

In response to Cyclone Gabrielle, the three phases of our response, are:

- **Emergency Response** – Our top priority is working with emergency management and local government, restoring access to isolated North Island communities as soon as possible to enable essential services and supplies to get through. Our crews are working very hard to re-open these vital links.
- **Providing access for communities** – We'll be working with local government, Iwi, and infrastructure and service providers such as KiwiRail to ensure access is improved.
- **Rebuild and betterment for the long term** – There is the opportunity to join up with KiwiRail, local government, Iwi to create a collaborative delivery model to move fast and integrate at local and regional as well as national level.

Long Term Rebuild

- Waka Kotahi has begun preparatory thinking on a suggested approach for a model to design and deliver the long term rebuild that will be required. The rebuild challenge will focus on the East Coast and it will be important to move quickly on a preferred model which can proceed with a single recommended design and standardised methodology.
- Any model would need to be flexible and able to expand to include local government and infrastructure such as KiwiRail. However the balance needs to be right between speed and efficiency, and the size and complexity of clients.
- The procurement model will need to be flexible, and an Alliance is the recommended approach as significant design and construction complexities and uncertainties can be addressed and resolved through a collaborative and co-ordinated approach.
- Enabling legislation will be critical, and needs to be enabled by the Ministry for the Environment. It needs to be delivered swiftly, and to be wide ranging.
- It will be important to have clear direction on our rebuild philosophy, and there will be decisions needed on our level of resilience and corridor realignment. Are we going to build back what we have, or deliver something stronger?
- Level of comfort around Value for Money is also important, for example the design may not be perfect as there may be some trade-offs with resilience. Flexibility for the Alliance will be important.
- If we are looking at a total rebuild of the transport network, relationships with Iwi and Local Government will be critically important. We will need a clear governance structure, risk transfer and decision-making rights. Ideally we would coordinate resources at a centralised level, with one collaborative model manages the whole lot.

Alliance Delivery Model

- This is the delivery model.
- In the Kaikoura rebuild, the alliancing contract model was ideal from the outset for reinstating the severed infrastructure, New Zealand's largest infrastructure project at the time.
- The Alliance model enabled the Owners to set in place critical milestones and objectives that would expediently deliver the works. The Alliance objectives and commercial terms enabled the redeployment of the maintenance contractors to provide an immediate start-up of the works, followed by a rapid ramp up of external resources over the next six months and the expediting of works.

- The key benefits of alliance contracting include that the parties are incentivised to work co-operatively to complete the project within the time and budget forecasts in the Business Case, to find the best solutions for the project (rather than for their own interests), and to work quickly and collaboratively to resolve issues as they arise.

Kaikoura enabling legislation

- Cabinet approved a Power to Act for Relevant Ministers to submit an Order in Council to the Executive Council under the proposed Hurunui/Kaikōura Earthquakes Recovery legislation. The Order modified existing statutes to enable the initial stages of work to clear slips and provide access along SH1 and the Main North Line.
- The Hurunui/Kaikōura Earthquakes Recovery (Coastal Route and Other Matters) Order 2016 (OIC) provided the legal framework for delivering the majority of the construction programme at speed. The OIC provided truncated approvals processes under a range of environmental legislation, including under the Resource Management Act 1991 (RMA) where resource consent packages were processed and granted in a nine day turn around.
- The OIC was carefully worded to not only provide for core recovery and reinstatement works, but also to facilitate activities that would enhance the long-term safety and resilience of the transport corridor.

Current funding of Emergency Works

- Emergency Works (EW) funding is part of the NLTP State Highway Maintenance and Local Road Maintenance Activity Classes. Even before the events of Jan/Feb 2023, demand for EW in the 21-24 NLTP had exceeded allocations.
- The events of Jan/Feb 2023 have clearly created increased demand for EW funding, and we are working with MOT to seek additional Crown funding to supplement the NLTF.
- Costs for EW on state highways are met 100% by Waka Kotahi, and Councils can request “bespoke” FARs if there is financial hardship – which the Waka Kotahi Board has discretion to approve up to 100%.
- We are working to streamline our internal processes so we can facilitate quick access to ‘immediate response’ funding to restore lifeline transport connections.

Coordination of the supply chain

- Contractors are doing a fantastic job of restoring access safely as soon as possible. This is a coordinated effort and can't necessarily be done faster by adding more resources. It requires skilled people doing systematic, efficient and safe work, and there is a limit to how many teams can safely work on a transport corridor at the same time.
- On local roads in particular, there is a risk that the work becomes disjointed if too many directives are given and there are competing priorities. Contractors need to take a system-wide approach, which also allows us to use all of the resource in the most efficient way.
- The three largest contractors, Downer, Higgins and Fulton Hogan, understand the priorities, and are working with Waka Kotahi regional teams on the ground. They are the best people to coordinate this work.

Levels of service

- Our contractors and subcontractors are working in incredibly challenging environments where the ground is still saturated and hillsides vulnerable to further

movement. It's imperative we put their safety first, so clearing debris may take some time.

- While we are working to safely restore access along our State Highways, in many cases these roads won't be in the same condition as before Cyclone Gabrielle, and levels of service will be far from what they were two weeks ago. As access is restored, roads are likely to be under temporary speed restrictions, have stop go/operations in place or require detours.
- Bridges are a particular challenge. Waka Kotahi holds the stock of Bailey bridges, which sit in Downer yards, and we coordinate the release. The NZ Defence Force and Downer have the expertise to build them, however we use centralised decision-making to deploy the bridges, they take time, and we can't build them all at once. Some local roads won't get a Bailey bridge immediately. We also work with NEMA, who currently have the authority to deploy them during the national emergency.

Emergency provisions

- Emergency provisions are powerful in the immediate space, and allow contractors to carry out imperative works such as bulldozing material into rivers and cutting tracks without having to apply for Resource Management Act consents. This allows crucial work to connect communities with essential services as soon as possible.

Attachment 1 - North Canterbury Transport Infrastructure Recovery (NCTIR), NCTIR Alliance Governance Structure

The Oversight Steering Group (OSG)

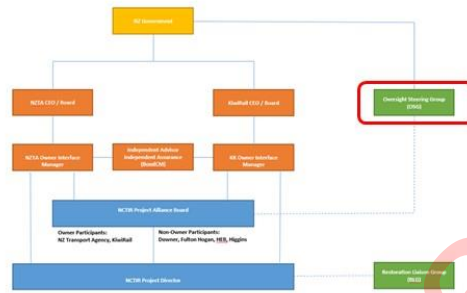
Role of the OSG (per the OSG's Terms of Reference)

The role of the Oversight Steering Group is to:

- **provide assurance to Senior Ministers** around the project scope and delivery and that the strategic objectives are being met and funds are spent appropriately
- review progress against Cabinet's agreed intentions
- provide strategic oversight to ensure risks and opportunities are effectively identified and mitigated, and that wider stakeholder expectations are managed effectively
- provide a clearing house for strategic coordination issues between the parties (note: the escalation processes in the Project Alliance Agreement (PAA) are to be followed for project related issues)
- review relevant management and board reports and have access to any relevant documents and information
- serve as an adviser to NZTA and KiwiRail in respect of any specific matters referred in writing to the Oversight Steering Group by their respective Boards.

Provide strategic advice to the Ministry of Transport and the Treasury on:

- progress against budget and construction timelines
- efficacy of risk management strategies adopted to deliver the reinstatement project (time and/or cost and/or safety of reinstatement works)
- identification of any material departure from the agreed final design



The Oversight Steering Group (OSG)

Membership

The Oversight Steering Group provides assurance on the reinstatement project to the joint Ministers. Due to the national significance of the reinstatement project, the OSG was initially established by the Ministers' of Transport and Finance.

The Group meets monthly and considers information from monthly reports provided by the NCTIR Alliance which is pre-approved by Owner representatives. The Oversight Steering Group has six members:

1. Independent Chair - Brian Wood
2. NZTA
3. KiwiRail Group
4. Ministry of Transport
5. Treasury Representative
6. Department of the Prime Minister and Cabinet

The OSG reports quarterly to the joint Ministers and it is intended that only material issues shall be raised. Reports are approved by consensus of the Oversight Steering Group members.

Members of the Group:

- work in a collaborative 'no surprises' way, to provide prudent oversight of the reinstatement project and to meet Cabinet expectations
- speak with "one voice".

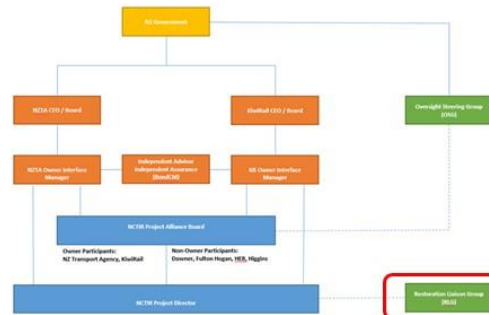
Restoration Liaison Group (RLG)

Role of the RLG (per the RLG Terms of Reference)

The RLG was established to **facilitate communication and help inform the design, management and monitoring of all infrastructure construction works.**

In particular, the RLG is expected to receive and provide comments on key design and construction matters, including the following:

- Design topics of interest (addressing matters of cultural, archaeological and/or ecological significance)
- Project ecological principles developed for the designations and consents
- The Landscape Design Framework
- The Construction Environmental Management Plan (CEMP), and relevant documents prepared under it.
- The outcomes of measures undertaken to avoid, as far as practicable (having regard to the purpose of the Hurunui/Kaikōura Earthquakes Recovery Act 2016) or to minimise adverse effects on the species identified through the Ecological Scoping Survey;
- Any reports prepared in respect of the management of identified archaeological, heritage and cultural sites within the project area.



Restoration Liaison Group (RLG)

RLG - membership

The RLG is chaired by the NZTA with KiwiRail acting as the deputy chair and consists of the following members:

- New Zealand Transport Agency
- KiwiRail Holdings Limited
- Kaikōura District Council
- Canterbury Regional Council (Environment Canterbury)
- Marlborough district Council
- Hurunui District Council
- Department of Conservation
- Heritage New Zealand Pouhere Toanga
- Te Rūnanga o Ngāi Tahu
- Kaikōura Marine Guardians

Additionally, membership includes any of the following in whose rohe the Transport Restoration Work is being undertaken:

- Ngāti Kuri – Te Runanga o Kaikōura
- Te Ngāi Tuahuriri
- Ngāti Apa ki te Rā Tō
- Ngāti Koata
- Ngāti Kuia
- Ngāti Rarua
- Ngāti Tama ki te Tau Ihu Ngāti Toa Rangitira
- Rangitāne o Wairau
- Te Āti Awa o Te Waka-a Māui

Proactively Released