



TE KĀHUI WHAKAMANA  
RUA TEKAU MĀ IWA  
PIKE RIVER  
RECOVERY AGENCY

# Strategic Intentions 2018 – 2019



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At 3.44pm on Friday 19 November 2010 there was an underground explosion at the Pike River mine. Two men in the mine drift that day managed to escape. 29 men did not return home.



# Minister's Foreword



Recovery of the Pike River Mine drift in order to better ascertain the causes and circumstances of the 19 November 2010 explosion that took 29 lives, and to bring peace and reconciliation to the families of the deceased, is an act of justice.

This Government is committed to fulfilling the promise to the families, founded in humanity, that every effort that can be made to recover their loved ones will be made. The Pike River Recovery Agency is that effort.

Hon Andrew Little

**Minister Responsible  
for Pike River Re-entry**

## **Responsible Minister Statement**

I am satisfied that the information on strategic intentions prepared by the Pike River Recovery Agency is consistent with the policies and performance expectations of the Government.

Hon Andrew Little

**Minister Responsible for Pike River Re-entry**

# Family Reference Group Foreword



My name is Anna Osborne, my husband Milton was killed in the Pike River Mine explosion, 19th November, 2010.

My role as family liaison person for the FRG (Family Reference Group) is to ensure the 29 families of the deceased miners/contractors plus the two survivors are kept up to date with all aspects of the re-entry process.

The FRG are involved in frequent meetings with:

- ✦ **Dave Gawn**  
– Chief Executive of Pike River
- ✦ **Dinghy Pattinson**  
– Chief Operating Officer
- ✦ **Andrew Little**  
– Minister Responsible for Pike River Re-entry
- ✦ Agency staff

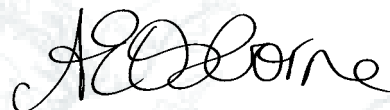
FRG consists of myself, and Sonya Rockhouse, mother of Ben Rockhouse, deceased contractor and Daniel Rockhouse, survivor; Bernie Monk, father of Michael Monk, deceased contractor; Tony Sutorius – a non-family member providing advice on public sector engagement, communications, democratic process, and general strategy; Rob Egan provides the FRG with advocacy support and advice, he has a background in government relations and communications.

Our mission is to seek truth, justice and accountability for what occurred at Pike River, to make sure New Zealand learns every possible lesson from the disaster, and to bring as many loved ones back to their families as humanly possible. It's essential to us that no-one involved gets injured, let alone killed, trying to achieve re-entry.

Pike River Mine is still an unexplored crime scene. There has not been a forensic

examination of the drift or mine. No-one has been able to explain categorically what happened that day, with best guesses all we've had as to the cause. For the majority of families, this is simply not good enough. To honour our/their men, our core group decided in November 2016 that they had to act to stop the installation of a planned permanent concrete plug at the entrance to the mine.

Truth and transparency are the values most important to the families as we move forward to bring about closure. To date, we have not been let down and we continue to walk the same path as the Agency and Government, in partnership, to achieve a common goal.



Anna Osborne

**Family Reference Group Chair**

# Chief Executive Foreword



Te Kāhui Whakamana Rua  
Tekau Mā Iwa – the Pike River  
Recovery Agency started work  
on 31 January this year at our  
base in Greymouth. A lot has  
been achieved already.

A core team of skilled and experienced  
Agency staff has been assembled and  
is drawing on a range of other specialist  
technical and professional advice as  
required. Positive relationships and ways  
of working together have been established  
with the Pike River Family Reference Group.  
We are also working closely and  
cooperatively with other government  
departments and organisations.

Ownership and control of the Pike River Mine  
(and associated assets and permissions)  
has passed to the Agency. The mine and its  
surroundings are being maintained in a safe  
and legally compliant state.

A concept plan for re-entry and recovery of  
the drift has been developed. That concept  
plan has been considered and signed off  
by the responsible Minister as a basis for  
further planning and preliminary work.  
It includes high level identification of costs,  
risks, equipment and infrastructure needs,  
and possible time frames.

An open and competitive process is  
underway to select a contractor/contractors  
to carry out the physical work of re-entry  
and recovery under the supervision and  
control of suitably qualified and experienced  
Agency staff.

There is a lot more to do as we move  
towards the goal of safe manned re-entry  
and recovery of the mine drift. We at the  
Agency welcome the challenge and the  
opportunity to deliver.

We will move forward in close collaboration  
with the Pike River families and their  
representatives. We also welcome the  
scrutiny and engagement of the wider  
New Zealand community.



**Ma whero ma ponga ka oti ai te mahi**

Literally, “*With red and black the work will be complete*” – refers to co-operation, whereby if everyone does their part, the work will be done.

Dave Gawn

**Chief Executive**

**Pike River Recovery Agency**

I am responsible for the information on the strategic intentions of the Pike River Recovery Agency provided in this document. I am satisfied that the information has been prepared in accordance with the requirements of Sections 38 and 40 of the Public Finance Act 1989.



Dave Gawn

Topographical map indicating Pike River Mine underground



# The Agency

Te Kāhui Whakamana Rua Tekau mā Iwa — Pike River Recovery Agency was established as a stand-alone government department by Order in Council on 31 January 2018.

The agency will be disestablished once the Pike River site has been rehabilitated and returned to the Department of Conservation.

These strategic intentions cover the period from the establishment of the Agency to the time when the site has been returned and the Agency has been disestablished.

# Mana whenua

Te Rūnanga o Ngāti Waewae (Ngāi Tahu) has gifted the agency the Te Reo Māori name Te Kāhui Whakamana Rua Tekau mā Iwa, which can be shortened to Te Kāhui

Whakamana 29. It is interpreted as ‘The Empowering Voice for the Pike 29’. Ngāti Waewae are kaitiaki of Pike River in the Atarau region.



# Our strategic objective

Our strategic objective is to conduct a safe manned re-entry and recovery of the Pike River mine drift (access tunnel) to:

- ⤴ Better understand what happened at the Pike River mine in 2010; promote accountability for that; and help prevent future mining tragedies;
- ⤴ Give the Pike River families and victims closure and peace of mind; and
- ⤴ Recover remains where possible.

The original aim was to have done this by 31 March 2019. The actual final target date will depend on the detailed plan for safe manned re-entry and recovery that is developed and presented to the Minister Responsible for Pike River Re-entry. That plan and advice on it is due with the Minister by 30 October 2018.

We will monitor and manage the safety of the mine, maintain its infrastructure and ensure the safe-keeping of records throughout the process.

# Measuring our performance

We will monitor and report on:

- ⤴ Whether we deliver the detailed operational plan for safe manned re-entry and recovery to the Minister by 30 October 2018
- ⤴ The satisfaction of the Pike River Family Reference Group with the engagement and liaison services we provide
- ⤴ The Minister's satisfaction with the information, advice and ministerial support we provide to him

- ⤴ Whether we complete the sealing of the mine and the rehabilitation of the site in accordance with the MoU that has been entered into with the Department of Conservation.

Further performance measures will be developed when the detailed operational plan for safe manned re-entry and recovery has been presented to the Minister and decisions have been made on it.

# What we will do – our functions and activities

## The Agency

We will establish the Agency and ensure that it has the necessary systems and processes to operate efficiently and meet all of its obligations as a government department.

## Assets and information

We will take ownership of the Pike River mine assets and operate the mine in a safe and legally compliant way.

We will be the custodian for information and evidence held by public bodies, Pike River (2012) Ltd, Solid Energy and their receivers relating to the disaster in 2010 to ensure an accurate historical record and to enable any future decisions to be made, including on any inquiries into matters relating to Pike River.

## Re-entry and recovery

We will:

- ⤴ develop a concept plan and detailed operational plan for safe, manned re-entry and recovery of the Pike River mine drift
- ⤴ plan in a rigorous, meticulous, open and transparent way that uses ‘world’s best practice’ approaches to planning and risk analysis

- ⤴ advise the Minister Responsible for Pike River Re-entry on these plans and give him (and the public of New Zealand) confidence that all relevant risks have been identified and fully analysed before a final decision is made on proceeding with re-entry and recovery
- ⤴ once approved by the Minister Responsible for Pike River Re-entry, implement a plan for safe, manned re-entry and recovery of the Pike River mine drift
- ⤴ facilitate and support the forensic examination of the drift and recovery of key equipment
- ⤴ facilitate and support the examination and recovery (where appropriate) of remains that are found in the drift.

## At the end of the project

We will seal the mine with a reversible seal that meets all relevant safety standards, and rehabilitate the site once work on re-entry is complete and no further human activity in the drift is required.

We will disestablish the Agency smoothly and professionally when its work is done.

# How we will do these things

## **Our values and operating principles**

The following values and principles will underpin and inform all aspects of our work:

### **Close partnership with the Pike River families**

We will work closely and collaboratively with the families and their representatives in all aspects of our work. In particular, the families and their experts will play a central role in planning for, and implementing decisions on, re-entry and recovery.

We will monitor on a regular basis the satisfaction of the Family Reference Group with the engagement and liaison services we provide, and act on insights gained from that.

### **Health and safety comes first**

Everyone involved in this process agrees that safety is paramount. A decision about manned re-entry will be based on a robust assessment of the risks and advice that all risks can be reasonably managed.



### **Transparency and openness**

We will do our planning in a publicly transparent and rigorous way that draws on the best possible expertise and experience. Opportunities will be provided for input into draft conclusions.

Our advice to the Minister will be open and unbiased. We will go where the facts and the best available information takes us.

Information about our activities and advice will be released regularly and often without people needing to ask for it. We will observe the spirit and the letter of the Official Information Act 1982.



### **Using our resources**

As a small agency with a clear strategic objective we strike a balance between

- ⤴ employing a small team of skilled and experienced people to do our core work
- ⤴ reaching out to other agencies to provide services, expertise and people to support our work where that is the best use of available resources
- ⤴ obtaining other specialist expertise, advice and assistance (from New Zealand and overseas) as required.

We will monitor our expenditure carefully. We will review the estimated costs of recovery and re-entry as a key part of the planning process.

### **Organisational culture**

We will actively promote an organisational culture of learning, continuous improvement and success.

### **Pay and employment equity**

We will monitor and report on the diversity and remuneration profile of our workforce.

One factor that will influence this is the need for staff in specialised technical roles to have relevant experience and legally required ‘tickets’.

# Risks and managing them

Risks are a natural and inevitable part of our work. They will be identified and managed as a key part of our activities and achieving our objective.

Effective risk management will include formal systems and processes appropriate to our work. It will also include the regular exchange of information, ideas and experiences within the Agency and with our stakeholders.

Strategic risks to be managed include:







- ⚡ the need to ensure that the Agency consistently produces impartial, unbiased technical advice of the highest technical quality and rigour
- ⚡ fiscal risk in relation to the cost of safe manned re-entry and recovery of the drift; and
- ⚡ currently unknown legal issues and complexities that could arise

At an operational level the initial concept plan for re-entry and recovery has identified a range of high level risks. Comprehensive risk identification, assessment and management work will be done as part of developing a detailed operational plan for presentation to the responsible Minister.



# The Pike River 29

## Pike River Mine, Atarau, Greymouth, NZ

-  Pike River Coal
-  Sub Tech Contracting
-  Valley Longwall Drilling
-  Boyd Kilkelly Builders
-  Pizzato Contracting
-  Chris Yeats Builders



**Conrad Adams**  
43, Greymouth



**Malcolm Campbell**  
25, St Andrews, Scotland



**Glenn Cruse**  
35, Greymouth



**Allan Dixon**  
59, Runanga



**Christopher (Chris) Duggan**  
31, Dunollie



**Daniel (Dan) Herk**  
36, Runanga



**David (Dave) Hoggart**  
33, Greymouth



**Richard (Rolls) Holling**  
41, Blackball



**Koos Jonker**  
47, Limpopo, South Africa



**William (Willie) Joynson**  
49, Maryborough, QLD, Australia



**Stuart (Stu) Mudge**  
31, Runanga



**Peter O'Neill**  
55, Runanga



**Brendon Palmer**  
27, Greymouth



**Peter (Pete) Rodger**  
40, Perth, Scotland



**Blair Sims**  
28, Greymouth





**Keith Valli**  
62, Nightcaps



**Terry Kitchin**  
41, Runanga



**Samuel (Sam) Mackie**  
26, Christchurch



**Milton (Milt) Osborne**  
54, Ngahere



**Joseph Dunbar**  
17, Christchurch



**Benhamin (Ben) Rockhouse**  
21, Singleton, NSW, Australia



**Joshua (Josh) Ufer**  
25, Charters Towers, QLD, Australia



**Zen Drew (Verhoeven)**  
21, Greymouth



**Kane Nieper**  
33, Greymouth



**Riki (Rik) Keane**  
28, Greymouth



**Michael Monk**  
23, Greymouth



**John Hale**  
45, Hokitika



**Andrew (Huck) Hurren**  
32, Hokitika




**Francis Marden**  
41, Barrytown


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More information and contact details:


 [www.pikeriverrecovery.govt.nz](http://www.pikeriverrecovery.govt.nz)

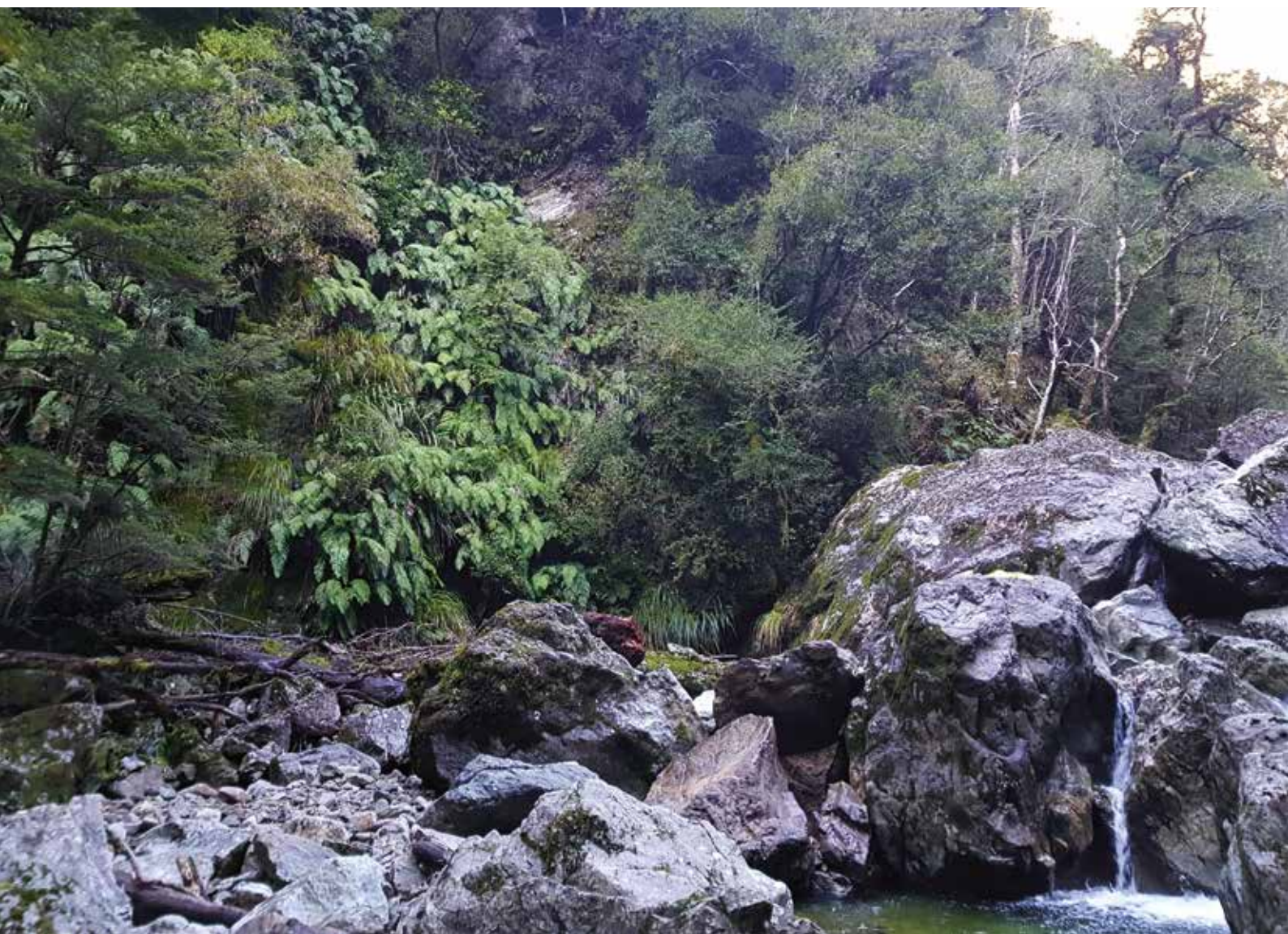
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