; or
- damage to other property; or
- in the event of a fire, injury or death to any persons in the building or to persons on other property is likely because of fire hazard or the occupancy of the building.

b)   For the purpose of determining whether a building is dangerous in terms of subsection (1)(b), a territorial authority –
- may seek advice from members of the Fire and Emergency New Zealand (FENZ) who have been notified to the territorial authority by the Fire and Emergency National Commander as being competent to give advice; and
- if the advice is sought, must have due regard to the advice."

Insanitary building is defined under Section 123 of the BA2004 as:
A building is insanitary for the purpose of the BA2004 if the building is offensive or likely to be injurious to health because –
- of how it is situated or constructed; or
- it is in a state of disrepair; or
- has insufficient or defective provisions against moisture penetration so as to cause dampness in the building or in any adjoining building; or
- does not have a supply of potable water that is adequate for its intended use; or
- does not have sanitary facilities that are adequate for its intended use."

Heritage building is defined in the interpretation section of BA2004 and has been summarised for the Buller District as the following:
a)   identified as heritage, including within a scheduled historic heritage place or;
b)   Identified within the Buller District Plan Part 14 Schedule of Historic Buildings and Sites or within the proposed Te Tai o Poutini Plan Schedule One – Historic Heritage (Buildings and Areas);
c)   listed in the New Zealand Heritage List/Rārangi Kōrero under the Heritage New Zealand Pouhere Taonga Act 2014
d)   subject to a Heritage Order, or a heritage-related covenant on the title; constructed prior to 1900.

1.4 Scope:

This document sets out the policy for such buildings as adopted by the Buller District Council (Council) and applies to all buildings within the district.

1.5 Background:

Section 131 of BA2004 requires territorial authorities to adopt a policy on dangerous and insanitary buildings. In developing this policy, the Buller District Council has balanced the need to protect public health and safety in accordance with the purpose (Section 3) of the BA2004. At the same time the economic implications of requiring significant remedial building work on heritage buildings in relation to community expectations in protecting and preserving heritage buildings also considered.

This document sets out the policy adopted by Buller District Council and includes:

1.1. The approach that the Buller District Council will take in performing its functions under the BA2004 which includes the 2013 amendment to BA2004, requiring councils to also consider affected buildings in their policies.
1.2. Buller District Council's priorities in performing those functions.
1.3. How the policy will apply to heritage buildings.

The BA2004 also specifically recognises that heritage buildings may require a variation to such an approach if their heritage values are to be maintained and not compromised. For instance, council can consider dispensations and waivers for issues of safety and sanitary conditions for heritage buildings and consider lateral or innovative approaches to achieving the desired level of compliance.

In managing dangerous, insanitary or affected buildings a special consideration will also be given to the structural stability and adequate fire protection provisions or means of escape from buildings to ensure a safe egress from a building in a situation of danger which will be considered with any waivers for heritage buildings and earthquake prone buildings.

1.6 Building Act 2004 Principles

The principles to be applied in performing functions or duties or exercising powers under the BA2004 are as detailed under Section 4 (1)(2) (a-q) and 121-132A. Special consideration is to be given to Heritage buildings and will advise Heritage New Zealand Pouhere Taonga as required under Section 125(2)(f) if building work is required and 131(2)(c) in how the policy will apply to heritage buildings and considering earthquake prone buildings which require urgent works to remove or reduce risks under Section 133 (BV)-(BW).

1.7 Policy Principles

Council will continue to investigate complaints made to Council from community, adjoining affected building owners and buildings identified by staff in the course of their work. Council will also identify dangerous, insanitary buildings and buildings that appear to be deteriorated and in poor condition within the district that may not meet the criteria currently but would if no repairs or building work are completed within the near future.

Buildings in a deteriorated or poor condition are placed on a monitoring register and periodically visually assessed on the external condition of the building for residential and also internal condition for commercial/ industrial buildings.

Council will contact these building owners and establish rapport to educate and ultimately improve the living conditions of our communities within the district.

Council is committed to ensuring that the Buller District is a safe and healthy place to live and work while also ensuring that the district continues to develop and thrive.

This policy was developed and finalised after due consultation with Buller District Council ratepayers and stakeholders in accordance with Section 83 of the Local Government Act 2002.

1.8 District Characteristics

The local buildings vary widely in type and age, encompassing construction techniques from traditional wood and unreinforced masonry to modern multi-storey steel and concrete structures. The district has only a few three-storey buildings, with the majority consisting of one or two storeys.

2. POLICY

2.1 Policy Approach:

Council will use a best practice approach in identifying, assessing, prioritising, investigating and enforcement actions for dangerous, insanitary an affected buildings within the Buller District.

A risk matrix will be used to determine the priority criteria of the dangerous, insanitary or affected building types and condition.

A variety of factors can result in a building to be deemed dangerous, insanitary or affected including conversions of existing buildings, lack of maintenance, lack of appropriate facilities, overcrowding and un-consented alterations which can cause serious health and safety problems.

The failure to obtain a building consent or the use of buildings for unauthorised purposes can pose a danger to the occupants as well as users. Dangers may include danger of collapse, inadequate fire protection or means of escape.

The development of the New Zealand Building Code and associated standards has created, over time, the current standards which buildings and Building Owners must meet. Existing buildings must be maintained appropriately to continue to meet such standards.

The Council is actively involved in encouraging the public to discuss their development plans with Council on the BA 2004 matters with a view to encourage owners to obtain building consent where necessary. The Council treats building safety as a serious matter; buildings must be safe for their intended use and for Occupiers which includes affected buildings (effect on adjacent, adjoining or nearby buildings).

2.2 Identifying Dangerous and Insanitary Buildings

The Council will identify potentially dangerous or insanitary building on the basis of: -

- Complaints from members of the public
- Advice received from Council staff
- Complaints or advice from other agencies (e.g. local health providers, NZ Police, trades people)
- Periodically actively identifying buildings in the district that are deteriorating with obvious damage and structural issues that can lead to insanitary, and/or dangerous conditions.

2.3 Assessment Criteria

The Council will assess potentially dangerous or insanitary buildings in accordance with sections 121or 123 of the BA2004 as appropriate and in terms of the level of risk to public health or safety that is presented. Council will use a ' best practice ' approach in managing dangerous, insanitary and affected buildings in the district. This would include responding and investigation of complaints, identifying buildings, prioritising actions, timeframes for notices and building work. The Council will give priority to buildings that have been determined to present such a high level of risk as to warrant immediate action to remove the risk.

The Risk Priority Matrix will be used to determine the priority criteria for dangerous, insanitary and affected buildings.

Assessment Risk Priority Matrix and Priorities for Action
Council will use the following matrix to determine the priority level and therefore timeframe within which the assessment will be completed.

Assessment Priority Matrix

Risk Calculator (Level of Risk x Consequence of Failure)

Level of Risk	CONSEQUENCE OF FAILURE				
	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very High (5)	5	10	15	20	25
High (4)	4	8	12	16	20
Medium (3)	3	6	9	12	15
Low (2)	2	4	6	8	10
Very Low (1)	1	2	3	4	5

Priority for Action

Priority	Score	Working Days
Immediate	≥15	1
High	10-14	3
Medium	6-9	10
Low	≤5	20

Level of Risk Definitions:

Very high: Accessed daily by large groups of people (e.g. Hospital, education facility, Police station, prison, community centre, supermarket)

High: Accessed regularly by small groups of people (e.g. Office, shops, apartment building)

Medium: Accessed daily (e.g. Dwelling)

Low: Infrequent access, or exposure to hazard (e.g. Detached domestic garage/workshop/sleepout).

Very Low: Unlikely to be occupied, space typically used for storage only (e.g. Farm shed/hay barn).

Consequence of Failure Definitions:

Negligible: No injuries, no inconvenience to building users, no impact on adjacent building/property.

Minor: No injuries, some inconvenience to building users, unlikely to impact on adjacent building/property.

Moderate: No injuries, inconvenience to building users, likely to impact on adjacent building/property.

Major: Serious injury or death, evacuation or short-term sheltering may be required.

Extreme: Multiple deaths/serious injuries, failure of building likely to impact on adjacent building/property, evacuation or short/long term sheltering is required.

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2.4 Investigation Process

With regard to investigation the Council will:

- Investigate all buildings complaints received
- Investigate those buildings identified by Council
- Identify from these investigations any buildings that are dangerous or insanitary

- Assess the level of risk presented by the building by using the Assessment Risk Priority Matrix and Priorities for Action above and, if required, take immediate action
- Inform the owner and occupier of the building to take action to reduce or remove the danger or insanitary condition, as defined by Section121,123 and powers of Territorial Authority under Section 124 and Section 125 of the BA2004
- In the case of insanitary conditions will seek advice from the Medical Officer of Health
- Liaise with Fire and Emergency New Zealand (FENZ) when Council deems it appropriate, in accordance with Section121 (2) of the BA2004.

2.4.1 Dangerous Buildings

For the purpose of determining whether a building is dangerous in terms of Section 121 subsection (1) (b) of the BA2004, Council:

- May seek advice from members of FENZ in accordance with Section 121(2) who have been notified to the territorial authority by the FENZ National Commander as being competent to give advice; and
- If the advice is sought, must have due regard to the advice.

Where the building is a heritage building listed in Council's District Plan, Te Tai o Poutini Plan or a building listed in the Heritage New Zealand List, Heritage New Zealand shall also be advised and consulted and the building will be managed in accordance with all relevant policy documents.

2.4.2 Insanitary Buildings

In assessing insanitary buildings in accordance with Section 123 of the BA2004 within Buller District, Council will use some of the following criteria to assess the building.

The council will determine:

- if the building is occupied;
- what the building is being used for; and
- whether the insanitary conditions pose a reasonable probability of being potentially dangerous to the health of any occupants.

Where a building is occupied, considerations may include:

- adequacy of available sanitary facilities;
- adequacy and availability of drinking water;
- ventilation;
- the separation of kitchen and other sanitary facilities;
- potential for moisture penetration taking into account construction materials and any defects in roof and walls; and
- the extent to which the building is offensive to adjacent and nearby properties

- Relevant Building Codes as appropriate which may include any of the following:
  - E1 (Surface Water)
  - E2 (External Moisture)
  - E3 (Internal Moisture)
  - G1 (Personal Hygiene)
  - G3 (Food Preparation)
  - G4 (Ventilation)
  - G12 (Water Supplies)
  - G13 (Foul Water)

2.4.3 Affected buildings

When the Council is satisfied a building is dangerous, the Council will contact the owners of any buildings it considers are, or are likely to be, affected buildings before it takes any action in relation to the dangerous building. The Council will discuss with owners of affected buildings the circumstances of the owner or the future plans for the site. Such knowledge could affect, for example, the time in which repairs are to be undertaken. If the Council decides to issue a notice restricting entry to an affected building (Under Section 124 (1)(b), (c) or (d) BA2004), the Council will ensure the first person to receive a copy of the notice is the owner of the building, followed by the occupants (if any). Copies of notices to owners and occupants will be given in person where practicable.

Where a building is identified as being affected, that information will be put on the relevant property file and disclosed in any land information memorandum or project information memorandum issued for the building, until the danger is removed.

2.5 Enforcement and Action:

2.5.1 Immediate Priority:

When the assessment the Assessment Risk Priority Matrix determines that the building is an Immediate Priority the action may include any or all of the following:

- Prohibiting any person from occupying or using the building;
- If necessary, erecting barriers and warning signs, plus securing the building to prevent entry until such time as remedial action can be taken;
- Undertaking remedial action under s129 of the BA2004. Note that, in the case of insanitary buildings, the Council reserves the right to use its powers available under s34 of the Health Act, 1956.

Where the Council undertakes remedial action under either s129 of the BA2004 or s34 of the Health Act 1956, all costs will be recoverable from the building owner(s) as provided for in the relevant legislation. Council will notify the Medical Officer of Health if there are insanitary conditions or where occupants may be neglected or infirm.

2.5.2 High to Low Priority:

Buildings that are determined to present a serious risk which is not immediate will be subject

to the minimum timeframes for reduction or removal of the danger (being not less than 10 days) as set out in s124(1) (c) of the BA2004.

If the building is found to be dangerous or insanitary but does not present an immediate risk the Council:

• May seek advice from members of FENZ in accordance with Section 121(2) who have been notified to the territorial authority by the FENZ National Commander as being competent to give advice; and

• If the advice is sought, must have due regard to the advice.

• Attach written notice in accordance with Section 125 of the BA2004 to the building requiring work to be carried out on the building, within a time stated in the notice being not less than 10 days, to reduce or remove the danger.

• Give copies of that notice to the building owner, occupier and every person who has an interest in the land, or is claiming an interest in the land, as well as the Heritage New Zealand, if the building is a registered heritage building.

• Contact the owner at the expiry of the time period set down in the notice in order to gain access to the building to ascertain whether the notice has been complied with.

• Where the danger is the result of non-consented building work the owner will be formally requested to provide an explanation as to how the work occurred and who carried it out and under whose instructions.

• Pursue enforcement action under the BA2004 and Health Act 1956 and recover actual and reasonable costs. Council may consider taking action by issuing Notice to Fix in accordance with section 164(1)(a) of the BA 2004 if there is reasonable evidence that a specified person is contravening or failing to comply with act or any regulations.

• Where building work is required and not completed within a reasonable speed under a notice issued, Council will apply to District Court for an order to do so and will notify the owner at least 10 days prior to the application to address the risk to building users or affected buildings in accordance with Section 126-128

• Where any unsafe condition is identified by Council for dangerous substances or inappropriate storage, Work Safe is to be notified in accordance with the requirements set out in Health and Safety at Work Act 2015 (Hazardous Substances Regulation) and Hazardous Substances and New Organisms Act 1996

2.5.3 Additional Powers:

In addition to remedial action, the BA2004 also empowers the Council to prosecute building owners and this power may be considered at times by the Council

2.5.4 Other Buildings

Buildings identified as in poor state but do not fall within the scope of dangerous or insanitary will be placed on the Dangerous Affected and Insanitary Buildings Monitoring register with either a six monthly or annual reinspection assigned to the compliant.

2.6 Heritage Buildings

Waivers and other dispensations will not be automatically granted to heritage buildings under this policy. All owners have a right of objection as defined in the BA2004, which includes applying to the Ministry of Business Innovation and Employment (MBIE) for a determination under Section 177(3)(f) of the BA2004. Council will reserve the right to recover costs of this process from objectors and/or building owners.

2.7 Determinations

If any owner disputes a Council decision, or proposed action, relating to the exercise of the Council's powers under sections 124 or 130 of the BA2004, the owner may apply for a determination from the Chief Executive of the Ministry of Building, Innovation and Employment, under Section 177(3)(f) of the BA2004. Sections 176 – 190 of the BA 2004 lay out the requirements for determinations. Such a determination is binding upon the Council.

The Council reserves the right to recover actual and reasonable costs incurred in conducting review and objection processes, in accordance with fees set from time to time.

2.8 Interaction between this Policy and Related Sections of the BA2004

Section 41 of the BA 2004 provides for situations where, because of the urgency of the work to be done to remove the danger, it is not practical to apply for a building consent before the work is undertaken. In these cases, an application for a certificate of acceptance may be required. However, prior to any action being taken it is essential that building owners provide a written proposal of any proposed works to the Council for agreement on the matter.

2.9 Record keeping

Any buildings identified as being dangerous or insanitary will have a requisition placed on the Council's records for the property on which the building is situated until the danger or insanitary condition is remedied.

In addition, the information will be placed on any Land Information Memorandum (LIMs) and will be available for public release in accordance with the provisions of Local Government Official Information and Meetings Act 1987 and the Local Government Act 2002.

The following information will be placed on the Land Information Memorandum (LIM):

- The notice issued informing the owner that the building is dangerous and where necessary notice of the requirement to evacuate.
- a copy of the letter to owner, occupier and any other affected parties that the building is dangerous; and

- a copy of the notice given under section 124(1) that identifies the work to be carried out on the building and the timeframe given to reduce or remove the danger.

2.10 PLANNING

Buller District Council will:

- enter into mutual aid agreements with other Territorial Authorities / Building Control Authorities to share resources;
- develop a current list of contacts with other organisations that may co-operate during an emergency;
- use the national rapid assessment forms and stickers when assessing building structural damage;
- identify priorities for building evaluation; and
- prepare a database for receiving and recording information.

2.11 ECONOMIC IMPACT POLICY

Due to the very low number of dangerous or insanitary buildings encountered annually by the Council, the economic impact of this policy is considered to be negligible.

3 POLICY REVIEW

Pursuant to section 132 of the BA2004 this policy is required to be reviewed by the Council every 5 years. Any amendment or replacement of the policy must be in accordance with Section 83 of the Local Government Act 2002 (Special Consultative Procedure).

Health New Zealand
Te Whatu Ora

09 July 2025

Buller District Council
6/8 Brougham St
Westport
7825

Tēnā koe

Buller District Council's Dangerous, Affected and Insanitary Buildings Policy

1. This technical advice on the Buller District Council's Dangerous, Affected and Insanitary Buildings Policy has been compiled by the National Public Health Service (NPHS) Te Waipounamu region, Health New Zealand – Te Whatu Ora. NPHS Te Waipounamu provides public health services in the South Island, including the Buller District.

2. NPHS Te Waipounamu recognises its responsibilities to improve, promote and protect the health of people and communities of Aotearoa New Zealand under the Pae Ora (Healthy Futures) Act 2022 and the Health Act 1956.

3. Pae Ora requires the health sector to protect and promote healthy communities and health equity across different population groups by working together with multiple sectors to address the determinants of health.

4. NPHS Te Waipounamu is focused on the achievement of equitable health outcomes. We use the Ministry of Health's definition of equity:

   In Aotearoa New Zealand people have differences in health that are not only avoidable, but unfair and unjust. Equity recognises different people with different levels of advantage require different approaches and resources to get equitable health outcomes.[1]

5. This technical advice responds to some of the questions provided in the Buller District Council's Dangerous, Affected and Insanitary Buildings Policy submission template.

6. This technical advice sets out matters of interest and concern to NPHS Te Waipounamu, and our recommendations are based on evidence about public health and equity, as well as the experience of public health officers.

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[1] Ministry of Health – Manatū Hauora (2024, July 2). Achieving equity. https://www.health.govt.nz/about-ministry/what-we-do/achieving-equity

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Specific Comments

7.   There are many potential health implications associated with people living in insanitary and dangerous conditions. Councils have a range of legislative and regulatory tools available to them that can contribute to minimising the potential risks that insanitary and dangerous building conditions can pose to human health.

8.   NPHS Te Waipounamu commends Buller District Council for the development and review of its Dangerous, Affected and Insanitary Buildings Policy. Councils have an important role to play when responding to issues related to these types of buildings. We support Option 1: Adopt the proposed Dangerous, Affected and Insanitary Buildings Policy.

9.   NPHS Te Waipounamu notes that Council recognises its legislative obligations under the Building Act 2004 in relation to dangerous and insanitary buildings and that the Policy also mentions the Health Act 1956 with regards to interactions with building owners and Council powers.

10.   NPHS Te Waipounamu endorses Council seeking advice from the Medical Officer of Health during the investigation process where insanitary conditions are identified or where the occupants are neglected or infirm. We also support Council engaging with Fire and Emergency New Zealand (FENZ). A multi-agency approach, often required when responding to these health-related issues, is considered best practice.

11.   NPHS Te Waipounamu commends Council's commitment in the Policy to engage with building owners where buildings are identified to not yet meet the criteria and to work with them to improve their building's conditions before they become dangerous and insanitary.

Recommendations

12.   NPHS Te Waipounamu recommends that the Policy includes specific reference to the relevant sections of the Health Act 1956. Council's response to dangerous and insanitary buildings is intertwined with its roles in relation to sections 29, 41 and 42 of the Health Act 1956, which include specific definitions and actions associated with insanitary housing, and Section 126 which defines infirm and neglected persons.

13.   Section 29 of the Health Act 1956 defines the term nuisance which may relate to overcrowding and insanitary conditions that are likely to cause injury to the health of people, and dwellings that are unfit for human habitation. Incidents of severe domestic squalor can include extremely unhygienic conditions and hoarding, where the accumulation of material has led to the living environment being unclean, insanitary or dangerous. This section of the Act also applies to areas on land outside of the premises for the purposes of reducing harbourage for pests and accumulation on properties.

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14. Sections 41 and 42 of the Health Act 1956 detail the circumstances in which Council may issue a cleansing order or require repairs and/or issue closing orders due in part to insanitary conditions likely to cause injury to the health of any persons living there.

15. Section 126 of the Health Act 1956 refers to infirm and neglected persons. These persons are often affected by dangerous and/or insanitary buildings and living conditions. A committal order can be sought by the Medical Officer of Health if they believe the person's health and well-being are at risk from the conditions in which they are living.

16. Although a Medical Officer of Health may invoke section 126 to deal with situations where infirm and neglected persons or domestic squalor are involved, this power must be exercised with restraint. The decision is made by the District Court and the threshold to deny someone their normal freedoms is very high. Application for a committal order should not be considered unless the Medical Officer of Health believes the person's health and well-being are at risk from the conditions in which they are living, and there are no other feasible options to address that risk.

17. The aim is to ensure there is appropriate support in place so that the person can remain living as independently as possible without significantly compromising their personal health or the health of the public. It is only when this is not possible, and all other courses of action have been explored and exhausted, that the powers of committal under section 126 the Health Act 1956 should be considered.

18. Nuisance conditions or substandard housing should be dealt with in the first instance by using the other appropriate legislative and regulatory tools available, rather than through invoking section 126.

19. NPHS Te Waipounamu recommends that the Policy includes details regarding responses and actions in relation to environmental interventions by Council, for example cleansing orders, and the abatement of nuisance conditions under the Health Act 1956.

20. NPHS Te Waipounamu commends Council's commitment to engage with stakeholders including the Medical Officer of Health and Fire and Emergency NZ. Due to the complex nature of people living in insanitary conditions, the Council should indicate its intention to liaise with community-based agencies such as health care providers (general practitioners, health of older persons services and/or mental health services) and relevant community social support organisations, such as Age Concern.

21. When referring to assessing buildings, the Policy does encourage Council staff to seek advice from external operators such as Fire and Emergency NZ. However, this reference to seeking advice could be widened to specifically include other potential stakeholders, such as

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public health services, that may need to be involved in helping to manage complex situations.

22. Interagency groups have been set up in some regions to provide pathways for referral, as well as guidelines and information to ensure that the people living in severe domestic squalor are assisted in a consistent, sustainable and efficient way.

23. NPHS Te Waipounamu recommends that the role of key Council staff such as Environmental Health Officers is expanded on in the policy. These responsibilities may include ensuring the building meets the Building Act 2004 and Health Act 1956, that they act to remedy insanitary or nuisance conditions, and that they refer to the Medical Officer of Health where they consider further action is necessary.

Conclusion

24. NPHS Te Waipounamu does not wish to be heard with respect to this advice.

Ngā mihi,

Vince Barry
Regional Director
National Public Health Service
Te Waipounamu Region

Dr Cheryl Brunton
Medical Officer of Health
National Public Health Service
Waitaha Canterbury
Te Waipounamu Region

Te Kāwanatanga o Aotearoa
New Zealand Government

4

BULLER DISTRICT COUNCIL
Te Kaunihera O Kawatiri

DRAFT
Dangerous, Affected and Insanitary Buildings Policy

Creation Date:		Consulted on:	
Approved Date:		Date for Review:	
Author:		Authorised by:	
Version:			
Also, Refer to:			

1. INTRODUCTION

1.1 PURPOSE

The purpose of this Policy is to reduce the risk of injury, death, ill health or damage within Buller communities by identifying and managing dangerous, affected and insanitary buildings in the district.

1.2 INTERPRETATION

Affected building is defined as any building that is adjacent to, adjoining, or nearby -
* a dangerous building as defined in section 121 of the Building Act 2004 (BA2004); or
* a dangerous dam within the meaning of section 153 of BA2004.

Dangerous building is defined under Section 121 of the BA2004 as:
a)   A building is dangerous for the purposes of the BA2004 if, in the ordinary course of events (excluding the occurrence of an earthquake), the building is likely to cause –
* injury or death (whether by collapse or otherwise) to any persons in it or to persons on other property; or
* damage to other property; or
* in the event of a fire, injury or death to any persons in the building or to persons on other property is likely because of fire hazard or the occupancy of the building.
b)   For the purpose of determining whether a building is dangerous in terms of subsection (1)(b), a territorial authority –
* may seek advice from members of the Fire and Emergency New Zealand (FENZ) who have been notified to the territorial authority by the Fire and Emergency

National Commander as being competent to give advice; and
* if the advice is sought, must have due regard to the advice."

Insanitary building is defined under Section 123 of the BA2004 as:
A building is insanitary for the purpose of the BA2004 if the building is offensive or likely to be injurious to health because –
* of how it is situated or constructed; or
* it is in a state of disrepair; or
* has insufficient or defective provisions against moisture penetration so as to cause dampness in the building or in any adjoining building; or
* does not have a supply of potable water that is adequate for its intended use; or
* does not have sanitary facilities that are adequate for its intended use."

Heritage building is defined in the interpretation section of BA2004 and has been summarised for the Buller District as the following:
a)   identified as heritage, including within a scheduled historic heritage place or;
b)   Identified within the Buller District Plan Part 14 Schedule of Historic Buildings and Sites or within the proposed Te Tai o Poutini Plan Schedule One – Historic Heritage (Buildings and Areas);
c)   listed in the New Zealand Heritage List/Rārangi Kōrero under the Heritage New Zealand Pouhere Taonga Act 2014
d)   subject to a Heritage Order, or a heritage-related covenant on the title; constructed prior to 1900.

1.4 Scope:

This document sets out the policy for such buildings as adopted by the Buller District Council (Council) and applies to all buildings within the district.

1.5 Background:

Section 131 of BA 2004 requires territorial authorities to adopt a policy on dangerous and insanitary buildings. In developing this policy, the Buller District Council has balanced the need to protect public health and safety in accordance with the purpose (Section 3) of the BA2004. At the same time the economic implications of requiring significant remedial building work on heritage buildings in relation to community expectations in protecting and preserving heritage buildings also considered.

This document sets out the policy adopted by Buller District Council and includes:

1.1. The approach that the Buller District Council will take in performing its functions under BA 2004 which includes the 2013 amendment to BA2004, requiring councils to also consider affected buildings in their policies.
1.2. Buller District Council's priorities in performing those functions.
1.3. How the policy will apply to heritage buildings.

The Act also specifically recognises that heritage buildings may require a variation to such an approach if their heritage values are to be maintained and not compromised. For instance, council can consider dispensations and waivers for issues of safety and sanitary conditions for heritage buildings and consider lateral or innovative approaches to achieving the desired level of compliance.

In managing dangerous, insanitary or affected buildings a special consideration will also be given to the structural stability and adequate fire protection provisions or means of escape from buildings to ensure a safe egress from a building in a situation of danger which will be considered with any waivers for heritage buildings and earthquake prone buildings.

1.6 Building Act 2004 Principles

The principles to be applied in performing functions or duties or exercising powers under the BA2004 are as detailed under Section 4 (1)(2) (a-q) and 121-132A. Special consideration is to be given to Heritage buildings and will advise Heritage New Zealand Pouhere Taonga as required under Section 125(2)(f) if building work is required and 131(2)(c) in how the policy will apply to heritage buildings and considering earthquake prone buildings which require urgent works to remove or reduce risks under Section 133 (BV)-(BW).

1.7 Policy Principles

Council will continue to investigate complaints made to Council from community, adjoining affected building owners and buildings identified by staff in the course of their work. Council will also identify dangerous, insanitary buildings and buildings that appear to be deteriorated and in poor condition within the district that may not meet the criteria currently but would if no repairs or building work are completed within the near future.
Buildings in a deteriorated or poor condition are placed on a monitoring register and periodically visually assessed on the external condition of the building for residential and also internal condition for commercial/ industrial buildings.

Council will contact these building owners and establish rapport to educate and ultimately improve the living conditions of our communities within the district.

2.   POLICY

2.1 Policy Approach:

Council will use a best practice approach in identifying, assessing, prioritising, investigating and enforcement actions for dangerous, insanitary an affected buildings within the Buller District.

A risk matrix will be used to determine the priority criteria of the dangerous, insanitary or affected building types and condition.

A variety of factors can result in a building to be deemed dangerous, insanitary or affected including conversions of existing buildings, lack of maintenance, lack of appropriate facilities, overcrowding and un-consented alterations which can cause serious health and safety problems.

The failure to obtain a building consent or the use of buildings for unauthorised purposes can pose a danger to the occupants as well as users. Dangers may include danger of collapse, inadequate fire protection or means of escape.

The development of the New Zealand Building Code and associated standards creates, over time, an effective "raising of the bar" for the standards which buildings and Building Owners must meet. Existing buildings must be maintained appropriately to continue to meet such standards.

The Council is actively involved in encouraging the public to discuss their development plans with Council on the BA 2004 matters with a view to encourage owners to obtain building consent where necessary. The Council treats building safety as a serious matter; buildings must be safe for their intended use and for Occupiers which includes affected buildings (effect on adjacent, adjoining or nearby buildings).

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The Council will identify potentially dangerous or insanitary building on the basis of: -

- Complaints from members of the public
- Advice received from Council staff
- Complaints or advice from other agencies (e.g. local health providers, NZ Police, trades people)
- Periodically actively identifying buildings in the district that are deteriorating with obvious damage and structural issues that can lead to insanitary, and/or dangerous conditions.

Council is committed to ensuring that the Buller District is a safe and healthy place to live and work while also ensuring that the district continues to develop and thrive.
This policy was developed and finalised after due consultation with Buller District Council ratepayers and stakeholders in accordance with Section 83 of the Local Government Act 2002.

1.8   District Characteristics

The local buildings vary widely in type and age, encompassing construction techniques from traditional wood and unreinforced masonry to modern multi-storey steel and concrete structures. The district has only a few three-storey buildings, with the majority consisting of one or two storeys.

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Medium (3)	3	6	9	12	15
Low (2)	2	4	6	8	10
Very Low (1)	1	2	3	4	5

Priority for Action

Priority	Score	Working Days
Immediate	≥15	1
High	10-14	3
Medium	6-9	10
Low	≤5	20

Level of Risk Definitions:

Very high: Accessed daily by large groups of people (e.g. Hospital, education facility, Police station, prison, community centre, supermarket)

High: Accessed regularly by small groups of people (e.g. Office, shops, apartment building)
Medium: Accessed daily (e.g. Dwelling)

Low: Infrequent access, or exposure to hazard (e.g. Detached domestic garage/workshop/sleepout).

Very Low: Unlikely to be occupied, space typically used for storage only (e.g. Farm shed/hay barn).

Consequence of Failure Definitions:

Negligible: No injuries, no inconvenience to building users, no impact on adjacent building/property.

Minor: No injuries, some inconvenience to building users, unlikely to impact on adjacent building/property.

Moderate: No injuries, inconvenience to building users, likely to impact on adjacent building/property.

Major: Serious injury or death, evacuation or short-term sheltering may be required.

Extreme: Multiple deaths/serious injuries, failure of building likely to impact on adjacent building/property, evacuation or short/long term sheltering is required.

2.4 Investigation Process

With regard to investigation the Council will:
- Investigate all buildings complaints received
- Investigate those buildings identified by Council
- Identify from these investigations any buildings that are dangerous or insanitary
- Assess the level of risk presented by the building by using the Assessment Risk Priority Matrix and Priorities for Action above and, if required, take immediate action
- Inform the owner and occupier of the building to take action to reduce or remove the danger or insanitary condition, as defined by Section121,123 and powers of Territorial Authority under Section 124 and Section 125 of the Act
- In the case of insanitary conditions will seek advice from the Medical Officer of Health
- Liaise with Fire and Emergency New Zealand (FENZ) when Council deems it appropriate, in accordance with Section121 (2) of the Act.
- Liaise with Medical Officer of Health and public health service providers if considered necessary

2.4.1 Dangerous Buildings
For the purpose of determining whether a building is dangerous in terms of Section 121 subsection (1) (b) of the Act, Council:
- May seek advice from members of FENZ in accordance with Section 121(2) who have been notified to the territorial authority by the FENZ National Commander as being competent to give advice; and
- If the advice is sought, must have due regard to the advice.

Where the building is a heritage building listed in Council's District Plan, Te Tai o Poutini Plan or a building listed in the Heritage New Zealand List, Heritage New Zealand shall also be advised and consulted and the building will be managed in accordance with all relevant policy documents.

2.4.2 Insanitary Buildings
In assessing insanitary buildings in accordance with Section 123 of the BA2004 within Buller District, Council will use some of the following criteria to assess the building.

Council may also seek advice from the Medical Officer of Health when determining whether a building is insanitary

The council will determine:
- if the building is occupied;
- what the building is being used for; and
- whether the insanitary conditions pose a reasonable probability of being potentially dangerous to the health of any occupants.

Where a building is occupied, considerations may include:
- adequacy of available sanitary facilities;
- adequacy and availability of drinking water;
- ventilation;
- the separation of kitchen and other sanitary facilities;
- potential for moisture penetration taking into account construction materials and any defects in roof and walls; and
- the extent to which the building is offensive to adjacent and nearby properties
- Relevant Building Codes as appropriate which may include any of the following:
    - E1 (Surface Water)
    - E2 (External Moisture)

- E3 (Internal Moisture)
- G1 (Personal Hygiene)
- G3 (Food Preparation)
- G4 (Ventilation)
- G12 (Water Supplies)
- G13 (Foul Water)

2.4.3 Affected buildings

When the Council is satisfied a building is dangerous, the Council will contact the owners of any buildings it considers are, or are likely to be, affected buildings before it takes any action in relation to the dangerous building. The Council will discuss with owners of affected buildings the circumstances of the owner or the future plans for the site. Such knowledge could affect, for example, the time in which repairs are to be undertaken. If the Council decides to issue a notice restricting entry to an affected building (Under Section 124 (1)(b),
(c) or (d) BA2004), the Council will ensure the first person to receive a copy of the notice is the owner of the building, followed by the occupants (if any). Copies of notices to owners and occupants will be given in person where practicable.

Where a building is identified as being affected, that information will be put on the relevant property file and disclosed in any land information memorandum or project information memorandum issued for the building, until the danger is removed.

2.5 Enforcement and Action:

2.5.1 Immediate Priority:

When the assessment the Assessment Risk Priority Matrix determines that the building is an Immediate Priority the action may include any or all of the following:

- Prohibiting any person from occupying or using the building;
- If necessary, erecting barriers and warning signs, plus securing the building to prevent entry until such time as remedial action can be taken;
- Undertaking remedial action under s129 of the BA2004. Note that, in the case of insanitary buildings, the Council reserves the right to use its powers available under s34 of the Health Act, 1956.

Where the Council undertakes remedial action under either s129 of the Act or s34 of the Health Act 1956, all costs will be recoverable from the building owner(s) as provided for in the relevant legislation. Council will notify the Medical Officer of Health if there are insanitary conditions or where occupants may be neglected or infirm.

2.5.2 High to Low Priority:

Buildings that are determined to present a serious risk which is not immediate will be subject to the minimum timeframes for reduction or removal of the danger (being not less than 10 days) as set out in s124(1) (c) of the Act.

If the building is found to be dangerous or insanitary but does not present an immediate risk the Council:
- May seek advice from members of FENZ in accordance with Section 121(2) who have been notified to the territorial authority by the FENZ National Commander as being competent to give advice and if the advice is sought, will have due regard to the advice.
- May seek advice from the Medical Officer of Health
- Attach written notice in accordance with Section 125 of the Building Act to the building requiring work to be carried out on the building, within a time stated in the notice being not less than 10 days, to reduce or remove the danger.
- Give copies of that notice to the building owner, occupier and every person who has an

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interest in the land, or is claiming an interest in the land, as well as the Heritage New Zealand, if the building is a registered heritage building.

- Contact the owner at the expiry of the time period set down in the notice in order to gain access to the building to ascertain whether the notice has been complied with.
- Where the danger is the result of non-consented building work the owner will be formally requested to provide an explanation as to how the work occurred and who carried it out and under whose instructions.
- Pursue enforcement action under the BA2004 and Health Act 1956 and recover actual and reasonable costs. Council may consider taking action by issuing Notice to Fix in accordance with section 164(1)(a) of the Building Act 2004 if there is reasonable evidence that a specified person is contravening or failing to comply with act' or any regulations.
- Where building work is required and not completed within a reasonable speed under a notice issued, Council will apply to District Court for an order to do so and will notify the owner at least 10 days prior to the application to address the risk to building users or affected buildings in accordance with Section 126-128
- Where any unsafe condition is identified by Council for dangerous substances or inappropriate storage, Work Safe is to be notified in accordance with the requirements set out in Health and Safety at Work Act 2015 (Hazardous Substances Regulation) and Hazardous Substances and New Organisms Act 1996

2.5.3 Additional Powers:

In addition to remedial action, the BA2004 also empowers the Council to prosecute building owners and this power may be considered at times by the Council

2.5.4 Other Buildings

Buildings identified as in poor state but do not fall within the scope of dangerous or insanitary will be placed on the Dangerous Affected and Insanitary Buildings Monitoring register with either a six monthly or annual reinspection assigned to the compliant.

2.6 Heritage Buildings

Waivers and other dispensations will not be automatically granted to heritage buildings under this policy. All owners have a right of objection as defined in the BA2004, which includes applying to the Ministry of Business Innovation and Employment (MBIE) for a determination under Section 177(3)(f) of the BA2004. Council will reserve the right to recover costs of this process from objectors and/or building owners.

2.7 Determinations

If any owner disputes a Council decision, or proposed action, relating to the exercise of the Council's powers under sections 124 or 130 of the BA2004, the owner may apply for a determination from the Chief Executive of the Ministry of Building, Innovation and Employment, under Section 177(3)(f) of the BA2004. Sections 176 – 190 of the BA 2004 lay out the requirements for determinations. Such a determination is binding upon the Council.

The Council reserves the right to recover actual and reasonable costs incurred in conducting review and objection processes, in accordance with fees set from time to time.

2.8 Interaction between this Policy and Related Sections of the BA2004

Section 41 of the BA 2004 provides for situations where, because of the urgency of the work to be done to remove the danger, it is not practical to apply for a building consent before the work is undertaken. In these cases, an application for a certificate of acceptance may be required. However, prior to any action being taken it is essential that building owners provide a written proposal of any proposed works to the Council for agreement on the matter.

2.9 Record keeping

Any buildings identified as being dangerous or insanitary will have a requisition placed on the Council's records for the property on which the building is situated until the danger or insanitary condition is remedied.

In addition, the information will be placed on any Land Information Memorandum (LIMs) and will be available for public release in accordance with the provisions of Local Government Official Information and Meetings Act 1987 and the Local Government Act 2002.

The following information will be placed on the Land Information Memorandum (LIM):

- The notice issued informing the owner that the building is dangerous and where necessary notice of the requirement to evacuate.
- a copy of the letter to owner, occupier and any other affected parties that the building is dangerous; and
- a copy of the notice given under section 124(1) that identifies the work to be carried out on the building and the timeframe given to reduce or remove the danger.

2.10 PLANNING

Buller District Council will:
- enter into mutual aid agreements with other Territorial Authorities / Building Control Authorities to share resources;
- develop a current list of contacts with other organisations that may co- operate during an emergency;
- use the national rapid assessment forms and stickers when assessing building structural damage;
- identify priorities for building evaluation; and
- prepare a database for receiving and recording information.

2.11 ECONOMIC IMPACT POLICY

Due to the very low number of dangerous or insanitary buildings encountered annually by the Council, the economic impact of this policy is considered to be negligible.

4. POLICY REVIEW

Pursuant to section 132 of the BA2004 this policy is required to be reviewed by the Council every 5 years. Any amendment or replacement of the policy must be in accordance with Section 83 of the Local Government Act 2002 (Special Consultative Procedure).

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 16

Prepared by   Simon Bastion
                   Group Manager Regulatory Services

Reviewed by   Simon Pickford
                   Chief Executive Officer

Attachments   -   1. Draft Buller District Business Continuity Management System

Public Excluded: No

Buller District Council Business Continuity Management System

1.   **REPORT PURPOSE**
     To provide the Risk and Audit Committee with an update on the Business Continuity Management System. No decision is needed in relation to this information.

2.   **EXECUTIVE SUMMARY**
     - Buller District Council needs a robust, tested Business Continuity Management process and appropriate documentation which can be implemented organisation-wide and capable of being triggered either independently or in coordination with a Civil Defence emergency.
     - The process is developed based on three components:
       1. Crisis Management Plan (CMP) (initial response to an emergency)
       2. Business Continuity Plan (BCP) (recovery to business as usual)
     - Over the last 4 months council staff have been working alongside consultant Phil Rossiter to develop the documents.
     - Draft CMP and BCP have now been completed, and the Committee's endorsement is sought in this report
     - Once endorsed the intention is to ensure these plans are reviewed annually to ensure they are maintained and updated based on business needs.

3. **DISCUSSION**
   There are times when events may temporarily disrupt some or all council services, such as utility outages (power, water), loss of connectivity (communication systems), or catastrophic events (e.g., natural disasters, pandemics). When such events occur, it is crucial to restore services or implement alternative solutions as quickly as possible.

4. An effective BCP ensures resilience against disruptions, safeguarding not just critical processes but also public confidence in council operations. By addressing gaps proactively, the council can mitigate risks to its operational continuity and reputation.

5. The Council's current BCP is overdue for review and, in its present state, is not suitable for its intended purpose. The original version of a BCP was last reviewed and endorsed on 18 March 2020 by then Chief Executive Officer. Prior to this project, the Council also had several other related documents at different stages of development.

6. Buller District Council should maintain plans which are up to date and well socialised within the council, detailing the following information for each Council function:
   a. Core Activities or Processes: Outline the essential tasks and functions.
   b. Maximum Tolerable Periods of Disruption: Define the maximum time each core activity can be disrupted before escalation is needed.
   c. Key Resources Required: Identify the critical resources necessary to sustain each activity.
   d. Workaround Procedures: Develop procedures for managing core activities with short tolerable disruption periods.

7. **PROJECT SCOPE OF WORK**
   The scope of this project is to develop a comprehensive BCP and Crisis Management Plan (CMP) that ensures the organisation's critical functions can operate during and after disruptions. The project assessed current capabilities, identified risks, and has resulted in robust BCP and CMP documents tailored to the organisation's needs.

8. The development of the documents went through a number of stages as set out below:

9. Risk Assessment and Business Impact Analysis (BIA):
   - Identify potential threats, vulnerabilities, and risks to business operations.
   - Conduct a BIA to evaluate the financial, operational, and reputational impact of disruptions.
   - Prioritise critical business functions and establish recovery time objectives and recovery point objectives.

10. Strategy Development:
   - Identify and document recovery strategies for critical functions, IT systems, facilities, and human resources.
   - Confirm processes are in place for data backup, alternative work locations, systems usage requirements and communication systems for all business portfolios.
   - Develop resource requirements for recovery efforts.

11. Plan Development:
   - Draft the Business Continuity Plan, including:
     i. Incident response procedures
     ii. Emergency communication plans
     iii. Roles and responsibilities of key personnel
     iv. Detailed recovery procedures for critical functions
     v. Testing and maintenance schedules
     vi. Provide templates for ongoing updates and revisions.

   - Develop a Crisis Management Plan outlining:
   vii. Crisis identification and assessment protocols
   viii. Activation of the crisis management team and decision- making frameworks
   ix. Incident command structure and reporting hierarchy
   x. Internal and external communication strategies during a crisis
   xi. Stakeholder engagement plans (e.g., media, regulators, customers, partners)
   xii. Steps for de-escalation and return to normal operation

12. To complement this project, a workable IT Disaster Recovery Plan (DRP) is needed. A robust IT Disaster Recovery Plan is essential to support rapid recovery during crises. While currently outside the project's scope, its assessment and integration will form a critical pillar of the overall organisational resilience strategy. The current position of Council's DRP will be assessed as part of the scope of work.

13. The standard considerations have been thoroughly evaluated, and there are no additional comments at this time.

14. **DRAFT RECOMMENDATION**

   That the Buller District Council Business Continuity Management System dated 13 August 2025 be received.

Buller District Council

BUSINESS CONTINUITY MANAGEMENT SYSTEM

August 2025

Contents

1 Introduction and objectives

This document describes Buller District Council's approach to Business Continuity Management (BCM) and has been developed in accordance with *ISO 22301:2019 – Security and resilience – Business continuity management systems* and *AS/NZS 5050 (Int):2020 – Managing disruption-related risk*. The BCM system comprises three key elements, as shown below.

Business Continuity Management System		
Crisis Management Plan	IT Disaster Recovery Plan	Business Continuity Plan

The purpose of a BCM system is to prepare for and provide and maintain controls and capabilities for managing an organisation's overall ability to continue to operate during disruptions. In achieving this, the organisation will:

- Support its strategic objectives;
- Contribute to organisational resilience;
- Protect and enhance its reputation and credibility (by providing confidence in the organisation's ability to succeed);
- Reduce legal and financial exposure and reduce direct and indirect costs of disruptions;
- Protect life, property, and the environment;
- Improve its attractiveness as an employer.

Specifically, the three key components of the BCMS are designed to:

- Crisis Management Plan - provide a clear, structured guide for how Council will respond before, during, and after a crisis (its main objectives being to minimise damage by outlining immediate and effective actions to manage and contain the crisis; protect stakeholders by ensuring their safety whilst maintaining their confidence and communicating transparently; safeguard Council's reputation by providing guidelines for clear, accurate, and timely communication; provide clear roles and responsibilities; and increase organisational resilience).

- IT Disaster Recovery Plan - provide a structured and documented approach to restore critical IT services, recover data, and resume normal business operations after disruptive events (note this is a standalone plan in recognition of the high dependency of Council processes on IT systems); and

- Business Continuity Plan - ensure that Council can continue critical operations, minimise disruptions, and recover swiftly following unexpected events (the focus of this plan is on business resumption, not responding to emergencies/crises).

Together, the above plans and their supporting processes and documents provide a structured and systematic approach to supporting business continuity and resilience. The BCMS also links to other existing Council processes such as the Risk Management Manual. Note that the initial incident response may require/invoke Emergency Response actions in the event physical impact is involved and urgent steps to contain and limit further impact is required.

Depending on the approach taken, BCM and supporting documentation can be complex and the management thereof, unwieldy and difficult. This BCMS intentionally endeavours to remain simple, structured, and systematic to support the likelihood of effective BCM.

2   Incident Stages

To visualise and understand the stages of incident occurrence and response and how BCM unfolds and should be applied, the following diagram has been developed. This illustrates how risk management is used to initially identify and mitigate threats, and then the succession of responses in the event an incident still occurs. The cascade of actions includes:

- Rapidly assessing and deploying (if necessary) Emergency Response actions to contain the physical impact of any incident;

- Assessing the severity of the incident and the need, if any, for formal Crisis Management; and/or

- Restoring maximum possible service levels as quickly as possible via Business Continuity actions and/or IT Disaster Recovery.

BAU Risk Management

Risk Management

Prevention:
- Identify threats
- Take appropriate steps to mitigate the chance of the threat occuring
- Requires threats to be identified

Plans / Controls
- Plans and policies
- IT Backup / virus protection
- Maintenance programmes
- SOPs

Emergency Response

Contain Physical Impact

Contain
- Prevent further injury to staff
- Secure staff
- Prevent further damage to assets

Plans
- Emergency Response Plan (ERP)

Crisis Management

Manage Business & Reputation Impact

Control
- Gather Facts
- Determine Impact

Communicate
- Staff
- Stakeholders
- Media

Coordinate
- Project manage incident
- Identify staff / resources

Plans
- Crisis Management Plan (CMP)

Business Continuity

Restore Business

Critical Processes
- Prioritise recovery
- Business impact based

Critical Resources
- People
- Information
- Assets
- Suppliers

Plans
- Business Continuity Plan (BCP)
- IT Disaster Recovery Plans (IT DRP)

3   Crisis Management Plan

A Crisis Management Plan (CMP) was developed that encompassed the following key elements:

- **Crisis Notification, Escalation, and Situational Assessment:** How the crisis management team (CMT) and key staff are notified of a crisis or potential crisis, and how the CMT executes a situational assessment to determine the appropriate crisis management response and next steps.
- **Emergency Response:** How the Emergency Response Team (EMT) responds to immediate health & safety threats (if the crisis involves an emergency situation).
- **Incident response planning, business continuity/disaster recovery, and operational response:** Crisis response plans and guidance for how they can be applied and adapted as needed based on the scenario - from business continuity and IT disruptions, to health & safety incidents and reputational crises. The crisis response plans will include invoking separate but related plans (e.g. IT DRP and BCP etc.) where appropriate depending on the incident.
- **Crisis Communications:** The communications plan (process, messages, and communication channels) to support crisis response.
- **Organisational Learning:** The steps Buller District Council will follow to identify and leverage lessons learned to improve crisis management capabilities for future incidents.

Buller District Council's Crisis Management Plan (CMP) is included in **Appendix 1: Crisis Management Plan**.

4   IT Disaster Recovery Plan (DRP)

Based on workflow mapping with each Council business unit (group), it is apparent that the key services and outputs of the Buller District Council are heavily (if not entirely) dependent on functioning IT systems.

Given this level of dependency and criticality, it is therefore necessary to have a specific IT Disaster Recovery Plan (DRP) that includes the information and procedures required to restore core IT services within acceptable timeframes in the event of a disruption. An IT DRP has been developed that addresses the key matters below.

- Identifies critical IT applications and dependencies.

- Defines appropriate recovery timeframes based on business impact analyses (BIA).

- Provides step-by-step instructions and response plans to IT disruptions to support business continuity.

Buller District Council's IT Disaster Recovery Plan (IT DRP) is included in **Appendix 2: IT Disaster Recovery Plan**.

5   Business Continuity Plan (BCP)

International Standard (ISO) *22301:2019 – Security and resilience* was used to guide the development of a Business Continuity Plan (BCP).

Several workshop sessions were undertaken with each of Buller District Council's business units (groups) to identify and describe:

- The 'maturity' of each Council business unit's (group's) workflows and processes with respect to the relevant elements of a business continuity system (as per *ISO 22301:2019*);

- Key dependencies (e.g. people; IT; equipment; facilities; third parties etc) for each business process;

- The impact of disruptions to these business processes;

- Procedures for recovering from disruptions and reinstating a minimum level of function for each process;

- Acceptable and achievable recovery times for each process (to identify gaps and actions, where they exist); and

- Additional actions required to strengthen Business Continuity outcomes.

Buller District Council's Business Continuity Plan (BCP) is included in **Appendix 3: Business Continuity Plan**.

The baseline business continuity 'maturity' for each business unit was aggregated into an overall baseline 'maturity' score for Council. The 'maturity' assessment was repeated following development of a business continuity management system to quantify progress. Before (baseline) and after 'maturity' assessments are shown below in **Figure 1** and **Figure 2**. This shows significant progress in business continuity maturity, with further increases in 'maturity' expected as the system is embedded and further evolved/refined, and testing and proving is undertaken over time (as per system requirements).

Figure 1: Baseline Business Continuity Maturity - BEFORE

Figure 2: Business Continuity Maturity - AFTER

6   On-going Actions and Development

This BCMS is an initial BCMS for the Buller District Council and as such, will require on-going testing, proving, refinement, and evolution. A number of actions were identified during the development of the BCMS that require addressing in order to further improve the effectiveness of the BCMS and/or address gaps, risks, or uncertainty. These actions are shown in **Figure 3**.

Figure 3: BCP Project Roadmap
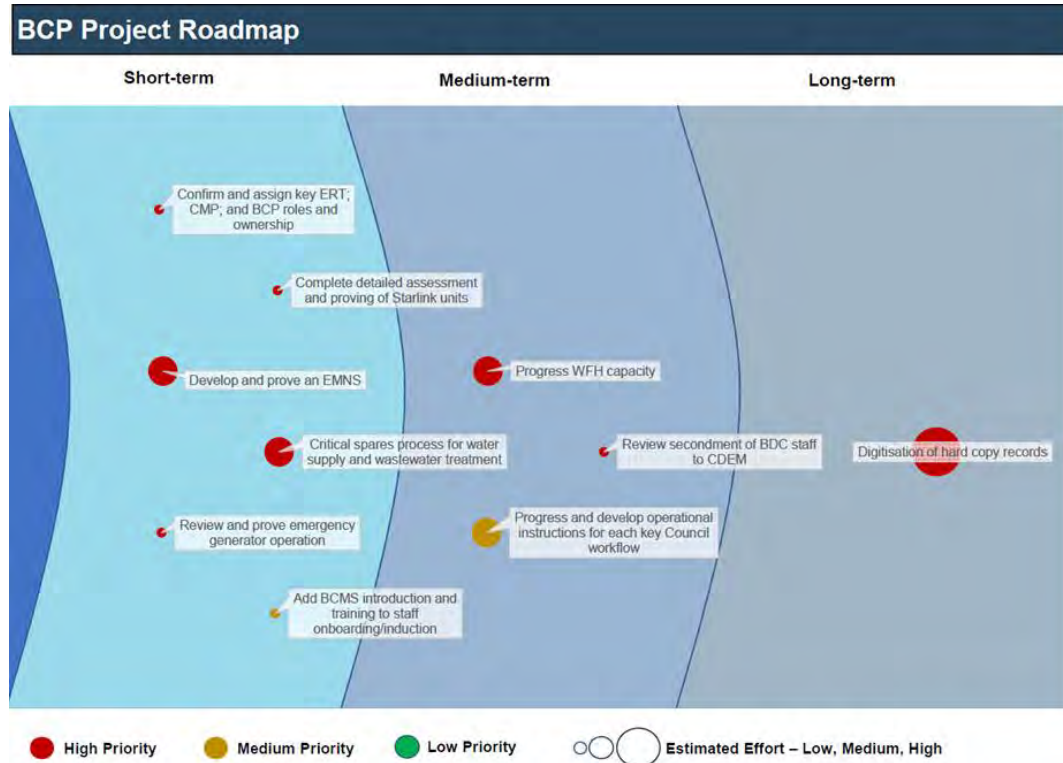
7   Summary

A Business Continuity Management System (BCMS) was developed for the Buller District Council that involved a framework of plans and tools to help Council navigate incidents and disruptions so that it limits associated impacts to the extent possible, and recovers quickly and effectively.

The BCMS was developed in accordance with *ISO 22301:2019 – Security and resilience – Business continuity management systems* and comprised three key supporting elements, as shown below. These underlying plans form the backbone of Council's BCMS and are appended to this document.

```
┌──────────────────────────────────────────────────────────────┐
│            Business Continuity Management System               │
└──────────────────────────────────────────────────────────────┘
        │                      │                      │
┌───────────────────┐ ┌───────────────────┐ ┌───────────────────┐
│ Crisis Management │ │ IT Disaster       │ │ Business          │
│ Plan              │ │ Recovery Plan     │ │ Continuity Plan   │
└───────────────────┘ └───────────────────┘ └───────────────────┘
```

All of Council's business units (groups), including the Westport Airport Authority, were engaged in the development of the BCMS, specifically around identifying key workflows and dependencies; the impact of disruptions (on these workflows); recovery processes in the event of disruptions to the workflows; and the time required to reinstate a level of workflow function (in order to understand gaps and exposure to disruptions). Beyond this focus, this work demonstrated the significant scope and scale of processes and services delivered for external and internal stakeholders by Council staff, and the inherent resourcefulness, commitment, adaptability, and capability of staff to maintain business continuity and manage disruptions in the absence of more formal BCMS approaches.

A specific IT Disaster Recovery Plan was developed to address disruptions to IT systems and applications, given the criticality of these aspects to almost all Council processes.

Whilst the BCMS will require committed, on-going testing, evolution, and integration with change and risk management processes for it to be most effective, the 'maturity' of Council's organisational preparedness and resilience has significantly because of this initial work.

A number of actions are proposed in a Business Continuity Roadmap to address identified risks and gaps in the BCMS.

Appendix 1: Crisis Management Plan

Buller District Council- Crisis Management Plan

Document information

Version #:	0.01
Version date:	1st August 2025

Table of Contents

1   Introduction & Scope

A crisis management plan (CMP) is the starting point for coordinating an organisation's response to a wide range of crises. A crisis is a "situation … that disrupts the core activities and/or credibility of an organisation and requires urgent action". Crises are often complex and accompanied by a great deal of uncertainty.

To effectively address a range of crises, this CMP has been developed and summarises Buller District Council's approach to crisis management and includes plans for Emergency Response, Crisis Response, and Crisis Communications. The CMP leverages other plans (e.g. Council's IT disaster recovery plan and Business Continuity Plan).

1.1   Crisis Management Plan Framework

The CMP framework has the following components:

- **Crisis Notification, Escalation, and Situational Assessment:** How the crisis management team (CMT) and key staff are notified of a crisis or potential crisis, and how the CMT executes a situational assessment to determine the appropriate crisis management response and next steps.

- **Emergency Response:** How the Emergency Response Team (ERT) responds to immediate health & safety threats (if applicable).

- **Incident response planning, BC/DR, & Operational Response:** How to apply and adapt crisis response plans and guidance as needed based on the scenario - from business continuity and IT disruptions, to health & safety incidents and reputational crises. The crisis response plans will include invoking separate but related plans (e.g. IT DRP and BCP etc.) where appropriate, depending on the incident.

- **Crisis Communications:** The communications plan (process, messages, and communication channels) to support crisis response.

- **Organisational Learning:** The steps Buller District Council will follow to identify and leverage lessons learned to improve crisis management capabilities for future incidents.

1.2   Crises Addressed

The CMP is designed to be sufficiently flexible and adaptable to meet a wide range of crises, including the potential crises listed below.

Type of crisis	Crisis Examples
Immediate health/safety emergencies	- Cyclone (high wind and/or rainfall event) - Extreme flooding - Earthquake - Fire - Acute medical emergency onsite
Facility or equipment damage / service denial	- Flooding, fire, earthquake - Critical system/equipment/power/access failure
IT Disruptions or Security Breaches	- Network provider outage (applications and/or communications) - Data breach
Pandemic or health crisis	- Coronavirus outbreak - Significant outbreak of contagious illness

Unexpected loss of a key executive or staff member(s)	• Extended illness • Left the organisation without adequate succession/handover • Sudden death/accident
Scandal	• Fraud
Other	• Major service disruption • Significant negative press on an issue • Major regulatory shift

1.3   Out-of-Scope

Crisis management is focused on the initial response to a crisis and managing the crisis through its lifecycle. Crisis response will leverage and activate other plans that are not within the specific scope of the CMP, such as:

•   IT DRP (Recovery of IT systems after a major outage).

•   BCP (Resuming business operations following a disruption, such as a facility, IT, staffing, or supply disruption).

•   District or regional state of emergency matters that affect more than just Council and that are the responsibility of the West Coast CDEM (e.g. major weather event or river flooding affecting regional/district property and life).

1.4   Crisis Management

Buller District Council's Crisis Management approach comprises a Crisis Management Team (CMT) and a Crisis Response Team (CRT) who collectively oversee and coordinate the organisational crisis response.

•   **During a crisis**, the CMT *manages and oversees* the crisis response, and all teams report to the CMT. The CRT *implements* the crisis response, ensuring a division of duties and affording the CMT the benefit of focusing on managing the crisis without the distraction and conflict of being actively involved in resolving it.

•   **Note however, plan creation, testing, and maintenance** is governed by the BCM Team, which is responsible for overall resilience planning (e.g. DRP, BCP, and CMP). This ensures all plans are in sync and meet overall resiliency goals for the organisation.

Crisis Management and Crisis Response Team roles and responsibilities are shown overpage.

Crisis Management Team Structure

```
                          Crisis Manager

                    Admin Support
                     (optional)

Community Services   Corporate Services   Human Resources   Infrastructure       Regulatory Services
Group Manager        Group Manager        Manager           Services Group       Group Manager
                                                            Manager
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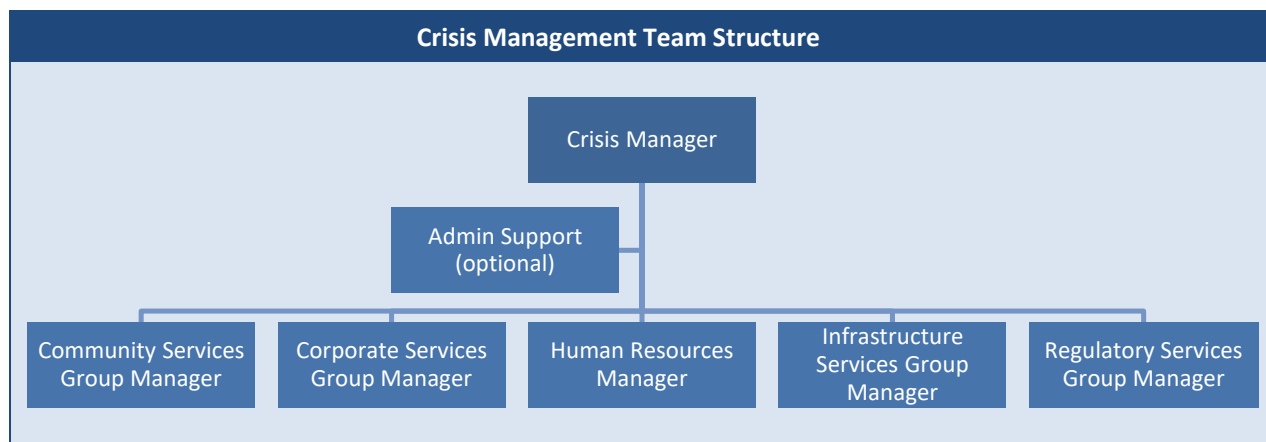
Crisis Management Team (CMT)

Role	Person Responsible	Alternate(s)
Crisis Manager	CEO	Acting CEO
Administrative Support (CMT)	Executive Assistant	*TBC*
Group Manager's	Group Manager's	Acting Group Manager's
HR Manager	Human Resources Manager	Human Resources Assistant

Crisis Response Team Structure

```
                    Crisis Response Coordinator

              Admin Support (optional)

Emergency Response   Crisis Communications   Operational Response   Support Team Coordinator
Coordinator          Coordinator             Coordinator            (e.g. HR; IT; Legal etc)
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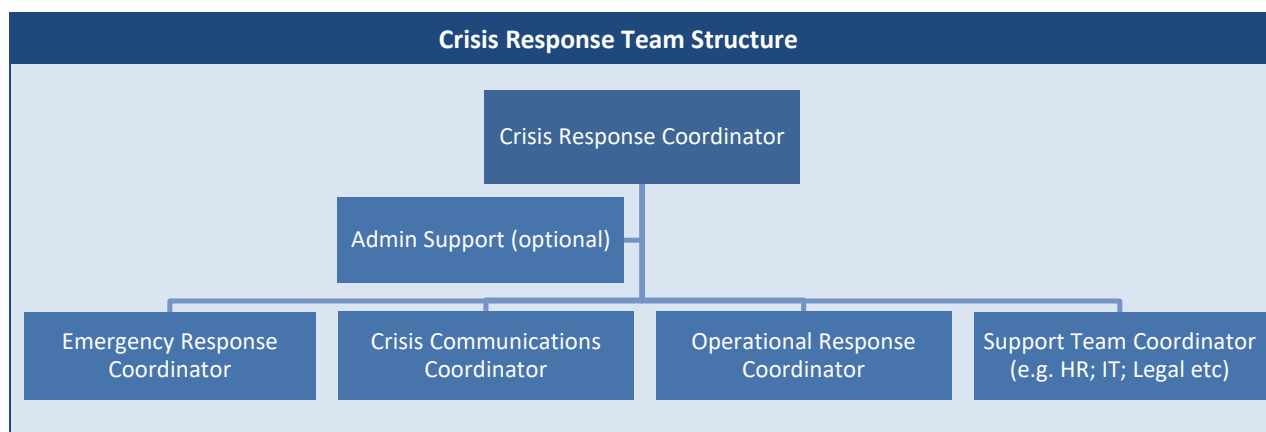
Crisis Response Team (CRT)

Role	Person Responsible	Alternate(s)
Crisis Response Coordinator	*TBC*	*TBC*
Emergency Response Coordinator	Health & Safety Advisor	*TBC*
Crisis Communications Coordinator	Manager Community Engagement	*TBC*
Operational Response Coordinator	*TBC*	*TBC*
Support Team Coordinator	*TBC*	*TBC*

Crisis Management Team (CMT)

Crisis Manager	Group Managers	HR Manager
• Provides overall strategic direction to CMT and CRT • Determines the potential impacts and the level of response required • Liaises with Mayor/Elected Members • Approves media releases and primary media spokesperson • Changes delegations and authorities as required • Monitors the crisis response and recovery process • Facilitates decision-making & delegate tasks	• Provide strategic advice/technical knowledge to support the Crisis Manager with key decisions and actions • Provide direction/instruction to relevant parts of the CRT (e.g. communications) • Undertake tasks assigned by the Crisis Manager • Provide continuing support to business teams • Keep unaffected parts of the organisation running to the fullest extent possible • Ensure ongoing staff welfare is provided	• Ensures the safety and welfare of staff • Responsible for access to the system that holds staff contact details. • Responsible for the reporting, monitoring and liaison of casualties • Provides advice to the Crisis Manager regarding long-term human resources impacts • Works with communications and key spokesperson to distribute key messages to staff • Provides and manages HR information and advice.

Crisis Response Team (CRT)

Crisis Response Coordinator	Emergency Response Coordinator	Crisis Communications Coordinator	Operational Response Coordinator
• Determines and coordinates appropriate response and recovery strategies • Ensures critical functions/processes are undertaken • Assess causes and potential consequences • Liaises with CMT on key decisions and provide regular updates	• Coordinates emergency response during a health and safety crisis • Develops and maintains location-specific emergency response plans. • Receives and disseminates information to the CDEM ECC if/when activated/applicable	• Implements crisis communications for the event • Develops and provides consistent key messages for all internal/external groups • Serves as a point of contact for CMT and CRT in relation to messaging/media • Prepares media statements and supports media spokesperson at briefings • Monitors media channels	• Implements tactical response to crisis • Provides logistical support for the CMT • Coordinates field activities • Serves as a point of contact for CMT and CRT in relation to operational response/ recovery • Identifies and recruits the Support Team Coordinator if subject matter experts are required

2   Crisis Notification, Escalation, and Situational Assessment

A framework for identifying, escalating, and assessing potential crises (and subsequently managing them) has been developed and is included in **Appendix 1A: Crisis Management Framework**. The framework is supported by specific workflows breaking down the key stages in the framework (i.e., detection, notification, and escalation; situational assessment; and post crisis review). As part of these workflows and supporting processes, the following have been undertaken:

- Pre-defined the steps to escalate a detected crisis, and to notify and assemble the CMT.

- Pre-determined emergency contacts. This includes the core CMT and CRT and any other key staff who may be important Subject Matter Experts (SMEs) depending on the type of crisis.

- Identified alternates for all roles and means of contact.

- Ensured notification processes can be executed at any hour on any day of the year.

3   Emergency Response Plans

Certain crises lead to emergencies that represent direct threats to health & safety. Health & safety is a top priority for the Buller District Council. Emergency response plans (ERPs) must be effective, practiced, and immediately executable with minimal or no external oversight.

To simplify planning while still providing the necessary detail, emergencies have been grouped into four categories, each with its own pre-defined procedure:

- **Evacuation Plan:** For events where the safest action is to leave the building (e.g. a fire or threat inside the building).

- **Shelter-in-Place Plan:** When the safest action is to stay in the building (e.g. a threat outside the building).

- **Lockdown Plan:** For events where the additional step of securing the building is required (e.g. a threat that is currently outside but that has potential to migrate inside such as a threatening person).

- **Medical Emergency Plan:** For sudden medical emergencies, such as a heart attack.

Emergency Response Plans addressing the above scenarios are included in **Appendix 1B: Emergency Response Plan** and emergency response capabilities are regularly reviewed and updated using Emergency Response Plan Checklists included in **Appendix 1C: Emergency Response Plan Checklist**.

4   Crisis Response

Following a situational assessment, the Crisis Management Team will initiate and coordinate a crisis response. As needed, the crisis response may include the following:

- Implementing the crisis communications plan. For more detail on the organisation's crisis communications strategy, see the Crisis Communication Plan section of this document.

- Invoking Business Continuity plans to recover business processes after a disruption. Business continuity plans are developed and maintained by the business continuity management team.

- Invoking the IT Disaster Recovery Plan to recover IT applications and systems after a disruption.

- Developing and launching an Operational Response to address and resolve the root cause(s) of the crisis. The operational crisis response is generally very specific to the crisis at hand and typically requires resources beyond the crisis management team.

During a crisis, the crisis management team will receive ongoing updates from the teams implementing the crisis response, evaluate the effectiveness of the response, and adjust the response as required.

5 Crisis Communication Plan

Effective crisis communications are a critical element of a successful crisis response.

5.1 Crisis Messaging

Communication during a crisis must be clear, concise, empathetic, and relevant – in other words, it must be useful to its audience. Crisis communication guidelines have been developed that should be used as a starting point and adjusted as needed to reflect current events, affected parties, degree of organisational responsibility, and past organisational history to ensure the message is useful to its audience.

Council's high-level crisis communications workflow is included in **Appendix 1D: Crisis Communication Workflow**.

5.2 Baseline Communication & Crisis Communication Guidelines

In all crises, core communications should include *adapting, instructing*, and *adjusting* information. Together, adapting, instructing, and adjusting information is referred to as *baseline* communication.

- **Adapting information (what happened):** Information telling stakeholders what has happened and what is being done about it.

- **Instructing information:** Information necessary for stakeholders to protect themselves from harm.

- **Adjusting information:** An expression of concern for the victims/affected persons of the crisis.

- Communications guidance for different types of crises is found in **Appendix 1E: Crisis Communication Guidelines and Templates**. Naturally, this is one aspect of the overall CMP and BCMS that should be refined and evolved with time to best suit Council's current approaches.

5.3 Communication Vetting Process

- All *internal* crisis communications will be reviewed by the Crisis Communications Coordinator before distribution.

- All *external* communications will be reviewed by the Crisis Communications Coordinator and approved by the Crisis Manager (CMT role) before distribution.

5.4 Communication Channels

The following communication channels will be used to distribute messages and coordinate the response team during a crisis.

Channel	Use case(s)	Audience(s)	Alternative Channels
SMS (text)	Alerts, collaboration, instructions (urgent)	Staff, some customers	Email
Phone emergency alert	Emergency alerts	Staff	No perfect, single replacement but a combination of text, email etc
Email	Notifications, updates, instructions, collaboration (low urgency)	Staff, some customers	Intranet, website, social media

6 Organisational Learning

Organisational learning supports the ongoing improvement of the crisis management plan. Exercises, testing, awareness campaigns, and training all help ensure that crisis management capabilities are maintained and that participants understand and can fulfill their assigned roles. As such, these will be periodically undertaken to support effective execution of the CMP.

6.1 Exercises, Testing, Awareness, and Training

The Core Crisis Management Team is accountable for ensuring that key stakeholders are aware of and trained to execute relevant emergency response and crisis response procedures. Planned crisis management awareness and training activities include:

- Annual review of roles and responsibilities.

- Crisis management "awareness week" at a set time each year that suits Council, led by the crisis management team.

- Annual scenario-based crisis response tabletop exercises for the crisis management team.

- Biennial crisis simulation tests with the crisis management team.

- Manager onboarding: review how to escalate potential crises to the CMT.

- Annual drills for fire, shelter-in-place, and lockdown scenarios.

6.2 CMP Maintenance & Document Management

A structured programme is outlined to review, maintain, and optimise Crisis Management Plan documentation. In addition to annual plan reviews and updates, any of the following events will trigger a review of CMP documentation:

- Post-crisis reviews/retrospectives

- Crisis management testing and exercises

- Major organisational strategy changes, service delivery changes, or restructures

Crisis Management Planning documentation is maintained in the following locations:

- Primary Crisis Management Plan Repository: SharePoint Online

- **Primary Backup:** Stored on the smartphones of all crisis management team members. Team members receive as-needed notifications to download an updated copy.

- **Secondary Backup:** A full copy of all crisis management documentation is printed once per year and kept in a secure office at the emergency operations center.

7 Summary

Crisis Management, and therefore the Crisis Management Plan, is a high priority for the Buller District Council. Crisis Management Plan documentation and governance supports an effective, rapid response in a crisis scenario and continuous improvement to ensure the CMP remains accurate, usable, and effective, in a crisis.

Appendix 1A: Crisis Management Framework

Crisis Management Framework

Crisis Notification and Escalation Process

Incident occurs

Immediate employee health & safety threat? — No → Crisis notification and escalation process

Yes

Emergency Response and Situational Assessment Process

*See Emergency Response Plans (ERP) for more detail

Emergency notification procedure
- Evacuation
- Shelter-in-Place
- Lockdown
- Medical Emergency

Activate CMT:
- Establish Command Center and/or communication across CMT and key resources
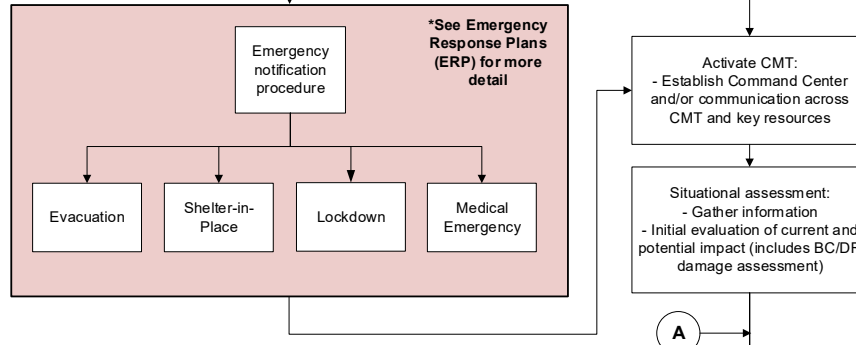
Note: Once ERPs are at least initiated, next steps in your crisis response can also be initiated, provided health & safety remains top priority.

Situational assessment:
- Gather information
- Initial evaluation of current and potential impact (includes BC/DR damage assessment)

A

BC/DR declaration criteria met? — No → Standby

Execute Crisis Communication Plan

Operational response required (aside from BC/DR)? — No → Standby

Yes

Yes
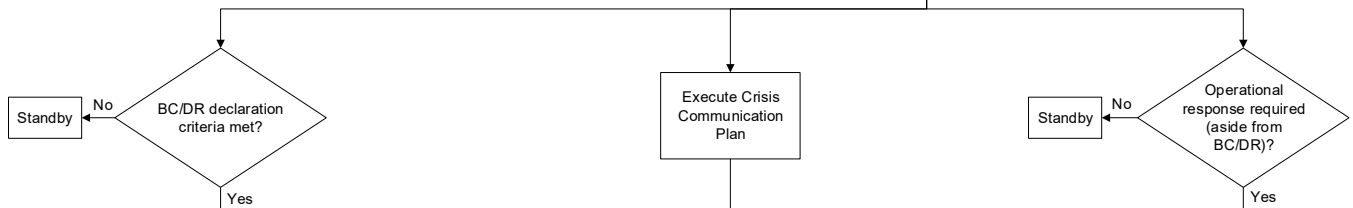
Execute Crisis Response Plans, including Crisis Communications

*See Business Continuity and IT disaster recovery plans for more detail

Declare a disaster

Execute BC/DR plans

Crisis Communication Plan

Decide communication strategy
- Employee communications
- Customer communications
- Public/media communications
- BC/DR/CMT communications
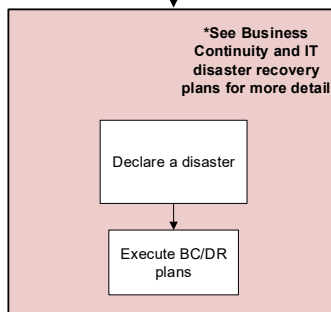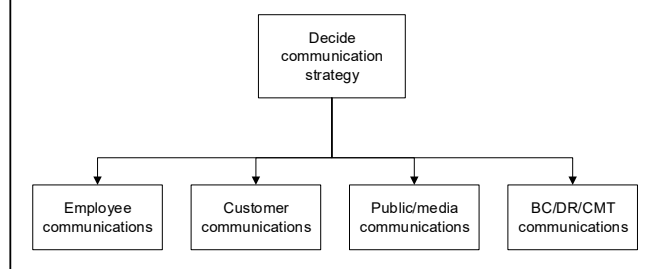
*See Crisis Operational Response Plans for more detail

Determine action items to resolve/address the incident that caused the crisis (e.g. security breach, product failure)

Execute crisis resolution steps
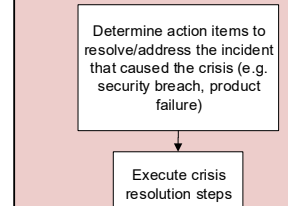
Ongoing Crisis Evaluation

Status update and crisis evaluation

Crisis resolved? — No → A

Yes

Organisational Learning

Review lessons learned

Update crisis management and BC/DR plans

End
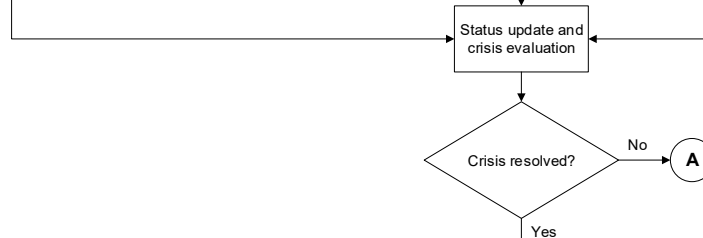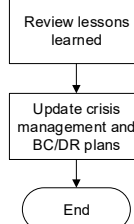
*This document is focused on core crisis management and crisis communication workflow:

- Refer to the separate **Emergency Response Plans** document for how immediate health & safety threats will be managed.

- Refer to the **BCP and DRP** documents for steps that would be followed to resume business operations and IT services.

- The **Crisis Operational Response Plan** will depend on the specific incident, and will be determined by the Situational Assessment process at the time of incident.

Crisis Detection, Notification, and Escalation Process

```
                                    ┌─────────┐
                                    │  Start  │
                                    └─────────┘
```

Crisis Detection

- Staff detect crisis, or potential crisis (e.g. product failure, social media comments)
- IT failure – generates alerts or reported by staff
- Detection by external parties – e.g. police sent alert, utilities notification regarding power outage, etc.
- Health or safety threat (e.g. fire)

Notification and Escalation (dependent on management trained to triage and escalate incidents)

- Notify immediate supervisor/manager
- Escalate and assess as per incident management procedures
- Facilities staff and management notified
- Execute appropriate emergency response plans, including emergency notification

Meets criteria to escalate to Core CMT?

Yes → Utilize pre-established procedure to contact Core CMT

No → Management resolves issue

Continue with Situational Assessment Process

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Situational Assessment Process

```
                          ( Start )
                             │
                             ▼
                  ┌────────────────────┐
                  │ Establish Command  │
                  │   Center and/or    │
                  │   communication    │
                  │  across Core CMT   │
                  └────────────────────┘
```

Determined to be a non-crisis ◄── Initial triage by Core CMT ──► Requires immediate escalation to full CMT

┌─────────────────────┐   ┌─────────────────────┐
│ Follow non-crisis   │   │ Use emergency   │
│ processes (e.g.   │   │ notification process│
│ normal incident   │   │ to contact full CMT │
│ management)   │   └─────────────────────┘
└─────────────────────┘

Requires more information to assess the crisis

Tasks

- Identify relevant staff
- Identify internal information sources (e.g. initial report, logs/alerts)
- Identify external information sources (e.g. news reports, police/emergency services)

Gather information

Outcomes

- Relevant staff alerted, and input received
- Internal information sources reviewed
- External information sources reviewed
- Determine whether to notify full CMT and declare a crisis or continue to assess

┌─────────────────────┐
│ Follow non-crisis   │ ◄── No ── **Declare a crisis?** ── Yes ──► **Notify full CMT**
│ processes (e.g.   │
│ normal incident   │
│ management)   │
└─────────────────────┘

- Estimate crisis duration
- Estimate financial impact
- Estimate goodwill impact (effect on employees, customers, and other stakeholders)
- Estimate legal impact

Assess the crisis

- Assess the organization's level of responsibility for the crisis (Accident, Victim, Preventable)
- BC/DR initial assessment
- Initial crisis resolution strategies identified

Standby ◄── No ── **BC/DR declaration criteria met?**   **Execute Crisis Communication Plan**   **Operational response required?** ── No ──► Standby

│ Yes   │ Yes
▼   ▼

┌─────────────────────┐   ┌─────────────────────┐
│ Declare a disaster │   │ Initiate operational│
│ and execute BC/DR   │   │ response   │
│ plans   │   └─────────────────────┘
└─────────────────────┘

(End)

Post-Crisis Review Process (Organisational Learning)

Start

↓

Review Timeline of Events

↓

Review Crisis Management Process Execution

Incident Notification	Crisis Team Notification	Immediate Response
Crisis Communication	Crisis Operational Response	BC/DR Escalation

↓

Identify Process Improvement Opportunities

↓

Assign Action Items

↓

Update the Crisis Management Plan

↓

Updates Approved?

No → (back to Assign Action Items)

Yes ↓

Publish/ Distribute Updated Plan

↓

End

Appendix 1B: Emergency Response Plan

Buller District Council - Emergency Response Plan

Document information

Version #:	0.01
Version date:	1st August 2025

Table of Contents

1 Introduction

This document summarises the plans that have been implemented to support emergency response plans for key Buller District Council locations including:

- Brougham House (including adjacent office spaces) – 6-8 Brougham Street, Westport
- Ellery's office – Palmerston Street, Westport
- Reefton Service Centre - Reefton
- Westport Library – Palmerston Street, Westport
- NBS Theatre – Palmerston Street, Westport

Emergency response plans include the following which address a wide-range of potential crises:

- **Evacuation Plan** (e.g. for a fire).

- **Shelter-in-Place Plan** (e.g. for a threat <u>outside</u> the building such as a severe electrical storm).

- **Lockdown Plan** (e.g. for more-severe Shelter-in-Place scenarios – such as a threatening person – where the additional step of securing the building is required).

- **Medical Emergency Plan** (e.g. for sudden emergencies, such as a heart attack).

2   Emergency Response Team

2.1   Team Roles

Location	Role	Name	Contact Information
Brougham House	Team Leader		
Brougham House	Team Leader Alternate		
Brougham House, Ground Floor	Floor Warden		
Brougham House, Ground Floor	Floor Warden Alternate		
Brougham House, First Floor	Floor Warden		
Brougham House, First Floor	Floor Warden Alternate		
Ellery's office	Team Leader		
Ellery's office	Team Leader Alternate		
Ellery's office, First Floor	Floor Warden		
Ellery's office, First Floor	Floor Warden Alternate		
Reefton Service Centre	Team Leader		
Reefton Service Centre	Team Leader Alternate		
Reefton Service Centre	Floor Warden		
Reefton Service Centre	Floor Warden Alternate		
Westport library	Team Leader		
Westport library	Team Leader Alternate		
Westport library	Floor Warden		
Westport library	Floor Warden Alternate		
NBS Theatre	Team Leader		
NBS Theatre	Team Leader Alternate		
NBS Theatre	Floor Warden		
NBS Theatre	Floor Warden Alternate		

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2.2   Responsibilities

2.2.1   Team Leaders and Alternates

- Manage emergency response efforts during a crisis (e.g. if an evacuation was required, check with Floor Wardens for a status update and ensure emergency response procedures have been executed).

- Communicate and provide incident briefings to other crisis management teams and senior management as required.

- Govern emergency response plan development (coordinate with the overall Crisis Management Team).

- **Note:** "Alternates" support the Team Leader in the execution of their responsibilities and can assume the Team Leader role if the Team Leader is not available.

2.2.2   Floor Wardens and Alternates

- Advise personnel in the area of any potential threat and/or initiate evacuation procedures.

- Call for emergency assistance or medical assistance, and/or initiate first aid if needed.

- Assist with emergency response plan development and maintenance.

- Notify and assist the ERT Leader as needed.

- **Note:** "Alternates" support the Floor Warden in the execution of their responsibilities and can assume the Floor Warden role if the Floor Warden is not available.

3   Evacuation Plan

You may be asked to evacuate the building for a wide variety of reasons, including fire in the building or other potential health and safety threats. Follow the guidelines below.

- Evacuation plans are posted on each floor in a common visible area. Familiarize yourself with the evacuation routes for your area.

- Follow the instructions of your Floor Wardens. They are trained to guide a safe and orderly evacuation.

    Note:

    o   **The Floor Warden may need to delay evacuation** if it is necessary for evacuation one floor at a time or it is otherwise unsafe to use normal evacuation routes.

    o   During and post-evacuation, status updates will be communicated by the Crisis Management Team via your Floor Warden as well as by text message and email as needed.

- After exiting the building, go immediately to the designated assembly area and do not leave the assembly area until instructed your Floor Warden or another member of the Crisis Management Team.

- At the assembly area:

    o   Floor Wardens will conduct a head count to ensure all staff are accounted for.

    o   Floor Wardens or another member of the Crisis Management Team will provide status updates and next steps which might include:

        - Returning to the building if it's safe to do so.

        - Instructions to work from home.

        - Instructions to report to an alternate facility.

3.1.1   Additional Guidelines

- Staff are expected to only take essentials when they evacuate (e.g. keys, wallets). Do not stop to collect your work.

- Take appropriate outdoor gear with you (e.g. your coat) as you may be outside for an extended period of time.

- If you believe you are the last one to exit a room, call back into the room to ensure no one else is there, and then close and lock the door as you leave.

- Walk, don't run.

- Floor Wardens (or a designated delegate) will assist those with disability or mobility limitations.

The Evacuation Plan will be used to respond to threats such as a fire in the building where health and safety are best protected by leaving the building. The checklist overpage should be followed to ensure the necessary components of the Evacuation Plan are in place and effective.

✓	**Evacuation Plan Components**
☐	Building-wide warning and notification systems: • Fire Alarm • Emergency mass notification process (text alerts, email) to notify offsite staff to not come to the building • Floor Wardens trained to conduct in-person communication and ensure all staff in their area are alerted. • Evacuation plans posted on all floors in a common visible area.
☐	Assembly area for staff and visitors following evacuation (to enable emergency response team to conduct a roll call and communicate next steps): • Designated areas along the rail trail.
☐	Assistance for people with disabilities to safely evacuate the building: • Tailored plans that relate to each specific building and its layout and facilities.
☐	Procedure to account for all staff and building visitors: • Floor wardens
☐	Procedure to notify offsite employees to stay away from this location and to provide status updates to these employees. • E.g. Emergency Mass Notification System (EMNS)
☐	Floor Wardens are assigned to each floor to assist with evacuation and roll call after the evacuation.
☐	Floor Wardens and alternates have received the following training: • Twice-yearly training.
☐	Existing and new staff are trained on emergency response procedures as follows: • All staff (new and existing) are provided access to emergency response procedures that outline staff instructions such as evacuation assembly area. • **Note:** In a crisis situation, Floor Wardens will guide staff rather than rely on all staff remembering the emergency response procedures. • Evacuation drills are executed twice per year. • Overall emergency response training is executed annually.

4   Shelter-in-Place Plan

This plan will be used when it's necessary to remain in the building for your safety but not lockdown the building. Follow the guidelines below.

- If Shelter-in-Place procedures are invoked, this will be announced by the Crisis Management Team (which includes Floor Wardens). The specific method communication may vary (e.g. email, text message, and/or in-person communication).

- You will be instructed whether to stay inside the building or stay inside your office area, as appropriate to the situation.

- Your Floor Warden is your primary point of contact if you have any concerns or questions.

- An announcement will be made when Shelter-in-Place requirement has ended.

The Shelter-in-Place Plan will be used to respond to threats such as severe weather or outside hazards where health and safety are best protected by staying inside the building. The below checklist should be followed to ensure the necessary components of the Shelter-in-Place Plan are in place and effective.

✓	Shelter-in-Place Plan Components
☐	Building-wide warning and notification systems: • Emergency mass notification process (text alerts, email) to notify offsite staff to shelter in place if applicable • Floor Wardens trained to conduct in-person communication and ensure all staff in their area are alerted.
☐	Designated safe areas to take shelter identified and communicated, if any: • List if applicable
☐	Assistance for people with disabilities to safely take shelter: • Floor Wardens to help people with disabilities.
☐	Procedure to account for all staff and building visitors: • Floor wardens ensure their sections are clear. • For roll call, floor wardens check employee list for their floor. • Check reception for visitors list.
☐	Procedure to notify offsite employees to stay away from this location and to provide status updates to these employees. • Text alerts
☐	Floor wardens are assigned to each floor to assist with shelter-in-place procedures.
☐	Floor Wardens and alternates have received the following training: • Twice-yearly training.
☐	Existing and new staff are trained on emergency response procedures as outlined for the Evacuation Plan Summary (e.g. annual training).

5 Lockdown Plan Summary

This plan will be used when it's necessary to secure the building for your safety (e.g. due to a nearby threatening person, or police action in progress).

- If possible, there will be an announcement if Lockdown procedures are invoked, with specific instructions (e.g. if the organisation is contacted by police to warn of a possible threat). Typical instructions may include:
  - o Go to your designated safe zones (e.g. rooms that can be locked). Do not attempt to bring any belongings with you (speed is critical).
  - o Turn off lights, get on the floor (to help you stay out of sight), take cover as appropriate, and remain silent.
  - o Wait for an announcement that the lockdown procedures are no longer required or further instructions from police.
- However, if a sudden hostile act is in progress in your building without warning, do not wait for an announcement.

Many aspects of the Lockdown Plan will be similar to the "Shelter in Place" plan, but with additional security measures. The below checklist should be followed to ensure the necessary components of the Lockdown Plan are in place and effective.

✓	Lockdown Plan Components
☐	Building-wide warning and notification systems: • Mass notification process using pre-drafted messages • Floor Wardens conduct in-person communication and ensure all staff in their area are alerted.
☐	Designated safe and secure areas to take shelter (e.g. rooms that can be locked): • TBC for each locality
☐	Procedures to secure the building: • TBC for each locality.
☐	Assistance for people with disabilities to safely take shelter: • Each building floor has Floor Warden Assistants to help people with disabilities.
☐	Procedure to account for all staff and building visitors: • Each building to ensure a system exists to confirm presence/absence. • Use a mass notification system to support communications to staff unaccounted for to determine their location and safety.
☐	Procedure to notify offsite employees to stay away from this location and to provide status updates to these employees. Use a mass notification system to support mass communication to all staff and target groups of staff as needed.
☐	Floor Wardens are assigned to each floor to assist with shelter-in-place procedures.
☐	Floor Wardens and alternates have received the following training: • TBC.
☐	Existing and new staff are trained on emergency response procedures as outlined for the Evacuation Plan Summary (e.g. annual training).

6 Medical Emergency Plan Summary

If someone is experiencing a medical emergency:

- Dial 111.

- If you have first-aid training, provide assistance.

  Note: Take "universal precautions" to avoid exposure to bodily fluids or blood.

- Do not move the victim unless their current location is unsafe.

- Call your Floor Warden to facilitate additional response as needed (e.g. to ensure a clear pathway to the victim and notify the Crisis Management Team).

- Designate someone to meet the ambulance at the nearest entrance and guide them to the victim.

The Medical Emergency Plan will be used to respond to sudden medical emergencies (e.g. staff or visitors experience a heart attack). **Note:** For events that are not sudden, such as a pandemic, the Crisis Management Team will leverage guidelines specific to the pandemic from relevant authorities to implement appropriate measures to limit the impact.

✓	**Medical Emergency Plan Components**
☐	First-aid/medical kits and devices at designated locations: • First aid stations on every floor. • Automated External Defibrillator (AED) in every building.
☐	Each floor has an assigned primary and alternate floor warden. See " Emergency Response Team" on page 3.
☐	Floor wardens have received the following training: • First-aid • CPR • Location of first-aid and location and use of AED
☐	Existing and new staff are trained on emergency response procedures as outlined for the Evacuation Plan Summary (e.g. annual training).

7   Fire Specific Plan

In addition to the four specific emergency plans, fire presents specific risks.

7.1   Suspected Fire – e.g. you see smoke but no flames

- **If it is <u>after-hours</u>, dial 111,** and exit the building following the documented evacuation route.

- **If it is during <u>business hours</u>:**
  - Immediately phone or speak in-person to a Floor Warden and follow their instruction.
  - If a Floor Warden is not available, immediately contact any member of the Facilities team.
  - If the above are not immediately available, **dial 111.**

7.2   Open Flames/Visible Fire

- **If it is <u>after-hours</u>, dial 111,** and exit the building following the documented evacuation route.

- **If it is during <u>business hours</u>:**
  - Immediately phone or speak-in-person to a Floor Warden and follow their instruction.
  - If a Floor Warden is not available, contact any member of the Facilities team.
  - If the above are not immediately available, **dial 111.**
  - If evacuation is required, your Floor Warden (or a designated alternate) will lead the evacuation.

Note: The Floor Warden may need to delay evacuation if it is necessary for evacuation one floor at a time or it is otherwise unsafe to use normal evacuation routes.

7.3   Fire Extinguisher Rules

Use a fire extinguisher **<u>only if:</u>**

- You have been trained in emergency response and the use of that specific fire extinguisher.

- You have an unobstructed exit.

Appendix 1C: Emergency Response Plan Checklist

Buller District Council - Emergency Response Plan Checklist

Document information

Version #:	0.01
Version date:	1st August 2025

Table of Contents

1   Introduction

This document lists requirements that must be met by the Buller District Council's emergency response plans. Those plans include:

- Evacuation Plan
- Shelter-in-Place Plan
- Lockdown Plan
- Medical Emergency Plan

The checklist for each plan includes plan requirements and the person or role accountable for ensuring these requirements are being met.

2 Evacuation Plan Checklist

Create an evacuation plan to respond to threats such as a fire in the building where health and safety are best protected by leaving the building.

✓	Evacuation Plan Requirements	Owner
☐	Building-wide warning or notification system (this could be a fire alarm, PA system, or similar warning system).	
☐	A designated location outside of the building (at a safe distance from the building) where staff and visitors will assemble following evacuation. This enables the emergency response team to ensure all staff and visitors are accounted for (i.e. a roll call) and to communicate next steps.	
☐	Ensure people with disabilities are able to safely evacuate the building.	
☐	Procedure to account for all staff and building visitors (e.g. ensure employee list and visitor log is available or accessible remotely).	
☐	Procedure to notify offsite employees to stay away from this location and to provide status updates to these employees. This can be facilitated by an emergency notification tool that can send texts to personal devices and email to work and personal email addresses.	
☐	Floor wardens are assigned for each floor to assist with evacuation and roll call after the evacuation. (Depending on the size of the building, this might require more than one floor warden per floor.)	
☐	Each floor warden has at least one designated alternate floor warden.	
☐	Floor wardens and alternates have appropriate training, including emergency response procedures and first aid training.	
☐	Existing and new staff are trained on evacuation procedures (this includes scheduled drills).	

3   Shelter-in-Place Plan Checklist

Create a shelter-in-place plan to respond to threats such as severe weather or outside hazards where health and safety are best protected by staying inside the building.

✓	Shelter-in-Place Plan Requirements	Owner
☐	Building-wide warning or notification system that is distinctive from other emergency notifications. This must include notifying staff and visitors who are just outside the building and need to come in the building to take shelter.	
☐	Designated safe areas to take shelter.	
☐	Ensure people with disabilities are able to safely take shelter.	
☐	Procedure to account for all staff and building visitors (e.g. ensure employee list and visitor log is available or accessible remotely).	
☐	Procedure to notify offsite employees to stay away from this location and to provide status updates to these employees. This can be facilitated by an emergency notification tool that can send texts to personal devices and email to work and personal email addresses.	
☐	Floor wardens are assigned for each floor to assist with shelter-in-place procedures. (Depending on the size of the building, this might require more than one floor warden per floor.)	
☐	Each floor warden has at least one designated alternate floor warden.	
☐	Floor wardens and alternates have appropriate training, including emergency response procedures and first aid training.	
☐	Existing and new staff are trained on shelter-in-place procedures (this includes scheduled drills).	

4 Lockdown Plan Checklist

Create a plan to respond to threats such as a threatening person in the area where health and safety are best protected by staying inside the building and securing the building.

Note: The default checklist is the same as the Shelter-in-Place checklist with addition of a procedure to secure the building.

✓	Lockdown Plan Requirements	Owner
☐	Building-wide warning or notification system that is distinctive from other emergency notifications. This must include notifying staff and visitors who are just outside the building and need to come in the building to take shelter.	
☐	Designated safe areas to take shelter.	
☐	Procedures to secure the building.	
☐	Ensure people with disabilities are able to safely take shelter.	
☐	Procedure to account for all staff and building visitors (e.g. ensure employee list and visitor log is available or accessible remotely).	
☐	Procedure to notify offsite employees to stay away from this location and to provide status updates to these employees. This can be facilitated by an emergency notification tool that can send texts to personal devices and email to work and personal email addresses.	
☐	Floor wardens are assigned for each floor to assist with lockdown procedures. (Depending on the size of the building, this might require more than one floor warden per floor.)	
☐	Each floor warden has at least one designated alternate floor warden.	
☐	Floor wardens and alternates have appropriate training, including emergency response procedures and first aid training.	
☐	Existing and new staff are trained on lockdown procedures (this includes scheduled drills).	

5   Medical Emergency Plan Checklist

Create a plan to respond to medical emergencies to ensure the appropriate aid is provided as quickly and safely as possible.

✓	Medical Emergency Plan Requirements	Owner
☐	First-aid/medical kits and devices at designated locations.	
☐	Floor wardens trained in first aid (and the use of any supplies and equipment like a defibrillator) are assigned for each floor to assist with medical emergencies. (Depending on the size of the building, this might require more than one floor warden per floor.)	
☐	Each floor warden has at least one designated alternate floor warden.	
☐	Floor wardens and alternates have appropriate training, including emergency response procedures and first aid training.	
☐	Existing and new staff are trained on medical emergency procedures (this includes scheduled drills).	

Appendix 1D: Crisis Communication Workflow

Crisis Communication Workflow

Ethical Base Phase

Start

Establish & Deliver the Ethical Base

Instructing Information

Adapting Information

Adjusting Information

Key principles:
- Proactive (stealing thunder)
- Consistency
- Accuracy

Determine Crisis Responsibility

Crisis Responsibility Assessment

Victim Cluster

Accident Cluster

Preventable Cluster

Rumour or Challenge Situation

Intensifying Factors: Crisis History and Prior Reputation

Ethical Base

Diminish Strategy

Rebuild Strategy

Deny Strategy

Crisis Response Strategies: Can be us

Excuse

Justification

Compensation

Confront the Accuser

Provocation

Denial

Defeasibility

Apology

Accidental

Scapegoat

Good Intentions

End

*Response strategies can be used in combination with one another

Appendix 1E: Crisis Communication Guidelines and Templates

Crisis Communication Guidelines and Templates

Contents

Introduction: How to Use This Template

Use this tool as a reference for the types of documents that might be released during a crisis. These documents, if used, need to be approved by the Crisis Communications Coordinator. The templates and examples only serve as guidelines to simplify the message creation process for your organisation. Delete or replace any grey introductory or example text before printing or distributing.

Steps to develop the Ethical Base

The ethical base is the baseline information that should be given to all stakeholders when a crisis occurs. These steps illustrate the order of development; the order of when the information is released is up to the judgment of the CMT.

Step 1 – Identify the stakeholders

Establish the audience that you are speaking to, whether it be the affected, interested, or influential stakeholders.

Step 2 – Identify the Instructing Information

Information necessary for stakeholders to protect themselves from physical harm.

Step 3 – Identify the Adapting Information

Information telling the stakeholders what has happened and what is being done to fix the situation. Include the necessary who, what, where, when, and why.

Step 4 – Identify the Adjusting Information

An expression of concern for the victims of the crisis. (This does not have to be an admission of guilt and responsibly for the crisis but an expression of concern and sympathy.)

Step 5 – Develop supporting evidence for steps 2, 3, and 4

For each part of the ethical base, provide supporting facts which provide continuity and detail for the message. There should never be more than three supporting pieces of evidence for each part of the ethical base.

Example Ethical Base Development Framework

Scenario: Data breach that affected all ratepayers

Stakeholder: Ratepayers

Instructing info 1 ⟶		Adapting info 2 ⟶	Adjusting info 3
Ratepayers need to stop using the credit/debit that is registered via Council.	There has been a data breach and the team is working to eliminate the threat.	We apologise for the concern and the inconvenience caused by the situation.	

Instructing Support 1.1	**Adapting Support 2.1**	**Adjusting Support 3.1**
Ratepayers need to contact their financial institution and notify them of the situation and check for fraudulent activities.	Team is working 24/7 on resolving the breach and expect it to be fixed in the next 6 hours.	We have contacted the authorities and we have their full support.

Instructing Support 1.2	**Adapting Support 2.2**	**Adjusting Support 3.2**
We will be releasing the most up to date information on our website and social media.	Full credit monitoring will be provided for all customers affected, and all fraudulent charges will be reversed.	We understand the anxiety caused by this crisis and welcome all customers who want to learn more to contact Customer Services.

Instructing Support 1.3	**Adapting Support 2.3**	**Adjusting Support 3.3**

Ethical Base Development Framework Template

Scenario:

Stakeholder:

Instructing info 1 ⟶		Adapting info 2 ⟶	Adjusting info 3

Instructing Support 1.1	Adapting Support 2.1	Adjusting Support 3.1

Instructing Support 1.2	Adapting Support 2.2	Adjusting Support 3.2

Instructing Support 1.3	Adapting Support 2.3	Adjusting Support 3.3

4

Appendix 2: IT Disaster Recovery Plan

Buller District Council - IT Disaster Recovery Plan

1   Introduction and purpose

This IT Disaster Recovery Plan (IT DRP) outlines the structured procedures and protocols for responding to IT disruptions that impact Buller District Council's core operations and services. The purpose of this plan is to ensure the continuation of essential functions in the face of unforeseen events and to minimise downtime through rapid recovery strategies.

2   Definition of IT Disaster

An IT disaster is defined as any unplanned event that causes a disruption to the normal operation of BDC's IT services, impacting the ability to provide services to staff, council members, and the public.

These events may include, but are not limited to:

- Cyberattacks (e.g., ransomware)
- Hardware failures
- Power outages
- Natural disasters (e.g., earthquakes, floods)
- Data corruption or loss

3   Recovery Objectives

The primary objective of this IT Disaster Recovery Plan (DRP) is to restore critical IT services as swiftly as possible to minimize disruption to Buller District Council's operations. The recovery objectives are defined by the **Recovery Time Objectives (RTO)** and **Recovery Point Objectives (RPO)** for each system and service, ensuring alignment with business continuity goals.

- **Minimize Downtime**: Ensure critical systems are restored as quickly as possible to avoid service interruption and to maintain customer and public trust.
- **Data Integrity and Availability**: Guarantee that data can be recovered and is fully intact, ensuring no data is lost or corrupted during the recovery process.
- **Ensure Full System Restoration**: All systems and applications must be fully restored and tested to confirm they are operating as they should before normal operations resume.
- **Minimal Disruption to Service**: Critical systems like Email, ERP, GIS, and other essential services must be prioritized, with recovery strategies in place to ensure no significant disruption in operations or services to the public.

4   Inventory of Hardware and Software Assets

Listed here are the critical Software and hardware asset types.

ATTACHMENT 1

Software /Applications	Type	Server/ Host location	Department/Users
Microsoft 365 Outlook	Software as a Service	Cloud	Council-wide
MAGIQ Cloud ERP	Software as a Service	Cloud	Council-wide
ArcGIS Online	Software as a Service	Cloud	Council-wide
SharePoint	Software as a Service	Cloud	Council-wide
Sophos VPN	Deployed on devices	Laptops	Council-wide
Objective build and Trapeze Professional	Software as a Service	Cloud	Building Team
Alpha One	software as a Service	Cloud	Building Team
Exchange Server	On - Premises	BDCEX3	Limited old mailboxes
File Share	On - Premises	Eywa	Council-wide

Hardware			
Servers/ Switches	Make	Model	Location
BDCNX1	HP	HPE DX360 Gen11	Brougham house – Server room
BDCNX2	HP	HPE DX360 Gen11	Brougham house – Server room
BDCNX3	HP	HPE DX360 Gen11	Brougham house – Server room
BDC NT-1	Lenovo	HXseries	Brougham house – Server room
BDC NT-2	Lenovo	HXseries	Brougham house – Server room
BDC NT-3	Lenovo	HXseries	Brougham house – Server room
HPLTO-6	HP	Ultrium 6650	Brougham house – Server room
BDC ES-6	HP	Proliant microserver Gen8	Brougham house – Server room
BDC NAS 1	HP	Proliant microserver Gen9	Brougham house – Server room
BDCSW13	Lenovo	NE1032 Switches	Brougham house – Server room

BDCSW14	Lenovo	NE1032 Switches	Brougham house – Server room
BDC SW	Cisco	Cisco 4300 Series	Brougham house – Server room
BDC SW6	Cisco	SG300 28port	Brougham house – Server room
BDC SW04	Cisco	Edgeswitch 48port 500W	Brougham house – Server room
BDC GW1	Sophos	SG230	Brougham house – Server room
BDC GW2	Sophos	SG230	Brougham house – Server room
BDC DM21	Netonix	WISP Switch WS-12-250B	Brougham house – Server room
BDC SW05	Cisco	Edge Switch 48port 500W	Brougham house – Server room
BDC S001-RT1	Cello	AR1220C	Brougham house – Server room

Critical Servers			
VM Name	Description	Hosted Location	Backup - Offsite
BDCDC4	Domain Controller	On Premise	ASI Datacenter
BDCEX3	Exchange Server	On Premise	ASI Datacenter
BDCFP1	Print Server	On Premise	ASI Datacenter
BDCGIS1	GIS Server	On Premise	ASI Datacenter
BDCDB1	Backup Server	On Premise	ASI Datacenter
Eywa	File Share Server	On Premise	ASI Datacenter
NBSTDC2	NBS Domain Controller	On Premise	ASI Datacenter
SCADA1	Scada Server	On Premise	ASI Datacenter
SCADA3	Scada Server	On Premise	ASI Datacenter
SCADA4	Scada Server	On Premise	ASI Datacenter
SCADA5	Scada Server	On Premise	ASI Datacenter
BDCNAS2	NAS Storage	On Premise	On Premise
BDCSY1	App Server	On Premise	ASI Datacenter

Laptops						
Name	**Make**	**Model**	**Serial Number**	**Year**	**OS**	**Location**
BDC164	HP	HP Mini 5101			W10	Reefton
BDC201	HP	HP Folio 13			W10	Brougham
BDC319	HP	ProDesk 400 G3 SFF	AUD7060B575	2016	W10	Brougham
BDC331	HP	ProDesk 400 G3 SFF		2017	W10	Airport
BDC334	MS	Microsoft Surface 4 Pro		2019	W10	Brougham
BDC342	HP	ProDesk 400 G4 SFF	AUD7400D8Q	2017	W10	NBS
BDC344	HP	ProDesk 400 G4 SFF	AUD74700d8H	2017	W10	Brougham
BDC347	HP	ProDesk 400 G4 SFF	AUD7400D8M	2017	W10	Reefton
BDC348	HP	Elitebook 850 G6	5CG9377HTM	2019	W10	Brougham
BDC351	HP	Elitebook 850 G4		2017	W10	Brougham
BDC352	HP	ProDesk 400 G4 SFF		2019	W10	Reefton
BDC355	HP	ProDesk 400 G4 SFF		2017	W10	Brougham
BDC364	HP	ProDesk 400 G4 SFF		2017	W10	Reefton
BDC381	HP	Elitebook 850 G5		2018	W10	Brougham
BDC387	HP	Elitebook 850 G5		2019	W10	Brougham
BDC395	HP	Elitebook 850 G5		2019	W10	Brougham
BDC398	HP	Elitebook 850 G5		2019	W10	Brougham
BDC403	HP	Elitebook 850 G6		2020	W10	Brougham
BDC404	HP	Elitebook 850 G6		2020	W10	Brougham
BDC407	HP	Elitebook 850 G6		2020	W10	Brougham
BDC408	HP	Elitebook 850 G6		2020	W10	Brougham
BDC409	HP	Elitebook 850 G6		2020	W10	Brougham
BDC410	HP	Elitebook 850 G6		2020	W10	Brougham
BDC411	HP	Elitebook 850 G6		2020	W10	Brougham

BDC414	HP	Elitebook 850 G7		2020	W10	Brougham
BDC415	HP	Elitebook 850 G7		2020	W10	Brougham
BDC416	HP	Elitebook 850 G7		2020	W10	Brougham
BDC417	HP	Elitebook 850 G7		2020	W10	Brougham
BDC418	HP	Elitebook 850 G7		2020	W10	Brougham
BDC419	HP	Elitebook 850 G7		2020	W10	Brougham
BDC421	HP	Elitebook 850 G7		2020	W10	Brougham
BDC423	HP	Elitebook 850 G7		2020	W10	Brougham
BDC424	HP	Elitebook 850 G7		2020	W10	Brougham
BDC425	HP	Elitebook 850 G7		2020	W10	Library
BDC426	MS	Surface Pro 4		2020	W10	Reefton
BDC429	HP	Elitebook 850 G7		2021	W10	Brougham
BDC432	MS	Surface Pro 4		2017	W10	
BDC434	HP	Elitebook 850 G7		2020	W10	Brougham
BDC437	HP	Elitebook 850 G8	5CG1190Q0P	2021	W10	
BDC438	HP	Zbook	5CG1259G6L	2021	W10	Ellery's
BDC439	HP	Zbook		2021	W11	
BDC440	HP	Elite X2	5CG8220MIQ	2021	W10	Ellery's
BDC441	HP	Elite X2	5CG8191X26	2021	W10	Ellery's
BDC445	HP	Elite X2	5CG7520WKM			
BDC446	HP	Zbook	5CG1259G73	2021	W10	Brougham
BDC448	HP	Elite X2	5CG82179YB	2021	W10	Brougham
BDC451	HP	Elitebook	5CG13111YP	2021	W10	
BDC453	HP	Elitebook	5CG13111YK	2021	W10	
BDC454	HP	Elitebook 850 G8	5CG1278BWN	2021	W10	Brougham
BDC455	HP	Elitebook 850 G8	5CG1278BWH	2021	W10	Brougham

BDC456	HP	Elitebook 850 G8		2021	W10	Brougham
BDC458	HP	Elitebook 850 G8		2021	W10	Brougham
BDC460	HP	Elitebook 850 G8	5CG20329JS	2022	W10	Brougham
BDC461	HP	Elitebook 850 G8	5CG13389VC	2021	W10	Brougham
BDC462	HP	Elitebook 850 G8		2021	W10	Brougham
BDC463	HP	Elitebook 850 G8	5CG13389V7	2021	W10	Brougham
BDC464	HP	Elitebook 850 G8		2021	W10	Brougham
BDC465	HP	Elitebook	5CG131135S	2021	W10	
BDC466	HP	Elitebook 850 G8	5CG1349FR1	2021	W10	Brougham
BDC467	HP	ProDesk 400 G3 SFF	AUD7060B5F	2018	W10	Brougham
BDC468	HP	Elitebook 850 G8	5CG1278BW1	2021	W10	Brougham
BDC469	HP	ProDesk 400 G3 SFF	AUD706B5P	2016	W10	EOC
BDC470	HP	Elitebook 850 G8	5CG1349G1L	2021	W10	Brougham
BDC471	HP	Elitebook 850 G8	5CG1349GF8	2021	W10	Brougham
BDC472	HP	Elitebook 850 G8		2021	W10	Brougham
BDC473	HP	Elitebook 850 G8	5CG1380CQC	2021	W10	Brougham
BDC474	HP	Elitebook 850 G8	5CG1349F62	2021	W10	Brougham
BDC475	HP	Elitebook 850 G8	5CG1349FR8	2021	W10	Brougham
BDC476	HP	Elitebook 850 G8	5CG133897L	2021	W10	Brougham
BDC477	HP	Elitebook 850 G8	5CG1349G2F	2021	W10	Brougham
BDC478	HP	Elitebook 850 G8	5CG1349G19	2021	W10	Brougham
BDC479	Microsoft	Surface Pro 8		2021	W10	Brougham
BDC480	HP	Elitebook 850 G8	5CG13556PT	2021	W10	Brougham
BDC481	HP	Elitebook 850 G8	5CG13566T7	2021	W10	Brougham
BDC482	HP	Elitebook 850 G8		2021	W10	Brougham
BDC483	HP	Elitebook 850 G8	5CG20329T3	2022	W10	Brougham

BDC484	HP	Elitebook 850 G8	5CG20329NN	2022	W10	Brougham
BDC485	HP	Elitebook 850 G8	5CG20329PP	2022	W10	Brougham
BDC486	HP	Elitebook 850 G8	5CG20329W3	2022	W10	Brougham
BDC487	HP	Elitebook 850 G8	5CG20329N6	2022	W10	Brougham
BDC488	HP	Elitebook 850 G8	5CG20329VM	2022	W10	Brougham
BDC489	HP	Elitebook 850 G8	5CG20329Q1	2022	W10	Brougham
BDC490	HP	Elitebook 850 G8	5CG20329QP	2022	W10	
BDC491	HP	Elitebook 850 G8	5CG20329QD	2022	W10	Brougham
BDC492	HP	Elitebook 850 G8	5CG20329NX	2022	W10	Brougham
BDC493	HP	Elitebook 850 G8	5CG20329N8	2022	W10	Brougham
BDC494	HP	Elitebook 850 G8	5CG20329PZ	2022	W10	Brougham
BDC495	HP	Elitebook 850 G8	5CG20329Q4	2022	W10	Brougham
BDC496	HP	Elitebook 850 G8	5CG20329TJ	2022	W10	Brougham
BDC497	HP	Elitebook 850 G8	5CG20329P4	2022	W10	Brougham
BDC498	MS	Surface Pro 7		2021	W10	Brougham
BDC499	MS	Microsoft Surface 7 Pro		2017	W10	Brougham
BDC513	Microsoft	Surface Pro 7	13716313553	2021	Windows	Brougham
BDC521	HP	Elitebook 850 G7		2021	W10	Brougham
BDC600	HP	Elitebook 850 G8	5CG20329PD	2022	W10	Brougham
BDC601	HP	Elitebook 850 G8	5CG20329NF	2022	W10	Brougham
BDC602	HP	Elitebook 860 G9	5CG2235KT9	2022	W10	Brougham
BDC603	Microsoft	Surface Pro 8		2022	W10	Brougham
BDC604	Intel	NUC	BTTN23100C0C	2023	W10	EOC Meeting
BDC605	Intel	NUC	BTTN23100P1Y	2023	W10	Karamea Meeting
BDC606	Samsung	Galaxy Tab A7 Lite	R9PT519H6L	2023	Android	EOC
BDC607	HP	Elitebook 850 G8	5CG13389TM	2022	W10	Brougham

BDC608	HP	Elitebook 860 G10	5CG32224Y1	2023	W10	Harbour
BDC609	HP	Elitebook 860 G10	5CG3243KKZ	2023	W10	Brougham
BDC610	HP	Elitebook 860 G10	5CG3243KKD	2023	W10	Ellery's
BDC611	HP	Elitebook 860 G10	5CG3243KKG	2023	W10	Brougham
BDC612	HP	Elitebook 860 G10	5CG3243KL0	2023	W10	Brougham
BDC614	HP	Elitebook 860 G10	SCG3243KKX	2023	W10	Brougham
BDC615	HP	Elitebook	5CG13111XY	2021	W10	Brougham
BDC616	HP	Elitebook 860 G10	5CG3243KK6	2023	W10	Brougham
BDC617	HP	Elitebook 860 G10			W10	Brougham
BDC618	Microsoft	Surface Pro 9	0F34D8Q23523 BF	2024	W10	Brougham
BDC619	HP	Elitebook 650 G10		2024	W10	Brougham
BDC620	Hp	Elitebook 650 G10	5CD347F4K1	2024	W10	Brougham
BDC621	Hp	Elitebook 650 G10		2024	W10	Brougham
BDC622	HP	Elitebook 650 G10		2024	W10	Library
BDC623	HP	Elitebook 650 G10		2024	W10	Brougham
BDC624	HP	Elitebook 650 G10		2024	W10	Brougham
BDC626	HP	Elitebook 850 G6	5CG9377HTM	2019	W10	Brougham
BDC627	HP			2019	W10	Brougham
BDC628	HP	Victus 15-fb1004AX	5CD4391SXR	2024	W10	Ellery's
BDC629	Microsoft	Surface Pro 9	BK33BRG24043 BF	2024	W10	Brougham
BDC630	Microsoft	Surface Pro 9		2024	W10	Ellery's
BDC633	Microsoft	Surface Pro 9		2024	W10	Ellery's
BDC634	HP				W10	Ellery's
BDC635	HP	Elitebook 660 G11	5CD5070D6G	2025	W11	Brougham
BDC636	HP	Elitebook 660 G11	5CD5070D6G	2025	W11	Ellery's

| BDC637 | HP | Elitebook 660 G11 | 5CD5070D6G | 2025 | W11 | Brougham |
| BDC638 | HP | Elitebook 660 G11 | 5CD5070D6G | 2025 | W11 | Brougham |

5   Critical Systems and Applications

The systems and applications that are critical to the operation of Buller District Council are identified below. These systems support vital functions, such as email, document management, and remote access.

System / Application	Function	Business Impact if Down	RTO	RPO	Dependencies	Owner
Website	Public Access	High	< 10 min	~0	Pattern Hosting and Internet Access	
Microsoft 365 Include Outlook and other Microsoft apps	Council-wide Email and Collaboration	High	<10 minutes	~0	Spark Digital, Microsoft and Internet Access	IT Services
MAGIQ Cloud ERP	Council-wide Business Operations	High	4 hours	2 hours	MAGIQ Software & Internet Access	IT Services
ArcGIS Online	Council -wide GIS Services	High	2 hours	~0	ESRI, Seamless and Internet Access	IT Services
SharePoint	Council-wide Document Management	High	<10 minutes	~0	Spark, Microsoft and Internet Access	IT Services
Sophos VPN	Council-wide Secure Remote Access	High	<10 minutes	~0	SSS, Sophos, and Internet Access	IT Services
On premise Email Server	Limited Mailboxes only will be moving to Microsoft 365	Medium	2 hours	< 24 hours	DNS Server, DR Servers, ASI	IT Services
Network Drive - File Server	Council-wide Shared Storage	High	2 Hour	< 24 hours	Filer Server, Domin Controller, DR servers, ASI	IT Services
Active Directory	Council-wide Identity Management	High	2 Hour	< 24 hours	Domin Controller, DR servers, ASI	IT Services

6 Recovery Procedures for Critical Systems, Network and Infrastructure

The recovery procedures for each critical system are outlined to ensure that BDC can restore services in a structured and efficient manner.

System / Component	Recovery Steps	Estimated Time to Recover	Pre-Requisites	Validation Method
Active Directory	Restore from backup, sync users, test authentication	1 hour	Backup available, DNS running	Login test on test account
Microsoft 365	Reconfigure cloud services, restore email, calendar, contacts	< 10 minutes	Cloud access, authentication	Test email and collaboration tools
MAGIQ Cloud ERP	Reconfigure application settings, validate access	4 hours	Application access, network	Access MAGIQ modules
ArcGIS Online	Restore GIS services, validate map layers	< 10 minutes	Cloud access, authentication	Test map data and layers
Firewall Configuration	Reinstall firmware, upload config file	30 min	Config file, physical access	Confirm rule enforcement
File Server	Restore image, reconnect shares	2 hours	NAS access, network active	File access test
SQL Database	Restore from backup, verify data integrity, reconnect services	2 hours	Database backup, network access	Run test queries

7 Backup Procedures and Storage Locations

Buller District Council uses **Backup-as-a-Service** (BaaS) to ensure the continuity of its operations. Backups are critical for data recovery and are stored off-site for added security.

BDC have access to their backup repository via the SaaS portal https://helios.cohesity.com

System	Backup Type	Frequency	Retention Period	Storage Location	Responsible Person
All System	Backup-as-a-Service	Daily	30 daily backups, 12 monthly backups (1st of each month), 10 yearly backups (1st of January)	Off-site at ASI Data Center	IT Team Lead and ASI Solutions

8   Disaster Recovery Sites and Capability

The following outlines the primary and disaster recovery (DR) sites, including the cloud access for seamless failover during an event.

- Primary Site: Buller District Council's On-premises Infrastructure at Brougham House.
- Disaster Recovery Site: ASI Data Centre, Auckland – CDC Silverdale
- Cloud Access: ASI IaaS Portal (https://iaas.asi.nz)

The DR site at ASI Data Centre provides a fully managed environment, leveraging Nutanix clusters to ensure smooth failover and recovery.

9   Disaster Recovery- Action Process

Order of steps to be taken in a Disaster Recovery (DR) event:

- **BDC Declares a DR Event Has Occurred**
    - The Buller District Council acknowledges that a disaster or significant disruption has taken place, impacted critical IT services and required activation of the Disaster Recovery Plan (DRP).
- **BDC to Inform ASI to Activate Protection Domain**
    - BDC notifies ASI Solutions to activate the protection domain that contains the necessary backup and recovery data. This ensures that the recovery process is initiated, and systems are made ready for restoration.
- **ASI Responds with Acknowledgement of Request**
    - ASI Solutions acknowledges the receipt of the DR event notification and confirms the activation request for the protection domain. This confirmation includes an estimated timeline for recovery and any other necessary updates.
- **ASI Initiates "Activate" on the Protection Domain**
    - ASI initiates the "Activate" process on the protection domain, which triggers the restoration of virtual machines (VMs) and data from the most recent backup snapshot available within the domain.
- **Nutanix Restores All System (VMs) from Latest Snapshot**
    - Restores all virtual machines (VMs) from the latest snapshot within the protection domain. This snapshot ensures that data is as up to date as possible and minimizes data loss.
- **ASI Assigns All Restored VMs to Customer's Tenant for Access via Prism Central**
    - After restoring the VMs, ASI assigns all restored virtual machines to BDC's tenant in the Prism Central environment. This ensures that BDC can access the VMs and resume operations through its management interface.
- **Network Changes Made for Connectivity (Dependent on DR Situation)**
    - Depending on the specific nature of the disaster and its impact on BDC's network, necessary network changes are made to restore connectivity. This could include re-routing traffic, updating DNS configurations, or other network-related adjustments to ensure all restored systems are accessible.
- **Customer to Perform Any OS and Application-Level Checks**
    - BDC performs any necessary operating system (OS) and application-level checks to verify that the restored systems are functioning properly. This includes:
        - Verifying that all system processes are running as expected
        - Checking for any OS-level issues (e.g., missing updates, OS configurations)
        - Validating that all critical applications (e.g., SQL databases, Microsoft 365, MAGIQ) are working correctly
- **BDC to Confirm Everything Is Operational to ASI**

o	Once BDC has completed its checks and verified that all systems and applications are operational, they confirm with ASI that everything is working as expected.
o	BDC provides final confirmation that services have been restored successfully and that the DR event is considered resolved.
o	ASI Solutions then acknowledges the confirmation and considers the recovery process complete.

10 Roles and Responsibilities

A clear set of roles and responsibilities ensures effective management of disaster recovery. Each team member is assigned a specific task, ensuring quick and accurate response to incidents.

Role	Primary Contact	Backup Contact	Responsibilities
IT Team Lead	████████ ██████████ ████████	IT Support ████████ ████████████ ██████████ █████████████ ████████	• Owns DRP process • Initiates recovery steps • Inform ASI to activate DR Servers • Restore and validate business-critical apps. • Communicates with users
ASI Primary Contact	Support - 0800 232 736	██████████████	Ensures ASI participation in DR activity.

11 Remote Work and Alternate Operations Protocols

Remote Access

- Laptops provided by BDC only can be used.
- Sophos VPN to gain secure access.
- Requires an active internet connection.
- Full systems access, including Zoom phone, will be available.
- No access to physical files.

Alternate Facilities

- Emergency Operations Centre, Victoria Square: Network connection available.
- Clock Tower: Wi-Fi and network connectivity
- NBS Theatre: Network connection available.
- Library: Network connection available.

12   Testing and Maintenance Schedule

Regular testing and updates to the DRP will be scheduled annually, or sooner if a significant change occurs in infrastructure, systems, or personnel. The schedule will include:

- Full DR Test.
- Backup verification tests.
- Role and responsibility review.

13   Third-Party Dependencies

Vendor	Service	Contact
ASI Solutions	Disaster recovery as a Service, Backup, Nutanix Server	███████████████████
Spark	Microsoft 365, Internet, Mobile phones, Network	████████████
MAGIQ Cloud	ERP Software	██████████████
Unwired	Network and Infrastructure services support	██████████████
Connect NZ	Telephony - Zoom Phones	█████████████
Seamless	ArcGIS online _____	█████████████

Appendix 3: Business Continuity Plan

Buller District Council – BCP Summary

Document information

Version #:	0.01
Version date:	1st August 2025

Contents

1   Introduction

A business continuity plan (BCP) is a collection of documents and information that outlines how an organisation will recover from a business disruption and maintain service continuity. This document is a summary of Buller District Council's BCP components, from analysis to recovery procedures.

Specifically, this document is organised into the following categories:

- **Business continuity requirements:** This includes a summary of business processes, business impact analysis (BIA), and risk assessment.
- **Business continuity implementation:** This includes a summary of:
    - Alternate business locations
    - IT resiliency and disaster recovery
    - Incident response procedures
    - Communications during a disaster
- BC awareness and training
- **Testing and maintenance:** This includes a summary of our BCP testing and maintenance strategy.

1.1   Scope

Buller District Council's BCP establishes the procedures for recovering from an incident that significantly disrupts business processes and requires the use of alternate people, processes (or process inputs, including suppliers), information technology (IT), and/or facilities.

Business disruptions can be caused by a range of incidents, from isolated issues (e.g. a flu epidemic impacts key staff in a specific Council group; or specific key IT system issues) to more destructive events such as a fire or power outage that impacts a key Council facility. Depending on the nature of the event, recovery can include leveraging one or more of the following:

- Alternatives for individual dependencies (e.g. alternate staff for key roles).

- Interim/workaround processes (e.g. if email is down, relying on other means of communication).

- Alternate facilities (e.g. if a business location is damaged or is inaccessible).

- IT disaster recovery planning to resume IT services (e.g. if the issue is a data server or enterprise application failure), combined with invoking business process workarounds while normal IT services are unavailable.

1.1.1   In-scope

This BCP applies to Council's direct activities and office/facility locations throughout the Buller district [for clarity, not CCO (Buller Holdings) activities such as WestReef and PERC].

1.1.2   Out-of-scope

The following is out of scope:

- IT disaster recovery [this will be captured in a separate IT disaster recovery plan (DRP)].

- Emergency response planning such as evacuation procedures in the event of a fire - this will be captured in a separate crisis management plan (CMP).

- As stated above, subsidiary activities undertaken by Buller Holdings Limited (i.e. WestReef; PERC).

2   Business continuity (BC) requirements

This BCP is grounded in an analysis of:

- Business processes and dependencies.

- Business impact.

- Risk assessment.

2.1 Business processes and dependencies

Each Council business unit (group) has documented its business processes through a combination of process workflow mapping and diagrams. Fifty-six (56) key processes/workflows were identified by Council groups that provide important services/outputs that external or internal customers rely on.

Process names, descriptions, owners, and dependencies are summarised in the *Business Impact Analysis* spreadsheet for each business unit (group) included in **Appendix 3A: Business Processes and Dependencies**. Dependencies identified include:

- People

- IT services (applications, network infrastructure, etc.)

- Physical assets (computers, telephones, printers, etc.)

- Facility requirements

- Suppliers and external services

2.2 Business impact analysis (BIA)

A BIA for each Council business unit (group) was completed to determine the criticality, recovery time objectives (RTOs), and recovery point objectives (RPOs) for key business processes. **Appendix 3B: Business Impact Analyses** provides a summary of the BIA results.

2.2.1 Impact of downtime criteria

The impact of downtime was assessed using the following criteria:

2.2.1.1 Financial impact

- **Loss of revenue:** Based on average daily total revenue.

- **Loss of productivity:** Based on average daily total salary (salary was used as a proxy for measuring productivity loss).

- **Increased operating costs:** Based on costs such as workarounds and increased operational requirements (e.g. additional contractor costs or equipment hire to address the disruption).

- **Financial penalties:** Based on penalties stated in contractual agreements that might be incurred because of a business disruption.

2.2.1.2 Goodwill impact

- **Impact on customers:** Based on the number of **customers** impacted (e.g. delays in service) and the resulting reputational damage.

- **Impact on internal staff:** Based on the number of **staff** impacted (e.g. frustration at the need to use workarounds or delays in getting their work done).

- **Impact on business partners:** Based on the number of **business partners** impacted (e.g. frustration at the need to use other services, unable to get data in a timely manner, and other delays in their business operations).

2.2.1.3 Compliance impact

- **Impact on legal/regulatory compliance:** Based on the potential failure to meet compliance requirements due to a business disruption.

2.2.2 RTO and RPO summary for key business processes

2.2.2.1 RTO and RPO definitions

- A **recovery time objective (RTO)** is the objective for the maximum amount of time to resume business processes following an outage.

- A **recovery point objective (RPO)** is the objective for the maximum amount of data loss due to an outage (e.g. if it's necessary to restore backups or activate standby systems).

2.2.2.2 Acceptable vs. currently achievable RTOs/RPOs

- **Acceptable RTOs/RPOs** does not mean ideal (i.e. zero downtime and zero data loss), but rather what was determined as appropriate and acceptable targets based on criticality as outlined below.

- **Current achievable RTOs/RPOs** indicate the recovery times that can be committed to, based on current capabilities.

2.2.2.3 RTO/RPO summary for business process recovery

RTO/RPO values were set and determined by each Council unit (group) for its key workflows/processes. These were based on business process recovery with *acceptable* levels of functionality. This can include running business processes with acceptable alternatives such as alternate facilities, alternate personnel, alternate technology, and alternate process inputs.

In all instances, participating personnel assessed achievable RTO/RPO values would meet or better the RTO's/RPO's that were deemed acceptable for each workflow.

2.3 Risk assessment

Council's key office facilities are located in Westport and Reefton. These could be subjected to natural hazards, fire, or other matters that result in facility closures (or inability to access). In addition, business disruptions can be caused by a wide range of incidents from hardware/software failures to key staff unavailability.

To mitigate the risk of business disruptions, the following was undertaken:

- **Identified alternate staff for key roles.** In addition, some business processes are documented, enabling Council to expand the pool of staff who can take on key roles if needed with the support of written instructions.

- **Identified alternate operating locations** and the assets (workstations, office equipment, etc.) that would be required to resume business processes within acceptable RTOs.

- **Documented workarounds for business processes** (e.g. procedures to reinstate a minimum but workable level of process function in the event of a disruption).

- **Implemented an IT DR solution** that includes redundancy at Council's primary server (to mitigate the risk of isolated hardware/software failures) to minimise the potential downtime due to IT issues and to ensure a finite amount of data loss.

3 Alternate business locations

3.1 Summary of primary and alternate business locations

Primary	BC site (alternate facility)

6-8 Brougham Street (Brougham House)
 	
• Total staff: XX
	• **Ellery's Office** at Palmerston Street, Westport. Capacity summary:
	  • XX desks available.
	  • XX seats available in meeting rooms.
	• **Clocktower Chambers:**
	  • XX desks available.
	• **CDEM Operations Centre (Victoria Square):**
	  • XX desks available.
	• **Work-from-home:**
	  • XX of the XX Brougham House staff are set up to work from home if necessary.

Ellery's Office
 	
Total staff: XX
	• **Brougham House** at 6-8 Brougham Street, Westport. Capacity summary:
	  • XX desks available.
	  • XX seats available in meeting rooms.
	• **Clocktower Chambers:**
	  • XX desks available.
	• **CDEM Operations Centre (Victoria Square):**
	  • XX desks available.
	• **Work-from-home:**
	  • XX of the XX Brougham House staff are set up to work from home if necessary.

Reefton Service Centre
 	
Total staff: XX
	• **X**:
	  • XX desks available.
	  • XX seats available in meeting rooms.
	• **Work-from-home:**
	• XX of the XX Reefton Service Centre staff are set up to work from home if necessary.

4 IT resiliency and disaster recovery

IT resilience and recovery is addressed in the IT DRP included as part of Council's BCMS document.

5 Incident response procedures

If a disaster occurs and there is a health and safety risk (e.g. the disaster is a fire), the first priority is to ensure that all employees are safe (and invoke Emergency Response procedures if warranted). After this, recovery consists of the following steps:

- Notification, assessment, and disaster declaration;
- Business recovery procedures.

5.1 Notification, assessment, and disaster declaration

The Crisis Management Team (CMT) is notified of potential business disruptions, and they in turn will coordinate assessment and whether to declare a disaster (crisis).

The decision to declare a disaster or invoke the BCP will be based on:

- Expected duration based on damage assessment and whether that exceeds the defined RTO.
- An evaluation of the time required to execute business recovery procedures vs. waiting for the issue to be resolved (e.g. if the assessment has determined the issue will be resolved within a day, invoking workarounds may be more disruptive than helpful).
- Business impact.

The high-level approach to notifying, assessing, and declaring a disruption and declaring a disaster, crisis, or more standard operational response is included in the Cris Management Plan.

5.2 Business recovery procedures

On the assumption Emergency Response and Crisis Management are not required or satisfactorily addressed, business recovery procedures will ensue. These consist of:

- **Recovery Workflows** that outline the process/approach for reinstating the maximum level of service performance possible for the relevant workflow.

Each Council business unit (group) identified recovery workflows for their critical processes, and these are included in **Appendix 3C: Recovery Workflows**.

6 Communications during a disaster

Communications are executed as follows:

- As part of the initial notification process outlined above, the Crisis Manager (CMT Leader) notifies the CMT and other staff as needed.
- Communication is conducted by cell phone if the office phone system is down. All managers and members of recovery teams will maintain contact information for other managers and team members on their business phones and have access to a formal contact list as a backup if required.

7 BC awareness and training

The BCM Team is responsible for supervising and ensuring that all crisis management, disaster recovery, and business recovery team members are aware of the BCP and trained to execute the relevant BC procedures. BC awareness and training includes:

- Annual review of roles and responsibilities.

- Annual review of BCP documentation.

- Introduction to the above content during new employee induction/onboarding procedures.

- A series of BCP tests each year.

7.1   Roles and responsibilities

The roles and responsibilities for crisis management, disaster recovery, and business recovery team members are outlined in the relevant plans, reviewed as part of an annual BCP review, and reviewed as part of BCP testing.

The following is a summary of what is outlined for each team member:

- Specific role (e.g. Crisis Management Team Leader).

- Alternates for each role.

- Specific responsibilities.

- Authority to declare a disaster.

8   Testing and maintenance

A structured programme should be followed to review, maintain, and optimise the BCP through:

- BCP testing.

- Documentation management (including formal reviews).

- Change management.

8.1   BCP testing

Annual BCP testing will include:

- Tabletop planning exercises in the first half of each year. This enables the crisis management, disaster recovery, and business recovery teams to ensure procedures are current and effective and resolve issues before more functional testing in the second half of each year.

- Simulation testing in the second half of each year should include:

  o   Select staff temporarily working from one of the designated alternate locations and/or home to verify processes can be executed as expected.

  o   The CMT using cell phones to remotely notify relevant staff in a simulated disaster scenario to validate communications and an understanding of next steps.

Each test should include a record of issues found and action items to resolve those issues before the next test. This drives ongoing awareness, accuracy, and successful follow-up testing.

8.2   BCP documentation management

BCP documentation should be managed and stored in a controlled and secure environment and periodically reviewed to ensure consistency and accuracy.

8.3   BCP change management

The processes outlined in the sections below should be formally controlled to ensure effective management of change.

8.3.1 Day-to-day change management

Business continuity considerations should be incorporated into Council's change management process to ensure that changes in the business and technology environment are consistently reflected in the latest BCP or supporting document (e.g., IT DRP).

This includes the following process points:

- Asset management records are updated as assets are added or decommissioned. In addition, asset management records are audited annually. Council's BCP leverages the asset management information directly (rather than making a copy) so asset management references in the BCP are kept up to date by default.

- New IT projects include an outline of BC requirements:

    o Proposed changes to the IT environment requires an outline of potential impact on BC capability and changes to BC requirements.

    o BC requirements are noted as project requirements, and therefore, monitored through the existing project checkpoints.

- Change management for business operations also includes a summary of how the change affects business impact and RTOs/RPOs. For example, introduction of new services includes determining criticality, RTOs/RPO, and business recovery procedures.

8.3.2 BCP annual review

BCP documentation is reviewed annually to:

- Validate that required updates identified through testing and change management have been incorporated in the BCP.

- Provide a focused review of elements of the BCP that have undergone significant change.

9 Summary

Service continuity, and therefore the BCP, is a high priority for the Buller District Council. Council is committed to maintaining an effective BCP that includes:

- Clearly defined BC requirements through a business impact analysis.

- Ongoing evaluation of our BC strategy and BC capabilities to reduce RTO and RPO values where they exceed acceptable values.

- Change management practices to ensure our BCP stays current.

Appendix 3A: Business Processes and Dependencies

Business Processes/Functions - Community Services

ID	Process/Function	Description	Process Owner	Dependencies – People Primary	Dependencies – People Alternatives	IT Applications/Data/Services (i.e. components covered by your IT DRP) (e.g. applications, databases) Primary	IT Applications/Data/Services Alternatives	End-User Devices/Equipment (e.g. PCs, Phones, Printers, Scanners) Primary	End-User Devices/Equipment Alternatives	Facility Location and Requirements (e.g. secure office, wickets) Primary	Facility Location and Requirements Alternatives	Suppliers/External Services (mail delivery, vendor dependencies, etc.) Primary	Suppliers/External Services Alternatives	Additional Process Inputs or Requirements (e.g. hard copy documents/files) Primary	Additional Process Inputs or Requirements Alternatives
1	External communications	The dissemination of information from Council to stakeholders including community.	GM - Community Services	Communication Manager	Communication Officer	Internet	Starlink	Laptops	Other laptops	Safe, functional office space with access to the things that make the process work	Ellery's, Clocktower	Media outlets	Other media outlets		
				Communication Officer	Engagement Officer	Meta	None (wait for IT DR completion)	Phones	Email/satellite internet- VoIP/personal exchanges			Community	Other community members		
				Engagement Officer	Subcommittee Liaison Officer	Let's Talk Buller	Manual forms and dissemination	Printers	Marker pens						
				Subcommittee Liaison Officer	Visual Communication Designer	BDC website	None (wait for IT DR completion)								
				Visual Communication Designer	Limited cover by others	SharePoint	None (wait for IT DR completion)								
						MS Office Products	None (wait for IT DR completion)								
						InDesign	None (wait for IT DR completion)								
						Shared (network) drive	None (wait for IT DR completion)								
						Email	Phone, interpersonal exchanges								
						LinkedIn	None (wait for IT DR completion)								
						YouTube	None (wait for IT DR completion)								
2	Internal communications	The dissemination of information internally within Council	GM - Community Services	Communication Manager	Communication Officer	Internet	Starlink	Laptops	Other laptops	Safe, functional office space with access to the things that make the process work	Ellery's, Clocktower				
				Communication Officer	Engagement Officer			Phones	Email/satellite internet- VoIP/personal exchanges						
				Engagement Officer	Other comm's team staff	Let's Talk Buller	Manual forms and dissemination	Printers	Marker pens						
				Visual Communication Designer	Visual Communication Designer										
						SharePoint	None (wait for IT DR completion)								
						MS Office Products	None (wait for IT DR completion)								
						InDesign	None (wait for IT DR completion)								
						Shared (network) drive	None (wait for IT DR completion)								
						Email	Phone, interpersonal exchanges								
3	Community subcommittee liaison	Conduit for maintaining communication and relationships between established reserve and hall subcommittees and Council	GM - Community Services	Subcommittee Liaison Officer	Governance Secretary	Internet	Starlink	Laptops	Other laptops	Safe, functional office space with access to the things that make the process work					
				Communication Manager	Governance Support	SharePoint	None (wait for IT DR completion)	Phones	Email/satellite internet- VoIP/personal exchanges						
					Group Manager's Assistant	Shared (network) drive	None (wait for IT DR completion)	Printers	Marker pens						
						Email	Phone	Pool vehicles	Other pool vehicle						
4	Bylaw and policy development/ management	The process of developing, maintaining, and administering the currency of district bylaws and policies in line with legislation	GM - Community Services	Senior Policy Advisor	Communication Manager	Shared (network) drive	None (wait for IT DR completion)	Laptops	Other laptops	Safe, functional office space with access to the things that make the process work	Ellery's, Clocktower				
					Group Manager - Community Services	Internet	Starlink	Phones	Email/satellite internet- VoIP/personal exchanges						
						SharePoint	None (wait for IT DR completion)	Printers	Marker pens						
						MS Office Products	None (wait for IT DR completion)								
						Email	Phone/Satellite internet								
5	Stakeholder engagement	The process of actively seeking input/feedback in relation to Council processes	GM - Community Services	Communication Manager	Communication Officer	Internet	Starlink	Laptops	Other laptops	Safe, functional office space with access to the things that make the process work	Ellery's, Clocktower	External printing houses for hard copy document printing	In house		
				Communication Officer	Engagement Officer	Meta	None (wait for IT DR completion)	Phones	Email/satellite internet- VoIP/personal exchanges						
				Engagement Officer	Subcommittee Liaison Officer	Let's Talk Buller	Manual forms and dissemination	Printers	Marker pens						
				Subcommittee Liaison Officer	Visual Communication Designer	BDC website	None (wait for IT DR completion)	Binding machines	Other binding machines						
				Visual Communication Designer	Limited cover by others	SharePoint	None (wait for IT DR completion)								
					Governance team	MS Office Products	None (wait for IT DR completion)								
					Group Manager's assistants (x2)	InDesign	None (wait for IT DR completion)								
						Shared (network) drive	None (wait for IT DR completion)								
6	Community grants administration	Administration of Council grants and funding to community groups	GM - Community Services	Communication Manager	Engagement Officer	Internet	Starlink	Laptops	Other laptops	Safe, functional office space with access to the things that make the process work, including meeting room	Other functional alternative BDC offices	Creative NZ	Nil		
				Governance team (x2)	Customer Services Officers	Meta	None (wait for IT DR completion)	Phones	Email/satellite internet- VoIP/personal exchanges			SPARC	Nil		
				Finance team	Group Manager's assistants (x2)	Let's Talk Buller	Manual forms and dissemination	Printers	Marker pens						
				Councillors and Creative Community Subcommittee	Nil	BDC website	None (wait for IT DR completion)								
						SharePoint	None (wait for IT DR completion)								
						MS Office Products	None (wait for IT DR completion)								
					Group Manager's assistants (x2)	InDesign	None (wait for IT DR completion)								
						MagiQ	None (wait for IT DR completion)								
						Email	Phone/satellite internet								
7	External contract administration	The process of administering contracts on behalf of external agencies in relation to delivery of community or public services (e.g. one-ff community initiatives such as Mayor's Job Taskforce or service delivery to the public via NZTA or NZ Post)	GM - Community Services	Communication Manager	Manager - Customer Experience	Internet	Starlink	Laptops	Other laptops	Safe, functional office space with access to the things that make the process work, including meeting room	Other functional alternative BDC offices		Nil		
				Manager - Customer Experience	Communication Manager	NZ Post portal		Phones	Email/satellite internet- VoIP/personal exchanges				Nil		
				Finance team	Other finance team members	NZTA portal		Printers	Marker pens						
				RVSC Coordinator	Customer Services Officers		None (wait for IT DR completion)								
				Facility Managers (library; theatres)	Other staff	SharePoint	None (wait for IT DR completion)								
						MS Office Products	None (wait for IT DR completion)								
						DCP Ingestion (theatre software)	None (wait for IT DR completion)								
						Veezi software (scheduling and programming of movies; plus ticketing)	None (wait for IT DR completion)								
8	Customer service operation and delivery including theatres and libraries	The provision and operation of customer services required to support ratepayer and stakeholder enquiries and engagement with Council	GM - Community Services	Customer Services Officers	Other Customer Services Officers	Internet		Eftpos terminal						Heavily reliant and dependent on the best and latest information so they are informing the public correctly	
				Customer Services Coordinators (x2)	Other Customer Services Officers	Website		Library scanner							
				Library Manager	Library staff	MagiQ		NZ Post parcel scanner in Reefton							

Business Processes/Functions - Community Services

ID	Process/Function	Description	Process Owner	Dependencies – People Primary	Dependencies – People Alternatives	IT Applications/Data/Services Primary	IT Applications/Data/Services Alternatives	End-User Devices/Equipment Primary	End-User Devices/Equipment Alternatives	Facility Location and Requirements Primary	Facility Location and Requirements Alternatives	Suppliers/External Services Primary	Suppliers/External Services Alternatives	Additional Process Inputs or Requirements Primary	Additional Process Inputs or Requirements Alternatives
			GM - Community Services	Customer Experience Manager	Customer Service Coordinator	Eftpos		Electronic scales (Reefton)							
				Library Manager	Library staff	ArcGIS									
				Theatre Manager	Theatre staff	Phones									
				Customer Experience Manager	Communication Manager	Printers									
				Library staff	Other staff	SharePoint									
				Theatre staff	Other staff	Email									
						IBIS; Kotui									
9	Governance administration	The process of administering, organising, and supporting governance functions	GM - Community Services	Governance Secretary	Governance Support	Internet		Laptops							
				Governance Support	Governance Secretary	Website		Phones							
				Group Manager's Assistants (x2)	Other Group Manager's Assistant	Diligent (Harbour)		Printers							
				Executive Assistant	Nil	Phones									
						Adobe									
						Email									
						MS Office Products									
						SharePoint									
						Shared (network) drive									
10	Cemetery administration	The process of maintaining accurate records relating to cemeteries and administering the charging of cemetery use	GM - Community Services	Building Control Officer	Customer Services Officer	MagiQ						Cemetery Sextons (WestReef)			
				Customer Services Coordinator	Governance Secretary	Internet						Funeral Directors			
				Customer Experience Manager		Email						WestReef (contract holder for cemetery maintenance)			
				Finance team	Other finance personnel	Phones									
				IS (as Parks Reserves champion)	Other IS personnel										
11	Senior and other housing administration	The process of administering tenancy arrangements (placements and contracts etc)	GM - Community Services	Customer Services Coordinator	Other Customer Services Officer	MagiQ						Property Managers			
				Customer Experience Manager		Internet						MBIE/TAS			
				Finance team	Other finance team members	Email						Karamea Health Trust			
				IS (as Asset Management and budget holder)	Other IS	Phones									
				Inangahua Ward Selection Panel	Group Manager - Community Services	Kport									
						BDC website									

Business Processes/Functions - Corporate Services

ID	Process/Function	Description	Process Owner	Dependencies – People Primary	Alternatives	IT Applications/Data/Services Primary	Alternatives	End-User Devices/Equipment Primary	Alternatives	Facility Location and Requirements Primary	Alternatives	Suppliers/External Services Primary	Alternatives	Additional Process Inputs or Requirements Primary	Alternatives
1	Payroll	The process of paying staff wages/salaries	Group Manager - Corporate Services	Payroll administrator	Out of team temp (Charlotte) but formal backup being planned for	MagiQ	N/A	Laptops wit hgadequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home	Westpac on-line banking		Timesheets	Other hard copy process
				Second person (reviewer) to manage fraud risk	Financail Saccountant	Bamboo	N/A								
				Third person (authoriser and review) of queued payments	Other Corporate Services personnel	On-line banking	Nil								
				Fourth person (final approver/authoriser) of queued banking payments	Other Corporate Services personnel	Email	Text/phone/inter-office chat								
						Internet	Starlink								
						Server access	Nil								
2	Receiving invoices and preparing payments	The process of receiving third-party invoices, matching against the purchase order, and queueing the creditor payment run	Group Manager - Corporate Services	Creditor administrator	Accountant	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home	Westpac on-line banking			
				Second person (reviewer and authoriser) to manage fraud risk	Financail Accoutant	Pagero	N/A	Printers							
				Third person (review and second authorisation) of queued payments	Other Corporate Services personnel	On-line banking	Nil								
						Email accounts	Text/phone/inter-office chat								
						Internet	Starlink								
3	Paying creditors	The process of moving money into creditor accounts for services/products procured	Group Manager - Corporate Services	Creditor administrator	Accountant	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home	Westpac on-line banking			
				Second person (reviewer and authoriser) to manage fraud risk	Financial Accountant	On-line banking	Nil								
				Third person (review and second authorisation) of queued payments	Other Corporate Services personnel	Email	Text/phone/inter-office chat								
						Internet	Starlink								
4	Debt management	The process of managing/chasing and reporting debt	Group Manager - Corporate Services	Group Manager - Corporate Services	Manager Finance	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home	Debt Recovery Service (Resolve)	Other service provider		
				Management Accountant	Manager Finance	Email	Text/phone/inter-office chat	Phones							
				Manager Finance	Group Manager - Corporate	Internet	Starlink								
				Revenue Officer	Management Accountant	Server access									
				Debtors Administrator	Financial Accountant										
5	Invoicing	The process of raising and issuing sundry and rates invoices	Group Manager - Corporate Services	Other Council personnel to advise of need to invoice	Other Council personnel	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home	Rainbow Design and Print to produce hard copy rates mail outs	Other service provider		
				Debtor Administrator	Creditor administrator	Email	Text/phone/inter-office chat	Phones							
						Internet	Starlink								
						Server access									
6	Property records for rating purposes	The maintenance of accurate property records for rating purposes	Group Manager - Corporate Services	Rates Officer	Management Accountant	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home				
				Revenue Officer	Rates Officer	Email	Text/phone/inter-office chat	Phones							
				Part-time temp Rates Officer	Revenue Officer	Internet	Starlink								
						Server access									
7	Rates receipting via direct debit	The process of receiving rates payments via direct debit and apportioning payments to the correct property	Group Manager - Corporate Services	Revenue Officer	Rates Officer	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home				
				Part-time temp Rates Officer	Revenue Officer	Email	Text/phone/inter-office chat	Phones							
				Rates Officer	Revenue Officer	Internet	Starlink								
				Financial Accountant	Manager Finance	Server access									
				Manager Finance	Group Manager - Corporate Services										
8	Claim preparation for external funding	The process of preparing and building claims to support invoicing in relation to external funding agreements	Group Manager - Corporate Services	Other Council personnel to advise of need to invoice	Other	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home				
				Debtors administrator	Creditor administrator	Email	Text/phone/inter-office chat	Phones							
				Creditors administrator	Accountant	Internet	Starlink								
				Financial Accountant	Management Accountant	Server access									
				Management Accountant	Financial Accountant										
				Manager Finance	Group Manager - Corporate Services										
				Group Manager - Corporate Services	CEO										
				Finanrce Business Partner	Manager Finance										
9	Insurance management and renewals	The process of reviewing insurance cover and maintaining appropriate levels of cover	Group Manager - Corporate Services	Manager Finance	Group Manager - Corporate Services	MagiQ	Copy	Laptops	Other laptops	Office space with power, comm's etc	Ellery's; home			Fixed asset register	
				Group Manager - Corporate Services	CEO	Server access									
						Email									
						Internet									
10	Tax obligations	Preparation, filing and payment of tax obligations	Group Manager - Corporate Services	Payroll administrator	Creditors administrator	MagiQ	N/A	Laptops	Other laptops	Office space with power, comm's etc	Ellery's; home				
				Financial Accountant	Manager Finance	Internet									
				Manager Finance	Group Manager - Corporate Services	Email									
				Creditors administrator	Payroll Administrator	MyIR	Nil								
11	Journals and project codes	Setting up and issuing new project codes and processing journals	Group Manager - Corporate Services	Financial Service Officer	Financial Accountant	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home				
				Financial Accountant	Management Accountant	Email	Text/phone/inter-office chat	Phones							
				Accountant	Financial Accountant	Internet	Starlink								
				Management Accountant	Finance Business Partner	Server access									
				Manager Finance	Group Manager - Corporate Services										
				Finance Business Partner	Manager Finance										
12	Financial planning and reporting	The process of contributing financial planning and reporting to the range of statutory and internal requirements such as monthly reporting, annual plans, long term plans, statistics returns, covenant reporting etc	Group Manager - Corporate Services	Financial Accountant	Management Accountant	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home				
				Accountant	Financial Accountant	Email	Text/phone/inter-office chat	Phones							
				Management Accountant	Finance Business Partner	Internet	Starlink								
				Manager Finance	Group Manager - Corporate Services	Server access									
				Finance Business Partner	Manager Finance	Excel									
				Rates Officer	Management Accountant										
				Group Manager - Corporate Services	Manager Finance										
13	Fixed asset management	Maintaining an accurate record of Council assets	Group Manager - Corporate Services	Finance Service Support Officer	Accountant	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home				
				Accountant	Financial Accountant	Email	Text/phone/inter-office chat	Phones							
				Financial Accountant	Management Accountant	Internet	Starlink								
				Management Accountant	Manager Finance	Server access									
14	Daily banking	Processing of daily banking transactions	Group Manager - Corporate Services	Finance Support Officer	Financial Support Officer	MagiQ	N/A	Laptops with adequate monitors/screens	Other laptops	Office space with power, comm's etc	Ellery's; home				
				Accountant	Financial Accountant	Email	Text/phone/inter-office chat	Phones							
				Financial Accountant	Manager Finance	Internet	Starlink								
						Server access									
						On line banking									
15	Treasury (borrowing and investments)	Management of Council cashflow in relation to investments and borrowings to ensure that adequate cashflow is maintained and avaialble funds are effectively managed	Group Manager - Corporate Services	Group Manager - Corporate Services	Manager Finance	Treasury email inbox		Laptops		Office space with power, comm's etc	Ellery's; home	LGFA			
				Financial Accountant	Manager Finance	MagiQ						Westpac			
				Manager Finance	Financial Accountant							Other banks			
				CEO	Group Manager - Corporate Services										
16	Cashflow/cash management	The process of forecasting incomings and outgoings to ensure solvency is maintained	Group Manager - Corporate Services	Financial Accountant	Manager Finance	On line banking	Nil	Laptops		Office space with power, comm's etc	Ellery's; home				
				Accountant	Financial Accountant	Excel	Nil								

Business Processes/Functions - Corporate Services

ID	Process/Function	Description	Process Owner	Dependencies – People		IT Applications/Data/Services (i.e. components covered by your IT DRP) (e.g. applications, databases)		End-User Devices/Equipment (e.g. PCs, Phones, Printers, Scanners)		Facility Location and Requirements (e.g. secure office, wickets)		Suppliers/External Services (mail delivery, vendor dependencies, etc.)		Additional Process Inputs or Requirements (e.g. hard copy documents/files)	
				Primary	Alternatives	Primary	Alternatives	Primary	Alternatives	Primary	Alternatives	Primary	Alternatives	Primary	Alternatives
				Manager Finance	Group Manager - Corporate Services	Server access	Nil								
						MagiQ	Nil								
17	Audit	The process of servicing and meeting statutory audit requirements relating to AP and LTP and annual reporting	Group Manager - Corporate Services	Financial Accountant	Management Accountant	MagiQ	N/A	Laptops with adequate monitors/screens etc	Other laptops	Office space with power, comm's etc	Ellery's; home	External auditor	Other service provider		
				Accountant	Financial Accountant	Email	Text/phone/inter-office chat	Phones							
				Management Accountant	Finance Business Partner	Internet	Starlink								
				Manager Finance	Group Manager - Corporate Services	Server access									
				Finance Business Partner	Manager Finance	Audit portal	Nil								
				Rates Officer	Management Accountant										
				Group Manager - Corporate Services	Manager Finance										
18	Cut-off procedures	Administering monthly and annual cut-offs in relation to financial reporting	Group Manager - Corporate Services	Financial Accountant	Management Accountant	MagiQ	N/A	Laptops with adequate monitors/screens		Office space with power, comm's etc	Ellery's; home				
				Accountant	Financial Accountant	Email	Text/phone/inter-office chat	Phones							
				Management Accountant	Finance Business Partner	Internet	Starlink								
				Manager Finance	Group Manager - Corporate Services	Server access									
				Finance Business Partner	Manager Finance	Sharepoint									
				Rates Officer	Management Accountant	MSTeams									
				Group Manager - Corporate Services	Manager Finance										
19	LGOIMA	The process of responding to LGOIMA requests	Group Manager - Corporate Services	Financial Accountant	Management Accountant	MagiQ	N/A	Laptops with adequate monitors/screens		Office space with power, comm's etc	Ellery's; home			BDC Executive Administrator LGOIMA coordinator	
				Accountant	Financial Accountant	Email	Text/phone/inter-office chat	Phones							
				Management Accountant	Finance Business Partner	Internet	Starlink								
				Manager Finance	Group Manager - Corporate Services	Server access									
				Finance Business Partner	Manager Finance	Sharepoint									
				Rates Officer	Management Accountant	MSTeams									
				Group Manager - Corporate Services	Manager Finance										
20	RAC/Council reporting	The process of planning and generating financial information to service BDC RAC meetings	Group Manager - Corporate Services	Group Manager - Corporate Services	Manager Finance	MagiQ	N/A	Laptops with adequate monitors/screens		Office space with power, comm's etc	Ellery's; home				
				Manager Finance	Finance Business Partner	Email	Text/phone/inter-office chat	Phones							
				Finance Business Partner	Management Accountant	Internet	Starlink								
				Management Accountant	Financial Accountant	Server access									
				Financial Accountant	Manager Finance	Sharepoint									
						MSTeams									

Business Processes/Functions - Infrastructure Services

ID	Process/Function	Description	Process Owner	Dependencies – People Primary	Dependencies – People Alternatives	IT Applications/Data/Services Primary	IT Applications/Data/Services Alternatives	End-User Devices/Equipment Primary	End-User Devices/Equipment Alternatives	Facility Location and Requirements Primary	Facility Location and Requirements Alternatives	Suppliers/External Services Primary	Suppliers/External Services Alternatives	Additional Process Inputs or Requirements Primary	Additional Process Inputs or Requirements Alternatives
1	Drinking water supply	Treatment and supply of potable water for the Buller district	Group Manager - Infrastructure Services	Group Manager - Infrastructure Services	Infrastructure Operations Manager	SCADA	Manual plant operation	Treatment Plant computers	Manual treatment plant control	Raw water storage	None	WestReef (3x trained operators)	Redundancy within trained operators	Up-to-date inventory records	Manually determine inventory
				Infrastructure Operations Manager	Drinking Water asset coordinator	Internet	None (wait for IT DR completion)	Critical process units (water quality testing units, pumps, valves)	Critical spares for key process units	Water Treatment Plants	Supply raw water	SGS water quality compliance and testing	Supply raw water	Hard copy instructions for treatment plant operations on site	Electronic copies of operating instructions
				Drinking Water asset coordinator	3 Waters Technical support officer	Email	Phone/Vehicle VHF radios	Printers for community notifications in the event of supply disruption	Electronic dissemination	Reticulation network	Remote emergency storage tanks				
						ArcGIS	None (wait for IT DR completion)			Treated water storage (Westport and Reefton)	Remote emergency storage tanks				
						MS Office	None (wait for IT DR completion)			Mains power	Generator power				
										Generator fuel					
										Site vehicle access	Pedestrian access/aerial access				
										Pool vehicles	Other pool vehicles				
2	Wastewater treatment	Conveyance and treatment of reticulated wastewater networks	Group Manager - Infrastructure Services	Group Manager - Infrastructure Services	Infrastructure Operations Manager	SCADA	Manual plant operation	Treatment Plant computers	Manual treatment plant control	Functioning reticulation network (to get wastewater to treatment plants)	None	WestReef (2x trained operator)	Redundancy (x1) within trained operators	Plant operating instructions	
				Infrastructure Operations Manager	Wastewater asset coordinator	Internet	None (wait for IT DR completion)	Critical process units (wastewater quality testing units, pumps, valves)	Critical spares for key process units	Functioning wastewater treatment plants	Emergency discharge to river	SGS wastewater quality compliance and testing	Emergency discharge of non-compliant wastewater		
				Wastewater asset coordinator	3 Waters Technical support officer	Email	Phone	Printers for community notifications in the event of process disruption	Electronic dissemination	Mains power	Generator power				
						ArcGIS	None (wait for IT DR completion)	Pool vehicles	Other pool vehicles	Generator fuel					
						MS Office	None (wait for IT DR completion)			Site vehicle access	Pedestrian access/aerial access				
										Pool vehicles	Other pool vehicles				
3	Stormwater	Maintaining and operating a district wide stormwater management network	Group Manager - Infrastructure Services	Group Manager - Infrastructure Services	Infrastructure Operations Manager	ArcGIS	None (wait for IT DR completion)	Mobile emergency pumps in the event of flooding	Hire in others	Functioning stormwater reticulation network	Overland flow paths	WestReef (inspections and maintenance)	Redundancy within trained operators and other local contractors	Pump operating instructions	
				Infrastructure Operations Manager	Stormwater asset coordinator	MS Office	None (wait for IT DR completion)	Pool vehicles	Other pool vehicles	Generators and fuel for emergency pumps	Sandbags and/or emergency drainage measures	WestReef emergency pump operations			
				Stormwater asset coordinator	3 Waters Technical support officer										
4	Solid waste	Collection and disposal of waste within the district (including kerbside recycling services and landfill operation)	Group Manager - Infrastructure Services	Group Manager - Infrastructure Services	Infrastructure Operations Manager	Weighbridge software	Guesstimate	Computer(s)	Replacement laptop	Functioning weighbridge at transfer stations	Guesstimate of weight	SMART Environmental (Westport)	Other contractors	Contract documents	
				Infrastructure Operations Manager	Solid Waste Coordinator	Internet	Starlink	Eftpos terminal	Cash or invoicing	Weatherproof staff shelter	Portacoms	WestReef (Karamea; Maruia)	Other contractors		
				Solid Waste Coordinator	Solid Waste support officer	MS Office		Phone	None	Security gates	Replacement security gates/temp	ESL (degassing)	Outsource		
								Pool vehicles	Other pool vehicles	Staff ablutions	Portaloo	York landfill receiving waste	Nil		
										Vehicle access	None				
										Power	Generator power and fuel				
5	Senior housing	Provision of affordable, safe and functional housing for vulnerable senior citizens (note Community Services administer tenanting etc)	Group Manager - Infrastructure Services	Group Manager - Infrastructure Services	Infrastructure Planning Manager	MagiQ	None (wait for IT DR completion)	Laptops	Replacement laptops	Office space with power, comm's etc	Work from home	External contractors and suppliers for maintenance and upgrades (trades, lawns etc)	Other contractors	Community Services and Corporate and Commercial	
				Infrastructure Planning Manager		SharePoint	None (wait for IT DR completion)	Printers	Replacement printers						
				Community Facilities Officer	Property Support Officer	Email	Phone	Phones							
						Phone	In person	Cameras							
						ArcGIS	None (wait for IT DR completion)	Pool vehicles	Other pool vehicles						
						MS Office	None (wait for IT DR completion)								
6	Community facilities	Provision of safe and functional community facilities (e.g. halls; theatre; libraries; public toilets)	Group Manager - Infrastructure Services	Group Manager - Infrastructure Services	Infrastructure Planning Manager	MagiQ	None (wait for IT DR completion)	Laptops	Replacement laptops	Office space with power, comm's etc	Work from home	External contractors and suppliers for maintenance and upgrades (trades, lawns etc)	Other contractors	Community Services and Corporate and Commercial	
				Infrastructure Planning Manager		SharePoint	None (wait for IT DR completion)	Printers	Replacement printers						
				Community Facilities Officer	Property Support Officer	Email	Phone	Phones							
						Phone	In person	Cameras							
						ArcGIS	None (wait for IT DR completion)	Pool vehicles	Other pool vehicles						
						MS Office	None (wait for IT DR completion)								
7	Roading and bridges	Provision, maintenance, and repair of district roads and bridges (beyond State Highway)	Group Manager - Infrastructure Services	Group Manager - Infrastructure Services	Infrastructure Delivery Manager	ArcGIS	None (wait for IT DR completion)	Laptops	Replacement laptops	Office space with power, comm's etc	Work from home	Roading and general contractors and suppliers for inspection, maintenance, and upgrades	Other contractors		
				Infrastructure Delivery Manager	Coordinator - Roading	RAMM	None (wait for IT DR completion)	Printers	Replacement printers						
				Coordinator - Roading	Coordinator - Transport	MagiQ	None (wait for IT DR completion)	Phones							
				Coordinator - Transport	Roading and Transport TSO	SharePoint	None (wait for IT DR completion)	Cameras							
						Email	Phone	Pool vehicles	Other pool vehicles						
						Phone	In person								
						MS Office	None (wait for IT DR completion)								

Business Processes/Functions - Regulatory Services

1. Building consents

Description: The process of responding and adhering to legal matters and court directives.
Process Owner: GM - Regulatory Manager

Dependencies – People (Primary)	(Alternatives)	IT Applications (Primary)	(Alternatives)	End-User Devices (Primary)	(Alternatives)	Facility (Primary)	(Alternatives)	Suppliers/External Services (Primary)	(Alternatives)
Group Manager - Regulatory Services	Building Control Manager	Objective Build	None (wait for IT DR completion)	Staff computers	Other computers/laptops	Functional Brougham House and utilities	EOC / Ellery's / work from home	External contractors (to process)	Other contractors
Building Control Manager	Building Control Officers	SharePoint	None (wait for IT DR completion)	Phone	In person				
Building Control Officers	Building Quality Assurance Officer	ArcGIS	None (wait for IT DR completion)	Printers	Other printers				
Building Quality Assurance Officer		MagiQ	None (wait for IT DR completion)	Tape measures	Replacements				
Technical Service Officers (x2)	Alternate TSO and/or other BSCO staff	Internal network (shared drive)	None (wait for IT DR completion)	Moisture meters	Replacements				
Planning and infrastructure staff	Other planning and infrastructure staff	Internet	Starlink	Thermometers	Replacements				
				Ground probe	Replacements				
				Spirit level	Replacements				
				RS vehicles	Alternate pool vehicles				

2. Building compliance processes

Description: Administering the processes necessary to ensure building regulations are met (accreditation).
Process Owner: GM - Regulatory Manager

Dependencies – People (Primary)	(Alternatives)	IT Applications (Primary)	(Alternatives)	End-User Devices (Primary)	(Alternatives)	Facility (Primary)	(Alternatives)
Group Manager - Regulatory Services	Building Control Manager	Objective Build	None (wait for IT DR completion)	Staff computers	Other computers/laptops	Functional Brougham House and utilities	EOC / Ellery's / work from home
Building Control Manager	Building Control Officers	SharePoint	None (wait for IT DR completion)	Phone	In person		
Building Control Officers	Building Quality Assurance Officer	ArcGIS	None (wait for IT DR completion)	Printers	Other printers		
Building Quality Assurance Officer		MagiQ	None (wait for IT DR completion)				
Technical Service Officers (x2)	Alternate TSO and/or other BSCO staff	Internal network (shared drive)	None (wait for IT DR completion)				
	External contractors	Internet	Starlink				

3. TA compliance processes

Description: Processes required of RS to demonstrate compliance in relation to things like swimming pools, dangerous buildings, compliance schedules/ WoFs etc.
Process Owner: GM - Regulatory Manager

Dependencies – People (Primary)	(Alternatives)	IT Applications (Primary)	(Alternatives)	End-User Devices (Primary)	(Alternatives)	Facility (Primary)	(Alternatives)
Group Manager - Regulatory Services	Building Control Manager	Objective Build	None (wait for IT DR completion)	Staff computers	Other computers/laptops	Functional Brougham House and utilities	EOC / Ellery's / work from home
Building Control Manager	Building Control Officers	SharePoint	None (wait for IT DR completion)	Phone	In person		
Building Control Officers	Building Quality Assurance Officer	ArcGIS	None (wait for IT DR completion)	Printers	Other printers		
Building Quality Assurance Officer		MagiQ	None (wait for IT DR completion)	RS vehicles	Other pool vehicles		
Technical Service Officers (x2)	Alternate TSO and/or other BSCO staff	Internal network (shared drive)	None (wait for IT DR completion)				
Compliance Officer	External contractors	Internet	Starlink				

4. Dog registration

Description: The annual process of registering and issuing individual dog owners with a licence (in exchange for a fee).
Process Owner: GM - Regulatory Manager

Dependencies – People (Primary)	(Alternatives)	IT Applications (Primary)	(Alternatives)	End-User Devices (Primary)	(Alternatives)	Facility (Primary)	(Alternatives)	Suppliers/External Services (Primary)	(Alternatives)
Group Manager - Regulatory Services	Compliance Manager	MagiQ	None (wait for IT DR completion)	Staff computers	Other computers/laptops	Functional Brougham House and utilities	EOC / Ellery's / work from home	Registration tag suppliers	Alternative supplier
Compliance Manager	Compliance Officers	SharePoint	None (wait for IT DR completion)	Phone	In person			National database of dog registrations	None
Compliance Officers	Technical Support Officer (TSO)	ArcGIS	None (wait for IT DR completion)	Printers	Other printers			Police	None
Technical Support Officer (TSO)	Rest of team to step in	Internal network (shared drive)	None (wait for IT DR completion)	RS vehicles	Other pool vehicles				
Customer Service Officer (CSO)	Alternative CSO	Internet	Starlink						

5. Food licencing

Description: The process of registering and issuing Food Premises Licence(s) (in exchange for a fee).
Process Owner: GM - Regulatory Manager

Dependencies – People (Primary)	(Alternatives)	IT Applications (Primary)	(Alternatives)	End-User Devices (Primary)	(Alternatives)	Facility (Primary)	(Alternatives)
Group Manager - Regulatory Services	Compliance Manager	MagiQ	None (wait for IT DR completion)	Staff computers	Other computers/laptops	Functional Brougham House and utilities	EOC / Ellery's / work from home
Compliance Manager	Compliance Officers	SharePoint	None (wait for IT DR completion)	Phone	In person		
Contractor	Alternate Contractor	ArcGIS	None (wait for IT DR completion)	Printers	Other printers		
Technical Support Officer x2 (TSO)	Rest of team to step in	Internal network (shared drive)	None (wait for IT DR completion)				
Customer Service Officer (CSO)	Alternative CSO	Internet	Starlink				

6. Liquor licencing

Description: The process of reviewing and issuing liquor licences.
Process Owner: GM - Regulatory Manager

Dependencies – People (Primary)	(Alternatives)	IT Applications (Primary)	(Alternatives)	End-User Devices (Primary)	(Alternatives)	Facility (Primary)	(Alternatives)	Suppliers/External Services (Primary)	(Alternatives)
Group Manager - Regulatory Services	Compliance Manager	MagiQ	None (wait for IT DR completion)	Staff computers	Other computers/laptops	Functional Brougham House and utilities	EOC / Ellery's / work from home	Police	None
Compliance Manager	Compliance Officers	SharePoint	None (wait for IT DR completion)	Phone	In person			Health NZ	None
Technical Support Officer x2 (TSO)	Alternate TSO	ArcGIS	None (wait for IT DR completion)	Printers	Other printers			ALRA	None
Customer Service Officer (CSO)	Rest of team to step in	Internal network (shared drive)	None (wait for IT DR completion)	RS vehicles	Other pool vehicles				
District Licencing Committee	None	Internet	Starlink						
Alcohol and Liquor Licencing Officer	Contractor								

7. General compliance

Description: The catch all bucket of nuisance and amenity issues such as fly tipping; noise; smoke; abandoned vehicles; freedom camping; animal control).
Process Owner: GM - Regulatory Manager

Dependencies – People (Primary)	(Alternatives)	IT Applications (Primary)	(Alternatives)	End-User Devices (Primary)	(Alternatives)	Facility (Primary)	(Alternatives)	Suppliers/External Services (Primary)	(Alternatives)
Group Manager - Regulatory Services	Compliance Manager	MagiQ	None (wait for IT DR completion)	Staff computers	Other computers/laptops	Functional Brougham House and utilities	EOC / Ellery's / work from home	Allied Security (noise and after hours stock control)	Other Allied personnel
Compliance Manager	Compliance Officers	SharePoint	None (wait for IT DR completion)	Phone	In person	Dog pound	Racecourse	Police	None
Technical Support Officer x2 (TSO)	Alternate TSO	ArcGIS	None (wait for IT DR completion)	Printers	Other printers	Stock pound	Racecourse	SPCA	Veterinarian
Customer Service Officer (CSO)	Rest of team to step in	Internal network (shared drive)	None (wait for IT DR completion)	RS vehicles	Other pool vehicles			Housing New Zealand	None
		Internet	Starlink	Noise meter	Replacements				

8. RAPID # issue

Description: Generation and issue of RAPID #'s for rural property addresses.
Process Owner: GM - Regulatory Manager

Dependencies – People (Primary)	(Alternatives)	IT Applications (Primary)	(Alternatives)	End-User Devices (Primary)	(Alternatives)	Facility (Primary)	(Alternatives)
Group Manager - Regulatory Services	Compliance Manager	MagiQ	None (wait for IT DR completion)	Staff computers	Other computers/laptops	Functional Brougham House and utilities	EOC / Ellery's / work from home
Compliance Manager	Compliance Officers	ArcGIS	None (wait for IT DR completion)	Phone	In person		
Customer Service Officer (CSO)	Alternate CSOs	Internal network (shared drive)	None (wait for IT DR completion)	Printers	Other printers		
Compliance Officer	Rest of team to step in	Internet	Starlink	RS vehicles	Other pool vehicles		
Coordinator, Asset Information	None						

Business Processes/Functions - Regulatory Services

ID	Process/Function	Description	Process Owner	Dependencies – People (Primary)	Dependencies – People (Alternatives)	IT Applications/Data/Services (Primary)	IT Applications/Data/Services (Alternatives)	End-User Devices/Equipment (Primary)	End-User Devices/Equipment (Alternatives)	Facility Location and Requirements (Primary)	Facility Location and Requirements (Alternatives)	Suppliers/External Services (Primary)	Suppliers/External Services (Alternatives)	Additional Process Inputs or Requirements (Primary)	Additional Process Inputs or Requirements (Alternatives)
9	Cemetery plot allocation	The allocation of cemetery plots.	GM - Regulatory Manager	Group Manager - Regulatory Services; Technical Service Officers (x1)	Community Services Manager; Alternate TSO	MagiQ; ArcGIS; Internal network (shared drive); Internet	None (wait for IT DR completion); None (wait for IT DR completion); None (wait for IT DR completion); Starlink	Staff computers; Phone; Printers	Other computers/laptops; In person; Other printers	Functional Brougham House and utilities	EOC / Ellery's / work from home				
10	Resource consent processing	The process of receiving, reviewing, processing, and issuing resource consents.	GM - Regulatory Manager	Group Manager - Regulatory Services; Planning Manager; Planners; TSOs	Planning Manager; Senior Planner; Alternate Planners; Alternate TSO	LINZ database; ArcGIS; Internal network (shared drive); Internet; MagiQ; SharePoint	None (wait for IT DR completion); None (wait for IT DR completion); None (wait for IT DR completion); Starlink; None (wait for IT DR completion); None (wait for IT DR completion)	Staff computers; Phone; Printers; RS vehicles	Other computers/laptops; In person; Other printers; Other pool vehicles	Functional Brougham House and utilities	EOC / Ellery's / work from home	External contractors (for additional capacity)	Other external contractors		
11	RMA monitoring of consents	The process of checking to ensure resource consent conditions are achieving compliance.	GM - Regulatory Manager	Group Manager - Regulatory Services; Planning Manager; Planners; TSOs	Planning Manager; Senior Planner; Alternate Planners; Alternate TSO	LINZ database; ArcGIS; Internal network (shared drive); Internet; MagiQ; SharePoint	None (wait for IT DR completion); None (wait for IT DR completion); None (wait for IT DR completion); Starlink; None (wait for IT DR completion); None (wait for IT DR completion)	Staff computers; Phone; Printers; RS vehicles	Other computers/laptops; In person; Other printers; Other pool vehicles	Functional Brougham House and utilities	EOC / Ellery's / work from home	External contractors (for additional capacity)	Other external contractors		
12	Other RMA compliance/advice/ investigations	The process of checking to ensure compliance is achieved.	GM - Regulatory Manager	Group Manager - Regulatory Services; Planning Manager; Planners; TSOs	Planning Manager; Senior Planner; Alternate Planners; Alternate TSO	LINZ database; ArcGIS; Internal network (shared drive); Internet; MagiQ; SharePoint	None (wait for IT DR completion); None (wait for IT DR completion); None (wait for IT DR completion); Starlink; None (wait for IT DR completion); None (wait for IT DR completion)	Staff computers; Phone; Printers; RS vehicles	Other computers/laptops; In person; Other printers; Other pool vehicles	Functional Brougham House and utilities	EOC / Ellery's / work from home	External contractors (for additional capacity)	Other external contractors		
13	Resource consent advice	The process of proving pre-application advice and/or responding to enquiries.	GM - Regulatory Manager	Group Manager - Regulatory Services; Planning Manager; Planners; TSOs	Planning Manager; Senior Planner; Alternate Planners; Alternate TSO	LINZ database; ArcGIS; Internal network (shared drive); Internet; MagiQ; SharePoint	None (wait for IT DR completion); None (wait for IT DR completion); None (wait for IT DR completion); Starlink; None (wait for IT DR completion); None (wait for IT DR completion)	Staff computers; Phone; Printers; RS vehicles	Other computers/laptops; In person; Other printers; Other pool vehicles	Functional Brougham House and utilities	EOC / Ellery's / work from home	External contractors (for additional capacity)	Other external contractors		
14	Generating LIM reports	The process of issuing a LIM report based on updated property information.	GM - Regulatory Manager	Group Manager - Regulatory Services; Planning Manager; LIM Officer; Building Control Manager; Building Control Officers; IS Development Engineer	Planning Manager; Senior Planner; TSO; BCO; Other BCOs; Other IS team members	ArcGIS; Internal network (shared drive); Internet; MagiQ; SharePoint; WCRC website and TTPP	None (wait for IT DR completion); Starlink; None (wait for IT DR completion); None (wait for IT DR completion); None	Staff computers; Phone; Printers	Other computers/laptops; In person; Other printers	Functional Brougham House and utilities	EOC / Ellery's / work from home				
15	Legal matters/ court directives	The process of responding and adhering to legal matters and court directives.	GM - Regulatory Manager	Group Manager - Regulatory Services; Planning Manager; Planners; TSOs	Planning Manager; Senior Planner; Alternate Planners; Alternate TSO	LINZ database; ArcGIS; Internal network (shared drive); Internet; MagiQ; SharePoint	None (wait for IT DR completion); None (wait for IT DR completion); None (wait for IT DR completion); Starlink; None (wait for IT DR completion); None (wait for IT DR completion)	Staff computers; Phone; Printers	Other computers/laptops; In person; Other printers	Functional Brougham House and utilities	EOC / Ellery's / work from home	Legal advisors; Consultant planner (on occasion)	Other legal advisors; Other consultant planner	Manual hard copy files in storage	None

Business Processes/Functions - Westport Airport Authority

ID	Process/Function	Description	Process Owner	Dependencies – People Primary	Dependencies – People Alternatives	IT Applications/Data/Services Primary	IT Applications/Data/Services Alternatives	End-User Devices/Equipment Primary	End-User Devices/Equipment Alternatives	Facility Location and Requirements Primary	Facility Location and Requirements Alternatives	Suppliers/External Services Primary	Suppliers/External Services Alternatives	Additional Process Inputs or Requirements Primary	Additional Process Inputs or Requirements Alternatives
1	Certified and funcitoning aerodrome	The maintenance and provision of a fully certified, functional, and safe (Part 139 of Civil Aviation Act - Unsecurity Designated) operating aerodrome that meets regulatory requirements for commercial and emergency air services	Safety and Airport Manager	Safety and Airport Manager	No real alternative (some ability to cover some aspects with other roles - major constraint and risk)	Internet	Starlink	Laptops	Other laptops	Safe, functional office space with access to the things that make the process work like power, toilets, water etc	Automated emergency generator	CAA	None		
				Operatons Officer	As above	Phones	None (wait for IT DR completion)	Phones	Email/satellite internet- VoIP/personal exchanges	Runway lights	None in darkness	Lighting contractor (Buller Refridgeration)	Alternative		
				CE - Westport Airport Authority	Delegate or relacement staff	MS Office	Manual forms and dissemination	Printers	Marker pens	Fuel tanks and bowsers	None (can't come in if they need fuel)	Airways	Other Airways personnel		
				Airport Service Workers (x3)	Each other or Operations Officer and Safety and Airport Manager	Sharepoint	None (wait for IT DR completion)	VHF radio (aircraft channels and EOC channels)	Alternative radios (car; building; hand helds)	Fences (aerodrome protection and stock protection)	None	MetService	Other MetService personnel		
						TakeFlite (check in software)	None (wait for IT DR completion)	Scales	Second set of scales	Airways navigational aids (NDB and DME)	None (can't land commercial IFR flight)	Electroservices (generator servicing and testing/checking)	Other ElectroServices		
						MS Teams	None (wait for IT DR completion)	Airside vehicles	Airport ute	Automatic weather station (MetService administered)	None				
						Demstra (Risk Management)	None (wait for IT DR completion)								
2	Aviation fuel supply	The provision of airside aviation fuel facilities (av gas for planes and Jet A-1 for helicopters)	Safety and Airport Manager	Safety and Airport Manager	No real alternative (some ability to cover some aspects with other roles - major constraint and risk)					Powered fuel facilities able to dispense fuel	None (await for reinstatement)	RD Petroleum (contracted to manage fuel facilities)	None		
				Operatons Officer	As above										
				CE - Westport Airport Authority	Delegate or relacement staff										
				Airport Service Workers (x3)	Each other or Operations Officer and Safety and Airport Manager										
3	Drone authorisations	The process of reviewing and approving drine flight requests inside the 4km airport exclusion area	Safety and Airport Manager	Safety and Airport Manager	No real alternative (some ability to cover some aspects with other roles - major constraint and risk)	Internet				Funcitoing office with IT services		NOTAM Office	None (wait)	Application form	Conversation
				Operatons Officer	As above	Email									
						Phones	VOIP								

Appendix 3B: Business Impact Analyses

Business Impact Analysis and Dependencies - Community Services

ID#	Process/Function	Description	Process Owner	Client-Facing Availability Requirements	Additional Availability Requirements	Criticality Rating (Use drop-down menu)	Total Cost of Downtime per 24 Hours	Total Impact on Goodwill, Compliance & Safety	Loss of Revenue	Loss of Productivity	Increased Operating Costs	Financial Penalties	Impact on Customers	Impact on Internal Staff	Impact on Business Partners	Compliance (e.g. Legal/Regulatory)	Health or Safety Risk	Dependencies	Acceptable Downtime (RTO) in hrs.	Acceptable Data Loss (RPO) in hrs.	Actual Current Downtime (RTA) in hrs.	Actual Current Data Loss (RPA) in hrs.	Acceptable Downtime (RTO) in hrs.	Acceptable Data Loss (RPO) in hrs.	Actual Current Downtime (RTA) in hrs.	Actual Current Data Loss (RPA) in hrs.
1	External communications	The dissemination of information from Council to stakeholders including community	GM - Community Services	24/7			$1,875	6	0	2.5	0	0	0	2	0	1	1	Overall RPOs/RTOs →	24.00	24.00	24.00	24.00				
2	Internal communications	The dissemination of information internally within Council	GM - Community Services	M-F 8.30am to 4.30pm			$1,875	4	0	2.5	0	0	0	2	0	1	1		24.00	24.00	24.00	24.00				
3	Community subcommittee liaison	Conduit for maintaining communication and relationships between established reserve and hall subcommittees and Council	GM - Community Services	M-S 9am to 9pm			$250	4	0	1	0	0	1	1	0	1	1	Overall RPOs/RTOs →	72.00	24.00	48.00	24.00				
4	Bylaw and policy development/ management	The process of developing, maintaining, and administering the currency of district bylaws and policies in line with legislation	GM - Community Services	M-F 8.30am to 4.30pm			$250	4	0	1	0	0	0	1	0	1	1	Overall RPOs/RTOs →	120.00	24.00	72.00	24.00				
5	Stakeholder engagement	The process of actively seeking input/feedback in relation to Council processes	GM - Community Services	M-F 8.30am to 4.30pm			$2,500	4.5	0	3	0	0	2.5	2	0	0	0	Overall RPOs/RTOs →	120.00	24.00	72.00	24.00				
6	Community grants administration	Administration of Council grants and funding to community groups	GM - Community Services	M-F 8.30am to 4.30pm			$250	2	0	1	0	0	1	1	0	0	0	Overall RPOs/RTOs →	120.00	24.00	72.00	24.00				
7	External contract administration	The process of administering contracts on behalf of external agencies in relation to delivery of community or public services (e.g. one-off community initiatives such as Mayor's Job Taskforce or service delivery to the public via NTA or NTR etc)	GM - Community Services	M-F 8.30am to 4.30pm			$250	5	0	1	0	0	1	1	1	1	1	Overall RPOs/RTOs →	72.00	24.00	72.00	24.00				
8	Customer service operation and delivery including theatres and libraries	The provision and operation of customer services required to support ratepayer and stakeholder enquiries and engagement with Council	GM - Community Services	M-F 8.30am to 4.30pm			$5,500	8	2	3	0	0	2.5	2.5	1	1	1	Overall RPOs/RTOs →	24.00	24.00	24.00	24.00				
9	Governance administration	The process of administering, organising, and supporting governance functions	GM - Community Services	M-F 8.30am to 9pm			$250	3	0	1	0	0	1	1	0	1	1	Overall RPOs/RTOs →	48.00	24.00	48.00	24.00				
10	Cemetery administration	The process of maintaining accurate records relating to cemeteries and administering the charging of cemetery use	GM - Community Services	M-F 8.30am to 4.30pm			$250	4	0	1	0	0	1	1	0	1	1	Overall RPOs/RTOs →	72.00	24.00	48.00	24.00				
11	Senior and other housing administration	The process of administering tenancy arrangements (placements and contracts etc)	GM - Community Services	M-F 8.30am to 4.30pm			$1,250	2	1	1	0	0	1	1	0	0	0	Overall RPOs/RTOs →	120.00	24.00	72.00	24.00				

Business Impact Analysis and Dependencies - Corporate Services

ID#	Process/Function	Description	Process Owner	Client-Facing Availability Requirements	Additional Availability Requirements	Criticality Rating	Total Cost of Downtime per 24 Hours	Total Impact on Goodwill, Compliance & Safety	Loss of Revenue	Loss of Productivity	Increased Operating Costs	Financial Penalties	Impact on Customers	Impact on Internal Staff	Impact on Business Partners	Compliance	Health or Safety Risk	Dependencies	RTO	RPO	RTA	RPA	RTO	RPO	RTA	RPA
1	Payroll	The process of paying staff wages/salaries	Group Manager - Corporate Services	M-F 8.00am to 4.30pm			$2,875	4	0	2.5	0	0	0	2	0	0	0	Overall RPOs/RTOs →	24.00	24.00	24.00	24.00				
2	Receiving invoices and preparing payments	The process of receiving third-party invoices, matching against the purchase order, and queuing the creditor payment run	Group Manager - Corporate Services	M-F 8.00am to 4.30pm			$1,875	2	0	2.5	0	0	0	2	0	0	0	Overall RPOs/RTOs →	48.00	24.00	48.00	24.00				
3	Paying creditors	The process of moving money into creditor accounts for services/products procured	Group Manager - Corporate Services	M-F 8.30am to 4.30pm			$1,875	7	0	2.5	0	0	1	2	0	1	0	Overall RPOs/RTOs →	24.00	24.00	24.00	24.00				
4	Debt management	The process of managing/chasing and reporting debt	Group Manager - Corporate Services	M-F 8.30am to 4.30pm			$6,875	3	2	2.5	0	0	1	2	0	1	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
5	Invoicing	The process of raising and issuing sundry and rates invoices	Group Manager - Corporate Services	M-F 8.00am to 4.30pm			$6,875	3	2	2.5	0	0	1	2	0	1	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
6	Property records for rating purposes	The maintenance of accurate property records for rating purposes	Group Manager - Corporate Services	M-F 8.30am to 4.30pm			$1,875	4	0	2.5	0	0	1	2	0	1	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
7	Rates receipting via direct debit	The process of receiving rates payments via direct debit and apportioning payments to the correct property	Group Manager - Corporate Services	M-F 8.00am to 4.30pm			$21,875	5	4	2.5	0	0	2	2	0	1	0	Overall RPOs/RTOs →	24.00	24.00	24.00	24.00				
8	Claim preparation for external funding	The process of preparing and building claims to support invoicing in relation to external funding agreements	Group Manager - Corporate Services	M-F 8.30am to 4.30pm			$1,875	2	0	2.5	0	0	0	2	0	0	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
9	Insurance management and renewals	The process of reviewing insurance cover and maintaining appropriate levels of cover	Group Manager - Corporate Services	M-F 8.00am to 4.30pm			$1,875	5	0	2.5	0	0	0	2	1	1	1	Overall RPOs/RTOs →	120.00	24.00	72.00	24.00				
10	Tax obligations	Preparation, filing and payment of tax obligations	Group Manager - Corporate Services	M-F 8.30am to 4.30pm			$2,875	3	0	2.5	0	1	0	2	0	1	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
11	Journals and project codes	Setting up and issuing new project codes and processing journals	Group Manager - Corporate Services	M-F 8.00am to 4.30pm			$1,875	2.5	0	2.5	0	0	0	2.5	0	0	0	Overall RPOs/RTOs →	72.00	24.00	48.00	24.00				
12	Financial planning and reporting	The process of contributing financial planning and reporting to the range of statutory and internal requirements such as monthly reporting, annual plans, long term plans, statistics returns, covenant reporting etc	Group Manager - Corporate Services	M-F 8.30am to 4.30pm			$1,875	2	0	2.5	0	0	0	2	0	0	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
13	Fixed asset management	Maintaining an accurate record of Council assets	Group Manager - Corporate Services	M-F 8.00am to 4.30pm			$1,250	3	0	2	0	0	0	2	0	1	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
14	Daily banking	Processing of daily banking transactions	Group Manager - Corporate Services	M-F 8.30am to 4.30pm			$1,250	2	0	2	0	0	0	2	0	0	0	Overall RPOs/RTOs →	48.00	24.00	48.00	24.00				
15	Treasury (borrowing and investments)	Management of Council cashflow in relation to investments and borrowings to ensure that adequate cashflow is maintained and available funds are effectively managed	Group Manager - Corporate Services	M-F 8.00am to 4.30pm			$1,250	3	0	2	0	0	0	2	0	1	0	Overall RPOs/RTOs →	120.00	24.00	24.00	24.00				
16	Cashflow/cash management	The process of forecasting incomings and outgoings to ensure solvency is maintained	Group Manager - Corporate Services	M-F 8.30am to 4.30pm			$1,250	2	0	2	0	0	0	2	0	0	0	Overall RPOs/RTOs →	48.00	24.00	24.00	24.00				
17	Audit	The process of servicing and meeting statutory audit requirements relating to AP and LTP and annual reporting	Group Manager - Corporate Services	M-F 8.00am to 4.30pm			$1,250	4	0	2	0	0	0	2	1	1	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
18	Cut-off procedures	Administering monthly and annual cut-offs in relation to financial reporting	Group Manager - Corporate Services	M-F 8.30am to 4.30pm			$1,250	3	0	2	0	0	0	2	0	1	0	Overall RPOs/RTOs →	72.00	24.00	48.00	24.00				
19	LGOIMA	The process of responding to LGOIMA requests	Group Manager - Corporate Services	M-F 8.00am to 4.30pm			$1,250	4	0	2	0	0	1	2	0	1	0	Overall RPOs/RTOs →	120.00	24.00	72.00	24.00				
20	RAC/Council reporting	The process of planning and generating financial information to service RDC RAC meetings	Group Manager - Corporate Services	M-F 8.30am to 4.30pm			$1,250	3	0	2	0	0	0	2	0	1	0	Overall RPOs/RTOs →	72.00	24.00	48.00	24.00				

Business Impact Analysis and Dependencies - Infrastructure Services

ID#	Process/Function	Description	Process Owner	Client-Facing Availability Requirements	Additional Availability Requirements	Criticality Rating	Total Cost of Downtime per 24 Hours	Total Impact on Goodwill, Compliance & Safety	Loss of Revenue	Loss of Productivity	Increased Operating Costs	Financial Penalties	Impact on Customers	Impact on Internal Staff	Impact on Business Partners	Compliance	Health or Safety Risk	Dependencies	RTO	RPO	RTA	RPA	RTO	RPO	RTA	RPA
1	Drinking water supply	Treatment and supply of potable water for the Buller district	Group Manager - Infrastructure Services	24hrs per day - 7 days per week		Tier 1	$5,750	9		1.5	2	0	4	2	0	1	2	Overall RPOs/RTOs →	24.00	24.00	4.00	24.00				
2	Wastewater treatment	Conveyance and treatment of reticulated wastewater networks	Group Manager - Infrastructure Services	24hrs per day - 7 days per week		Tier 1	$5,750	11		1.5	2	0	4	3	0	2	2	Overall RPOs/RTOs →	24.00	24.00	6.00	24.00				
3	Stormwater	Maintaining and operating a district wide stormwater management network	Group Manager - Infrastructure Services	24hrs per day - 7 days per week		Tier 2	$5,750	4.5		1.5	2	0	2.5	2	0	1	2	Overall RPOs/RTOs →	72.00	24.00	48.00	24.00				
4	Solid waste	Collection and disposal of waste within the district (including kerbside recycling services and landfill operation)	Group Manager - Infrastructure Services	Variable frequency (collections vs transfer station)		Tier 2	$750	4		1.5	1	0	1	1	0	1	1	Overall RPOs/RTOs →	72.00	24.00	48.00	24.00				
5	Senior housing	Provision of affordable, safe and functional housing for vulnerable senior citizens (note Community Services administer tenanting etc)	Group Manager - Infrastructure Services	24hrs per day - 7 days per week		Tier 2	$5,750	3.5		1.5	2	0	1.5	1	0	0	1	Overall RPOs/RTOs →	72.00	24.00	24.00	24.00				
6	Community facilities	Provision of safe and functional community facilities (e.g. halls; theatre; libraries; public toilets)	Group Manager - Infrastructure Services	24 hrs per day 7 days per week		Tier 2	$5,750	3	1.5	1.5	1.5	0	1	1	0	1	1	Overall RPOs/RTOs →	168.00	24.00	168.00	24.00				
7	Roading and bridges	Provision, maintenance, and repair of district roads and bridges (beyond State Highway)	Group Manager - Infrastructure Services	24 hrs per day 7 days per week		Tier 2	$15,750	4.5		1.5	3.5	0	1.5	2	0	0	1	Overall RPOs/RTOs →	24.00	24.00	24.00	24.00				

Business Impact Analysis and Dependencies - Regulatory Services

ID#	Process/Function	Description	Process Owner	Client-Facing Availability Requirements	Additional Availability Requirements	Criticality Rating (Use drop-down menu)	Total Cost of Downtime per 24 Hours	Total Impact on Goodwill, Compliance & Safety	Loss of Revenue	Loss of Productivity	Increased Operating Costs	Financial Penalties	Impact on Customers	Impact on Internal Staff	Impact on Business Partners	Compliance (e.g. Legal/ Regulatory)	Health or Safety Risk	Dependencies	Acceptable Downtime (RTO) in hrs.	Acceptable Data Loss (RPO) in hrs.	Actual Current Downtime (RTA) in hrs.	Actual Current Data Loss (RPA) in hrs.	Acceptable Downtime (RTO) in hrs.	Acceptable Data Loss (RPO) in hrs.	Actual Current Downtime (RTA) in hrs.	Actual Current Data Loss (RPA) in hrs.
1	Building consents	The process of responding and adhering to legal matters and court directives.	GM - Regulatory Manager	M-F 8.30am to 4.30pm		Tier 1 (Gold)	$1,250	4	0	2	0	0	1	2	0	1	0	Overall RPOs/RTOs →	48.00	24.00	24.00	24.00				
2	Building compliance processes	Administering the processes necessary to ensure building regulations are met (accreditation).	GM - Regulatory Manager	M-F 8.30am to 4.30pm		Tier 2 (Silver)	$2,500	5	0	3	0	0	1	2	0	1	1	Overall RPOs/RTOs →	48.00	24.00	24.00	24.00				
3	TA compliance processes	Processes required of RS to demonstrate compliance in relation to things like swimming pools, dangerous buildings, compliance schedules/ WoFs etc.	GM - Regulatory Manager	M-F 8.30am to 4.30pm		Tier 2 (Silver)	$250	5	0	2	0	0	1	2	0	1	1	Overall RPOs/RTOs →	48.00	24.00	24.00	24.00				
4	Dog registration	The annual process of registering and issuing individual dog owners with a licence (in exchange for a fee).	GM - Regulatory Manager	M-F 8.30am to 4.30pm		Tier 3 (Bronze)	$2,500	5	0	3	0	0	1	2	0	1	1	Overall RPOs/RTOs →	48.00	24.00	24.00	24.00				
5	Food licencing	The process of registering and issuing Food Premises Licence(s) (in exchange for a fee).	GM - Regulatory Manager	M-F 8.30am to 4.30pm		Tier 1 (Gold)	$1,250	2	0	2	0	0	1	1	0	0	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
6	Liquor licencing	The process of reviewing and issuing liquor licences.	GM - Regulatory Manager	M-F 8.30am to 4.30pm		Tier 1 (Gold)	$0	3	0	0	0	0	1	1	0	1	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
7	General compliance	The catch all bucket of nuisance and amenity issues such as fly tipping; noise; smoke; abandoned vehicles; freedom camping; animal control.	GM - Regulatory Manager	24/7		Tier 1 (Gold)	$0	3	0	0	0	0	1	0	0	1	1	Overall RPOs/RTOs →	24.00	24.00	24.00	24.00				
8	RAPID # issue	Generation and issue of RAPID #'s for rural property addresses.	GM - Regulatory Manager	M-F 8.30am to 4.30pm		Tier 1 (Gold)	$2,250	10	1	1	1	0	2	1	1	2	2	Overall RPOs/RTOs →	360.00	24.00	24.00	24.00				
9	Cemetery plot allocation	The allocation of cemetery plots.	GM - Regulatory Manager	M-F 8.30am to 4.30pm		Tier 1 (Gold)	$250	5	0	0	0	0	2	1	1	1	0	Overall RPOs/RTOs →	240.00	24.00	24.00	24.00				
10	Resource consent processing	The process of receiving, reviewing, processing, and issuing resource consents.	GM - Regulatory Manager	M-F 8.30am to 4.30pm			$2,500	6	0	3	0	0	2	2	1	1	0	Overall RPOs/RTOs →	240.00	24.00	24.00	24.00				
11	RMA monitoring of consents	The process of checking to ensure resource consent conditions are achieving compliance.	GM - Regulatory Manager	M-F 8.30am to 4.30pm			$250	6	0	0	0	0	2	2	1	1	0	Overall RPOs/RTOs →	240.00	24.00	48.00	24.00				
12	Other RMA compliance/advice/ investigations	The process of checking to ensure compliance is achieved.	GM - Regulatory Manager	M-F 8.30am to 4.30pm			$250	6	0	0	0	0	2	2	1	1	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				
13	Resource consent advice	The process of proving pre-application advice and/or responding to enquiries.	GM - Regulatory Manager	M-F 8.30am to 4.30pm			$250	6	0	0	0	0	1	1	1	1	0	Overall RPOs/RTOs →	48.00	24.00	48.00	24.00				
14	Generating LIM reports	The process of issuing a LIM report based on updated property information.	GM - Regulatory Manager	M-F 8.30am to 4.30pm			$250	6	0	0	0	0	3	1	1	1	0	Overall RPOs/RTOs →	48.00	24.00	48.00	24.00				
15	Legal matters/ court directives	The process of responding and adhering to legal matters and court directives.	GM - Regulatory Manager	M-F 8.30am to 4.30pm			$250	4	0	0	0	0	1	1	1	1	0	Overall RPOs/RTOs →	120.00	24.00	48.00	24.00				

Business Impact Analysis and Dependencies - Westport Airport Authority

ID#	Process/Function	Description	Process Owner	Client-Facing Availability Requirements	Additional Availability Requirements	Criticality Rating (Use drop-down menu)	Total Cost of Downtime per 24 Hours	Total Impact on Goodwill, Compliance & Safety	Loss of Revenue	Loss of Productivity	Increased Operating Costs	Financial Penalties	Impact on Customers	Impact on Internal Staff	Impact on Business Partners	Compliance (e.g. Legal/ Regulatory)	Health or Safety Risk	Dependencies	Acceptable Downtime (RTO) in hrs.	Acceptable Data Loss (RPO) in hrs.	Actual Current Downtime (RTA) in hrs.	Actual Current Data Loss (RPA) in hrs.	Acceptable Downtime (RTO) in hrs.	Acceptable Data Loss (RPO) in hrs.	Actual Current Downtime (RTA) in hrs.	Actual Current Data Loss (RPA) in hrs.
1	Certified and functioning aerodrome	The maintenance and provision of a fully certified, functional, and safe (Part 139 of Civil Aviation Act - Unsecurity Designated) operating aerodrome that meets regulatory requirements for commercial and emergency air services.	Safety and Airport Manager	24/7			$2,250	10	1	2	0	0	3	2	3	1	1	Overall RPOs/RTOs →	24.00	24.00	24.00	24.00				
2	Aviation fuel supply	The provision of airside aviation fuel facilities (av gas for planes and Jet A-1 for helicopters).	Safety and Airport Manager	24/7			$1,000	12	1	0	1	0	3	2	2	1	4	Overall RPOs/RTO →	72.00	24.00	24.00	24.00				
3	Drone authorisations	The process of reviewing and approving drone flight	Safety and Airport Manager	M -F 9am to 5pm			$0	5	0	0	0	0	1	1	0	1	2	Overall RPOs/RTOs →	72.00	24.00	48.00	24.00				

Appendix 3C: Recovery Workflows

Bylaw and Policy Development IRP

Facility

People

IT Issue

Office not habitable/accessible — Yes → Move to alternate office or work from home

IT systems down — Yes → Await reinstatement

Communications down — Yes → Await reinstatement and/or deploy Starlink

Call in other staff/alternates or wait

Cemetery Admin IRP

Facility

People

IT Issue

Office not habitable/ accessible

Yes → Move to alternate office or work from home

Call in other staff/ alternates or wait

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Community Grants Admin IRP

Facility

IT Issue

People

Office not habitable/ accessible

Yes → Move to alternate office or work from home

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates or wait/ postpone

Community Subcommittee Liaison IRP

Facility

People

IT Issue

Office not habitable/ accessible

Yes → Move to alternate office or work from home

Community sites/ halls not accessible

Yes → Remote meeting or alternative site or defer

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates or wait/ postpone

Customer Service Operation IRP

Facility

People

Office not habitable/ accessible

Yes → Move to alternate office or work from home or close

Call in other staff/ alternates or close

IT Issue

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

External Communications IRP

Facility

People

IT Issue

Office not habitable/accessible

Yes → Move to alternate office or work from home

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/alternates or wait

Governance Admin IRP

Facility

IT Issue

People

Office not habitable/ accessible

Yes → Move to alternate office or work from home

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates or wait

Senior & Other Housing Admin IRP

Facility

People

IT Issue

Office not habitable/ accessible

Yes → Move to alternate office or work from home

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates

Stakeholder Engagement IRP

Facility

People

IT Issue

Office not habitable/accessible

Yes → Move to alternate office or work from home

Engagement sites not accesible

Yes → Postpone or change location

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/alternates or wait

Insert Appendix 3C here once in PDF format

Audit IRP

Facility

People

IT Issue

Office not habitable/ accessible

Yes → Alternate site or work from home

Call in other staff/ alternates or Auditors

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Claim Preparation for External Agencies IRP

Facility

People

Office not habitable/ accessible

Yes → Alternate site or work from home

IT Issue

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates

Cutoff Procedures IRP

Facility

People

IT Issue

Office not habitable/ accessible — Yes → Alternate site or work from home

Call in other staff/ alternates

IT systems down — Yes → Await reinstatement

Communications down — Yes → Await reinstatement and/or deploy Starlink

Daily Banking IRP

Facility

People

IT Issue

Office not habitable/ accessible

Yes → Alternate site or work from home

Call in other staff/ alternates

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Debt Management IRP

Facility

IT Issue

People

Office not habitable/ accessible

Yes → Alternate site or work from home

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates^

Gaps

^ Concern about depth of alternatives

Financial Planning and Forecasting IRP

Facility

People

IT Issue

Office not habitable/ accessible

Yes → Alternate site or work from home

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates

Fixed Asset Management IRP

Facility

People

IT Issue

Office not habitable/ accessible — Yes → Alternate site or work from home

Call in other staff/ alternates

IT systems down — Yes → Await reinstatement

Communications down — Yes → Await reinstatement and/or deploy Starlink

Invoicing IRP

Facility

People

IT Issue

Office not habitable/ accessible

Yes → Alternate site or work from home

IT systems down

Yes → Await reinstatement

Call in other staff/ alternates or debt collection agencies

Communications down

Yes → Await reinstatement and/or deploy Starlink

Journals and Project Codes IRP

Facility

IT Issue

People

Office not habitable/ accessible

Yes → Alternate site or work from home

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates

LGOIMA IRP

Facility

People

IT Issue

Office not habitable/ accessible → Yes → Alternate site or work from home

IT systems down → Yes → Await reinstatement

Communications down → Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates and/or request additional time

Paying Creditors IRP

Facility

IT Issue

People

Office not habitable/ accessible

Yes → Alternate site or work from home

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates

Payroll IRP

Facility

IT Issue

People

Office not habitable/ accessible

Yes

Alternate site or work from home^

IT systems down

Yes

Await reinstatement

Communications down

Yes

Await reinstatement and/or deploy Starlink^^

Call in other staff/ alternates

Gaps

^ Payroll maintenance book is manual (can this be electronic?)

^^ Starlink locations

RAC/Council Reporting IRP

Facility

People

IT Issue

Office not habitable/ accessible

Yes → Alternate site or work from home

Call in other staff/ alternates

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Receiving Invoices and Preparing Payments IRP

Facility
- Office not habitable/ accessible → Yes → Alternate site or work from home

IT Issue
- IT systems down → Yes → Await reinstatement
- Communications down → Yes → Await reinstatement and/or deploy Starlink

People
- Call in other staff/ alternates

Tax Obligations IRP

Facility

People

IT Issue

Office not habitable/ accessible

Yes → Alternate site or work from home

Call in other staff/ alternates and/or invoke PWC support

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Treasury Borrowing and Investments IRP

Facility

IT Issue

People

Office not habitable/ accessible

Yes → Alternate site or work from home

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates

Community Facilities IRP

Facility

People

Pump station failure
— Yes → Deploy critical spares; Deploy generator; Emergency discharge

Treatment plant failure
— Yes → Bypass (until repaired); Deploy critical spares

Reticulation Failure
→ Invoke restriction; Deploy portaloos to affected area; Use suction truck to maintain capacity; Bypass pumping

Access compromised
→ Invoke alternative transport (i.e. helicopter) until repaired

IT Issue

IT systems down
— Yes → Await reinstatement or deploy spares

Communications down
— Yes → Deploy Starlink and generators^; await reinstatement

Call in other staff/ alternates or wait

Gaps

^ Starlink and generator availability

Drinking Water Supply IRP

Facility

People

IT Issue

Intake failure — Yes → Pump from alternative source

Reservoir compromised — Yes → Bypass; invoke restrictions; activate emergency supply plans (e.g. tankers); provide raw water on boil notice

Plant failure — Yes → Deploy critical spares*; invoke restrictions; activate emergency supply plans (e.g. tankers); and provide raw water on boil notice until repair completed

Reticulation failure — Yes → Invoke restrictions; activate emergency supply plans (e.g. tankers); and provide raw water on boil notice until repair completed

Access compromised → Invoke alternative transport (i.e. helicopter) until repaired

IT systems down — Yes → Await reinstatement or deploy spares

Communications down — Yes → Await reinstatement or deploy Starlink^

Call in other staff or externals

Risks	Gaps
* Critical spare processes followed and sufficient spares maintained	^ Enough Starlink units?

Roading and Bridges IRP

Facility / Infrastructure

Road or bridge impassable

Yes → Detour if possible; Establish temporary access or repair; Temporary loss of service

IT Issue

IT systems down

Yes → Await reinstatement or deploy spares

Communications down

Yes → Deploy Starlink and generators^; await reinstatement

People

Call in other staff/ alternates or wait

Gaps

^ Starlink and generator availability

Solid Waste IRP

Facility

People

Collection truck failure — Yes → Reduce service OR use standard truck for collection

Weighbridge failure — Yes → Use weight estimate until repaired

Access to transfer station lost — Yes → Suspend operations OR divert to alternate district transfer station

Loss of receiving landfill — Yes → Suspend operations and store waste^*

Inability to collect waste → Reduce service; Divert to local landfills; Self service

IT Issue

IT systems down — Yes → Await reinstatement or deploy spares

Call in other staff or externals

Risks	Gaps
* What supply certainty / arrangement do we have with York Landfill and what are the alternatives?	^ What capacity do we have to hold / store waste?

Stormwater IRP

Facility — IT Issue — People

Reticulation Failure —Yes→ Create new overland flow path OR bypass pumping (until repair made)

IT systems down —Yes→ Await reinstatement or deploy spares

Call in other staff or externals

Wastewater IRP

Facility

People

IT Issue

Pump station failure — Yes → Deploy critical spares; Deploy generator; Emergency discharge

Treatment plant failure — Yes → Bypass (until repaired); Deploy critical spares*

Reticulation Failure → Invoke restriction; Deploy portaloos to affected area; Use suction truck to maintain capacity; Bypass pumping

Access compromised → Invoke alternative transport (i.e. helicopter) until repaired

IT systems down — Yes → Await reinstatement or deploy spares

Communications down — Yes → Await reinstatement and/or deploy Starlink^

Call in other staff/ alternates or wait

Risks	Gaps
* Critical spare processes followed and sufficient spares maintained	^ Enough Starlink units?

Building Consents IRP

Facility

Office not habitable/accessible — Yes → Alternate site or work from home

Loss of access to building sites — Yes → Adopt remote inspection

IT Issue

IT systems down — Yes → Await reinstatement

Communications down — Yes → Await reinstatement and/or deploy Starlink

People

Call in other staff/alternates or externals

Cemetery Plot Allocation IRP

Facility

IT Issue

People

Office not habitable/accessible

Yes → Alternate site or work from home

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/alternates or externals or defer

Dog Registration IRP

- **Facility**
  - Office not habitable/ accessible → Yes → Alternate site and/or initiate front part of process from home

- **IT Issue**
  - IT systems down → Yes → Await reinstatement
  - Communications down → Yes → Await reinstatement and/or deploy Starlink

- **People**
  - Call in other staff/ alternates or externals or defer

Food Licensing IRP

Facility

IT Issue

People

Office not habitable/accessible — Yes → Alternate site or work from home

Food premises not accessible — Yes → Defer/reschedule

IT systems down — Yes → Await reinstatement

Communications down — Yes → Await reinstatement and/or deploy Starlink

Call in other staff/alternates or externals or defer

General Compliance IRP

Facility

People

IT Issue

Office not habitable/accessible — Yes → Alternate site or work from home

Inability to access site of complaint/issue — Yes → Allocate to others (i.e. Police); remote inspection; engage complainant to assist

IT systems down — Yes → Await reinstatement

Communications down — Yes → Await reinstatement and/or deploy Starlink

Call in other staff/alternates or externals or defer

Legal Matters / Court Directive IRP

Facility → Office not habitable/accessible → Yes → Alternate site or work from home

IT Issue → IT systems down → Yes → Await reinstatement → Communications down → Yes → Await reinstatement and/or deploy Starlink

People → Call in other staff/alternates or legal advisor

LIM Reports IRP

Facility

People

IT Issue

Office not habitable/ accessible

Yes → Alternate site or work from home

Hard copy records lost or not accessible

Yes → Unrecoverable*

IT systems down

Yes → Await reinstatement

Communications down

Yes → Await reinstatement and/or deploy Starlink

Call in other staff/ alternates or externals

Risks

* Uncontrolled storage with no backup in multiple locations; no recovery if lost; reliant on institutional knowledge

Liquor Licensing IRP

Facility
- Office not habitable/accessible — Yes → Alternate site or work from home
- Liquor premises not accessible — Yes → Defer/reschedule

IT Issue
- IT systems down — Yes → Await reinstatement
- Communications down — Yes → Await reinstatement and/or deploy Starlink

People
- Call in other staff/alternates or externals or defer

RAPID No Issue IRP

Facility
- Office not habitable/accessible → Yes → Alternate site or work from home
- Liquor premises not accessible → Yes → Defer/reschedule

IT Issue
- IT systems down → Yes → Await reinstatement
- Communications down → Yes → Await reinstatement and/or deploy Starlink

People
- Call in other staff/alternates or externals or defer*

Risks
* Lack of depth and cover

RMA Monitoring of Consents IRP

Facility

People

IT Issue

Office not habitable/accessible — Yes → Alternate site or work from home

Site not accessible — Yes → Defer inspection

IT systems down — Yes → Await reinstatement

Communications down — Yes → Await reinstatement and/or deploy Starlink

Call in other staff/alternates or externals or invoke 5.37

Flowchart: TA Compliance IRP

- **Facility**
  - Office not habitable/accessible — Yes → Alternate site and/or work from home or reschedule
  - Loss of access to building sites — Yes → Adopt remote inspection or reschedule
- **IT Issue**
  - IT systems down — Yes → Await reinstatement
  - Communications down — Yes → Await reinstatement and/or deploy Starlink
- **People**
  - Call in other staff/alternates or externals

Aviation Fuel Supply IRP

Facility

People

IT Issue

Fuel system not dispensing/working — Yes →

RD remotely monitor

↓

Call RD

↓

Issue NOTAM

↓

RD repair issue

↓

Arrange portable fuel trailer

IT systems down — Yes → RD Petroleum fix

↓

Communications down — Yes → RD Petroleum fix

RD Petroleum Alternates

Certified and Functioning Aerodrome IRP

Facility

People

IT Issue

Runway not safe or functioning to land on

Yes → Issue NOTAM; man radios; monitor flight tracker; close aerodrome to traffic; address issue

Airport terminal compromised

Yes → Report to CAA; seek to isolate; set up alternate staging/loading area

IT systems down

Yes → Manual workaround; await reinstatement

Communications down

Yes → Revert to VHF (issue NOTAM) or operate without; Starlink^

Call on other staff/ alternates*

Risks

* Critical exposure on people – lack of depth/ redundancy

Gaps

^ Starlink not currently activated

Drone Authorisation IRP

IT Issue

People

IT systems down — Yes → Await reinstatement or deploy spares

Communications down — Yes → Await reinstatement and/or deploy Starlink^

Call in other staff

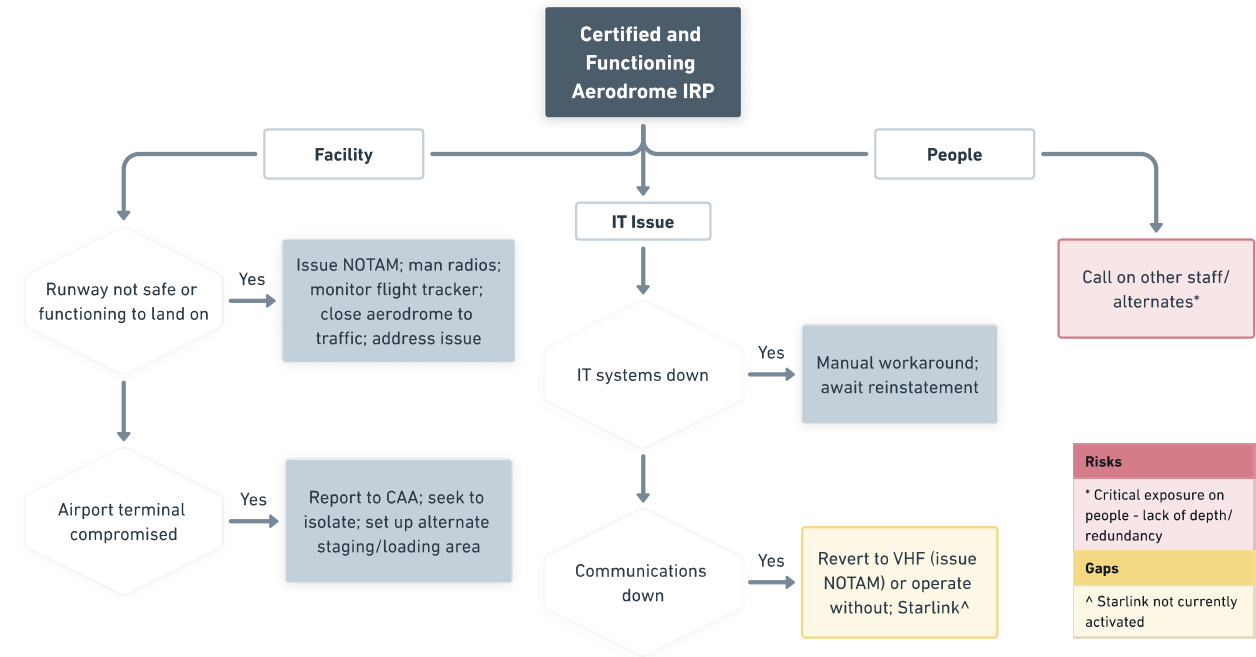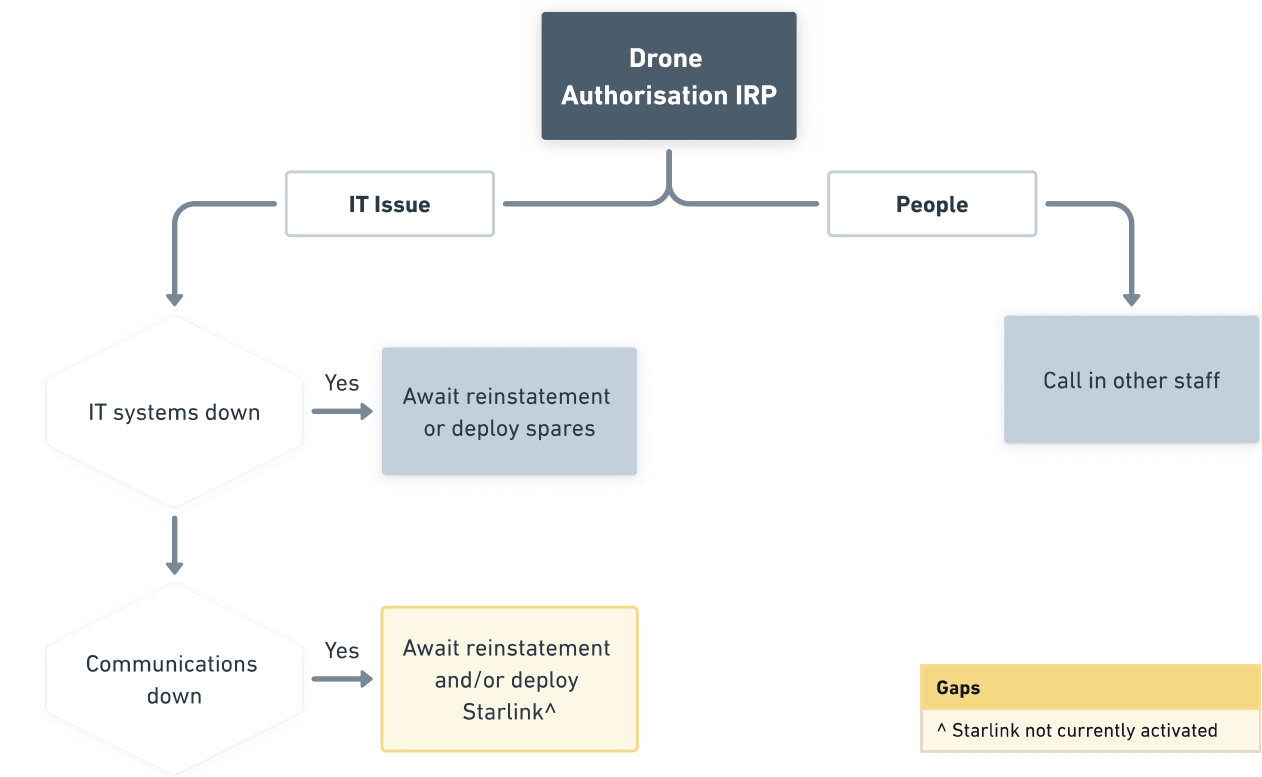| Gaps |
|---|
| ^ Starlink not currently activated |

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

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AGENDA ITEM: 17

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Prepared by   Simon Pickford
                    Chief Executive Officer

Attachments   1. PMO Review Action Plan Update August 2025

PMO REVIEW: PROCESS IMPROVEMENT OPPORTUNITIES ACTION PLAN – UPDATE AUGUST 2025

1. **REPORT PURPOSE**
    The report is for information only and no decision is required.

2. **EXECUTIVE SUMMARY**
    This report provides an update on progress against the Process Improvement Opportunities Action Plan arising from KPMG's Forensic Audit of the PMO.

3. **DISCUSSION**
    The action plan has been divided into four sections: Procurement / Finance Issues (nine items), Conflict of Interest (two items), Protected Disclosures (two items), and Management / Governance (five items).

4. Updates are shown in red on the attached Action Plan.

5. The focus since the last update been the launch of an organisation-wide Project and Programme Management Framework following a successful pilot.

6. **Project And Programme Management Framework**
    As part of the transition from the Project Management Office to the Capital Works Team, a project and programme management framework was piloted from August 2024 with Infrastructure Services. This framework outlines the high-level tools used to run a healthy project or programme including planning, due diligence, control, and reporting.

7. With the pilot successfully completed, this has since been turned into a Council-wide framework for all Council projects and programmes to operate under and will be rolled out to the wider organisation from October 2025. Council will notice that BDC projects report will be updated to reflect this change.

8.   The aim is to workshop this framework with Council in early 2026.

9.   The standard considerations have been thoroughly evaluated, and there are no additional comments at this time.

10.   **DRAFT RECOMMENDATION**
      That the "PMO Review: Process Improvement Opportunities Action Plan – Update August 2025" dated 13 August 2025 be received.

Project Management Office (PMO) Review: Process Improvement Opportunities Action Plan – August 2025

1. Procurement / Finance Issues

Recommendation	Actions	Lead	Completion Date	Progress
1.a Consultants appointed without a clear understanding of approval process or budget provision	Review Procurement Policy. New policy based on NZ Government Procurement guidance and include: • a preferred contractor list or contractor panel. Development of Procurement Manual which will provide clear guidance on: • Key documentation • Key procurement decisions for consultant appointments • Demonstrating the total cost of the contract is within budget, and tendering documents and the appropriate approvals.	GM Corporate Services	Complete	Procurement Policy has been redrafted for consideration by Council at the 18/12 meeting. Development of two manuals for contractor procurement and management. These guidelines establish clear, standardised processes to ensure Council acquires its goods and services in a transparent, fair, consistent, and accountable way: • Minor contractors procurement and management manual • Contractor procurement and management manual A new webpage provides clear guidance about Procurement and contract management. Development and rollout of procurement training to Tier Three staff. The first session was held in March and a further session is

scheduled for April. Staff are trained in the new Procurement Policy and use of the Procurement manuals.

Appointment of Professional Services Procurement Panels implemented from 1 July 2025.

Panel A:

- Project management

- Programme management

- Design – engineering; architectural

- Engineer to Contract

- Engineers Representative

Panel B:

- Procurement advice

- Tender Evaluation

- Probity Audit

| 1.b | Lack of monitoring of consultant invoices | Sensitive Expenditure Policy review

Sensitive Expenditure procedure review to establish clear guidelines to ensure compliance with Office of the Auditor | CEO / GM Corporate Services | Complete | Procedure for monitoring of consultant invoices has been implemented.

New Sensitive Expenditure Policy was approved by SLT and noted by the October 2024 RAC meeting. |

		General's Sensitive Expenditure guidelines. Roll out of the new Policy and Procedure to all staff			An email has been sent in the interim to all IS staff to describe progress payments and invoice checking. This is explained further in the Procurement and contract management manual.
1.c	Insufficient information on consultant invoices for approvers	Development and communication of new procedure for invoice narration and approval.	GM Corporate Services	Complete	Procedure for approval of invoices has been developed and implemented. Expectations around invoice clarity has been communicated to approvers and contractors - an email has been sent to all IS staff to describe progress payments and invoice checking. This is explained further in the Procurement and contract management manual. Reminder communication in November to all staff and suppliers regarding the need for electronic purchase orders (EPO) and appropriate invoice narration. A new webpage provides clear guidance and instructions to suppliers on EPOs, invoices and procurement.

Regular EPO training sessions will be run. Next sessions in May and then October.

| 1.d | Costs incurred without approved budget or outside of the parameters set by external funders | Development of new processes to ensure that Council's procurement practices align with the requirements of external funders. | GM Corporate Services | Complete | This is dealt with by both the project and programme management procedure then the procurement and contract management manual. |

This is dealt with by both the project and programme management procedure then the procurement and contract management manual.

A contract register has been created for the Manager Capital Works on SharePoint who has started reviewing professional services contracts and setting them up with progress payments checks.

An organisation-wide Project and Programme Management Framework has been piloted within the IS team since August 2024.

The Framework provides the roles, responsibilities, templates, rules and framework for how the Council manages projects and programmes.

The Framework provides the following benefits:

1. Strategic Alignment and Benefit Realisation
2. Enhanced Governance and Accountability

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3. Risk Management and Resilience
4. Performance Monitoring and Continuous Improvement
5. Consistency and Repeatability
6. Fiscal Responsibility and Value for Money

1.e	Costs allocated to cost centres that do not align with the nature of the costs	Development of controls to ensure costs are appropriately allocated.	GM Corporate Services	Complete	Rules setting out where costs should be allocated have been reiterated to staff. Internal audit process will be implemented (1.f).
1.f.	Lack of Internal Audit function	Investigate options for an Internal Audit programme, as approved by the Risk and Audit Committee (RAC).	GM Corporate Services	Complete	An audit of the creditors and payroll areas has been undertaken by PWC. Included on April RAC agenda. A set of management actions has been delivered which is being worked through. A review of Holidays Act compliance has been undertaken, and further audits will be undertaken and reported through to RAC.
1.g	Individual had a financial delegation set up in the financial system that did not align to the Financial Delegations Policy	Review and check financial system delegations including a robust change management process	GM Corporate Services	Complete	Review of financial delegation configuration in systems is complete. Staff training undertaken.

1.h	Insufficient controls in the complex receipting process	Development of controls to ensure reconciliation of all project related general ledger (GL) codes, including the complex receipting GL. Investigate the options for allowing invoices with multiple lines to be allocated within MAGIQ. Implement regular reporting of the "Monthly PMO Costs" general ledger account to the General Manager of Infrastructure Services.	GM Corporate Services	Complete	Invoices with multiple lines are now allocated within MAGIQ. Development of process for regular reporting underway.
1.i	Finance is required to confirm that funding submissions are true and accurate, however they are not responsible for and do not have oversight of the projects	Develop procedure that requires an Infrastructure Services manager certify accuracy of funding submissions.	GM Infrastructure Services	Complete	Before Finance process finding submissions, a written verification is required from IS. This is dealt with by both the project and programme management procedure then the procurement and contract management manual. For NZTA claims, we have agreed with the agency that all funding and claims will be subject to additional scrutiny and periodic audit. The BDC Chief Executive will sign off on all claims and provide a written declaration to NZTA with each claim that the claim is

					correct and compliant with NZTA agreements and funding requirements.

2. Conflict of Interest (COI)

2.a	COI not appropriately managed / Potential undeclared COI	Review the current Conflict of Interest Policy and ensure it reflects best practice.	CEO / GM Corporate Services	Complete	New Conflict of Interest Policy was approved by SLT and noted by the October 2024 RAC meeting. Staff have been reminded of the importance of managing perceived and actual COI. COI's are also referred to in the procurement and contract management manual
2.b	Commercially sensitive BDC information being shared outside Council	Review the Confidentiality Policy	HR Manager	Complete	The revised Confidentiality Policy was adopted by SLT on 10 June 2024. The new policy and a reminder about the council Protected Disclosure (Whistle-blower) Policy was communicated to the organisation on 17 June 2024.

3. Protected Disclosures

3.a	Lack of proper management of protected disclosure	Effective roll out of Protected Disclosure Policy	CEO	Complete	The roll out of Protected Disclosure Policy has been undertaken across the organisation.

					The policy is covered as part of staff and contractor inductions.
3.b	Until recently there was no Protected Disclosure Policy	Review the Protected Disclosures Act and ensure BDC is complying with the Act.	CEO	Complete	The roll out of Protected Disclosure Policy has been undertaken across the organisation. Policy will be reviewed on a regular basis.
3.c	There is no guidance available to staff regarding making complaints that may not amount to a Protected Disclosure (which requires there to be serious wrongdoing)	Ensure that 'wrongdoing' actions and behaviours that do not meet the definition or threshold of 'serious' wrongdoing, are dealt with appropriately.	CEO	Complete	The roll out of Protected Disclosure Policy has been undertaken across the organisation. Policy will be reviewed on a regular basis.

4. Management / Governance

4.a	Lack of oversight	Increase the maturity of identifying, measuring, evaluating, monitoring, reporting and controlling or mitigating critical risks to Council.	RAC	Ongoing	Regular council workshops (six monthly) to review and update the Strategic Risk Register. Workshops held 25 September and 23 October 2024.
4.b	High turnover in executive roles	The RAC should understand the risks faced by Council and ensure management are adequately	RAC	Ongoing	Will be monitored by RAC as appropriate

		managing those risks created by turnover.			
4.c	Inadequate identification and mitigation of risks	Conduct regular risk reviews, to identify emerging risks and allow for appropriate actions to be taken. Internal Audit programme to review BDC's internal control environment.	RAC	Ongoing	Risk Register being considered at next RAC meeting. Internal audit programme underway.
4.d	Lack of effective action after media reports and/or allegations from other sources	Ensure allegations are appropriately investigated.	RAC	Ongoing	Will be actioned by RAC as appropriate
4.e	Unauthorised or undocumented changes to the objective of the PMO	Ensure the PMO delivery model aligns with Senior Leadership intentions and expectations. Establish clear processes and approval requirements for changes to the delivery models of Council departments.	GM Infrastructure Services	Complete	The PMO was replaced in July 2024 by the Capital Works team, now managed by a BDC staff member. A Capital Programme Delivery Governance Group has been created with robust Terms of Reference. This new setup has been communicated to key council teams.

RISK AND AUDIT COMMITTEE

13 AUGUST 2025

AGENDA ITEM: 18

Prepared by Paul Numan
Group Manager Corporate Services

PUBLIC EXCLUDED REPORT

1. **REPORT SUMMARY**
   Subject to the Local Government Official Information and Meetings Act 1987 (LGOIMA) s48(1) right of Local Authority to exclude public from proceedings of any meeting on the grounds that:

2. **DRAFT RECOMMENDATION**

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

Item No.	Minutes/ Report of:	General Subject	Reason For Passing Resolution under LGOIMA
PE 1	Paul Numan Group Manager Corporate Services	Confirmation of Previous Public Excluded Minutes	**(s 7(2)(i))** - enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or **(s 7(2)(j))** - prevent the disclosure or use of official information for improper gain or improper advantage.