

BayBuzz

DIGEST

GET BAYBUZZ
DAILY ON LINE

Sign up free of charge at
www.baybuzz.co.nz

Bee in the know!

advertising@baybuzz.co.nz

editors@baybuzz.co.nz

February 2010

Dying in Hawke's Bay

By Mark Sweet and Tom Belford



Cranford Hospice

Not a pleasant topic. But an inevitable one. And one of special policy importance in Hawke's Bay, where people over age 65 represent the fastest growing segment of our population. For those afflicted with terminal illnesses like cancer, which often bring unrelenting pain, the final path to death can be especially dire. Special care – palliative care – must be provided to these individuals to ease their suffering (and that of their families) and enable a dignified passing.

In Hawke's Bay, that has been the mission of Cranford Hospice for more than twenty-five years. During that period, our community has developed both tremendous pride and trust in the care provided by Cranford.

But now that trust has been shaken by a very public dispute between present management, as provided by Presbyterian Support, and former and present clinical staff, who allege that quality of care has suffered in an environment of insensitivity and mis-placed responsibility at best – and bullying and intimidation at worst.

A range of charges have been brought to BayBuzz, we have sought to examine them through a series of in-depth interviews with knowledgeable parties, as well as reviewing pertinent documents made available to us. Certain parties at the centre of the controversy spoke only superficially with us – notably, Barry Keane, Executive Director of Cranford Hospice; Shaun Robinson, CEO of Presbyterian Support; and Ron Hall, Board Chair, Presbyterian Support.

Our conclusion ... Cranford Hospice is broken in spirit, and quite possibly the quality of care provision is diminished as well. Intervention by a responsible body – Hawke's Bay District Health Board (HBDHB) – is clearly required if issues are to be fully explored, disputes resolved, and public confidence restored.

Here is our story. Supporting documents, some not previously published, can be found on the BayBuzz website, enabling readers to draw their own conclusions.

Palliative Care

To understand the current dispute, a bit of history is required.

In February 2001 then-Minister of Health, Annette King, announced the New Zealand

Palliative Care Strategy.

Palliative care was succinctly defined as "the care of people who are dying from active, progressive diseases or other conditions that are not responsive to curative treatment." The document emphasised that palliative care "embraces the physical, social, emotional and spiritual elements of well-being ... and enhances a person's quality of life while they are dying. Palliative care also supports the bereaved family/whanau." The Strategy contained nine steps to implement the vision of providing "timely access to quality palliative care services" to all people who are dying.

District Health Boards were given responsibility and funding for implementing the strategy.

In Hawke's Bay Cranford Hospice had been providing this service already for 20 years and was regarded as a model of palliative care in the community. They were the obvious vehicle to assist the Government's policy, and the HBDHB contracted Cranford to do the job.

Up until this time Presbyterian Services had taken a hands off management attitude towards Cranford, and from its beginning in 1982 the Hospice developed its own culture of caring for the dying.

Jack Mackie was the Director when Presbyterian Social Services Association bought Cranford Hospital from the Royston Trust Board. "Cranford was allowed to develop on its own," he told Baybuzz, "The PSSA were not involved."

John and his wife Margaret were especially interested in the work of Dame Cicely Saunders at St. Christophers Hospice in London, and her four goals were used as a guide in the development of Cranford:

1. To care humanely for the terminally ill.
2. To provide not merely for the patient's medical requirements, but also for the spiritual and emotional needs of the patient and loved ones.
3. To give family and friends the opportunity to share actively in the care, comfort and support of the dying individual
4. To make the patient's final days as painless, happy and meaningful as possible.

From the beginning, the aspirations of Cranford were the same as those which came

later in the New Zealand Palliative Care Strategy of 2001. From the outset, Cranford was a community asset. The first volunteers came from women's groups associated with the churches and from the Country Women's Institute. Fundraising and donations were the sole source of income, and Jack Mackie ensured that PSS, "did not proclaim involvement."

With the appointment of Dr Libby Smales as Medical Director in 1985, Cranford's success was assured. She had trained at St. Christopher's and as Jack Mackie observed, "Libby understood the spiritual aspect of dying, and the importance of family involvement. She created a flat management structure with relationships of equality where communication was easy and everyone was involved in patient care."

Under the direction of Dr Smales, Cranford matured into a model of best practice in palliative care. Numerous professional articles written by EA Smales, HG Sanders, KL Lum, and AP Denton testify to the reputation of the team.

Libby Smales left Cranford in 2000. Her successor, Kerryn Lum, had been with the hospice since 1988. A change in Presbyterian Support management also occurred in 2000 with the appointment of Shaun Robinson as CEO.

This marked a change in the relationship between PSEC and Cranford which saw PSEC assume more and more control over Cranford affairs until arriving at the situation we have today. Cranford staff are now directly answerable to the CEO of PSEC. When Baybuzz contacted Cranford Director, Barry Keane, he said he couldn't talk to us without the permission of Shaun Robinson. A far cry from Jack Mackie's hands off approach.

In August 2007 a Review of Management and Leadership Functions and Structure (Harper/Devine) recommended that: "PSEC recognises the dynamic tension between Cranford and the rest of PSEC, valuing the individuality and uniqueness of the strong Cranford brand and what it offers PSEC while encouraging the development of collaborative innovative organisational wide synergies". To PSEC this was an invitation to restructure Cranford, and within a year the three top positions were filled by new appointments from outside Hawke's Bay, old relationships were severed, with many people feeling very badly treated.

The Complaints

"We do not intend to participate in any further debate via the media. We believe that most reasonable people would agree with our decision" is how the PSEC Board concluded an "open letter to assure the public, staff and supporters that they can have total confidence in Cranford Hospice." (*HB Today* advert, November 2009) The letter was in response to "articles and correspondence in the media ... based on the opinions of a small number of people."

Doctors Smales and Lum were obviously among the "small number" of people who had "unjustified criticisms," because two weeks before the PSEC letter they issued a joint statement in which they referred to "a climate of bullying and intimidation" at Cranford. They spoke of the "much admired interdisciplinary team being systematically deconstructed," and how "Many benefactors are now cautious of their ongoing support."

When things went sour at Cranford, Libby Smales was an obvious conduit for people's concerns and grievances. After a year of being constantly asked, "to do something about the

READ ON...

Anna Lorck p4
BLACK AND WHITE

Napier and Hastings are two unique cities with many great attributes. But we need to think big and aim high as a region. It's called amalgamation.

Tom Belford p4
WHERE'S THE BUZZ?

"Political careers might rise or fall depending upon how these situations play out."

Barbara Arnott p5
A GOOD YEAR AHEAD

Key items on Napier Council's 2010 agenda.

Lawrence Yule p5
YEAR OF DEMOCRACY

"There will be a lot of attention on the local elections in the run up to October... and the elbowing for limelight, jousting over issues and the public colliding of personalities that inevitably go with it!"

Alan Dick p6
FIGHTING FOR SURVIVAL

"Challenges to survival focus the mind! And so this Council has thought hard about its responsibility and potential to influence our region's environmental and economic development in a unique way."

Murray Douglas p7
CAUTIOUS OPTIMISM

The Chamber of Commerce offers an economic forecast for the region, and calls on Councils to amalgamate.

Claire Hague p7
FOCUS ON YOUTH

EIT's collaborative pilot projects with Hastings Girls' HS and Wairoa College show how creative thinking and a "just do it" attitude turned educational under-achievers into confident learners who defied expectations.

Dr Kevin Snee p8
IN GOOD HEALTH

"This is no time for harping on about the past or complaining that we don't have enough money. It is my intention to put Hawke's Bay in the headlines for all the right reasons."

Wayne Bradshaw p8
LOOKING AHEAD

"We must ensure that the Council remains focussed on what it starts and does not jump from project to project, getting none completed."

Tim Gilbertson p9
THE AGE OF REASON?

"Because technology is advancing so swiftly, we assume that society is progressing at the same rate. In fact, we have hardly changed since cave man days."

FINAL BUZZMAKERS p9

The final 10 Buzzmakers...nominated by you our readers...are announced, rounding out our picks for the Top 100 Buzzmakers making a difference to Hawke's Bay.

Roger Coleman p10
MORE INITIATIVE FOR OPERA HOUSE

"...the ability to put free community events alongside national and international money-making events makes both arts and profit-making possible."

Elizabeth Sisson p11
THE ART OF DESIGN

HB MAG lacks space to exhibit much of its collections, now stored chockablock in the basement, which does not meet current museum storage standards.

Brendan Webb p12
ENTRAILS

"Barbarus Arnottus, ruler of Napierion, watched as vessels from the land of the Great Dragon unloaded their cargoes ... But control of the Port of Napierion had slipped into the hands of a wily opponent, her predecessor Alanus Dickus."

FROM THE EDITOR



Tom Belford

Welcome to a new year of BayBuzz Digest!

You've probably already noticed that this issue is primarily about two topics ... the disturbing state of affairs at Cranford Hospice, and the challenges perceived by some of our elected and community leaders in their chosen domains.

Our Cranford article, Dying in Hawke's Bay, is one of the most in-depth articles BayBuzz has published. Writer/reporter Mark Sweet and I spent in the neighborhood of sixty hours pulling it together. We interviewed fifteen knowledgeable insiders in depth, some repeatedly, and an equal number informally. And we reviewed a range of documents, and web resources... much of which you can find on the BayBuzz website at www.baybuzz.co.nz/issues/health/cranford.

Why? Because perhaps there's no more iconic and beloved public service institution in Hawke's Bay than Cranford Hospice. One that has touched thousands of families over the years, and with a blossoming senior citizen population, will touch even more to come. An institution that receives 30% of its annual funding from the generous donations of the community. An institution that's broken.

Since November we've received numerous requests - pleas, in some cases - to look into what was described as a seriously dispirited facility. Dysfunctional to the point that caregiving might be compromised.

What we've learned is indeed cause for concern. But I'll leave it to the article to make that case, supported by the online materials you can review yourself.

Given the crucial role Cranford Hospice plays in Hawke's Bay, the situation cannot be allowed to fester, with the custodian of the place, Presbyterian Support, simply dismissively waving off concerns. Instead, the issues needed to be fully and publicly examined, resolved and confidence restored.

And the only authority able to do that is the HB District Health Board, which still happens to have a majority of members elected by the community. The DHB should undertake

a probing, firsthand inquiry into the situation, as opposed to passively accepting reassurances from implicated Presbyterian Support management. Indeed, why else have a community-elected Health Board than to guarantee this kind of public accountability?

On to other issues and views... Elected leaders - Yule, Arnott and Dick - talk about the challenges facing their Councils. It doesn't appear that Barbara Arnott will break a sweat this year. To hear her, Napier has no problems, and no formidable opponent is yet on the horizon to contest her job. Lawrence Yule's domain, on the other hand, looks to be more fractious than ever in 2010 ... contentious issues and dissenting voices, like Wayne Bradshaw's. Alan Dick's Regional Council also faces thorny issues, not the least of which is its own vulnerability as a governing body.

Looking at other sectors, EIT's Claire Hague reports on innovations at Hastings Girls HS and Wairoa College which seem to be pointing a way, not only to keep senior students in school, but to help them thrive. DHB's new CEO, Dr Kevin Snee talks about how the DHB will be meeting specific central government goals for improved health outcomes (we're great at immunizations). And the Chamber of Commerce's Murray Douglas offers a slowly improving economic scenario for 2010, and prods Councils to do their part (i.e., amalgamate!).

You'll also get inside views on developments at the HB Opera House (lots of cool stuff) and the HB Museum & Art Gallery (lots of fundraising, followed by construction).

Don't miss the last ten of our **Top 100 Buzzmakers of HB**, selected from your nominations. You might be one!

And finally, columnists Anna Lorck (our new chief Counterpointer), Tim Gilbertson (chief curmudgeon) and Brendan Webb (chief humorist) will - respectively - prod, annoy, and entertain you.

Enjoy!

Issue Updates



It's a Joke!

BayBuzz occasionally forgets that we have numerous out-of-town readers of our blog and website. Some of them were shocked and dismayed to "see" on our blog (via the magic of Photoshop) that McDonald's had already arrived in Havelock North! We've reassured them all that Big Mac has not attacked... yet. But the proposal remains on the drawing boards. We'll keep you posted if the menu changes. Thanks to Pierre du Toit at Fat Parrot Architecture for the visual.

Sewage Plant Not Fixed

Efforts continue to make the East Clive sewage treatment plant work. Council staff insist the plant will work ... it just stinks, they say. Here are some of the options being considered to deal with odour problem:

- Calming measures; such as installing a rubber apron to slow sewage flows into the tanks instead of cascading from the top of the distributors.
- Upstream treatment measures: investigating treatment measures further up the pipe, such as adding oxygen to keep the maturing effluent "fresh" until it gets to the treatment tanks. This may be a cost effective solution.
- Wind modeling: investigating wind deflectors on tops of the tanks to reduce disturbance.
- Covers: cap tanks to enclose the process and capture odours.

BayBuzz readers know we believe there's heaps more wrong with the Council's "Biological Trickle Filter" scheme than its odour problem. Without appropriate pre-screening and after-filter settling ponds, as is the case with other BTF systems in operation, we're still essentially pumping our wastes into the sea. But as one of our elected leaders says, it's a big ocean out there.

BayBuzz would prefer to wait on the environmental monitoring data.

Pokie Heaven

Forget Napier ... The Art Deco City.

According to Councillor Harry Lawson, Napier might better be called the "Las Vegas of the South Pacific!"

This was his observation recently as Napier Councillors marched up to the brink of taking

action to reduce the number of pokies in the prim city, but then balked and retreated to study the issue some more.

Apparently much study is required when "only" two-thirds of submitters on the issue clearly wanted to reduce the number of machines in Napier in a modest attempt to curb problem gambling.

Some Councillors had a "why bother" attitude, believing that determined gamblers, faced with fewer pokies, would simply find another way to gamble. Others wrung their hands, pointing out that the current "sinking lid" policy had only reduced the number of machines in Napier from 436 in 2003 to 426 in 2009.



Everyone shrugged their shoulders, intellectually stymied.

It's not like there's a shortage of pokies in Napier. In fact, Napier has more machines per population (one for every 130 people) than anywhere in the region ... indeed, in New Zealand (the national average is one pokie for every 224 people).

Hence Harry Lawson's comment.

It's really bewildering why Councillors would struggle with this issue. What's the case or constituency for facilitating gambling ... in fact, a form of gambling that is especially addictive? Pokies are the "P" of gambling.

Perhaps Councils have themselves become addicted ... to the revenue that comes back to community via the gambling trusts. Worthy sports clubs and other community groups plead that they will "go under" without these funds.

So, instead of weighing the needs of these groups (most quite legitimate) and their contributions to social well-being, biting the bullet, and transparently budgeting ratepayer money to meet those needs and secure those benefits, Councillors prefer to fob the matter off and "pay" for them through the back door via gambling proceeds.

In the end, those least able to pay for programs that benefit the broader community effectively foot the bill. Even as they bankrupt themselves and ruin their families ... and sometimes entire businesses.

ACCOUNTANTS COMMERCIAL

• C
• C
• Ex

Our clients with an excellent reputation in the industry.

They are s
will be to p
Finance team
and experien

Other key skills

• A stron

We ♥ JOBS

Hawke's Bays Recruitment Specialists

CONTACT US
enquiries@riotcorp.co.nz
or call us on (06) 835-4550
www.riotcorp.co.nz

Riot CORP

REVOLUTIONARY RECRUITMENT



About BAYBUZZ

BayBuzz Digest is a community focused publication that examines hot button local issues and promotes public awareness and debate. A mix of independent editorial commentary, behind the scenes reporting, and a healthy dose of humor, BayBuzz Digest begins where other newspapers leave off to probe the big issues and tough questions facing our region and shaping our future.

You can also find BayBuzz online. Go to www.baybuzz.co.nz to sign up for fresh - and free - daily online articles not available anywhere else, plus background analysis, easy-to-use Take Action features that let you make your views known to Councillors, and much more.

Editor: Tom Belford
Publisher: Brooks Belford
Production: Grow Advertising
Web site development: Mogul

BayBuzz Advisory Board:
Anna Archibald, Morry Black, Bruno Chambers,
Louis Chambers, Angela Hair, Shaun Lines, Chris Ryan,
Mark Sweet

All comments and inquiries: editors@baybuzz.co.nz or P.O. Box 8322, Havelock North 4157

Dying in Hawke's Bay

Cont. from Pg 1

destruction of Cranford," she approached the PSEC Board in September 2008, but her request to, "take with me a number of professional people who had been or were involved with the Hospice," was declined by Chairman Ron Hall.

Also declined was her request that her presentation be, "to the Board alone, as many of the concerns relate to Hospice management ..."

What Dr Smales did present to the PSEC Board was a clear and illustrated picture of dysfunction at Cranford.

- The Inter-Disciplinary Team approach, which fostered co-operation and easy communication was being replaced by an outdated, hierarchical, hospital model, unsuitable to achieving Current Best Practice in Palliative Care.

- Experienced staff were struggling to get what patients need/deserve from inexperienced staff, who were unsure, hesitant, and acting in isolation because of the destruction of the team.

- The cohesive, mutually supportive way of working with GP's who previously could discuss problems with any of the Inter Disciplinary Team (in house team, Palliative Care Co-ordinator, pharmacist, on call doctor) was lost.

Supporting Dr Smale's concerns were letters from people involved with Cranford.

From a Napier GP: "I don't know what to tell patients about the hospice service any more, as I don't want to raise their expectations ... Recently when I rang Cranford to obtain a Special Authority for a mutual patient, I was stunned to hear that there would be no pharmacist available until the next day. Yes I can get a Special Authority myself, but it can take up to two weeks to get a reply ... Cranford pharmacists had an excellent system for immediate responses. Palliative Care patients don't always have two weeks to wait."

From a Cranford pharmacist: "The plan was to review all hospice services. Instead of sticking to the original plan, as a result of a knee jerk reaction from the new Medical Team, it was decided that the first team to be reviewed was the Pharmacy ... the review was a farce. No matter what the pharmacists said, they were said not to be innovative ... Statements such as 'pharmacists stop nurses thinking,' 'interfere in communication between doctors and nurses,' 'make the place not safe,' were bandied about ... The pharmacists are being spoken over the top of, treated with arrogance, sidelined and devalued."

From Medical Staff: "Redundancies and resignations ... include hospice manager, principal nurse, medical director, councillor, massage therapist, and two pharmacists. Several staff members have taken stress leave. Many others are expressing levels of stress, distress, and low morale."

From Senior Nurses: "New medical personnel are inexperienced and and hesitant resulting in poor symptom control. This is often resulting in painful and distressing deaths ... the loss (of the Pharmacy team) is putting a huge strain on the team."

From Kerryn Lum: "Loss of teamwork, insufficient staffing, and loss of trust and goodwill has meant that the excellent proactive anticipatory care planning for which Cranford was renowned is reduced to reactive crisis, with a slower response time than ever before. Dying patients and distraught families do not have time to wait." Presbyterian Support's response was to commission a review of Cranford by Dr Sandy McLeod, a Palliative Care Physician from Christchurch. Dr McLeod's report has not been released by PSEC, but what is known is that when he asked staff which regime would they rather be under if they were dying – the old or the new – the majority chose the old. There is no doubt that the restructuring of Cranford has

compromised the quality of care, and there is little indication that concerns expressed in September 2008 have been resolved.

The Management

In January 2008 Shaun Robinson, CEO of PSEC, announced the recruitment of a new leadership team at Cranford.

Barry Keane, Executive Director, Dr Mike Harris, Medical Director, and Sandra Sanderson, Nursing Director. Keane and Harris worked together at Arohanui Hospice in Palmerston North. Dr Harris was relatively inexperienced in palliative care, and yet to qualify as a Palliative Care Specialist.

Barry Keane comes from a nursing background, and is currently Chair of the Palliative Care Advisory Group, which signals his pre-eminence in current palliative care trends. His enthusiasm for the Liverpool Care of the Dying Clinical Pathways was recognised at the outset.

Sandra Sanderson was recruited from Scotland, where she worked as a palliative care co-ordinator with a background in nursing leadership, education, and facilitation, all within palliative care.

Our interviews indicated that another major player in the restructuring of Cranford was Diane Keip. Keip comes from a hospice nursing background in the South Island and was employed by Cranford, when Kerryn Lum was Medical Director, to help implement the HB Palliative Care Strategy, which Lum and her colleagues had developed.

Keip developed a close working relationship with Shaun Robinson, giving her access to confidential information, which caused distress to those involved. She now holds the position of Palliative Care Planning and Funding Manager with HBDHB, and is the primary day-to-day monitor of Cranford's performance ... relied upon by senior management to reassure that "all is well."

With Shaun Robinson micromanaging, the new leadership team soon changed the culture of care that had characterized Cranford.

Many people BayBuzz spoke to pointed to Robinson and Keane as the protagonists most responsible for creating a culture of distrust and fear.

Numerous incidents were related where staff have been treated with disrespect and intimidation. Many are convinced there was an orchestrated campaign of 'constructive dismissal' where abusive behaviour was employed as a weapon to move along old time employees. Only in past weeks has an employment action brought by three Cranford nurses been settled by mediation.

And recently, in a letter written to *HB Today* (but rejected), Richard Grey, husband of Sue Grey, until recently a nurse at Cranford, with decades of experience, said:

"If the reorganisation is not going smoothly, management often react with an increase in discipline to assert their management role. The staff then believe that they are not respected, are being threatened, intimidated and can feel very insecure. This leads on to a down turn in morale, increase in sickness, more involvement in disputes and unions, along with a loss of employees. As well as increased costs and possible reduction in the services offered.

Much of the above was already beginning to occur whilst my wife was in employment at Cranford, so I strongly advised her to leave soonest. On reflection, the correct decision, even though she, as are the remaining Cranford nurses, felt torn by the strong bond of loyalty, commitment and allegiance first and foremost to their patients and then to their fellow colleagues."

The clash of cultures, between the old Cranford and the new, is not just a matter of management styles, but also of systems and philosophy. In a presentation entitled *Rethinking Palliative Care Provision*, Barry Keane asks, "But where have we come from? Reactionary movement - Cottage hospice - Charity base - Culture of 'specialness.'" He then asks, "Has the nature of Hospice development

been one of the barriers to progress?"

He obviously thinks so. Indeed, nurses at Cranford have been admonished not to refer to Cranford as "a Hospice ... it is a Palliative Care Unit."

Palliative care provision with a diminished hospice role would appear the direction Cranford is being steered, with an emphasis of spreading care for the dying more broadly by providing training to Health Providers in palliative care, including the Liverpool Care of the Dying Pathway (LCP)."

Over the last 12 months, 1100 staff in resthomes and hospitals have received specific training in the care of the dying through the Liverpool Care of the Dying Pathway project," states Ron Hall in his open letter. Barry Keane describes LCP as "a tool designed to be used in settings other than a hospice, which enhances the skill and confidence of practitioners, and the quality of care."

Listening to Barry Keane speak passionately about, "ensuring best practice in palliative care for the dying being available to all in need," is hard to reconcile with the allegations of his insensitive management style. It's unfortunate his tenure at Cranford has been mired in so much controversy, but from what Baybuzz has heard from the parties dealing with Keane, he has brought it on himself.

Shaun Robinson declined to speak to BayBuzz about "issues" at Cranford, quoting Ron Hall's letter as PSEC's "final word on the matter." He did however reply to a written question.

Has the CEO of PSEC any comment to make about the management structure 'bedding in' process?"

Given the stable and close knit culture within a traditional hospice like Cranford, organizational development and change can be difficult for staff, volunteers, leadership and the community... As a result of this situation, communication between some key clinical staff was adversely affected leading to some negative impacts on staff morale. Since that time additional effort has gone into communications and team development; workshops and meetings have been held with staff and volunteers to address their concerns about change and to work together on the way forward – this is an ongoing process. While change is always hard, the reality in February 2010 is a growing sense of positiveness within Cranford and a desire to keep progressing palliative care for the people of the Hawke's Bay."

Also the "reality" in February 2010: The situation remains sufficiently "negative" that a mediator has been brought in to help rebuild morale. So, while Robinson speaks of "growing sense of positiveness" and Mr Hall proclaims all is well, employment actions and mediator involvement suggest otherwise.

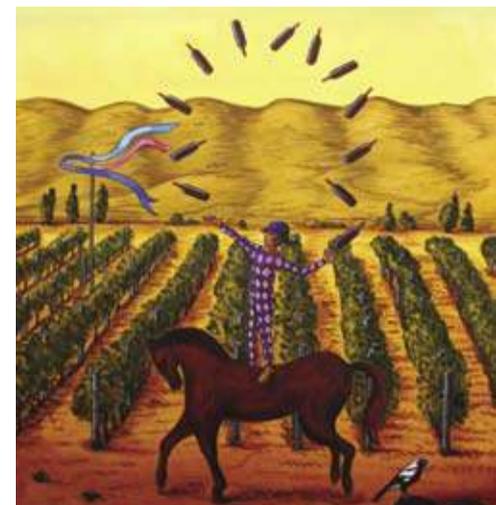
The DHB

The complaints are too numerous, too widely-known, too widely-shared, and too credible to be dismissed. Certainly the 'open letter' from Presbyterian Support is an inadequate response to widespread public apprehension.

In view of this, one might think that the Hawke's Bay DHB, provider of 70% of Cranford's funds and the contractor (through PSEC) of its services, might inquire vigorously and independently into the matter. Not so.

BayBuzz interviewed a member of DHB's senior executive team, Ken Foote, General Manager of Planning, Funding & Performance. Mr Foote expressed nothing but confidence in PSEC, who he repeatedly discussed as a "contractor" satisfactorily delivering "outputs." When issues were raised publicly last November, Foote said he and his team made inquiries of PSEC management and came away reassured that "there were no concerns in terms of quality of care affecting patients." This is the message he passed to the DHB Board.

Said Mr Foote: "We have expressed our support for Cranford... We remain confident in the level of care... We have no cause for concern about the delivery of the contract and the quality of care."



Cranford's 2009 auction painting, *Harlequin in the Vines* (cropped), sold for \$7,700.00.

He noted that DHB's contract is with PSEC and how they deliver their services is up to them ... "unless we felt there was some threat to the organization that could make that contract difficult to deliver." Clearly, DHB, through Mr Foote, sees no such threat. Why? Because PSEC has assured them there is none!

A routine "audit" of Cranford's performance begins this month as part of a normal three-year cycle of evaluation of service contracts.

Recommendations

BayBuzz recommends these steps.

1. First and foremost, as 70% funder and possessor of requisite expertise, HBDHB, with active oversight by Board, must investigate the situation fully and issue a public report indicating findings and any recommended actions.

The aforementioned "audit" can feed into this (as should the McLeod report), but cannot substitute. We believe the review team should include appropriate management & clinical senior officials (including some not in the cozy loop between DHB and PSEC), plus some elected Board members. The latter are necessary to signal a high level of concern by those directly accountable to the community and to reinforce the credibility of findings. The report should be discussed with the interested public in an open forum sponsored by DHB.

2. In this process, the management role of Presbyterian Support should be re-considered. Clearly the dysfunction at Cranford is linked to the management approach imposed by PSEC. As a community asset, Cranford is funded by our taxes and donations, and deserves to be run directly by a Board with one mission and with requisite experience coming from the community.

3. An evaluation program should be instituted to systematically ascertain the views of families whose loved ones have been treated at Cranford. If it can be done for hospital patients, it can be done as a sign of respect and concern for the families of those who die after hospice care. And of course to improve practices where necessary for the benefit of future patients.

4. The HBDHB must also take a more proactive role is educating the public about the HB Palliative Care Strategy, and specifically on how and where this care will be provided. In 2009, 499 patients were referred to Cranford. But clearly not all the terminally ill are or will be cared for at Cranford Hospice, whatever the public perception ... both because the numbers will skyrocket, and because this is not the preference of all patients. So what does the future scenario look like? The public should be clear about this.

5. Finally, the Hawke's Bay community needs to place its present funding relationship with Cranford "in escrow" until these issues are dealt with fully and publicly. The community has been tremendously generous to Cranford Hospice over the years. But unquestioning generosity would now be irresponsible until some substantially greater accountability and public responsiveness is brought into play.

Find supporting documents at www.baybuzz.co.nz/issues/health/cranford

COUNTERPOINT
Anna Lorck



Black and White

I don't do grey – it's black and white – that's me.

But, for better or worse, and as I get older, and apparently wiser, I start seeing more grey ... not in my hair(!), but in the advantages this dull and dreary colour has to getting the outcome one desires.

Politics should be black and white – vote for me and this will happen – vote for us and we will lead you left or right. But as we know, politics, and life, has more grey – you move a little my way and I will move a little closer and we start mixing our colours to get what we want. Why..? Because in power you need to win popular support, so you make concessions and more people come with you.

In Hawke's Bay we are Black and White, and yet there still seems a genuine reluctance particularly from the leaders of the HB Regional Council and Napier City Council to – dare I say it – amalgamate into one regional authority.

That's unless it actually is the Regional Council (supporting Alan Dick and the survival of his ship), or as Barbara puts it: "if that's what the people of 'Napier' want".

Black and White are our Hawke's Bay colours and they are also our greatest asset. As a potential regional brand identity we are the envy of every other province – yet we are still to capitalise on it.

Hawke's Bay is the only province in the country that can wear our national colours – black and white - the colours of our sporting heroes – the All Blacks, Silver Ferns, Black Sticks, cyclists, runners, rowers and the All Whites (and if you didn't already realise white is the new black, that's what my daughters are telling me!).

In Hawke's Bay it's Black and White all right! We have an untapped advantage over every other province in the country. And with due respect to our national "Kiwi" icon, we've even got a bird that flies along with its reputation for showing a bit of mongrel – an added



advantage which has apparently been lost from our kiwi psyche.

In 2010, we will see an uprising of black and white jerseys, who will abandon the parochialism that comes from the small minds of the few who keep harping on about the "great divide" between Napier and Hastings.

The identity and history of Hastings and Napier will always continue. Competition is good – it breeds winners (that's the mongrel in our magpie). Napier and Hastings are two unique cities with many great attributes and these will never change. But we need to think big and aim high as a region – it's called growth and with growth there comes more opportunity, investment, innovation and economic prosperity.

In 2010 I see black and white flags flying across the region and we'll be chanting and playing "Come on the Bay" in our streets, in our schools, in our homes and at the game.

Lawrence Yule, the amalgamation "cheerleader", will publicly push forward. But his black and white jersey will unfortunately

show signs of grey as he is forced to negotiate with other players – to win amalgamation at all cost.

On the other side of the bridge there's Barbara Arnott (and Alan Dick) – dressed in Art Deco garb, not looking at the Hawke's Bay colours of the future for fear of losing "Napier". But Barbara, you're bigger than that, and so too is the groundswell of people forming in your city who can see a bigger and brighter regional future.

In all teams there are rising stars. The next generation of leaders coming through, who will begin vying for position. So guys, watch your backs because you're only as good as your last game.

And for the brave, bold player who steps up and stands in Napier supporting amalgamation, they will win the Black and White captaincy. For this will demonstrate great leadership, a willingness to go where no man – or woman – has been before, and what a campaign win it would be!

Ultimately it will be the crowd of supporters – the voters – who determine who gets to choose the colour of the jersey they wear – grey, pink and purple, art deco... or Black and White.

Touch, pause and engage! I reckon the people of Napier and Hastings are ready to pull on the Hawke's Bay jersey.

Lawrence Yule that it will work. But Hastings staff and consultants are running out of #8 wire and duct tape. Anyone want to take bets? And watching with nose pinched is Mayor Arnott, who's committed Napier to the same foul technology.

National water policy

Around the middle of the year, central Government is expected to issue national freshwater quality standards, and address related water management issues, perhaps altering the distribution of power between Wellington and the regional councils. Imagine ... thinking about water as a national strategic asset, instead of a first come, first served local commodity. Big implications for Hawke's Bay.

Velodrome decision

Without a velodrome, the Regional Sports Park becomes, well, the Hastings athletic field. Unison and the Regional Council will put their checkbooks away (saving you as a Unison shareholder and you as a HBRC ratepayer a bit of cash). When a decision will arrive seems to be anybody's guess ... slipping into low gear, it's been overdue since November.

HB Museum & Art Gallery redevelopment

Unlike the velodrome, funding for this edifice seems to be safely wired, with construction getting underway mid-year. Nothing should interfere with a 2012 ribbon-cutting. But then there's distracting Marineland, still seeking its "Wow" factor ... as in "Wow, it's still there!"

Heretaunga Plains rescued

The Heretaunga Plains Urban Development Strategy (HPUDS) will be adopted, probably pre-election so we can all be treated to the group hug photo opp featuring Lawrence, Barbara and Alan. The Plan will be applauded enthusiastically by a dozen policy wonks and a small army of consultants. The rest of us can sleep at night reassured that the Bay's rampant population growth of less than 300 people a year has been well planned for, possibly with some protection of our invaluable soils and coastline.

Amalgamation

Lucky beyond his wildest hopes, Mayor Yule will find an election opponent in Hastings who is *against* amalgamation, and spend his entire re-election campaign clobbering the poor bastard. In Napier, on the other hand, the reverse occurs. The validity of the election results is called into question when Barbara Arnott's Lilleputian opponent, a champion of amalgamation, apparently receives zero votes. Lots of fuss about amalgamation in 2010, but no action. Sorry, Anna!

Tukituki & Mohaka clean-ups

The Regional Council has six or seven months to show that its various strategies for cleaning up the Tukituki and Mohaka Rivers are gaining any traction. Has the land purchase and resource consenting required to advance the effluent-to-land scheme proposed for the Tuki progressed? Is the Mohaka stakeholders group actually putting a lid on the dairy crap, or is it sitting around the campfire singing Kumbaya? The more inaction or slow motion is perceived, the more energetic the campaign to change the team will be.

"Test" year for Venture HB

Here's another situation where performance must overtake planning in the coming year. Smart, bold plans – and VHB has some – can fail if there's too much sand in the gears. For VHB, 2010 must be a year of successful execution and constituency rapprochement. Do or die!

Where's the Buzz?

By Tom Belford

Elsewhere in this **Digest** you'll find a range of wise prognostications about promises to be kept, challenges to be met, trends to watch in 2010. I tend to focus on the Councils, so here's my sense of where the political excitement will be found in the year ahead. Political careers might rise or fall depending upon how some of these situations play out.

Local body elections

Of course, the October elections will be the most baldly political event of the year. The Hastings mayoral race will generate the most intensity. Clearly Mayor Yule's strategy is to upset enough people that multiple candidates run against him, enabling him to squeak through to re-election with a narrow plurality. Once he gets back to the Council Chambers, however, he's likely to see a surprising number of new faces around the table. Queen Arnott will be easily re-coronated. Her Court? Does it matter? And at the Regional Council, expect a determined re-election push by incumbents as long-in-the-tooth Councillors unite under the slogan: "You don't know what we do, but we could have done it worse".

Regional resource co-governance

Expectations are that the Crown will soon announce a new "co-governance" arrangement whereby six Maori leaders, appointed by iwi, sit alongside six elected Regional Councillors as equals to decide resource management policy for Hawke's Bay. The Resource Management Act gets amended in full, ugly public view with heaps of public consultation. "Co-governance", on the other hand, will be sprung on unsuspecting locals before they know what's happening! Whatever the merits involved in co-governance, it amounts to pretty radical change ... effectively plotted in secret. Watch for major fireworks on this one.

Poo hits the fan

Sometime this year Hastings will need to turn on its new sewage treatment plant again. No one is praying harder than Engineer-in-Chief

HOW ABOUT A HOME THAT CREATES ITS OWN ENERGY?

VISIT OUR ECO LIVING SHOWHOME THIS WEEKEND

"Nothing But Original Homes"

DESIGN BUILDERS 06 877 1441 www.designbuilders.co.nz

ECO LIVING BETTER HOMES

DISPLAY HOME OPEN AT 86 RUSSELL ROBERTSON DRIVE, HAVELOCK NORTH. 1PM - 3PM EVERY SATURDAY AND SUNDAY OR BY APPOINTMENT

Barbara Arnott
Napier Mayor



A Good Year Ahead



Napier's going greener

2010 heralds sixty years since Napier gained city status. It is tempting to take a look back at the history and heritage that we today are privileged to continue building on, but this article is about this year and this time. No indulgences.

For our community, affordability still is a major area of concern. A world and a New Zealand economy which is unpredictable does not give residents confidence in a secure and sustainable future. For those on fixed incomes, increasing telecommunications and energy costs well above inflation rates are dramatic.

So, financial sustainability has to rate as a continuing challenge. Napier City Council has been working for a decade at reducing its dependence on rating as the core funding method. Our results are good. As well as prudent decisions for the community, we've reduced the percentage of rates to Council income from 58% in 2000 to a budgeted 43% for 2010.

Unemployment is currently high, and that often is linked to higher incidences of crime. However, unemployment and security are not uppermost in the minds of the community (unless you are out of work of course).

The continuing challenge of reducing our carbon footprint will be given added impetus with the "Greening of Napier" project, which will add trees to streets and walkways over and above the normal planting regime. Inner city lights are being replaced with metal halon – significantly low energy, but still producing the same level of illumination. Our reducing volume of solid waste to landfill has been spectacular for the last three years. A 23.8% reduction to landfill so far means a huge challenge to effect more gains in the future.

In the planning area, 2010 will see the community working with the Council to achieve the right balance for development in significant areas... the Hill Character Zone and greenfields – Jervostown, Meeanee, Bayview and Poraiti. The conflict of development versus no development – or appropriate managed development that enhances these communities – is not an easy one to solve, given the differing expectations of the community. Solve them, we will – they are both on the agenda.

After the Heretaunga Plains Urban Development Strategy is adopted, we will be moving to a joint district plan for Napier and

Hastings. Of course there are many similarities for common standards and rules to apply, and both Councils will be able to protect and enhance any special character features that are unique to their area, or offer points of competitive advantage to their community.

Ongoing renewal of infrastructure will see Taradale Town Centre being redeveloped; a decision made on Marineland's future; and by the end of the year, a building permit lodged for Napier's wastewater treatment plant. The Art Gallery and Museum has experienced immense community support from Napier and the wider Hawke's Bay Community, and a partnership with Government will ensure a start on the redevelopment this year.

The continuing battle against the forces of nature means the construction of a new groyne at Westshore. This enables us in the future to re-profile the beach renourishment to give a more pleasing aspect and make the foreshore more accessible.

We have significant opportunities around technology and the broadband initiatives. The Council is supporting the lead being taken by Hawke's Bays' company Unison and, if they are able to partner with the Crown, there is good reason to believe progress will be made quickly. Business opportunities will expand rapidly when we are able to achieve communication speeds comparable with the rest of the world.

Parklands development is currently experiencing an increase in demand. Council has already committed profit from their subdivision towards capital improvements in the city without further impost on rates.

The Napier Hospital site remains an open wound on the skyline. Rapidly deteriorating and with no imminent purpose for the site revealed by the Crown Health Financing Agency, who has responsibility, it is both an opportunity and a challenge for the future. I would desire some action on it in this year, but doubt the fulfillment of that.

Napier realises that amalgamation is an issue that will be debated post-election.

The pundits tell us we're coming out of the recession. The Council's focus is on our community and their needs and expectations. Napier hosted a great celebration to kick off a pretty good New Year... I expect it to continue.

Lawrence Yule
Hastings Mayor



A Year of Democracy

Welcome to 2010! With a month gone it is already promising to be another action packed and exciting year.

BayBuzz is a forum for debating local issues and although perspectives can differ (sometimes greatly from my own), democracy is built on public opinion.

2010 is the year of democracy and there will be a lot of attention on the local elections in the run up to October (and the elbowing for limelight, jousting over issues and the public colliding of personalities that inevitably go with it!).

In the interim however, Hastings District Council will address the day-to-day issues and get the work done. The challenges of recession are not entirely behind us and it's crucial Council decisions are prudent, yet progressive, to ensure our community prospers.

I will lead the Council into 2010 by focussing on the long-term goals for Hastings, as well as addressing the more immediate and contentious issues we face.

Council has undertaken a 5% efficiency target over three years and we are confident we are tracking towards that. We are maintaining very similar levels of service through innovative solutions and conservative spending.

Council took a giant leap towards improving customer service for Hastings people with the recent (very favourable) purchase of Heretaunga House. We can now begin the Customer Service Project in earnest, providing ratepayers with a one-stop-shop and a better level of service. I expect significant changes by the end of the year.

There is rapid progress on the Regional Sports Park and I am excited about the swelling community support for the project. The proposed velodrome will make the park even more of a destination, but it will take a coordinated effort from Hawke's Bay people to win the bid to have it here. Hawke's Bay has all the attributes to be the Cycling Capital of New Zealand, so I encourage all residents to support some of the exciting initiatives the Regional Sports Park trust will be launching soon to secure the velodrome.

Flaxmere has had its fair share of criticism recently, but efforts by Council and local leaders is heartening, with the recent success of Te Aranga Marae and the U-Turn Trust. The upgrade of Flaxmere is also on track and I look forward to seeing some positive changes in Flaxmere's CBD.

Hastings District Council, Hawke's Bay Regional Council and community group Walking on Water have been working closely to resolve issues around coastal erosion at Haumoana, Te Awanga and Clifton.

While the New Zealand Coastal Policy Statement and the HB Regional Council Plans are significant consenting hurdles, I am determined to help the community find an agreed position. The coast continues to erode and a decision needs to be made as to whether hard protection can work, gain consent and be funded. The other option of managed retreat equally has some significant issues.

The Heretaunga Plains Urban Development Strategy will be completed around the middle



Coastal erosion is vexing issue

of the year. This combined effort, with Napier City and the Hawke's Bay Regional Council, is an exciting step toward a long-term regional plan.

I am firm in my belief that the region's Councils should amalgamate and will develop my proposal. This is something that should be formally considered by HB people in 2011. I have been buoyed by the support I've received to have a reasoned and proper look at the Council structure for the region.

Not everybody will agree with my stance, but I have a strong view that we can do far better as a region if we have one common direction and set of decision-makers. Whatever is done has to be fair and I am very confident a strong and appealing solution can be found.

BayBuzz columnists have not always been complimentary of my stance on a number of issues. Obviously I disagree with a number of those points but I do accept the democratic right to challenge the status quo.

Those who think-outside-the-square or who want to see Hawke's Bay prosper are the very people who should be sitting around the table after October.

I encourage people to put their names forward for election and, as someone who knows the ropes, I am happy to talk confidentially to anyone about the process.

Have a great year and I look forward to debating the issues with you.



THINKING FOR A LIVING

GROW
DESIGN + ADVERTISING

06 878 3456
www.grow.co.nz

Alan Dick
Chair HB Regional Council



Fighting For Survival

To put this year's agenda in context we need to first reflect on 2009.

It was a year of challenges, role definition and several momentous decisions that will impact the region for years to come.

The challenges included survival. As 2009 began, with the new National-led Government keen to effect change, the prospect was that a Wellington-based Environmental Protection Agency would take over our resource management functions; catchment-based Water Boards would assume water allocation and monitoring; and up to seven River Boards, resulting from Treaty Settlements in our region, and modelled on the Waikato Tainui settlement, would fragment rivers management and marginalise or replace our democratically elected Council.

Over and above that, Regional Councils generally were coping severe criticism

(sometimes justified) over seeming inability to protect our environment, particularly water quality.

I thought, unless we substantially upped our game and effectively refuted our critics, we'd face about a 50% chance of being around as an institution within three years (with or without amalgamation).

I now revise that to a 90% chance of survival as the realities of the relevance of Regional Councils and the cost, disruption and loss of democratic accountability (inherent in radical reform proposals) sinks in with a Government now much more experienced and pragmatic than a year ago.

Challenges to survival focus the mind! And so this Council has thought hard about its responsibility and potential to influence our region's environmental and



First bulk carrier to use the new wharf

economic development in a unique way. We are determined to combine our science and engineering knowledge and expertise, our investment portfolio wealth, and our power to set rules and regulate, as powerful complementary levers to effect significant outcomes.

For example, the water storage project in Central Hawke's Bay could result in hundreds of millions of dollars of new wealth generation for this region. Expertise in water science and storage will influence the shape of the project. Our ability to fund (together with partners) the feasibility studies will insulate eventual investors from the initial high risk phase of the project. Our investment portfolio can help fund cornerstone investment in the infrastructure itself. And our ability to regulate through resource management plans will ensure sustainable use and protection of the enhanced water resource.

No other organisation has the capacity to launch a project of such potential and hopefully bring it to fruition well within the next decade. The fact that we are a public body, there to serve and democratically accountable to electors and ratepayers also helps provide the trust and confidence vital to ensuring public and stakeholder support for the scheme.

Last year saw the confirmation of a huge change in the Council's strategy for use of the investment portfolio. The priority now is that yes, we want a reasonable rate of return to offset rates, but that investments should work for and in Hawke's Bay to maximise economic and environmental benefits for the region.

Our partnering with the Wairoa and Central Hawke's Bay Councils in land disposal of sewage effluent to plantation forests, is an example of the positive use of the Council's financial wealth. Effluent removed from Tuketuki for environmental gain, economic benefits for Wairoa and Central Hawke's Bay ratepayers in project cost savings, and a reasonable return on investment for regional ratepayers through the forestry ventures.

Other significant decisions included the purchase of degraded pastoral land in Tutira for a model forestry conversion including carbon trading; becoming the 100% owner of the Port; allocating six million dollars to assist the major community facility projects such as the HB Museum redevelopment, Hastings Velodrome and the Central Hawke's Bay Town Hall project; putting together a package to help households insulate and replace inefficient burners to clear up our winter air pollution problem; and implementing an Ombudsman's requirement to publicly identify suspected or actual contaminated sites.

Another landmark decision was to take action on pollution of the Mohaka River arising from farming intensification in the Tahaurua catchment. Whilst collaborative arrangements with landowners, including assistance from our land management team, ranks high in

mitigation measures, this Council for the first time has decided to regulate nutrient inputs and outputs if necessary to fix the problem. An important precedent.

Moving to 2010 – I see it largely as a period of consolidation and implementation of the major decisions made last year to start producing the desired outcomes. For example, the CHB sewage scheme will take time to move through consenting, construction and forestry planting before the environmental benefits for the Tuketuki are seen. Similarly, containment of nutrient flows into the Tahaurua/Mohaka involve completion of scientific studies, plan change processes to effect nutrient controls, and land management adaptation ... all take time and effort.

Focus on implementation will be a priority for the Council's strategy for improve its management of the water resource in the Heretaunga and Ruataniwha aquifers and the \$2 million feasibility study for the water storage project will swing into high gear.

A crucial decision will result from Central Government decisions on the method of co-governance of natural resources, inherent in the settlement of Treaty of Waitangi claims of 6-7 claimant groups across Hawke's Bay over the next few years. The forerunner of these will be the Crown's settlement of the Ngati Pahauwera claim in the Mohaka region which is imminent. Change and power sharing is inevitable and should be embraced in good faith, but we must avoid the Waikato Tainui precedent, with Rivers Boards being multiplied across this region.

Resource management plan policy reviews should be under development this year for stormwater and waste water quality standards, and recommendations adopted from the Heretaunga Plains Urban Development Study will be proposed to be integrated into the Council's Regional Policy Statement.

Perhaps not so many dramatic decisions and issues this year, but instead the hard graft of making things happen to get things done.



Tuketuki clean-up overdue



FOOD • WINE • COFFEE
10am - 5pm: 7 days till April 19th

the original rustic red, tin shed winery restaurant - proudly owner operated since 1989

- superb food & legendary wines in the relaxed leafy ambience of a vineyard
- gateway to the gannets - walk & cycle to Te Awanga & Cape Kidnappers
- hand picked, estate grown wines
- winter hours - Thursday to Monday from April 19th
- BEEF & LAMB AWARD 2010
- SIGNATURE DISH finalist
- coming up: en primeur releases:*
- 2008 Enigma & 2009 Reserve Chardonnay



CLEARVIEW ESTATE
WINERY & RESTAURANT
TE AWANGA, HAWKE'S BAY
06 875 0150 WWW.CLEARVIEWESTATE.CO.NZ



Murray Douglas
CEO, HB Chamber of Commerce



Cautious Optimism

Thankfully the 2009 economic roller coaster is behind us. 2010 is still going to be challenging, although with the credit crunch well behind us and business confidence levels rising, we have a more stable – if not positive – outlook. Sadly in Hawke's Bay, we are still suffering some residual outcomes of 2009 both in the property market, employment and some export businesses who are still very fragile.

For Hawke's Bay, the Chamber of Commerce has made some tentative forecasts based on consensus material from the pundits.

1. Residential property sales will increase, but be limited by listings.
2. House prices will gradually edge up.
3. New residential building consent numbers will increase, with substantial lift towards middle/end 2010.
4. The New Zealand big picture recovery will be gradual at best.
5. Fiscal pressure may result in tightening government spending.
6. Inflation will be within the Reserve Bank's target band over the next 18 months, and this is exacerbated by strengthening currency.
7. The NZ dollar will persist at a higher-than-wanted level, despite going against the domestic fundamentals, with downside effects on exports.
8. And the Official Cash Rate will go up no later than mid-year, affecting all borrowing costs.

Growth will be slow and gradual, but it will be growth. The government stimulus package of major works will finally have some effect in Hawke's Bay, with the major roading projects underway and some commercial construction. And our export markets – particularly China, SE Asia and Australia – will be positively active.

We must recall NZRB's Dr Bollard's urging that we do not go back to the boom and bust thinking of unrestrained consumption of other years. Some rebalancing must go on to push sustained productivity and export growth. Not easy, but Hawke's Bay retains the fundamentals in its export orientated economy and the strong entrepreneurial energy of its businesses.

So what locally do we need to move towards more sustained growth and employment? I think we have to take some positive steps to learn from the problems of 2009.

Firstly, owners and managers have to pay more attention to business fundamentals – cash flow, real profitability, marketing and productivity. Nothing new in this, but in the last few years when money was easy some of these basic matters were overlooked or taken for granted.

Secondly, again for the private sector – active and up-to-date business planning must be a priority. Banks and other lenders are looking more to this than ever before... and besides, it is simply good business practice.

Thirdly, in Hawke's Bay and the national economy generally we still must get rid of the regulatory overhead cost. The National Government has an active process here, although apart from some initial changes to the RMA we are yet to see much of this.

Locally, however, we need to get more efficiencies and customer responsiveness in our Councils.

Amalgamation is essential and will help



New residential building consents will increase

remove some of the obvious difficulties of dealing with different approaches. Every day we hear of examples of inconsistent methods which all place cost on business and the public generally. And the Hawke's Bay Councils collectively seem hell bent on doing nothing about this prior to the local government elections. This is a lost opportunity to get an informed public, as opposed to the vociferous heat of xenophobia that occurs when these matters are on the agenda.

However, it is attitude that we need to look at. Cultural change is not just in the structure, but in the very process of government. While there are staff who go out of their way to be helpful, for the most part the bureaucracy is (still) ponderous, narrow and costly.

In 2010, efforts must be made to get:

1. The Council "shared services" approach actively working so that Hawke's Bay is literally a one-stop shop with uniform, Hawke's Bay wide and least effort regulation.
2. A "can do" approach from whomever one approaches in a Council, rather than the opposite.
3. Rates and charges that are no more than inflation. And over the long term, with Councils "sticking to their knitting" rather than having adventures. Included in this would be looking after what exists now before building new things.
4. Councils doing things right the first time, on time and on budget. (I should add it should be Councils also doing the "right" things.)

Above all, for the economic well being of the region, we need a coherent economic strategy, rather than each Council overlapping with the real risk of gaps appearing. And the delivery of such economic approaches should be by partnership or contract rather than bureaucracies. We have plenty of competent business organisations and consultancies who can deliver. It is pleasing to see that Wine Country Tourism Association, our Hawke's Bay tourism membership organisation, is now going to take a stronger line on this aspect.

Planning economic futures in 2010 is a challenge for Hawke's Bay, but actually easy to do if there is leadership and vision. The question is: does it exist or will parochialism and egos continue to dominate and we go ahead without learning from our recent economic history.

We have to change our approach, as the world is a vastly different from 2008, and if we are to have an economic (and social) future, we need to go forward with a changed and more learning paradigm.

Claire Hague
Deputy Chief Executive, EIT



Focus on Youth

Increased funding is presently coming into Hawke's Bay from central government that is directly targeted at retaining our young people in education, training and/or work. With this, the key challenges from my perspective for 2010 will be:

- How can we make the best possible use of these funds for the benefit of youth and the region?
- And how can organisations in Hawke's Bay join forces to strengthen their capability to deliver on some very important educational challenges that the government funding is intended to address?

There is much that is gloomy about educational and employment statistics for the region's young people. In a nutshell, we continue to be over-represented in terms of the numbers of youth unemployed, and under-represented in terms of higher qualifications in the same age group.

Despite this, we now have more opportunities than ever before to address these critical issues, and there are some fantastic organisations and people in Hawke's Bay who are getting on with doing just that.

EIT had the privilege of working with two visionary Principals, Geraldine Travers from Hastings Girls' High School and Brian Simpson from Wairoa College during 2009. Both developed creative initiatives aimed at encouraging senior secondary students to stay in education longer by revitalising their interest in learning. The common ingredient: combining in-classroom secondary studies with out-of-class experiences.

In the first project, EIT worked alongside the Agriculture ITO, the Wairoa Community Trust and local Wairoa farmers to support Wairoa College Principal Brian Simpson's vision of establishing an Agriculture Academy in Wairoa. While enrolled in and based at school, 20 plus students spent time completing the theory and practical work on farms necessary to complete a Level 2 qualification in Agriculture, along with their Level 2 NCEA studies.

The results exceeded all expectations – nearly all students not only remained on the course, they completed the qualification. Nearly all intend to return to school this year. Some want to now complete a Level 3 Agriculture qualification. Anecdotal information has also included some great stories about the relationships forged between the farming community and the students and their families.

In the second example, Geraldine Travers at Hastings Girls' High School committed to another pilot programme that saw eighteen senior students attend EIT for one day per week all year to work toward a hospitality qualification.

Again, the results were outstanding. Nearly all the girls remained in the programme and at school; most achieved Level 2 NCEA with the help of the vocational credits they gained; and some won special awards. Of the original eighteen students, fifteen intend to be back

at school this year, and two of the leavers have taken up industry apprenticeships. And again anecdotal information added that everyone involved with the students, including school staff and their families, noticed a marked increase in their confidence, motivation and sense of direction once they were on the programme.

This is exciting stuff for all of us, not the least because short planning timelines meant that none of the organisations involved really knew in full how the projects were going to work when we started – and none of us had any "extra" money to do it. Basically we followed the mantra of "just do it" and we did, and we are delighted with the results.

So these projects have given me huge confidence in what can be achieved if people get together with a common purpose – to address educational under-achievement of more than 20% of the region's young people – and work hard to do something about it. We listened and watched as the students who may have become yet another bad news statistic in the fabric of Hawke's Bay blossomed into confident learners who achieved more than they, and many of us had expected. These are the young people that we can make the most difference with, and they will be critical to the future of the Hawke's Bay economy.

If I've learned anything from the pilot projects with Wairoa College and Hastings Girls' High School, it's that there are some critical characteristics of working together for youth that seem to support success:

First, fresh eyes: We need to look at our "at risk" young people as having tremendous potential to achieve and contribute to the region – if only we are prepared to offer them an alternative to the mainstream education programmes that are failing to interest and engage them.

Second, a "just do it" attitude: The courage to implement and learn as we go, within acceptable risks, then plan in more detail for future iterations according to what we learn.

Third, goodwill: The willingness to work with other organisations that may have different ways of operating and to look for common ground within our common vision for our young people.

By identifying people with these attributes, and supporting a collaborative approach to the issues facing our young people, organisations across Hawke's Bay have very real and exciting opportunities to meet the educational challenges ahead of us in 2010 and beyond.

Airnet
Broadband + Phone lines + Tolls
Phone: 0508 247 638

Wayne Bradshaw Councillor



Looking Ahead

With 2010 now upon us, let me wish you all a happy new year.

Firstly, I would like to applaud the Hastings Council for the new approach taken to the planned Customer Service Centre Building. Rather than build a new building (as was proposed) next to the current Council Building, it was decided to purchase Heretaunga House and create a Civic Precinct for the betterment of all.

This proposal has significant financial advantages and will provide opportunities for better community outcomes into the future. It was pleasing to see the Council accept and adopt new approaches from some of its Councillors.

“Democracy at work” – some might say. More of the same, is one of my goals for 2010.

In this pursuit, the Hastings Council needs to be more focussed on:

- Getting its ratepayers real competitive value for all ratepayers funds.
- Ensuring all contracts let are publicly tendered.
- Supporting local businesses whenever possible.
- Understanding what our role is and who we serving.
- Examining how we do business and seeking better ways.
- Determining what the community's priorities are.

Talking about priorities, sometimes it pays to look at history to see how well the Council has served us in the past.

For example, economic development ...

Back in 2001, businesses urged that Irongate and Omaha Road re-zoning was required to meet future industrial development demand in the Hastings District (approx 100 hectares +). But then the agenda got “crowded” with projects like the HDC-initiated Large Format Retail Zone (involving the sale of Nelson Park) and then the HDC-initiated Regional Sports Park. The result? Only in late 2009 did Irongate Road landholders finally have direct consultation with HDC, with anticipated

notification to be made in March 2010. Omaha Road re-zoning still to be addressed.

I look forward to the Irongate Road re-zoning being finalised, but ponder what benefits might have been missed by not progressing it sooner, given the economic growth that was universally experienced over the bulk of the past decade.

We must ensure that the Council remains focussed on what it starts and does not jump from project to project, getting none completed. This practise serves no real purpose and adds significant costs onto the ratepayer. Once a project is started, get it completed so that the benefits can flow. We must also ensure that a level playing field exists for all project promoters, not just the Council.

Back to Looking Ahead

Considering all this, my personal priorities as a Councillor for the coming year are:

1. To carry through and achieve the indicative 5% efficiency target, which I introduced during last year's LTCCP. To date, good progress appears to have been made, and if necessary the target could be lifted higher.
2. To formalise the Council's relationship with both the Napier City Council and HB Regional Council to create real operational efficiencies between the Councils. I proposed this in last year's LTCCP, with the support of Cr Dalton of Napier Council and Cr Rose of the Regional Council.
3. To improve the transparency of the information the Council makes available to the ratepayers – clear, concise and in simple English. After all, it is their assets that we as Councillors are charged with protecting.
4. To assist communities to build their capabilities, so that they can create solutions from within and take ownership of their environment.
5. To ensure that the areas of Marketing, Tourism, Economic Development and Business Investment finally have strategies and plans that can be implemented. After years of spending \$3-\$5M annually in these areas, it's time we know what the Council wants to achieve.

With 2010 being an local body election year, it is important that ratepayers help set the Council agenda for this year and beyond.

This can be achieved by:

- Making submissions to Annual Plan and other Council Documents
- Voicing your aspirations to Councillors
- Voting at the local body election

With only 41.6% of eligible Hastings District voters voting in the 2007 local body election, we need a sizeable increase in voter participation to ensure that the community is truly represented around the Council table.

Dr Kevin Snee HBDHB CEO



In Good Health

Happy New Year to all BayBuzz readers!

I have just enjoyed my first Christmas in New Zealand, and whilst it was very different to one in the UK, it was very pleasurable.

Now, with three months as chief executive of Hawke's Bay District Health Board under my belt, I have had a chance to look at how the organisation works and where its strengths and weaknesses lie.

I am looking forward to the coming years and the opportunity to be able to deliver a sustainable health service that will take Hawke's Bay forward. However the reality is that the DHB has to address a number of difficult issues.

My role as CEO is to ensure that local health services are of the best quality for the people of Hawke's Bay within the funding provided.

To deliver constantly improving quality of service will be challenging for a number of reasons:

1. There will be less money about as a consequence of the recession – this will be the case for many years ahead.
2. There is a need to achieve significant improvements in organisational systems, processes and structure across the sector to ensure that we are more efficient and effective.
3. We are starting behind where we need to be as consequence of the well publicised problems that have occurred in the Hawke's Bay health sector in recent years.

This is no time, however, for harping on about the past or complaining that we don't have enough money. It is my intention to put Hawke's Bay in the headlines for all the right reasons.

In order to do this my focus for the next two years will be on:

- Removing the deficit;
- Meeting government expectations;
- Delivering quality services that meet the specific needs of the Hawke's Bay community – within available funding.

This will mean ensuring that our services are not simply sustainable, but are continuously improving – this will mean doing more for less. It is my view that there are significant efficiencies possible in Hawke's Bay.

I have identified the importance of addressing the six national health targets introduced by Government last year. These are shorter stays in the Emergency Department, improved access to elective surgery, shorter waits for cancer treatment, increased immunisation rates, better help for smokers to quit, and better diabetes and cardiovascular services.

Shorter stays in the **Emergency Department** specifically aims to have 95% of people admitted discharged or transferred from an emergency department within six hours.

In the Emergency Department (ED) our first quarter target was 73 percent, placing us 16 out of the 21 DHBs. Since mid-November we have seen a steady improvement, and for January our figure was 90%.

This is an important target because, if delivered, it will mean that patients attending ED with serious problems will have their pain

and uncertainty dealt with quickly. It is also an important indicator of how the whole hospital manages the treatment of patients attending and being admitted with urgent problems. The community can play its part here by only attending the ED department if it is a true emergency. This could reduce attendances at the department by up to one third and allow the staff to concentrate on those patients that really need their specialist skills.

There is no question that **smoking** is a significant contributing factor to ill health, and it affects the poor and disadvantaged more than any other group. Advice and information or support from a health professional increases the chance of successfully quitting. For this reason, we intend to help smokers quit by ensuring 80% of hospitalised smokers are provided with advice to help them quit. Our performance is improving and, whilst it was 23% for the first quarter, in January it was over 40% and on an upward trend.

We have some excellent smoking cessation services in Hawke's Bay. Now we need to make them work and help smokers to quit.

In relation to our **waiting times target for cancer treatment**, we are meeting in full the required access time for radiotherapy treatment. However we should not stop at that. There are many other aspects to the detection and treatment of cancer that we will need to look at to improve services.

We are our exceeding our **immunisation** rate target and, when we are compared to other DHBs with similar populations, our performance is recognised as the best in New Zealand. This is an important target because it means that our children are being given the right start, free from diseases that can cause significant harm and even death. Importantly also, these conditions have in the past disproportionately affected more deprived populations.

There is much to do to improve our productivity in relation to **elective surgery**. We currently lag behind other parts of New Zealand and many developed countries and lifting our performance will be a key focus over the coming year.

The final target relates to improving services for people with **diabetes and cardiovascular diseases**. Both conditions are major contributors to death and disability in Hawke's Bay. Improvements in treatment and care will have a significant impact on the health of the Hawke's Bay population and will help the local service cope better with an aging population.

We welcome these targets. They make us accountable to the community and to government for demonstrably improving health services. My sense is that this has been lacking in the past.

I look forward to talking more about the improvements we have made in these areas in the future. I am also determined that we will not only improve our performance but that we will also balance the books. For too long, it seems to me, there has been too great a focus on strategy development and not enough on taking action.

It is important that the community is kept up-to-date with where we are heading and informed of our progress. Our successes are also yours – by doing better it means we are making better use of our resources and becoming more financially sustainable.

The future is in our hands. Improving health services in Hawke's Bay requires us to have the ideas, the will and the capability to succeed, and it is my job to ensure that all three are in place.

I look forward to updating the community on a regular basis.

Luxury Retirement Living in Havelock North



Independence & Privacy of your own home

A short walk to Havelock North Village

Picturesque Park like grounds

Security and support

Bowls, Indoor heated pool, theatre, gymnasium spa and games room

Café

2 & 3 bedroom Villas
1 & 2 bedroom Apartments

Contact Lyn Townrow now
for more information

06 873 7925 or 021 146 8224
email: village@pratleygroup.co.nz
Karanema Drive Havelock North

MARY DOYLE
LIFESTYLE VILLAGE

Final Buzzmakers Selected

In the last issue of **BayBuzz Digest** we attempted to identify one hundred individuals in Hawke's Bay who make an uncommon impact on the well-being of the region ... the 100 Top Buzzmakers of Hawke's Bay.

How can one make an uncommon impact? By excelling in some field of endeavor. By influencing the direction of local government on a regular basis. By leading and motivating others to become involved in community activities. By financially, or by outstanding personal service, supporting community causes and human needs. By championing our environment. By modeling important values and behaviours to others in the community. By significantly driving the region's economic, social or cultural development.

The point of identifying Top Buzzmakers is to celebrate such contributions to the community. To give recognition and show appreciation, to cheer them on to do even more, and to encourage other people to make similar contributions.

In the last issue, we actually only selected 90 Top Buzzmakers from nearly 200 individuals who had been nominated. Our thought was that our readers, seeing the initial list, might have their own notions of who should be celebrated as Buzzmakers. So we asked readers for their nominations for the final ten.

And we got a terrific response, with nearly 100 additional names recommended – educators, farmers, business people, community activists, environmentalists, artists, social service providers... even a few Councillors! All deserving... and all making the final ten selections just as difficult as the first ninety.

Just a word on Councillors. Because public service is their "job" – and there are so many of them – we felt it best in general to exclude them from consideration to leave plenty of room on the list for other people. Simple as that. As it has turned out, two Councillors received considerable support for contributions they make to the community well beyond their "official" role... in the first ninety, Henare O'Keefe; and in our final ten, John Cocking (as you'll read below).

So, without further adieu, here are the final ten Buzzmakers, followed by the now complete list of HB's Top 100 Buzzmakers.

PAT BENSON – Director of Napier Computing Services and former junior All Black. Received a Spirit of Napier Award for his contributions to the city, including preservation and refurbishment of historic Art Deco buildings and his long-term support to sports groups and community projects around the Bay.

WELLESLEY BINDING – Leading contemporary-style painter in HB. Lectures and coordinates media and visual communication courses at EIT.

ALISTAIR BRAMLEY – General manager of Environment, Conservation and Outdoor Education Trust (ECOED). Surprised at the critical state of kiwi locally, he initiated the Save our Kiwi Hawke's Bay project, which has returned nearly 100 juvenile kiwi to the wild.

JOHN COCKING – As "Bertie", the city of Napier's most visible, energetic and entertaining ambassador.

ISABEL MORGAN – Longstanding chair of Forest & Bird in Napier. Ardent conservationist. A member of Keep Napier Beautiful and Ahuriri Protection Society. Trade Aid Shop volunteer.

JAMES MORGAN – Retired newspaper editor, farmer, forester and administrator. Life member, Hastings Group Theatre; producer, Napier Operatic Society. As a trustee of The Community Foundation HB, he's spearheading campaign to establish the Hawke's Bay Digital Archive, which will use state-of-the-art technology to preserve historic photos, films, slides and oral histories of HB.

MURRAY SAWYER – Operator of HBTU, Channel 51 ... the Bay's gateway to a local and now national television audience. Locally-produced "Chatroom" offers a platform for HB political and community voices to be heard.

NEIL SWINDELLS – Principal of St John's College in Hastings. Says an admirer: "Takes the 'hard cases' that other schools turn away, and makes them into something."

BRUCE WILLS (and John, Fiona and Scott Wills) – Operates the 1100 hectare Trelinnoe Farm outside Napier, a model of best practice farming. Serves as national chair of Federated Farmers meat & fibre division. Trelinnoe is also home to a twelve hectare showplace garden and café, a favourite of tourists and locals alike.

JENNY YULE – Founder and Managing Director of award-winning PORSE, which trains people to provide in-home care and education for children. Named most outstanding business woman of 2008 by *Her Magazine* for NZ businesswomen. In 2007, HB Chamber named PORSE supreme business of the year.

With these additions, here is the completed Top 100 Buzzmakers list.

Tim Gilbertson Columnist



Age of Reason?

I once believed that we were living in the Age of Reason. I now realise that I confused it with the Age of Aquarius, which was dawning about the same time as I was becoming aware of such things.

It is a common delusion.

Because technology is advancing so swiftly, we assume that society is progressing at the same rate. In fact, we have hardly changed since cave man days. The club has morphed into a supersonic jet fighter and smoke signals have been superseded by cell phones, but apart from these minor details, it is pretty much business as usual: dog eat dog and devil take the hindmost. This theory is called the "advance backwards" principle.

Like most thinking people, I regard newspapers, wireless and television as the last places in which to find the news. They report natural disasters, horrible crimes and trivia in slightly different form ad nauseam. However, I inadvertently opened the newspaper recently and was delighted to find a perfect example of the theory on the front page.

This story recounted how a worker had been awarded several thousand dollars for wrongful dismissal. It was a common tale. The worker had been dismissed for laziness and running up bills in the employer's name. Reading between the lines, the employer tried to get rid of the worker humanely with a minimum of fuss and only documented a few of the issues which led to the parting of the ways. The Judge, applying the strict letter of the law, castigated the employer and gave a lot of lolly to the worker.

The lesson was don't employ anyone if you can avoid it. And if you do hire anyone, do it in China which is at the other end of the spectrum. This partly explains why NZ has cascaded down the wealth table of the OECD for the last thirty years. No one believes in wholesale exploitation of the workers (except for most of Asia, Africa, South America), but there is a balance which is presently way out of kilter.

Thankfully, a second story, right beside the



Age of Aquarius

first, gave me some faint hope that a tiny, rare flame of reason (common sense, at least) still exists. It told of a couple buying the state house they had occupied for several years. They were able to achieve this because an enlightened policy dating back to the 1960's has been reinstated by the present Government. Many years ago, the State Advances Corporation was set up to help people by supplying low interest loans to get started. It was a great idea and its reintroduction in the form of helping deserving people into first homes is great news.

It is a well-established fact that high levels of home ownership are crucial to a successful and stable society. Such a policy is a very, very good idea. A state house, except in special circumstances, should never be a license to bludge off your fellow citizens for the whole of your life, and for once a Government has done something to improve the state of the nation instead of trying to kill us off with misdirected kindness.

I have two other brief examples of the "advance backwards" theory, which I know you will want me to share with you.

Recently the country went ape over the Telecom cell phone network going down for half a day. You would think the world had ended. Telecom grovelled and postured and talked about compensation, but there was no mention of the continuing suffering of most of rural New Zealand, who have no cell coverage at all at any time ... and are not getting it anytime soon.

And finally ... If the SAS are all secret covert James Bonds, so secret that we are not even meant to know that they are in Afghanistan, supporting a regime which has made rape legal, why are they walking down the main street of the capital city in uniform in broad daylight wearing shoulder flashes which say "New Zealand" in big bold letters?!

If we replaced the Age of Aquarius with the Age of Reason, none of these things would happen, the world would be a better place, and Willie Apiata VC could come home instead of wandering round the bazaars looking for trouble ... and finding it.

Top 100 Buzzmakers list

- | | | | |
|--------------------|-----------------------|-----------------------|--------------------|
| Sandy Adsett | Rodney Green | Pat Magill | Jacob Scott |
| Ivan Aplin | Claire Hague | Ray McKimm | Ross Scrimgeour |
| Kevin Atkinson | Angela Hair | Stuart McLaughlin | Brian Simpson |
| Graeme Avery | Greg & Rachel Hart | Maree Mills | Neville Smith |
| John Baker | Damon Harvey | Kevin Mitchell | Mary Stewart |
| Bruce Beaton | Sandra Hazlehurst | Isabel Morgan | Colin Stone |
| Pat Benson | Craig Hickson | James Morgan | Neil Swindells |
| Wellesley Binding | Peter Holley | John Newland | Kim Thorp |
| Morry Black | Tama Huata | Simon Nixon | Keith Thorsen |
| John Bostock | Te Rangi Huata . | Graeme Norton | Phyllis Tichinin |
| Alistair Bramley | Richard Hunt | Henare O'Keefe | Ngahiwi Tomoana |
| Ross Bramwell | Sandy Ibbotson | Dennis Oliver | Geraldine Travers |
| John Buck | Very Rev Helen Jacobi | Sam Orton | Simon Tremain |
| Bruno Chambers | Diana Kirton | John O'Sullivan | David Trubridge |
| June Clifford | Caroline Lampp | John Palairet | Helma van den Berg |
| John Cocking | 4Matthew Lawson | John Paynter | Claire Vogther |
| Andy Coltart | Andre Le Geyt | Sir Russell Pettigrew | Mark von Dadelszen |
| Sir Selwyn Cushing | Douglas Lloyd Jenkins | Jane Poa | Andy Walker |
| Gillian Davies | Graeme Lowe, QSM | Lionel Priest | Alayna Watene |
| Murray Douglas | David Mackersey | Des Ratima | Meka Waitiri |
| Rod Drury | Anne & Paddy | David Renouf | Hamish Whyte |
| Doug Ducker | Maloney | Rt Rev David Rice | Martin Williams |
| Marie Dunningham | Brian Martin | John Roil | Dinah Williams |
| Hamish Galloway | Iain Maxwell | Murray Sawyer | Bruce Wills |
| June Graham | Rod McDonald | Jim Scotland | Jenny Yule |

hakikino

Enjoy an unforgettable Maori experience. Share our culture, get to know our people and feel the power of our sacred native landscape.

Walk with the Ancestors Tour, Daily 10am

www.waimaramaori.com

Bookings essential, call 021 057 0935 or email info@waimaramaori.com

Winner of the Chamber of Commerce Venture Hawke's Bay Visitor Industry Award 2009

More Initiative, More Flexibility



The Hawke's Bay Opera House has a new management structure... and an ambitious strategy for the future. Roger Coleman, General Manager of the facility, takes us behind the curtain in this exchange.

How would you describe the mission of the Opera House? What is its "promise" to the general public?



Roger Coleman

The mission statement in the Hawke's Bay Opera House Strategic plan is "to provide Hastings with an iconic, vibrant and thriving theatre, performing arts and conference facility of national significance." The promise to the general public is to ensure that we deliver this mission statement with focus on financial sustainability, community ownership, creating a hub of performing arts and community activity while also providing excellent customer service.

Until recently, the Opera House was under direct Hastings Council control. How has this changed, and what are the benefits of the new arrangement?

The Opera House in July officially moved out from under the wings of the Hastings District Council to become a council-controlled organization. Though municipalities still maintain total ownership of CCOs, the businesses operate separately and more like private companies. Parliament gave councils the ability to create CCOs in 2002 as one way to improve local services. Run by independent boards of directors, CCOs have greater flexibility and independence than council departments and can take greater risks.

Being a CCO makes it possible for us to do things that otherwise would have taken far longer, if we could have done them at all. We

can take more initiative, even bring in and market acts in exchange for a percentage of the profits, if we choose. It's a great innovation.

The core business of the company is being driven by an independent board of directors who report back to Council. The independent board of directors of John Buck, Anna Jepson, Cynthia Bowers and Dianne Abraham have arts, entertainment and business acumen.

Of course, the Council (i.e., the ratepayers) still contribute to the operating expenses of the Opera House. What is the annual contribution from HDC? And how are you held accountable for its use of public funds?

The Hastings District Council have allowed \$739,000 for the first year of operation, with the expectation that this level of contribution will decrease considerably over the years. This level of financial support is comparable to other regions' conferencing and arts facilities of this level. The Hawke's Bay Opera House must submit semi-annual and annual profit and loss statements, like private companies do, and explain discrepancies between what was budgeted and what was actually spent.

Should ratepayers view the Opera House as a profit-making enterprise, or is that simply not in the cards for an "arts and culture" institution?

As a conferencing and arts facility, it is imperative that the Hawke's Bay Opera House management team make the best financial decisions to ensure that the complex continues to run efficiently. However, because this facility also has a mandate to ensure community arts and community arts organisations are represented, the 'profit-making' aspect becomes more difficult to obtain. That said, the ability to put free community events alongside

national and international money-making events makes both arts and profit-making possible.

A good example of this was the Hawke's Bay Ukulele Festival held at the Opera House last October. Because of the success of this event in involving the community, while also being able to make a profit, it will become an annual festival at the Hawke's Bay Opera House.

What is the strategy that guides your choice of events and performances for the Opera House? What, if anything, is "new" about this approach?

The programming strategy for events at the Opera House is based on the strategic plan: to ensure that there is a diversity of events from local community organisations and national and international events to ensure that all members of the public have access to the HBOH.

What is new is that, because we are now a company, we are able to do shared-risk events with community organisations and promoters to ensure that financial loss is minimal for both parties, and that we are able to present interesting and diverse events and shows that would otherwise not be able to come to the Opera House.

Do you have a "target audience" in mind for the Opera House, or are you trying to satisfy everyone?

The Hawke's Bay Opera House's aim is to provide entertainment for everyone in the community. Our audience development plan focuses on growing new and existing audiences by offering a varied programme of events that will appeal to different demographics throughout the region.

Is there a difference between the type or range of events you are booking for the Opera House and those on offer at Napier's Municipal Theatre?

Because the Hawke's Bay Opera House can now proactively create a programme of events, we are able to complement other events on in Hawke's Bay. Therefore we are able to help ensure a balanced programme of entertainment and events with all other venues in Hawke's Bay.



Ukelele Festival

If a community organisation wants to use the facility, how do they go about that and what costs might they expect?

A community organisation can contact our assigned Community Events Manager, who will identify the needs of each organisation on a case-by-case basis. It is imperative for the Hawke's Bay Opera House to make sure that the venue is financially accessible to the community, and therefore we have exceptional rates available to all non-profit community organisations in comparison to the commercial venue charges.

Another new community initiative is Project SOS (School's On Stage), which was piloted in 2009. The concept behind this is to make the theatre more accessible to Hawke's Bay schools by keeping the venue and production costs to a minimum. This project achieves this by simply charging the school/client a per-seat charge that is based on all direct costs associated with the hire of the venue.

What is the Encore Club all about?

The Encore Club is about creating a "Friends of the Opera House" group, enabling members to have access to discounts on many of the events at the Hawke's Bay Opera House. It also offers loyalty benefits like discounts on drinks at the bar and opportunities to meet performers and attend special events at the Hawke's Bay Opera House. The Encore Club is about growing and developing our audience and making sure that members of the community know what is happening here, and therefore helping to create a connection to this community facility.

MOGUL
BUILDING INFLUENTIAL WEBSITES

GOT A WEBSITE BUT NO ONE CAN FIND IT?

We can improve your search engine ranking. Talk to us today.

06 8777478 | info@mogul.co.nz | www.mogul.co.nz

PAREHUA
A MARTINBOROUGH RURAL LUXURY RETREAT

Kaiti Baddley Cuisine

0800 4 PAREHUA (06 306 8405) MARTINBOROUGH WWW.PAREHUA.CO.NZ

Elizabeth Sisson Columnist



The Art of Design



New look for Hawke's Bay Museum and Art Gallery

Plans to redevelop the Hawke's Bay Museum and Art Gallery (HB MAG) are on track, with work to begin at the end of this June. The project is one of the largest in the central city for some years, says museum director Douglas Lloyd Jenkins.

As proposed and approved, the \$18 million project will renovate, expand and update the existing museum buildings, which were cobbled together to create the museum. It will ensure that "an iconic site in Napier is held in public ownership for as many generations as we can plan for," says Napier City Mayor Barbara Arnott.

In the 1930's, Art deco architect Louis Hay designed the original museum, now overgrown and virtually invisible. Over time, the HB MAG expanded into the adjacent Borough Council Building. The Century theatre, designed by architect Guy Natusch, was added in the 1970's. The museum is within the Napier City Historic Conservation area, registered by the Historic Places Trust in 1995.

The museum essentially has outgrown its space. Its collections of documents, art, artefacts and Maori taonga have increased, largely through donations by local families. The museum lacks space to exhibit much of its collections, now stored chockablock in the basement, which does not meet current museum storage standards.

Napier City Council began planning redevelopment of the HB MAG in its 2004 Ten Year Plan, allocating \$5 million toward it. The Council subsequently set aside another \$1 million for the project and will apply to the central government's Regional Museums Fund in February for \$6 million. The Hastings District Council, the Hawke's Bay Regional Council and the community will fund the remaining \$6 million.

HB MAG is applying to funding organizations such as the Lottery Grants Board, said Lloyd Jenkins. He is optimistic that the \$18 million

target will be reached. "Fundraising has been going very well," he said. "The project has its natural rhythm. Most people are saying it's a great thing."

Community fundraising will begin in June. In the meantime, the fundraising effort, led by Giblin McLeod Ltd., is offering corporate sponsorship packages linked to parts of the project such as the new large galleries, foyer, education suites and Taonga Maori Gallery.

A special committee has been established to

work with the museum on development of the Maori gallery. HB MAG is the repository for Ngati Kahungunu taonga, which must be housed and cared for appropriately.

HB MAG will close at the end of June for work to begin on the project. The museum's collections will be packed and moved to undisclosed storage locations offsite for their safety. The old council building will be removed and some existing structures demolished. Construction is scheduled for completion in two years.

The museum hopes to keep the Century Cinema open through the whole process, Lloyd Jenkins said, and education programs will continue. Staff will be redeployed to related work during the project.

The museum will reopen at Easter 2012 as an entirely new institution, says Lloyd Jenkins. A model of the new building is displayed in the museum's lobby and also can be viewed on Napier City Council's website at www.napier.govt.nz under Hawke's Bay Museum and Art Gallery upgrade. The project also has its own site: www.forus.org.nz.

Richard Daniels of Opus International Consulting designed the upgrade after a first, more dramatic design by another architect was discarded in response to public disapproval. Daniels was the lead architect on the Staples Rodway Building in Hastings and the Hawke's Bay Regional Council offices in Napier.

The approved design is elegant, the glassed entrance welcoming. A large mural by New Zealand artist Sarah Hughes adds colour to the façade. The building "is not about the architect: it's about the city," said Lloyd Jenkins. "It won't compete for attention with its contents."

"The new building focuses on creating a light, modern, iconic space. Although the design is very contemporary, it will also be sympathetic to the existing Napier cityscape and particularly to its direct neighbours," said Lloyd Jenkins. "It will be beautiful."

Check It Out

For an entertaining video presentation on the HB MAG redevelopment project, go to www.forus.org.nz/news.html and click on the introductory video. It stars Councillor John Cocking as Bertie, is informative and fun to watch.

Project Who's Who

Douglas Lloyd Jenkins, HB MAG director, is a curator, writer, lecturer and commentator specialising in design and architecture. His book, *At Home: a Century of New Zealand Design*, won the Montana Medal for Non-Fiction. He created TVNZ's program *Big Art Trip* and the television documentary series *New Zealand at Home*.

Trained in art history and design, he established the study of Design History at the UNITEC Institute of Technology in Auckland. He became director of HB MAG in 2006. In 2008 he was named Member of the New Zealand Order of Merit in recognition of his contributions to the field of design.

He is excited about the HB MAG redevelopment, "what we're going to be able to do, what we're going to be able to bring to all of Hawke's Bay."

Opus International Consultants Ltd. grew out of the former New Zealand government Ministry of Works and Development, becoming a privately owned company with projects in 20 countries. Opus boasts more than a century of experience in infrastructure development covering planning, design, project management, construction supervision, maintenance and rehabilitation.

Opus has around 2,300 staff in offices and laboratories throughout Australia, Canada, the United Kingdom and New Zealand. In 2006 Trade New Zealand named Opus Supreme Exporter of the Year.

Architect **Richard Daniels** of Opus has led a number of award-winning projects in Hawke's Bay: the Watson/Hasselmann House and the Crown Hotel and Restaurant, both in Napier, and the Gisborne Police Station. He is based in the Opus Napier office.

Jenni Giblin is with Giblin McLeod Ltd., a specialist consulting company providing analysis, advice, planning and communication services to public sector and not-for-profit organisations. Based in Hastings, Giblin worked with the Central Hawke's Bay District Council as fundraising coordinator for the Waipawa Municipal Theatre refurbishment project. She is on the project team for Sports Park Hawke's Bay.

short courses

start
this month...

EIT offers a huge range of short courses including Sylvia Gee cooking, business, spa therapies, trades, arts and many many more!

Some courses start this month so contact us today for a booklet detailing all courses available in Semester One.

Places fill fast so don't delay!



Talk to us now
0800 22 55 348
www.eit.ac.nz

LIVE
YOUR
DREAMS



Brendan Webb
Columnist



Entrails

The warrior queen stood on the Hill of Bluff and stared down at the bustling port below.

Barbarus Arnottus, ruler of Napierion, watched as vessels from the land of the Great Dragon unload their cargoes. Sometimes huge ships brought large people from the fabled Americas, to the delight of local merchants. She enjoyed watching the seamen with their brawny arms and sweat-soaked muscular thighs.

But control of the Port of Napierion had slipped into the hands of a wily opponent, her predecessor Alanus Dickus.

She realised now it had been a mistake to allow Dickus to establish himself again inside the walls of her city. She had not anticipated his ability to transform a minor regional bureaucracy into a formidable power base. His unassuming headquarters had proved to be a Trojan horse.

The regional forum led by Dickus had accumulated a huge war chest by selling water rights to the Udderus Plentus, a clan of cow herders who had recently moved into Heretuscany. Dickus had used his fortunes to acquire vital assets in the region. His forum controlled the once-abundant waterways that had produced the crops on which Hustings had depended for its survival.

Once a thriving fruitgrowing centre, Hustings was known as the Dustbowl of Novus Zealandus. As debts mounted, its leader, Lawrencus Yulus, was desperately looking for a quick nuptial with Napierion and hopefully a hefty dowry.

In the coming months, Barbarus would have to deal with his amalgamation campaign, but Napierions had no interest in amalgamating with Hustings or anyone else.

However Barbarus was wondering whether the clumsy tactics of Lawrencus could yet be turned to her advantage.

Distracted by his vain bid for amalgamation, Lawrencus might be vulnerable to an electoral coup that could radically reshape his council table. There had already been mutinous mutterings in the wealthy Anglo Saxon enclave of Havus Northus about Lawrencus' grandiose plans.

Barbarus had quietly decided that an alliance with Alanus Dickus against amalgamation could deal Lawrencus a crushing and humiliating public defeat.

Cleopatra had worked her charms on Mark Anthony. Barbarus would have to use all of her wiles to woo a veteran campaigner like Dickus.

She cracked her whip thoughtfully.

A group of men in striped blazers jumped out of the way of the blades on Barbarus' chariot as she thundered along the Paradus Marinus. She slowed as she passed the site of the museum that would represent her crowning achievement.

Even now, Barbarus smiled as she recalled how she duped Lawrencus Yulus for one million denari for the building of her museum. She had promised him one million in return for his Lawrencian Colosseum, but had never made good, saying that she was obliged to respond to the thumbs down given to the proposal by Napierions.

Lawrencus had been incensed at what he called her "democratic cowardice".

To the south, the man who now called himself Lawrencus Yulus Amalgamatus stared at the chicken entrails lay spread out on the table in front of him.

Lawrencus prodded a piece of blood-covered spleen with his knife. He had never understood how people could find omens from the gods buried in chicken bowels, but the Heretuscans had been doing it for centuries and had even taken to peering at sheep entrails for portents

of the future. As a former shepherd, he had had seen plenty of things come out of a sheep's backside and wisdom certainly wasn't one of them.

But as he stared at the pile of fowl innards, Lawrencus began to see a pattern taking shape. A pile of intestine on one side vaguely resembled the ranges overlooking the Plain of Heretuscany. A knob of fat on the other side could, with a bit of imagination, represent Havus Northus, he thought.

Lawrencus felt his heart begin to beat faster. This was more like it. The gods were smiling on him after all, although he wished they wouldn't post their messages in the backsides of fowls or sheep.

As he prodded with his knife, he spotted an ugly lesion. That must surely represent Napierion, he decided.

The viscera was proving visionary. A mucous blob, which he took to be Hustings, had oozed down the slightly sloping table until it had merged with the lesion.

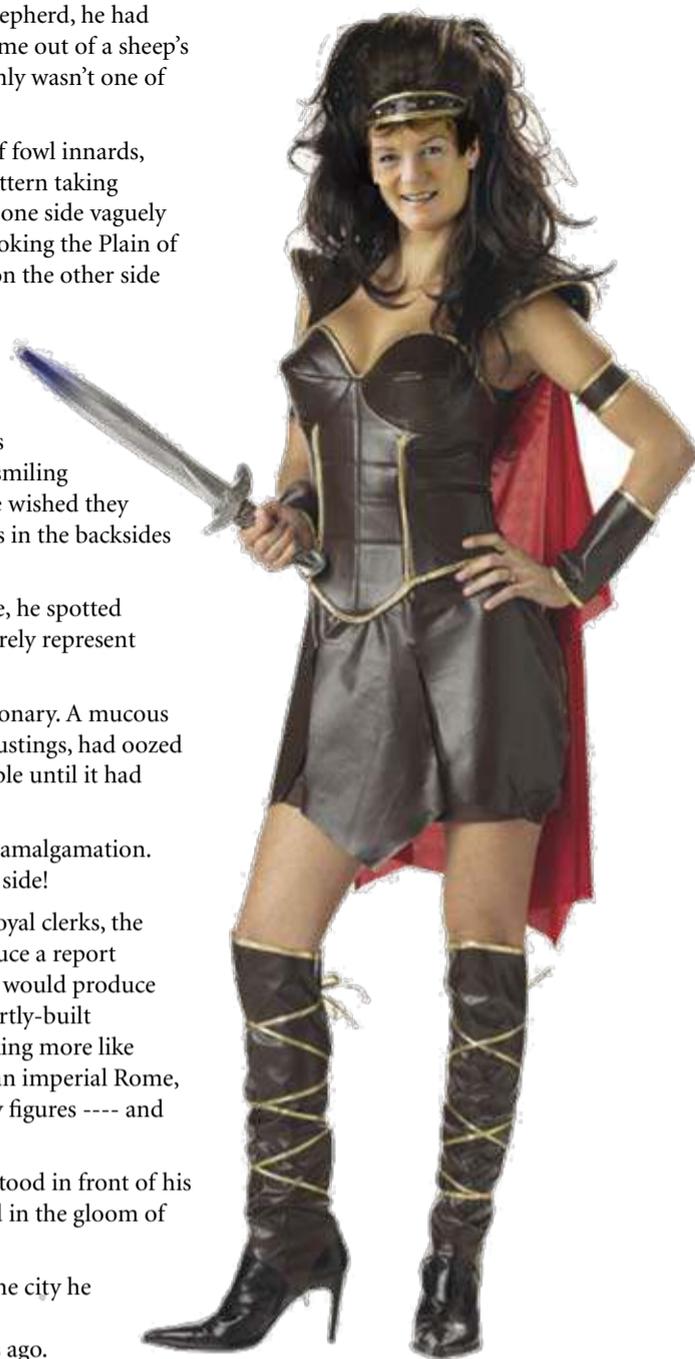
That was it. The portent for amalgamation. The gods were finally on his side!

Now he would instruct his loyal clerks, the Numbus Crunchus, to produce a report showing that amalgamation would produce massive savings. With his partly-built Lawrencian Colosseum looking more like Stonehenge in Britannica than imperial Rome, he needed some pretty fancy figures ---- and fast.

Meanwhile, Alanus Dickus stood in front of his coffers. Golden coins glistened in the gloom of the vast vault.

He was back in Napierion, the city he had ruled as Alanus Caesar Dictatorious several decades ago. It had taken time to build up his new empire and he needed to reshape the region's map before the Torus ruling party did it for him.

An alliance now with the Iron Maiden Barbarus might woo her into a sense of security and when the time was right, he would do his own bit of amalgamating, outwitting both Barbarus and Lawrencus.



He wondered what the gods had in store. Taking a couple of gold coins from a wooden chest, he told a eunuch to go and find a freshly killed chicken.

HAWKE'S BAY OPERA HOUSE
"FIRST HALF"
February - June 2010
Look out for our First Half Programme in your letterbox NOW!

HOME OF PERFORMING ARTS

IF YOU LIKE IT BURLESQUE NOT A FAMILY SHOW

Circus arts, singing, dancing and more...this smouldering show will entertain like no other!
"slick, savvy, sexy...sensational!"

Burlesque...the other side of Art Deco!

EasyMix
Hawke's Bay 90.3 FM

February 18th 8.30pm
Pre-show entertainment 7pm in the Plaza!

BUSTING OUT!

SOLD OUT IN 2009 - BUSTING OUT! RETURNS TO HAWKE'S BAY OPERA HOUSE

We've convinced our bosom buddies to return for one night only this February! Featuring Bev Killick and Katie Houghton, Busting Out! is the show that has women cheering on their feet and men gasping with amazement!
"Laugh out loud funny"

February 27th 7.30pm

ROYAL NEW ZEALAND BALLET

FROM HERE TO THERE

Elegant and thought-provoking, the TOWER Season of From Here to There, provides a trio of works from New Zealand & overseas.

A Song In The Dark, is the much-anticipated new work by Andrew Simmons, acclaimed UK-based choreographer Christopher Hampson premieres his work Silhouette and David Dawson's sublime A Million Kisses to My Skin.

March 9th-10th 7.30pm

Grumpy Old Women

Director David McPhail urges the men of New Zealand to take the Grumpy Women in their lives out for an evening of fun, with this sensational UK comedy hit.

Starring Geraldine Brophy, Pinky Agnew & Lyndee-Jane Rutherford.

They came, they grumbled, they conquered.
Look out New Zealand!!!

March 12th 7.30pm