



## Meeting of the HB Civil Defence Emergency Management Group Joint Committee

**Date:** Monday 22 March 2021  
**Time:** 2.00pm  
**Venue:** Ellwood Function Centre  
 15 Otene Road  
 Hastings

### Agenda

ITEM	SUBJECT	PAGE
1.	Karakia/Welcome/Notices/Apologies	
2.	Conflict of Interest Declarations	
3.	Confirmation of Minutes of the HB Civil Defence Emergency Management Group held on 23 November 2020	
4.	Call for Minor Items Not on the Agenda	3
5.	Action Items from Previous HB CDEM Group Joint Committee Meetings	5
<b>Decision Items</b>		
6.	Amendments to the Hawke's Bay CDEM Group Plan: Controller and Recovery Manager Appointments	9
7.	Group Plan Review: Communications and Project Plan	13
8.	Hawke's Bay CDEM Group Draft Budgets 2021 LTP	27
<b>Information or Performance Monitoring</b>		
9.	COVID-19 Resurgence Planning Update	51
10.	Hawke's Bay CDEM Group Financial Report 2020-21 to Feb 2021	53
11.	Verbal Discussion on Tsunami Alert (5 March 2021)	
12.	Verbal update from NEMA	
13.	Discussion of Minor Items Not on the Agenda	61





## HB CDEM GROUP JOINT COMMITTEE

Monday 22 March 2021

### Subject: CALL FOR MINOR ITEMS NOT ON THE AGENDA

#### Reason for Report

1. This item provides the means for committee members to raise minor matters they wish to bring to the attention of the meeting.
2. Hawke's Bay Regional Council standing order 9.13 states:
  - 2.1 "A meeting may discuss an item that is not on the agenda only if it is a minor matter relating to the general business of the meeting and the Chairperson explains at the beginning of the public part of the meeting that the item will be discussed. However, the meeting may not make a resolution, decision or recommendation about the item, except to refer it to a subsequent meeting for further discussion."

#### Recommendation

That the HB CDEM Group Joint Committee accepts the following "*Minor Items Not on the Agenda*" for discussion as Item 13:

Topic	Raised by

#### Authored by:

**Annelie Roets**  
**GOVERNANCE ADVISOR**

#### Approved by:

**Ian Macdonald**  
**GROUP MANAGER/CONTROLLER**

#### Attachment/s

There are no attachments for this report.





## HB CDEM GROUP JOINT COMMITTEE

Monday 22 March 2021

### Subject: ACTION ITEMS FROM PREVIOUS HB CDEM GROUP JOINT COMMITTEE MEETINGS

#### Reason for Report

1. **Attachment 1** lists items raised at previous meetings that require action, and each item indicates who is responsible, when it is expected to be completed and a brief status comment. Once the items have been reported to the Committee they will be removed from the list.

#### Decision Making Process

2. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision making provisions do not apply.

#### Recommendation

1. That the HB CDEM Joint Committee receives the "*Action Items from Previous HB CDEM Group Joint Committee*" report.

#### Authored by:

**Annelie Roets**  
**GOVERNANCE ADVISOR**

#### Approved by:

**Ian Macdonald**  
**GROUP MANAGER/CONTROLLER**

#### Attachment/s

- 1 [Action Items for March2021 meeting](#)





### Hawke's Bay CDEM Group Joint Committee

Monday, 19 March 2021

### Action Items from Previous Meetings

#### 23 November 2020 meeting

		Action	Responsible	Status/Comment
1	Hawke's Bay CDEM Group Annual Report 2019-20	Requesting budget forecasts come to this Group to ensure comfort that CDEM is adequately resourced.	I Macdonald	Included in this agenda





## HB CDEM GROUP JOINT COMMITTEE

Monday 22 March 2021

### Subject: AMENDMENTS TO THE HAWKE'S BAY CDEM GROUP PLAN: CONTROLLER AND RECOVERY MANAGER APPOINTMENTS

#### Reason for Report

1. Under the Civil Defence Emergency Management Act 2002 (CDEM Act), the Civil Defence Emergency Management Group Joint Committee makes appointments to the position of Controllers. These appointments and associated delegations are contained in the Group Plan and as such represent a minor change to this Plan.
2. This paper seeks confirmation of proposed changes to Local Hawke's Bay Controller appointments and as a result, proposes resulting minor changes to the Hawke's Bay CDEM Group Plan.

#### Confirmation of the Appointment of Local Hawke's Bay Group Controllers

3. Under the Hawke's Bay CDEM Group Plan each TLA provides two local controllers who are delegated to operate across Hawke's Bay.
4. Napier City Council have asked that Malcolm Smith be removed from the local controllers list and be replaced by Russell Bond. Russell's bio is attached.
5. The Group Controller has discussed the requirements of the role and training commitments with Russell. Russell spent some time working in the Group Coordination Centre as Intelligence Manager during the COVID-19 L4 response last year.
6. The following changes are therefore recommended to **Appendix 5: Key Appointments to the Hawke's Bay CDEM Group Plan 2014-19**:
  - 6.1. Remove the following from the Local Controller Hawke's Bay CDEM Group list:  
Malcolm Smith
  - 6.2. Add the following to the Local Controller Hawke's Bay CDEM Group list:  
Russell Bond

#### Strategic Fit

7. The recommendations are consistent with the Group Plan in that they provide for an effective response and recovery to an emergency.

#### Financial and Resource Implications

8. There are no significant financial or resource implications that may result from this decision.

#### Decision Making Process

9. Committee is required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded:
  - 9.1. The decision does not significantly alter the service provision or affect a strategic asset.
  - 9.2. The use of the special consultative procedure is not prescribed by legislation.

- 9.3. The decision does not fall within the definition of the Administating Authority's (HBRC) policy on significance and engagement.
- 9.4. No persons can be identified who may be affected by this decision.
- 9.5. The decision is not inconsistent with an existing policy or plan.
- 9.6. Given the nature and significance of the issue to be considered and decided, and also the persons likely to be affected by, or have an interest in the decisions made, the Committee can exercise its discretion and make a decision without consulting directly with the community or others having an interest in the decision.
- 9.7. The proposed amendments to the Group Plan meet the requirements of section 57 of the Civil Defence Emergency Management Act 2002 and can be considered as a minor change to the Group Plan that does not need public consultation.

## Recommendations

That the HB CDEM Group Joint Committee:

1. Agrees that the decisions to be made are not significant under the criteria contained in Council's adopted Significance and Engagement Policy, and that Council can exercise its discretion under Sections 79(1)(a) and 82(3) of the Local Government Act 2002 and make decisions on this issue without conferring directly with the community and persons likely to be affected by or to have an interest in the decision.
2. Resolves to make a minor amendment to **Appendix 5: Key Appointments of the Hawke's Bay CDEM Group Plan** pursuant to section 57 of the Civil Defence Emergency Management Act 2002 and make appointments and changes to the roles of Local Controller as follows:
  - 2.1. Remove the following from the Local Controller Hawke's Bay CDEM Group list:  
Malcolm Smith
  - 2.2. Add the following to the Local Controller Hawke's Bay CDEM Group list:  
Russell Bond

**Authored and Approved by:**

**Ian Macdonald**  
**GROUP MANAGER/CONTROLLER**

## Attachment/s

- 1 [↓](#) Russell Bond biography

## Russell Bond background

Russell has worked in the 3 Waters Infrastructure industry for 20 years. His career has seen him work for a range of companies and councils across New Zealand; Far North District, Hauraki District, Hamilton City, Central Otago, Clutha District, Queenstown Lakes and Napier City. The work experience has covered all aspects of the water industry from operations, design, consultancy and strategic asset management.

Russell has also held Civil Defence roles of Alternate Controller, Intelligence Manager and Operations Manager for Central Otago, Hawkes Bay, Clutha, Hauraki and Napier Councils. Whilst living in Central Otago Russell trained and participated in emergency responses as a Rural Fire Volunteer.

Russell studied at Waikato University and obtained a Bachelor of Science in Environmental Technology, and has achieved Level 4 in Coordinated Incident Management System.





## **HB CDEM GROUP JOINT COMMITTEE**

**Monday 22 March 2021**

### **Subject: GROUP PLAN REVIEW: COMMUNICATIONS AND PROJECT PLAN**

#### **Reason for Report**

1. This report is a decision item which seeks Joint Committee's approval for the approach to review the current Hawke's Bay CDEM Group Plan (2014-2019) as outlined in the attached HB CDEM Group Plan Review Communications and Project Plan.
2. This report also intends to inform Joint Committee of the work already undertaken in 2020-21 in preparation for the HB CDEM Group Plan Review.

#### **Officer's Recommendation**

3. That the Joint Committee receive and approve the HB CDEM Group Plan Review Communications and Project Plan.

#### **Executive Summary**

4. The HB CDEM Group has commenced the review of the current Group Plan (2014-2019), a statutory document required under the CDEM Act 2002. Using proposed project timelines, the new iteration of the Group Plan will span 2022-2027.
5. Initial preparations to review the HB CDEM Group Plan commenced in 2020, however, these activities had to be delayed due to the COVID-19 and Napier Flood Responses. These activities can now resume albeit within its current COVID-19 response environment and possible resurgence.
6. The Communications and Project Plan (attached) outlines the suggested approach for the HBCDEM Group Plan review. Next steps include holding the Hazard Risk Register workshop (28 April 2021) and seeking direction from the Māori Committee (7 April 2021) as to the best approach for iwi and hapū engagement.

#### **Background/Discussion**

7. The HB CDEM Group has commenced the review of the current Group Plan. The Group Plan is a statutory document under the CDEM Act 2002 which sets the strategic direction of Group activities across the four 'R's' (Reduction, Readiness, Response and Recovery) for the next five years.
8. The review of the HBCDEM Hazard Risk Register represents the first step in the HBCDEM Group Plan review.
  - 8.1. The HBCDEM Hazard Risk Register ranks hazards according to likelihood and consequence of occurring so that risks with a high likelihood and high consequence can be given priority. A top ten list of hazards enables the Group to take a risk-based approach to the work it undertakes
  - 8.2. Initial preparations to review the Hazard Risk Register began in 2020, however, the COVID-19 and Napier Flood response delayed this review. A workshop to review the Hazard Risk Register is now scheduled for 28 April 2021 to re-start the Group Plan review process.

9. The Communications and Project Plan (attached) outlines the activities required to complete the HB CDEM Group Plan review, estimated to be finished by the end of the calendar year 2021.
10. If the HB CDEM Group needs to respond to an emergency such as COVID-19, COVID-19 resurgence planning and response will take priority over the Group Plan review until BAU activities resume.
11. The HBCDEM Group is currently involved in regional coordination and planning activities in preparation for COVID-19 resurgence. These activities require further resource when COVID-19 resurgence events occur in New Zealand and will be prioritised by the HB CDEM Group throughout the Group Plan review process.

### **Next steps**

12. A presentation will be made to the Māori Committee (7 April 2021) to seek feedback and direction on iwi and hapū input and engagement, key to developing the next iteration of the Group Plan.
13. The Hazard Risk Register workshop is being held in April 2021 with subject matter experts.
14. The HB CDEM office leadership team will begin reviewing their allocated sections within the Group Plan in preparation for further consultation activities outlined in the Communications and Project Plan.

### **Decision Making Process**

15. Committee is required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded:
  - 15.1. The decision does not significantly alter the service provision or affect a strategic asset.
  - 15.2. The use of the special consultative procedure is not prescribed by legislation; however, this will be undertaken as part of the LTP approval process.
  - 15.3. The decision does not fall within the definition of the Adminstrating Authority's (HBRC) policy on significance and engagement.
  - 15.4. No persons can be identified who may be affected by this decision.
  - 15.5. The decision is not inconsistent with an existing policy or plan.
  - 15.6. Given the nature and significance of the issue to be considered and decided, and also the persons likely to be affected by, or have an interest in the decisions made, the Committee can exercise its discretion and make a decision without consulting directly with the community or others having an interest in the decision.

### **Recommendations**

That the HB CDEM Group Joint Committee :

1. Agrees that the decisions to be made are not significant under the criteria contained in Council's adopted Significance and Engagement Policy, and that Council can exercise its discretion under Sections 79(1)(a) and 82(3) of the Local Government Act 2002 and make decisions on this issue without conferring directly with the community and persons likely to be affected by or to have an interest in the decision.
2. That the HB CDEM Group Joint Committee receive the *Group Plan Review: Communications and Project Plan* report.
3. That the HB CDEM Group Joint Committee approve the Group Plan Review Communications and Project Plan attached to this report

**Authored by:**

**Natasha Blunden  
EMERGENCY MANAGEMENT ADVISOR  
PLANNING**

**Approved by:**

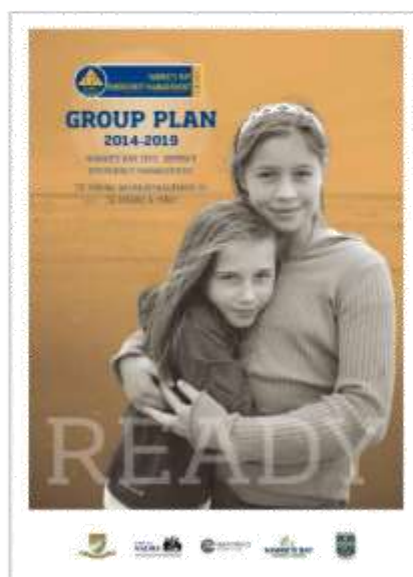
**Ian Macdonald  
GROUP MANAGER/CONTROLLER**

**Attachment/s**

1 [↓](#) HB CDEM Group Plan Review



## Project Brief: HB CDEM Group Plan Review



### Contents

Background .....	2
Project parameters .....	2
Roles and responsibilities .....	2
Key areas of review .....	3
Reporting .....	3
Appendix A: Communications and Stakeholder Engagement plan .....	4
Communications and engagement goals .....	4
Key Principles .....	4
Stakeholder Engagement .....	4
Stakeholder analysis .....	4
Engagement calendar .....	6
Communications activities .....	8
Key messages .....	8
Communications schedule .....	8
Communications and engagement risks and issues .....	9
Annex A: Stakeholder information sheet .....	10

### Background

This project brief outlines the first steps to review the content of the HB CDEM Group Plan throughout 2021 to meet the legislative requirements of the CDEM Act 2002.

This review primarily aims to set the direction of the Hawke's Bay CDEM Group for the next five years, in the context and the boundaries of unknown future legislative changes for the emergency management sector (referred to as the 'Trifecta' of amendments to the National CDEM Plan 2015, CDEM Act 2002 and Emergency System Reform Programme).

In the event the HB CDEM Group needs to respond to an emergency such as COVID-19, response and COVID-19 resurgence planning will take priority over the Group Plan review until BAU activities resume.

### Project parameters

**Timing:** Project to commence asap. Project estimated to be completed before end of the calendar year.

**Budget:** \$6000 for the graphic design of the Group plan, \$200 for catering at Risk Register workshop.

### Roles and responsibilities

The following table details the roles, responsibilities, and resource requirements from the HBCDEM team during the Group Plan review.

The HB CDEM Leadership team have been allocated as 'leads' to various parts of the plan which align to their portfolios. A Lead is primarily responsible for the review of the content they are assigned. Leads are expected to engage appropriately with external stakeholders during the review of the group plan, however all stakeholder engagement must be coordinated through the Leadership Team. Engagement could take the form of surveys, workshops or 1:1 consultation- please see the 'Engagement Calendar' on page 7 for more information.

Name	Responsibilities	FTE
Ian Macdonald	<ul style="list-style-type: none"> <li>Overall project sponsor</li> <li>Lead for the governance section of the document</li> <li>Liaison with CEG and JC regarding the review</li> </ul>	0.15
Natasha Blunden	<ul style="list-style-type: none"> <li>Project management of review</li> <li>Support to 'leads'</li> <li>Document 'owner' during review</li> <li>Overall generic updates to text and diagrams within document</li> <li>Final editing and liaison with graphic designer for publication</li> </ul>	0.25
Edaan Lennan	<ul style="list-style-type: none"> <li>Lead for the review of response and Ops related readiness material (including the response framework)</li> </ul>	0.15
Lisa Pearse	<ul style="list-style-type: none"> <li>Lead for the review of reduction related material.</li> <li>Review risk profile section in introduction (with support from Natasha)</li> </ul>	0.15
Jae Sutherland	<ul style="list-style-type: none"> <li>Lead for the review of welfare related material</li> <li>Lead for the review of the readiness related material</li> <li>Lead for the incorporation of iwi/ Te Ao Maori through the plan and engagement with Tangata Whenua</li> </ul>	0.15

### Key areas of review

The following table includes *suggestions* for areas where key improvements/updates are required as part of the plan review.

Generic	<ul style="list-style-type: none"> <li>• Generic updates to the text and terminology throughout to mirror best practise required.</li> <li>• Stronger incorporation of how Iwi are involved in CDEM across the 4Rs. Incorporation of Te Reo Māori terminology and Whakataukī throughout to reflect values of the Group.</li> <li>• Modernisation and rationalisation of diagrams used throughout the plan.</li> </ul>
Part 1: Introduction & Risk Profile	<ul style="list-style-type: none"> <li>• Risk profile requires update based on the risk register review</li> <li>• Suggest removing goals and outcomes from introduction as these belong in the strategy.</li> </ul>
Part 2: Strategy	<ul style="list-style-type: none"> <li>• Suggest organising objectives in the entire document by the relevant 'R' like other CDEM Groups (currently there are objectives per 'R' (Section 2) and per key workstream (Section 3) – this is confusing. Objectives should all be in the same place to make it easy for reader e.g., Risk reduction has two sets of objectives currently in two different parts of the document.</li> </ul>
Part 3: Activities	<ul style="list-style-type: none"> <li>• This section becomes obsolete, as objectives will be lifted into strategy section above.</li> <li>• Governance, Management &amp; Finance to be separated into own section which follows after Part 1 – does not fit nicely in this section. Proposing plan would be developed as follows: <ul style="list-style-type: none"> <li>○ Part 1: Introduction</li> <li>○ Part 2: Governance</li> <li>○ Part 3: Strategy</li> <li>○ Part 4: Appendices</li> </ul> </li> </ul>
Part 4: Appendices	<ul style="list-style-type: none"> <li>• List of current SOPs to be removed as they are superseded by the Ops Manual (in development)</li> </ul>

### Reporting

Please see 'Communications Schedule' on Page 8 for project reporting information (Within Communications and Stakeholder Engagement Plan).

Appendix A: Communications and Stakeholder Engagement plan

Communications and engagement goals

The review will require communications and engagement with stakeholders to achieve ‘buy-in’ to being engaged in the final project and to shape the overall strategic direction of the Group for the next five years.

- 1. Communications and engagement during the Group Plan review is coordinated to minimise the risk of ‘stakeholder fatigue’ and duplication of effort.
- 2. Key internal and external stakeholders are engaged and informed during the review by receiving timely and appropriate communications.
- 3. The review of the Group pan is a collaborative process where partners add value to the strategic direction of the Group.

Key Principles



- Styles of engagement are informed by the stakeholder,
- A ‘no surprises’ approach to communications and engagement is adopted,
- Where possible, existing mechanisms are used to engage stakeholders,
- Conversations are kept at a strategic, rather than operational or tactical level,
- Cast the engagement net wide at the start of the process to ensure buy in and awareness of the Group Plan review.

Stakeholder Engagement

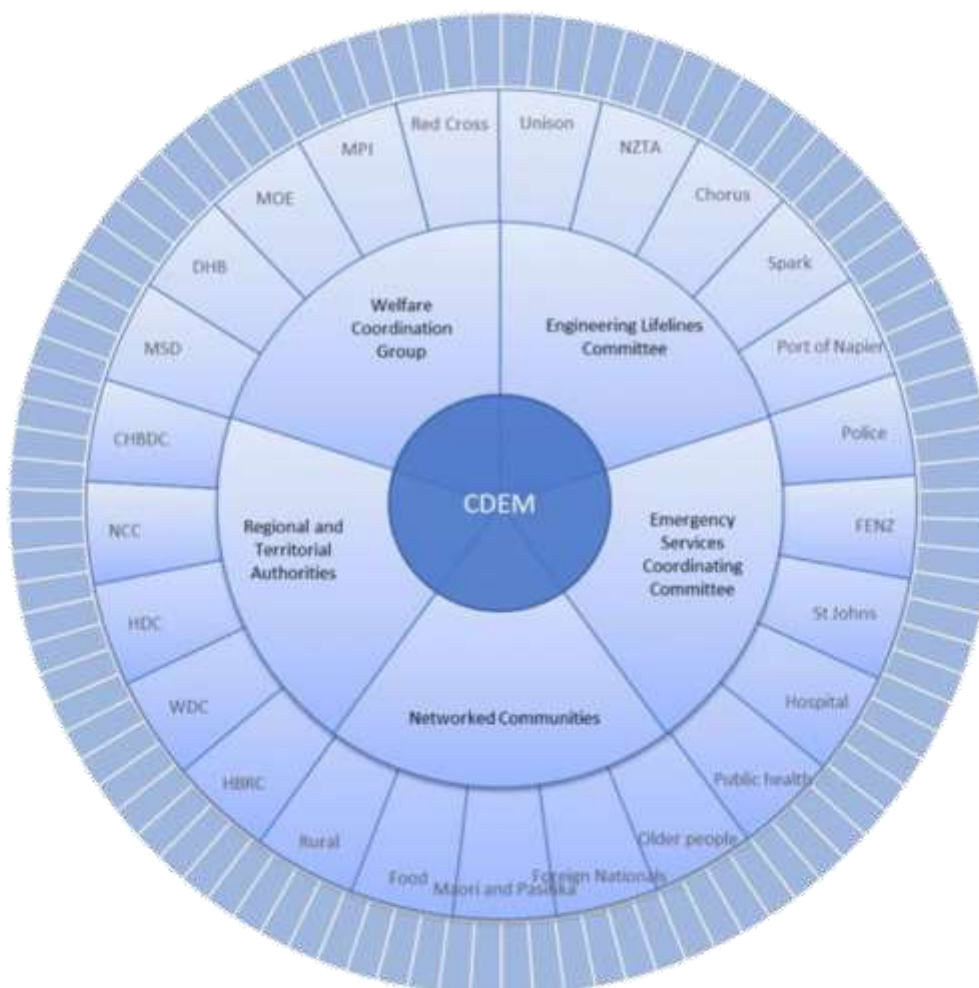
Stakeholder analysis

The table below lists the keys stakeholder groups for the HBCDEM Group Plan review. A general [IAP2 rating](#) is given to each group, however it is important to note a spectrum of engagement activities will occur during the review requiring different types of participation from each stakeholder group.

Stakeholder Group	Relationship to HB CDEM Group	IAP2 rating
Joint Committee (JC)	Governance	
Coordinating Executive Group (CEG)	Senior Management	
Māori Committee	Key stakeholders	
HB CDEM Group Office Staff	Work programme delivery	
Regional and Territorial Authorities	Group members	
Local Controllers		
Emergency Services Coordinating Committee (ESCC)		
Engineering Lifelines Committee		
Welfare Coordination Group (WCG)		

Networked communities	Interface between Group members and community for populations of interest	<b>INVOLVE</b> 
Community	'Customer' of HB CDEM work programme delivery	<b>CONSULT</b> 

The figure below displays the HBCDEM regional clusters and cluster members. Cluster members are key regional partners who will be engaged as part of the HBCDEM Group Plan review. Where possible, existing mechanisms within each cluster will be used to conduct engagement activities, e.g., quarterly Emergency Services Coordinating Committee (ESCC) meetings.



**Figure:** HBCDEM Clusters and cluster members

## Engagement calendar

The table below lists engagement activities required during the review of the Group Plan. As the review progresses it is likely activities will be amended and added. **Please Note - all these activities excluding ongoing updates to the Joint Committee and Coordinating Executive Group must be completed by 30 June 2021.**

Activity	Purpose	Stakeholders involved	HBCDEM Lead	Date
Notification to JC	Notify JC about the Group Plan review process and seek feedback on preferred engagement with JC	Joint Committee	Ian	March
Māori Committee presentation	Inform the committee about the Group Plan review process and seek feedback and direction on iwi and hapū input and engagement.	Māori Committee		
Risk Review workshop	Ground truth the current top ten hazards and develop mitigation strategies for risk reduction	Key experts from ESCC, Engineering Lifelines Committee, Iwi representation and Regional Council,	Lisa	April
Notification to CEG	Notify CEG re the Group Plan review	CEG	Ian/Natasha	May
Governance section review	Develop Group Plan vision and aim statements. Provide feedback on and review governance chapter of the plan.	Focus Group: members from JC/CEG Chair/CEG members/Iwi representation/REMA	Ian	TBC
Notification of Primary Local Controllers/ESCC/Lifelines	Using existing meetings to provide 1-pager	Stakeholder owners	Ian / Edaan / Lisa	TBC
Application of CE CDEM system review to Group Plan	Integrate the results of the CE CDEM System Review into the Group Plan	Focus group with members of CEG/ Primary Local Controllers/ESCC/LUCs	Ian/Edaan	TBC
WCG and Networks of Networks workshop	To represent the new response relationship between the WCG, Networks of Networks and communities in the Group Plan.	WCG/Networks of Networks members/Community Champions	Jae/ Team Leader Community Engagement	TBC
Recovery workshop	Develop strategic content for the Group Plan Recovery section noting changes to the CDEM Act 2002.	Recovery Manager/TLA Recovery Managers	Mike Adye/Ian/EMA Recovery & Lifelines	TBC

Community workshop	To involve the community in the Group planning process and represent their voice in the document	Community champions/volunteers/MoE	Team Leader Community Engagement	TBC
CDEM Group Office staff workshop	To involve the Group Office staff in the Group plan review and receive feedback on objectives	CDEM Group Office staff	Ian	TBC
Ongoing updates to JC	To update the JC and on the progress of the Group Plan review	JC and CEG	Ian/Natasha	Ongoing
Ongoing updates to CEG				

## Communications activities

### Key messages

- The HB CDEM Group has commenced the review of the Group Plan. The Group Plan is a statutory document under the CDEM Act 2002 which sets the strategic direction of Group activities across the four 'R's' (Reduction, Readiness, Response and Recovery) for the next five years.
- The HB CDEM Group plan is formatted according to the four 'R's' – Reduction, Readiness, Response and Recovery. Each 'R' has its own set of objectives to achieve the overall aim and mission of the plan. Although the 4R's can be viewed separately they do not stand alone and objectives and work are interrelated.
- The review of the HBCDEM Risk Register represents the first step in the HBCDEM Group Plan review.
- The HBCDEM Hazard Risk Register ranks hazards according to likelihood and consequence of occurring so that risks with a high likelihood and high consequence can be given priority. A top ten list of hazards enables the Group to take a risk-based approach to the work we undertake. It is important we also identify how to *reduce* these risks through mitigation activities.
- As a key stakeholder and Group member it is essential you have your say to help shape the direction of the Group over the next five years. You will be able to have your say through either surveys, one-to-one interviews or workshops scheduled throughout the year.
- The Group Plan review commenced in February 2021 and is estimated to be finished by December 2021 or earlier.
- If the HB CDEM Group needs to respond to an emergency such as COVID-19. COVID-19 resurgence planning and response will take priority over the Group Plan review until BAU activities resume.

### Communications schedule

Comms piece	Purpose	Date	Comms channel	Lead responsible
Risk Review workshop communications	To notify workshop participants about the Group Plan review and risk review workshop process	March	Email to workshop participants	Lisa
Group plan 1-pager information sheet	To inform stakeholders about the Group Plan process	March	One page information sheet to be sent out to clusters through stakeholder owners	Natasha to develop
JC and CEG papers-initial notification	To notify JC and CEG about the Group Plan review process	March (JC) and May (CEG)	Paper	Natasha to develop
JC and CEG papers-updates	To update JC and CEG about the Group Plan review process	Ongoing	Paper	Natasha to develop
Social media post for public consultation	Notify public about consultation on the Group Plan	TBC	Facebook, website	EMA Public Information

## Communications and engagement risks and issues

Risk and issue	Mitigation action/strategy	Risk Owner
Low participation and/or engagement at workshops	<ul style="list-style-type: none"> <li>Adopt a top-down approach to informing stakeholders about the importance of engaging in the Group Plan review</li> <li>Send invites to workshops early to ensure maximum attendance.</li> <li>Clearly scope purpose and desired outcomes for engagement activities to minimise any 'wasted time' for stakeholders</li> </ul>	Workshop owners
Stakeholder fatigue from over-engagement	<ul style="list-style-type: none"> <li>Coordinate stakeholder engagement during the review process.</li> <li>Consider Group Plan engagement activities in the wider picture of stakeholder engagement throughout the year.</li> <li>Utilise existing mechanisms for engagement activities</li> </ul>	Natasha
Lack of comms	<ul style="list-style-type: none"> <li>Develop a one-page information sheet and ensure continued updates regarding Group Plan progress through HBCDEM 'cluster owners'.</li> <li>Identify common areas where information is lacking/not communicated enough and incorporate into regular comms to all stakeholders.</li> <li>Monitor feedback from stakeholders regarding amount of comms</li> </ul>	Natasha/TL's
Lack of engagement from communities during consultation and/or community engagement activities	<ul style="list-style-type: none"> <li>Use a variety of media to communicate to the public about the Group Plan.</li> </ul>	TL Community Engagement
Lack of coordination of Group Plan review activities	<ul style="list-style-type: none"> <li>Continue regular check-in's at Team Leader meetings to ensure activities are coordinated and minimal cross-over occurs.</li> </ul>	Natasha/Ian
CDEM Group Office staff do not feel involved in the plan review	<ul style="list-style-type: none"> <li>Provide opportunities for the Group Office staff to participate in workshops where appropriate.</li> <li>Provide regular updates on progress through weekly team meeting and bi-monthly meeting</li> <li>Set aside time to engage with Office staff + receive feedback on the objectives</li> </ul>	Natasha/Ian

## Annex A: Stakeholder information sheet

# HB CDEM Group Plan Review

## Stakeholder information sheet

### Why are we reviewing the Group Plan?

The Hawke's Bay CDEM Group has commenced the review of the Group Plan. The Group Plan is a statutory document under the CDEM Act 2002 which sets the overall direction of Group activities across the four 'R's' (Reduction, Readiness, Response and Recovery) for the next five years. All CDEM Groups in New Zealand are required to have a Group Plan under the Act.

As a key stakeholder and Group member, your input and engagement is key to developing the next iteration of the plan for 2022-2027.

### What does the Group Plan include?

The Group Plan has an overall vision and goals which seek to be achieved through a series of objectives under the four 'R's': Reduction, Readiness, Response and Recovery.

The HBCDEM Hazard Risk Register ranks hazards according to likelihood and consequence of the hazard occurring so that risks with a high likelihood and high consequence can be given priority. A top ten list of hazards enables the Group to take a risk-based approach to the work we undertake.

### How will I be involved in the review?

Depending on which stakeholder group you belong to, you may be engaged through either:

- Workshops;
- 1:1 Interviews;
- Existing mechanisms/regular meetings; or
- Surveys.



### Who can I talk to if I have questions?

If you have questions about the Group Plan review or would like to see the project plan, please email:

[natasha.blunden@hbemergency.govt.nz](mailto:natasha.blunden@hbemergency.govt.nz)

### Indicative Timeline



**HAWKE'S BAY  
EMERGENCY MANAGEMENT  
GROUP**



## HB CDEM GROUP JOINT COMMITTEE

Monday 22 March 2021

**Subject: HAWKE'S BAY CDEM GROUP DRAFT BUDGETS 2021 LTP**

### Reason for Report

1. This report seeks the Committee endorsement of the 2021-22 proposed budgets which are currently being moving through the 2021 Long Term Plan (LTP) process of the Group's administrating authority the Hawke's Bay Regional Council (HBRC).

### Recommendation

2. That the Committee endorses the draft budgets proposed by the HBRC for the Hawke's Bay CDEM Group

### Discussion:

3. HBRC is currently setting its draft of the Long Term Plan (LTP) for 2021-2024. At the same time, a new budgeting tool and financial information management system is being implemented and the first funding impact statements have only recently become available (attached).
4. At its last meeting in 2020 the CEG endorsed a business case for an additional resource in the Lifelines and recovery area. A copy of this business case is attached, and the funding has been included in the draft LTP budgets. It needs to be noted that since this business case was approved, further work has been done on increasing the CDEM reserves account by the HBRC Chief Financial Officer.
5. The budgets have been drafting using the following guidance and intent.
  - 5.1. The existing budget projects have been reviewed and aligned with the current activities and work programme of the Group.
  - 5.2. Additional costs have been budgeted for within the existing budget limits. This includes an additional \$70,000 for rental of the GECC.
  - 5.3. Some additional operation expenditure related to satellite phone cost increases and software licencing for warning systems and emergency management information systems has been included.
  - 5.4. Budgeted for a new staff resource in Lifelines and recovery.
    - 5.4.1. The funding for this new resource will be partially funded by an increase in the CDEM targeted rate and by a reallocation of the existing operational budget.
    - 5.4.2. This increase for additional Lifelines and recovery resource will take effect in year 2 (2022-23) of the LTP with the resource being funded from reserves and existing budgets in year 1 (2021-22).
  - 5.5. The CDEM reserves will be rebuilt up to about \$330,000 over the life of the LTP. This does not include the addition to the reserve of any under expenditure that

may occur. The purpose of this reserve is to fund operational response costs where this results in an overspend.

6. At this time the Hawke's Bay Regional Councillors have proposed to include the additional funding in the draft LTP. This will mean the reserve may go into deficit for year 1 to 5 depending on operational expenditure.

### **Options**

7. The options open to the Committee include:
  - 7.1. Endorse the current draft LTP budget, or
  - 7.2. Request the HBRC amend the budget as decided by the Committee.

### **Strategic Fit**

8. The draft LTP budgets are structured to achieve the work programme across the 4Rs and increase the overall resilience of Hawke's Bay. This is consistent with the outcomes stated in the Group Plan.
9. The budgets have also been restructured to ensure there is better clarity as to the funding for activity areas and to provide for improved transparency as to where money is being spent.
10. Additional funding is identified to address a capability gap identified in Lifelines and recovery. Overall this will increase the ability to support the Group members and partners.
11. Over time a small reserve will be built up to ensure any significant operational responses do not have a major impact on the Group being able to continue future work in the other 3Rs.

### **Considerations of Tangata Whenua**

12. Tangata Whenua have not been specifically consulted on the draft budgets so far. However as part of the HBRC consultation process both the Regional Planning Committee and the Maori Committee have already been engaged and this will continue as the LTP advances.

### **Decision Making Process**

13. Committee is required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded:
  - 13.1. The decision does not significantly alter the service provision or affect a strategic asset.
  - 13.2. The use of the special consultative procedure is not prescribed by legislation; however this will be undertaken as part of the LTP approval process.
  - 13.3. The decision does not fall within the definition of the Adminstrating Authority's (HBRC) policy on significance and engagement.
  - 13.4. No persons can be identified who may be affected by this decision.
  - 13.5. The decision is not inconsistent with an existing policy or plan.
  - 13.6. Given the nature and significance of the issue to be considered and decided, and also the persons likely to be affected by, or have an interest in the decisions made, the Committee can exercise its discretion and make a decision without consulting directly with the community or others having an interest in the decision.

## Recommendations

That the Hawke's Bay CDEM Group Joint Committee:

1. Agrees that the decisions to be made are not significant under the criteria contained in Council's adopted Significance and Engagement Policy, and that Council can exercise its discretion under Sections 79(1)(a) and 82(3) of the Local Government Act 2002 and make decisions on this issue without conferring directly with the community and persons likely to be affected by or to have an interest in the decision.
2. Endorses the draft budgets proposed by the HBRC for the Hawke's Bay CDEM Group

## Authored and Approved by:

**Ian Macdonald**  
**GROUP MANAGER/CONTROLLER**

## Attachment/s

- 1 [↓](#) Funding Impact Statement Community Engagement
- 2 [↓](#) Funding Impact Statement Hazard Identification and Mitigation
- 3 [↓](#) Funding Impact Statement Leadership and Governance
- 4 [↓](#) Funding Impact Statement Operational Readiness
- 5 [↓](#) HBELG and Recovery Business Case



## Funding Impact Statement

5115 Community Engagement and Resilience

Description	2019/20Actuals	2020/21Budget	2021/22Budget	2022/23Budget	2023/24Budget	2024/25Budget	2025/26Budget	2026/27Budget	2027/28Budget	2028/29Budget	2029/30Budget	2030/31Budget
<b>Sources of Operating Funding</b>												
Targeted Rates	(701,115)	(694,520)	(704,938)	(725,357)	(1,023,632)	(1,049,259)	(1,076,511)	(1,103,477)	(1,132,163)	(1,162,762)	(1,194,126)	(1,225,203)
Subsidies & Grants for Operating Purposes	(15,000)	0	0	0	0	0	0	0	0	0	0	0
Fees & Charges	(596)	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	(2,196)	(6,092)	0	0	0	0	0	0	0	0	0	0
	<u>(718,907)</u>	<u>(700,612)</u>	<u>(704,938)</u>	<u>(725,357)</u>	<u>(1,023,632)</u>	<u>(1,049,259)</u>	<u>(1,076,511)</u>	<u>(1,103,477)</u>	<u>(1,132,163)</u>	<u>(1,162,762)</u>	<u>(1,194,126)</u>	<u>(1,225,203)</u>
<b>Applications of Operating Funding</b>												
Payments to staff and suppliers	23,695	102,740	60,487	62,239	63,795	65,392	67,090	68,771	70,559	72,468	74,420	76,357
Internal Charges & Overheads Applied	488,828	518,511	650,658	685,796	716,836	758,829	790,592	826,082	868,946	920,048	963,481	1,009,762
	<u>512,524</u>	<u>621,251</u>	<u>711,145</u>	<u>748,035</u>	<u>780,631</u>	<u>824,221</u>	<u>857,682</u>	<u>894,853</u>	<u>939,504</u>	<u>992,514</u>	<u>1,037,901</u>	<u>1,086,119</u>
<b>Operating Surplus</b>	<u>(206,383)</u>	<u>(79,361)</u>	<u>6,207</u>	<u>22,678</u>	<u>(243,002)</u>	<u>(225,038)</u>	<u>(218,829)</u>	<u>(208,624)</u>	<u>(192,659)</u>	<u>(170,248)</u>	<u>(156,225)</u>	<u>(139,084)</u>
<b>Sources of Capital Funding</b>												
	0	0	0	0	0	0	0	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Applications of Capital Funding</b>												
	0	0	0	0	0	0	0	0	0	0	0	0
Increase / (Decrease) in Reserves	0	0	(6,207)	(22,678)	243,002	225,038	218,829	208,624	192,659	170,248	156,225	139,084
	<u>0</u>	<u>0</u>	<u>(6,207)</u>	<u>(22,678)</u>	<u>243,002</u>	<u>225,038</u>	<u>218,829</u>	<u>208,624</u>	<u>192,659</u>	<u>170,248</u>	<u>156,225</u>	<u>139,084</u>
<b>Capital</b>	<u>0</u>	<u>0</u>	<u>(6,207)</u>	<u>(22,678)</u>	<u>243,002</u>	<u>225,038</u>	<u>218,829</u>	<u>208,624</u>	<u>192,659</u>	<u>170,248</u>	<u>156,225</u>	<u>139,084</u>
<b>Grand Total</b>	<u>(206,383)</u>	<u>(79,361)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>	<u>0</u>	<u>(0)</u>	<u>(0)</u>	<u>0</u>



## Funding Impact Statement

5110 Reduction – Hazard Identification and Mitigation

Description	2019/20Actuals	2020/21Budget	2021/22Budget	2022/23Budget	2023/24Budget	2024/25Budget	2025/26Budget	2026/27Budget	2027/28Budget	2028/29Budget	2029/30Budget	2030/31Budget
<b>Sources of Operating Funding</b>												
Targeted Rates	(198,106)	(196,243)	(215,839)	(222,091)	(313,417)	(321,263)	(329,607)	(337,864)	(346,647)	(356,016)	(365,619)	(375,134)
Subsidies & Grants for Operating Purposes	(301,247)	(100,000)	(79,913)	(82,580)	(85,503)	(87,644)	(89,451)	(91,323)	(93,208)	(95,031)	(97,033)	(239,989)
Fees & Charges	(43,642)	(276,280)	(111,650)	(114,884)	(117,755)	(120,703)	(123,838)	(126,940)	(130,240)	(133,760)	(137,368)	0
Interest and dividends from investments	(1,032)	(2,516)	0	0	0	0	0	0	0	0	0	0
	(544,027)	(575,039)	(407,401)	(419,554)	(516,675)	(529,610)	(542,896)	(556,127)	(570,095)	(584,807)	(600,020)	(615,123)
<b>Applications of Operating Funding</b>												
Payments to staff and suppliers	187,400	157,167	144,668	147,814	152,578	156,398	160,460	164,480	168,756	173,316	177,991	182,624
Internal Charges & Overheads Applied	281,019	414,069	413,287	435,985	458,366	488,659	511,364	536,924	568,281	606,243	637,993	671,996
	468,420	571,237	557,955	583,799	610,944	645,058	671,824	701,403	737,037	779,559	815,984	854,620
<b>Operating Surplus</b>	<b>(75,608)</b>	<b>(3,802)</b>	<b>150,553</b>	<b>164,244</b>	<b>94,269</b>	<b>115,447</b>	<b>128,929</b>	<b>145,276</b>	<b>166,942</b>	<b>194,752</b>	<b>215,964</b>	<b>239,497</b>
<b>Sources of Capital Funding</b>												
	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
<b>Applications of Capital Funding</b>												
	0	0	0	0	0	0	0	0	0	0	0	0
Increase / (Decrease) in Reserves	0	0	(150,553)	(164,244)	(94,269)	(115,447)	(128,929)	(145,276)	(166,942)	(194,752)	(215,964)	(239,497)
	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	(150,553)	(164,244)	(94,269)	(115,447)	(128,929)	(145,276)	(166,942)	(194,752)	(215,964)	(239,497)
<b>Capital</b>	<b>0</b>	<b>0</b>	<b>(150,553)</b>	<b>(164,244)</b>	<b>(94,269)</b>	<b>(115,447)</b>	<b>(128,929)</b>	<b>(145,276)</b>	<b>(166,942)</b>	<b>(194,752)</b>	<b>(215,964)</b>	<b>(239,497)</b>
<b>Grand Total</b>	<b>(75,608)</b>	<b>(3,802)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>



## Funding Impact Statement

5114 Group Leadership and Governance

Description	2019/20Actuals	2020/21Budget	2021/22Budget	2022/23Budget	2023/24Budget	2024/25Budget	2025/26Budget	2026/27Budget	2027/28Budget	2028/29Budget	2029/30Budget	2030/31Budget
<b>Sources of Operating Funding</b>												
Targeted Rates	(566,626)	(561,296)	(569,715)	(586,218)	(827,277)	(847,988)	(870,013)	(891,805)	(914,989)	(939,719)	(965,066)	(990,182)
Subsidies & Grants for Operating Purposes	25,000	0	0	0	0	0	0	0	0	0	0	0
Fees & Charges	(95,205)	(18,500)	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	(1,197)	(3,028)	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees & other	124	0	0	0	0	0	0	0	0	0	0	0
	(637,903)	(582,824)	(569,715)	(586,218)	(827,277)	(847,988)	(870,013)	(891,805)	(914,989)	(939,719)	(965,066)	(990,182)
<b>Applications of Operating Funding</b>												
Payments to staff and suppliers	135,654	78,285	28,239	0	0	0	0	0	0	0	0	0
Internal Charges & Overheads Applied	423,979	491,044	230,002	232,363	242,440	255,978	266,258	277,708	291,442	307,705	321,627	336,428
	559,633	569,329	258,241	232,363	242,440	255,978	266,258	277,708	291,442	307,705	321,627	336,428
<b>Operating Surplus</b>	<b>(78,270)</b>	<b>(13,495)</b>	<b>(311,475)</b>	<b>(353,855)</b>	<b>(584,837)</b>	<b>(592,010)</b>	<b>(603,754)</b>	<b>(614,098)</b>	<b>(623,547)</b>	<b>(632,013)</b>	<b>(643,439)</b>	<b>(653,754)</b>
<b>Sources of Capital Funding</b>												
	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
<b>Applications of Capital Funding</b>												
	0	0	0	0	0	0	0	0	0	0	0	0
Increase / (Decrease) in Reserves	0	0	311,474	353,855	584,837	592,010	603,754	614,098	623,547	632,013	643,439	653,754
	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	311,474	353,855	584,837	592,010	603,754	614,098	623,547	632,013	643,439	653,754
<b>Capital</b>	<b>0</b>	<b>0</b>	<b>311,474</b>	<b>353,855</b>	<b>584,837</b>	<b>592,010</b>	<b>603,754</b>	<b>614,098</b>	<b>623,547</b>	<b>632,013</b>	<b>643,439</b>	<b>653,754</b>
<b>Grand Total</b>	<b>(78,270)</b>	<b>(13,495)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Funding Impact Statement

5112 Operational Readiness

Description	2019/20Actuals	2020/21Budget	2021/22Budget	2022/23Budget	2023/24Budget	2024/25Budget	2025/26Budget	2026/27Budget	2027/28Budget	2028/29Budget	2029/30Budget	2030/31Budget
<b>Sources of Operating Funding</b>												
Targeted Rates	(682,902)	(676,478)	(686,625)	(706,514)	(997,041)	(1,022,002)	(1,048,546)	(1,074,811)	(1,102,753)	(1,132,557)	(1,163,106)	(1,193,376)
Fees & Charges	(1,217,837)	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	(15)	784	0	0	0	0	0	0	0	0	0	0
	(1,900,753)	(675,694)	(686,625)	(706,514)	(997,041)	(1,022,002)	(1,048,546)	(1,074,811)	(1,102,753)	(1,132,557)	(1,163,106)	(1,193,376)
<b>Applications of Operating Funding</b>												
Payments to staff and suppliers	1,766,716	178,463	294,906	303,448	311,031	318,818	327,099	335,292	344,009	353,306	362,836	372,279
Internal Charges & Overheads Applied	868,275	557,284	939,851	990,017	1,039,281	1,106,892	1,157,624	1,214,682	1,284,547	1,368,968	1,439,714	1,515,434
	2,634,991	735,747	1,234,757	1,293,466	1,350,312	1,425,710	1,484,722	1,549,974	1,628,555	1,722,275	1,802,550	1,887,713
<b>Operating Surplus</b>	<b>734,238</b>	<b>60,053</b>	<b>548,132</b>	<b>586,952</b>	<b>353,271</b>	<b>403,708</b>	<b>436,176</b>	<b>475,162</b>	<b>525,802</b>	<b>589,718</b>	<b>639,444</b>	<b>694,337</b>
<b>Sources of Capital Funding</b>												
	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
<b>Applications of Capital Funding</b>												
	0	0	0	0	0	0	0	0	0	0	0	0
Increase / (Decrease) in Reserves	0	0	(548,132)	(586,952)	(353,271)	(403,708)	(436,176)	(475,162)	(525,802)	(589,718)	(639,444)	(694,337)
	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	(548,132)	(586,952)	(353,271)	(403,708)	(436,176)	(475,162)	(525,802)	(589,718)	(639,444)	(694,337)
<b>Capital</b>	<b>0</b>	<b>0</b>	<b>(548,132)</b>	<b>(586,952)</b>	<b>(353,271)</b>	<b>(403,708)</b>	<b>(436,176)</b>	<b>(475,162)</b>	<b>(525,802)</b>	<b>(589,718)</b>	<b>(639,444)</b>	<b>(694,337)</b>
<b>Grand Total</b>	<b>734,238</b>	<b>60,053</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>





## BUSINESS CASE: RECOVERY and ENGINEERING LIFELINES

**Prepared By:** Ian Macdonald & Lisa Pearce

**Date:** 27 August 2020

### EXECUTIVE SUMMARY

The Hawke's Bay CDEM Capacity Assessment Report (CAR) completed in June 2019 identified two areas of capability requiring further development and therefore of increased risk to the Group in carrying out its role and responsibilities. These two areas are recovery and engineering lifelines/organisational resilience.

The CDEM Act was amended in 2018 to strengthen the requirements for Groups to strategically plan for recovery and appoint a Group Recovery Manager. While the Group has contracted a Group Recovery Manager who operates at a strategic level, it is recommended that support to coordinate across this activity and support the more detailed planning required with local recovery managers and supporting agencies, is put in place.

The Lifelines utility capability for the Hawkes' Bay region will not be effective if the current level of support for this area continues. The recommended actions for Lifelines seek to reduce these risks and identify how an increased level of support can be developed for carrying out their functions under the CDEM Act 2002.

This report considers the future outcomes sought for Lifelines and recovery and considers three proposed options to reduce the risk of future failure in these areas.

This report recommends a solution that supports the following lifelines and recovery objectives of the Group Plan:

- U1F1 The CDEM Group will support the Hawke's Bay Engineering Lifelines Group in developing and completing projects that improve lifeline utility resilience.
- U1F2 The CDEM Group will develop and incorporate Lifeline Utility Coordinators (LUC) into the GECC or EOC to integrate and coordinate the activities of Lifeline operators with the response and recovery.
- RO1 Maintain a scalable Group Recovery Strategy and Plan. Identify capability and capacity requirements. Implement a group recovery structure.
- RO2 Develop and maintain recovery tools to support decision making during the recovery phase.
- RO3 Embed recovery training and exercising in the Group Training and Exercise programme.

The recommendation is that the CDEM Group Office employ an Emergency Management Advisor (Recovery and Lifelines) in support of the Group Recovery Manager and the Hawke's Bay Lifelines Group and Chair, with a focus on supporting improved capability in these areas across the councils and our partners.



These two areas are strongly interconnected, and it is also felt that the recommended new position be placed within the Risk Reduction team due to the linkages with hazard research and information.

This new position would provide all necessary coordination support to both recovery and lifelines and act as a "day to day" interface between the CDEM Group and the various organisations with responsibilities in these areas. The role would manage the recovery work programme day to day and where appropriate support the Lifelines Group in their projects.

The role would also manage the current lifelines utilities coordinators and lifelines response capability to ensure a robust effective response capability in the GECC with redundancy in the future.

The role would be the Groups subject matter expert in these areas and would also manage the relevant relationships with national agencies and NEMA.

The role would be funded repurposing under-expenditure from existing budgets and a proposed \$75,000 increase in the targeted regional rate.

## THE PROPOSAL

### 1.0 Background

- 1.2 The Joint Committee and CEG have asked for a business case identifying options as how to address the matters raised with regards to recovery and Lifelines in the 2019 Capability Assessment Report.
- 1.3 Previously the Group office allocated recovery and lifelines to the portfolio of two EMAs, both of whom also have other responsibilities including as domiciled local authority EMAs. As work in these areas steadily increased the overall responsibility was transferred to the Team Leader Operational Readiness. This situation is not ideal and has pulled him away from more strategic level operational readiness work.

### 2.0 Recovery

- 2.2 As a result of lessons from the Canterbury Earthquakes the CDEM Act was strengthened with regards to the requirement for CDEM Groups to appoint a recovery manager and undertake strategic recovery planning. At about this time the Group engaged Mike Adye as a contractor funded at 30 days a year.
- 2.3 The Group Recovery Manager is a high-level strategic position which has significant powers and responsibilities post an event. While this has successfully raised the commitment from local councils in recovery, the role is not funded or resourced to carry out detailed and specialised recovery planning, training, and exercising.
- 2.4 The Group has a Recovery Strategy which was adopted in 2014. While this strategy is recognised as being a very effective document and is still valid, it is due for review considering changes to the CDEM Act.



### 3.0 Lifelines

- 3.2 Lifeline utilities provide essential services to communities and have a vital role to play in providing for a more resilient Hawke's Bay.
- 3.3 Lifeline utilities are defined either by name or by function in the CDEM Act 2002 (the Act), and includes the operators/distributors of radio, television, roads, rail, water, sewerage, stormwater, airports, ports, telecommunications, electricity, food, gas and petroleum products. Under Section 60 of the Act, a lifeline utility must ensure that it is "able to function to the fullest possible extent during and after an emergency".
- 3.4 Engineering Lifelines Groups are established in most regions in New Zealand with the Hawke's Bay Engineering Lifelines Group (HBELG) one of the earliest formed in 1998. Their purpose is to reduce infrastructure outage risks and minimise restoration times when outages occur.
- 3.5 A national engineering lifelines committee was set up in 1999 to foster regional activity and provide a link to Government – this is now known as the New Zealand Lifelines Council and focuses on "Enhancing the connectivity of lifeline utility organisations across agency and sector boundaries in order to improve infrastructure resilience"
- 3.6 Regional lifeline groups undertake projects to identify and reduce vulnerabilities to regional scale emergencies, with an emphasis on pre-event planning. HBELG have undertaken a series of useful lifelines projects including the initial lifelines report "Facing the Risks" published in 2001, followed by a series of contingency plans, such as the Hawke's Bay Regional Fuel Plan, last updated October 2017 and completion of a vulnerability study.
- 3.7 These lifelines projects also maintain interagency relationships, and appreciation of vulnerabilities and asset strengths which ensure a good coordinated response of utility organisations to the restoration of services during and post emergency events.
- 3.8 The Hawke's Bay CDEM Group supports integration of asset management, risk management, business continuity management and emergency management by utilities.

### 4.0 Capability Assessment Report 2019

- 4.2 Recovery was identified as an advancing capability with weaknesses around integrated recovery planning, training, and exercises. One specific area identified was the need to review the current Group Recovery Strategy, so it aligns with the changes to the CDEM Act and reflects current structures.
- 4.3 In the CAR, Lifelines was recognised as a capability that needs further development and commitment to be embed into organisations. It is stated there is a risk that the lifeline utility capability for the Hawkes' Bay region will not be an effective if the current level of support to this capability continues. It reported:
  - a. Although there are dedicated individuals supporting this capability, there is immediate requirement for additional support. The current Lifelines Group Chair has recently changed BAU role and no longer has the capacity to fulfil Lifelines Group Chair roles and responsibilities. The Lifelines Group would benefit from increased administrative and other support from the CDEM Group Office to reduce the workload and associated duties of the Lifelines Group Chair. The current Chair has expressed a willingness in the short term to maintain this role until a replacement can be found. Through the Lifelines Group there has



been progress in the development of the Lifeline Utilities capability including the commissioning of a vulnerability study and drafting of a Fuel Plan. The vulnerability study details work priorities to be actioned by the Lifelines Group.

- b. There are currently only two Lifelines Utilities Coordinators (LUCs) for the Hawke's Bay CDEM Group and no Lifelines team to support these LUCs. As a part of the GECC structure, there should be manpower resources available to support the LUC. Staff identified as part of a Lifelines team would support a LUC by providing administration, information collection and liaison with Lifelines Utilities. There are no guidelines for the number of appointed LUCs within a CDEM Group and what is considered best practice, but only two LUCs does not provide sufficient coverage for an effective CDEM capability and allow appropriate redundancy for an effective 24/7 response. Aside from the appointed LUCs, there is no team to support LUC activities as part of response which also limits the capacity and effectiveness of this position. The current LUC protocol is also out of date and requires review.
- c. The manpower support to/ and placing a higher emphasis on this capability will reduce the current risk and increase the effectiveness and overall robustness of this capability.
- d. Action to reduce risk should be undertaken including providing a higher level of support to the Lifelines Group and Lifelines Group Chair through the CDEM Group Office, or through the Lifelines Group employing its own support; and reviewing the current LUC and Lifelines response capability to ensure a robust effective capability with redundancy. The following was recommended:
  - i. The Lifelines Group and Lifelines Group Chair investigate how an increased level of support can be developed for carrying out their functions under the CDEM Act.
  - ii. Review of the current LUC and Lifelines response capability.

## 5.0 Lifelines Governance & Support

- 5.2 Over the past 22 years, the HBELG has gone through a series of different governance models, and at times there has been a lack of stakeholder participation or contribution both in-kind and financially. Attached is the current HBELG Terms of Reference. The Lifelines Group Chair is currently vacant, after Oliver Postings (NZTA) resigned following several years in the role.
- 5.3 Despite several approaches no-one else has been willing to take up the role without suitable support. At the last meeting sharing the chair was suggested, but again no commitment was made. Despite the lack of leadership, at this stage members appear to remain committed to further work in a work programme for the next 5 years.
- 5.4 As highlighted in the Capability Assessment Report, concerns have also been raised with the lack of response Lifeline Utility Coordinators (LUCs) for the GECC. There are currently only two appointed LUCs and both are near retirement. Most comparable Groups have six LUCs.
- 5.5 The LUC position is a non-statutory function appointment within an coordination centre or recovery office. The role supports Controllers during response and the Recovery Manager during recovery at a regional level. Most CDEM Groups have a nominated LUC who will work in the Group Emergency Coordination Centres leading the lifeline utility coordination and acting as a link between regional and national operations.



- 5.6 As required under the Group Plan, the Hawke's Bay CDEM Group has already been providing some support to the Hawke's Bay Engineering Lifelines Group, particularly with collaborative planning to reduce the risk of natural hazards and increase the readiness of lifelines utilities. This has ensured there is some integration of lifelines utilities into any CDEM response and recovery to an event.
- 5.7 The issues appear to be in relation to the coordinated and integrated application of this risk information with and across organisations and councils to reduce the risks to them providing their core services in response and recovery.
- 5.8 The Group also acts as the administering authority for the Lifelines Group. Currently the activities of the Group are funded through an agreed levy from the TLAs, NZTA, the Port of Napier and Unison. This amounts to \$19,000 a year. The HBELG currently has a reserve of \$37,400.
- 5.9 As the Lifelines Group Chair has now resigned, the HBELG is in no position to investigate itself how an increased level of support might be developed for carrying out their functions as suggested by the Capability Assessment Report.

## 6.0 Outcomes Sought

6.2 Recovery and Lifelines are covered by the following outcomes stated in the Group Plan:

- *Sound integrated planning, which has resulted in risks being reduced to acceptable levels.*
- *Organisations and agencies are aware and prepared for the role they may play in recovery.*
- *A responsive, well coordinated and efficient recovery from an emergency.*

6.3 From experience recovery is in many ways more complex and lengthier than the response. As identified in the CAR 2019 the outcomes sought are the identification of structures, roles and responsibilities across the recovery task groups. This would include relationships developed and maintained, integrated recovery planning, training and exercising.

6.4 The Lifelines Group also requires an increased level of support for carrying out their functions under the CDEM Act. This includes administrative and other specialist support to reduce the workload and associated duties of the Lifelines Group Chair, as it seems a replacement cannot be found until that support is in place. A key outcome for the HBELG is the identification and coordination of projects that improve overall lifeline utility resilience and reduce risks.

6.5 Another outcome that needs to be considered relates to the current inherent financial restrictions on local government as a result of the socio-economic impacts of COVID-19. Any option should be fiscally responsible and if possible neutral.

## 7.0 Proposed Options

7.2 There are three options identified to support the Hawke's Bay Engineering Lifelines Group and recovery:



- ① Maintain the status quo by requesting the Lifelines Group investigate themselves how an increased level of support can be developed for carrying out their functions under the CDEM Act. Recovery would continue to be planned and implemented by the Group Recovery Manager based on current contractual arrangements.

Cost/Benefit Statement: No financial impact on existing budgets, however research post the Canterbury EQ sequence has shown for every dollar spent in physical preparedness and risk reduction in this area, nine dollars was saved in response. Without collaborative planning and risk reduction this investment in risk reduction is unlikely to occur in a way that has best effect.

For Lifelines, the current arrangements have proven untenable, particularly as the Chair has now resigned due mainly to lack of administration support.

Current capability levels in Recovery deemed as Advancing will stagnate due to a lack of capability to review/develop plans and conduct training and exercising.

- ② Suggest the Lifelines Group employ a consultant to provide an increased level of specialist consultant support for carrying out their functions under the CDEM Act. Increase expenditure to allow the Recovery Manager to put more time into planning and training.

Cost/Benefit Statement: The Lifelines Group do collect an annual contribution from willing members to fund collective project work, such as the preparation of Regional Fuel Plan. But funding is insufficient to maintain consistent consultant support, and members are unmotivated to provide further funding as they believe support rightly or wrongly that this support should be coming from CDEM.

Experience has shown that there are limited consultants who have an understanding of this area. Other issues with using a consultant are affordability and continuity.

The Group Recovery manager is appointed with the aim of providing strategic recovery knowledge and guidance. For the last two Group Recovery Manager there has been an element of ongoing community service as a driver for engaging in the role. Therefore, it is unlikely increased hours will be the answer and is not cost effective.

- ③ The CDEM Group Office employs an EMA (Recovery and Lifelines) to support the Group Recovery Manager and the Lifelines Group.

Cost/Benefit Statement: The Hawke's Bay CDEM Group has sufficient funding within current budgets to part fund a position covering both recovery and lifelines. The role would be part funded repurposing under-expenditure from existing budgets.

Such a position could provide all necessary specialised support and be able to review the current LUC and Lifelines response capability to ensure a robust effective capability with redundancy. This position could also potentially act as one of the Hawke's Bay Lifeline Utility Coordinators.

The key risk with this approach is the repurposing of existing expenditure will reduce the amount of money that can be built up as a reserve for future responses.



- 7.3 As identified in the Capability Assessment Report June 2019 if support is not addressed, there is a significant risk that the lifeline utility capability for the Hawkes' Bay region will not be an effective in mitigating risks or in the response to the next emergency event and recovery will not be as effective as it should.

## 8.0 Sensitivity and Risk

- 8.2 The following two SWOT Analysis highlights what the engineering lifelines group/recovery function currently has, and what needs to be addressed to reduce the risk of failure.

SWOT ANALYSIS Hawke's Bay Engineering Lifelines Group	Strengths	Weaknesses
	Established reputation Good membership	No chair Lack of specialist support Inconsistent infrastructure project coordination
	Opportunities	Threats
	Maintain and enhance reputation Reducing infrastructure outage risks Minimise restoration times when outages occur	Risks are not further mitigated Ineffective in response Increased restoration times when outages occur

SWOT ANALYSIS Recovery	Strengths	Weaknesses
	Good and engaged involvement from majority of TLAs Existing Group Recovery Strategy	Recovery Manager only contracted for 30 days a year Lack of specialist support Not a lot of detail
	Opportunities	Threats
	Better coordination across councils Improved BCPs Better integration with other organisations	Inefficient and slow recovery Uneven regional recovery outcomes

- 8.3 As identified in this analysis infrastructure management is not just about minimising restoration times, it is also about reputation management for all infrastructure owners including Councils, and civil defence emergency management as a brand.
- 8.4 If the recommendations of this report are accepted, the risks identified this area will be monitored by the CEG and reported to the Joint Committee.

## 9.0 Financial Considerations



- 9.2 The total cost on employing a new staff member at the EMA grade is \$150,000 including overheads.
- 9.3 The Group has just completed its second year under the regional targeted rate and associated funding model. In 2018/19 there was approximately \$350,000 under expenditure which was placed in the CDEM reserve account. Backing out the additional costs of the COVID-19 response in 2019/20, the Group budgets were on track for a surplus of approximately \$300,000.
- 9.4 There are additional operational costs moving forward including \$70,000 in additional rent and \$25,000 in mainly new ICT support and licencing costs.
- 9.5 The following table summarises the impact on budgets as follows:

Description	Amount
Estimated Ongoing Surplus	\$300,000
Additional operational costs	\$95,000
Additional staff cost	\$150,000
Revised surplus amount	\$55,000

- 9.6 It is recommended that the CEG recommend to the Joint Committee that the regional rate be increased to cover half the cost of the recommended additional staff resource recommended in this report. This would ensure a surplus of approximately \$55,000 per year that would be held to pay for unexpected costs, particularly for emergency responses.

#### 10.0 Conclusion and Recommendation

- 10.2 Three proposed options have been considered to support the Hawke's Bay Engineering Lifelines Group and Group recovery capability in reducing the risks of infrastructure failure from natural hazards and improve the ability to the Hawke's Bay to recover from a disaster.
- 10.3 Option three is the recommended approach as the HBCDEM Group has sufficient funding within current budgets to part fund a new position. This position would provide all necessary administration support and review the current lifelines utilities coordinators and lifelines response capability to ensure a robust effective capability with redundancy in the future.
- 10.4 To ensure a reasonable reserve to cover unexpected operational response costs in an emergency, it is also recommended CEG request the Joint Committee to request the HBRC increase the regional CDEM rate by \$75,000 per year as part of the 2021 LTP process.
- 10.5 If this second recommendation is not agreed to, the additional resource recommended can still be funded from existing budgets. However, the ability to maintain a reserve to help pay for unexpected response costs is reduced.

**Recommendations:**

1. That the CDEM Group Office employ support for the Lifelines Group and Recovery as outlined in this report.
2. That the CEG recommend the CDEM Joint Committee request the HBRC increase the regional CDEM targeted rate by \$75,000 per year as part of the 2021 LTP process.

Recommended by	Position	Date
Lisa Pearse	Team Leader Hazard Reduction	27 August 2020
Approved for submission	Position	Date
Ian Macdonald	Group Manager CDEM	27 August 2020



## TERMS OF REFERENCE 2017

### HAWKE'S BAY ENGINEERING LIFELINES GROUP

#### 1. PURPOSE OF TERMS OF REFERENCE

1.1 The purpose of these Terms of Reference is to:

- a) Set out the functions of the Hawke's Bay Engineering Lifelines Group Steering Committee (The Lifelines Group Steering Committee) to assist the Co-ordinating Executive Group (the CEG) in regard to lifelines utilities planning activities under the new Civil Defence Emergency Management Act 2002 (the Act);
- b) Define the responsibilities of the Lifelines Group Steering Committee to the CEG.

#### 2. PARTIES

2.1 The following sectors and organisations are represented by members of the Lifelines Group Steering Committee:

- Highways (NZ Transport Agency)
- Territorial Local Authorities  
(Wairoa District Council, Napier City Council, Hastings District Council, Central Hawkes Bay District Council)
- Regional Authority (Hawke's Bay Regional Council)
- Telecommunications, Power, Gas
- Civil Defence Emergency Management Group Rep
- Radio Network Operators
- Port (Port of Napier Limited) and Airport (Hawke's Bay Airport)
- Fuel companies
- KiwiRail

2.2 Given the need to gather some momentum for the Lifelines Group it has been considered that for the first 6 months a core group (as per Appendix 1) be convened. Whilst this group is not exclusive, it does contain representatives of each sector of Lifelines. Any other organisations/persons may be co-opted by the Lifelines Group Steering Committee.

2.3 Where a person is no longer directly employed by an organisation of the sector represented, or retires from the Steering Committee, the Steering Committee will replace the member with someone from the sector after consulting the organisations in that sector.

#### 3. FUNCTIONS

3.1 The Lifelines Group shall:



- a) Co-ordinate planning activities in regards lifelines utilities activities required for the CDEM Group Plan.
- b) Establish organisation and communication to ensure the coordinated response of utility organisations to the CDEM planning process.
- c) Provide advice and assistance to the CEG for the development, implementation, maintenance, monitoring, and evaluation of the CDEM Group Plan.
- d) The Lifelines Group Steering Committee will prepare programmes to meet the CEG's timetable.

3.2 It is intended that a programme of work be discussed and reviewed as appropriate.

#### 4. REMUNERATION

- 4.1 The Lifelines Group is funded for its ongoing activities by the major service providers that mostly, will be participants in the CDEM utilities planning activities.
- 4.2 The Lifelines Group Steering Committee would seek funding from its participants to undertake its agreed programme of work and for the CDEM utilities planning activities.
- 4.3 While every endeavour is made to ensure costs fall for participating organisations where they lie, the activities of a Project Manager will be compensated on a time plus disbursements basis.
- 4.4 Costs for staff participation on the Steering Committee and working groups fall where they lie unless specifically agreed.
- 4.5 Where the CEG and Steering Committee agree to one off projects these will be approved by the CEG.

#### 5. MEETINGS

- 5.1 The Lifelines Group Steering Committee shall hold meetings at such frequency, times and place(s) as agreed for the performance of its functions and duties.
- 5.2 Initially meeting every 6 weeks for first 3-6 months, following this every two months or on an as required basis.
- 5.3 There will be a need for a workshop of the wider Lifelines Group; this will be on an as required basis.
- 5.4 (To be discussed) In addition discussions with the Gisborne Lifelines Group on a joint Annual Forum.

#### 6. VOTING

- 6.1 Members of the Lifelines Group Steering Committee shall use their best endeavours to obtain consensus.



- 6.2 Co-opted members and required members shall have voting rights. Each member of the Lifelines Steering Committee has one vote.
- 6.3 A casting vote shall not be used. A quorum of two thirds of the funding agencies shall be sought. Votes can be attained by electronic communications if required.
7. **CHAIRMAN**
- 7.1 The committee shall elect the Chairman of the Lifelines Group Steering Committee.
8. **VARIATIONS**
- 8.1 Any Party may propose a variation, deletion or addition to these Terms of Reference by putting the wording of the proposed variation, deletion or addition to a meeting of the Lifelines Steering Committee.
- 8.2 Once a proposed variation, deletion or addition to these Terms of Reference has been put by the Lifelines Steering Committee to the CEG, this agreement is not amended until the proposed variation; deletion or addition is approved and adopted by the CEG
9. **APPENDIX- Representatives on Lifeline Steering committee**

Representing	Name	Proxy/ Nominee
Central Hawkes Bay DC	Brett Way	
Hawkes Bay RC	Chris Dolley	Martina Groves
Wairoa DC	Jamie Cox	
Napier CC	Jon Kingsford	
Hastings DC	Craig Thew	Brent Chapman
NZ Transport Agency	Oliver Postings	
Unison Networks	Grant Hogan	
Civil Defence Group	Ian Macdonald	Edaan Lennan
Chorus	Mike Sheely	



## HB CDEM GROUP JOINT COMMITTEE

Monday 22 March 2021

### Subject: COVID-19 RESURGENCE PLANNING UPDATE

#### Reason for Report

1. This report provides Joint Committee with an update regarding COVID-19 Resurgence Planning, led by the Hawke's Bay CDEM Group.
2. The Hawke's Bay CDEM Group has undertaken a review of the previous HBCDEM Regional Resurgence Plan (v3.3), released on 18 September 2020.
3. Following consultation, the Hawke's Bay CDEM Group released the new version (v4.0) of the Regional Resurgence Plan on 9 March 2020. This is a restricted document so has not been included in this paper. A copy was emailed to the COVID-19 Regional Leadership Group, of which this committee is a member, on Wednesday, 10 March.

#### Officers' Recommendation(s)

4. That the Joint Committee receive and note the 'COVID-19 Resurgence Planning Update'.

#### Executive Summary

5. The purpose of the Hawke's Bay CDEM Regional Resurgence Plan is to record response arrangements and the shared understanding of regional response agency roles and responsibilities for a COVID-19 resurgence event in the Hawke's Bay.
6. The HBCDEM Group has reviewed the Hawke's Bay CDEM Regional Resurgence Plan (v3.3) to ensure it accurately reflects regional response arrangements for a COVID-19 resurgence.
7. Consultation on the plan with regional response partners commenced in December 2020. The updated version of the plan (v4.0) incorporating feedback from the consultation process was released on 9 March 2020.

#### Background /Discussion.

8. Normal Hawke's Bay CDEM work programming practices have been used to coordinate ongoing Hawke's Bay CDEM readiness activities in preparation for COVID-19 resurgence following de-escalation of the Hawke's Bay CDEM-led response to COVID-19 up to 30 June 2020.
9. Version 3.3 of the resurgence plan was released in September 2019. In late December central government released a National Plan and welfare guidance. In early January, the Hawke's Bay DHB released a draft of their resurgence plan to the Group Controller.
10. Regional response arrangements for COVID-19 resurgence must remain agile with updates to national response arrangements, planning, and changes to the risk posed by the virus (e.g., variant strains).
11. Regional stakeholders were consulted between December 2020 and February 2021 to ensure the plan accurately reflects current response arrangements including plans and guidance that have been released since September 2019.
  - 11.1. Initial written feedback on the plan was sought from regional partners, including Tangata Whenua, in December 2020.

- 11.2. An internal CDEM Group office workshop was held to refine internal operational planning for resurgence on 28 January.
- 11.3. An external workshop with key stakeholders (Emergency Services, Hawke's Bay DHB, Local Controllers and Welfare Agencies) was held on 5 February to discuss regional response arrangements.
12. A new version of the plan, version 4.0, which integrates feedback from consultation activities was issued on 9 March 2021.

**Next steps**

13. Monthly resurgence planning meetings are held on an ongoing basis to refine planning arrangements. These include members of the Emergency Services, TLA Local Controllers and MSD. These meetings are focused on agency updates and coordinating more detailed planning by different agencies. The last meeting was held on 11 March.
14. The HBCDEM Regional Resurgence Plan is a living document which will continue to be reviewed as regional planning for a COVID-19 resurgence progresses.

**Decision Making Process**

15. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision making provisions do not apply.

**Recommendations**

That Hawke's Bay CDEM Group Joint committee:

1. Receives and considers the "COVID-19 Resurgence Planning Update" staff report.

**Authored by:**

**Natasha Blunden**  
**EMERGENCY MANAGEMENT ADVISOR**  
**PLANNING**

**Approved by:**

**Ian Macdonald**  
**GROUP MANAGER/CONTROLLER**

**Attachment/s**

There are no attachments for this report.



## HB CDEM GROUP JOINT COMMITTEE

Monday 22 March 2021

**Subject: HAWKE'S BAY CDEM GROUP FINANCIAL REPORT 2020-21 TO FEB 2021**

### Reason for Report

1. This report seeks to inform the Committee of the status of the current CDEM Group budgets for 2020-21.

### Recommendation:

2. That the Committee notes the Hawke's Bay CDEM Group budget report for the first 7 periods of the 2020-21 financial year.

### Reason for Report

3. This report seeks to inform the Committee of the status of the current CDEM Group budgets for 2020-21.

### Recommendation:

4. That the Committee notes the Hawke's Bay CDEM Group budget report for the first 7 periods of the 2020-21 financial year.

### Discussion

5. The financial reports for the CDEM projects and a summary are attached for the first seven periods of 2020-21. They show a total under expenditure of \$5,303 for this period.
6. This is a positive result considering the Group had ongoing additional operational expenditure for the last 6 months of 2020 in relation to the COVID-19, drought and Napier floods.
7. This operational expenditure between 1 Jul 20 to 31 Jan 21 (not including personnel costs) can be broken down as follows:

Activity	Operational Expenditure
COVID-19	\$51,893
Drought	\$10,213
Napier Rain Event	\$73,905
<b>Total</b>	<b>\$136,011</b>

8. The Group office has made a claim to the National Emergency Management Agency for welfare costs as a result of the Napier rain event in November 2020. This claim totals \$23,700. This amount will be reported as income in the next period.

9. We are also holding four vacancies with will result in minor under expenditure in personnel budgets as we recruit replacements. Two appointments have recently been made with new staff starting in April/May.
10. Overall, the Group is tracking for a small surplus at the end of the financial year. Any surplus would be moved into the CDEM reserve account...

#### **Decision Making Process**

11. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision making provisions do not apply.

#### **Recommendation**

1. That the Hawke's Bay CDEM Group Joint Committee receives the "Hawke's Bay CDEM Group Financial Report 2020-21 to Feb 2021".

#### **Authored and Approved by:**

**Ian Macdonald**  
**GROUP MANAGER/CONTROLLER**

#### **Attachment/s**

- 1 [↓](#) Financial Report

## PROJECT PROGRESS REPORT

### Hawkes Bay Regional Council

Year: 2020 [From Period 1 To Period 7] (From 01-Jul-2020 To 31-Jan-2021)

PROJECT: 711 Reduction - Hazard Ident. & Mitigation

Activity Detail		Actual	Budget	Actual/ Budget
<b>Personnel Costs</b>		<b>35,071</b>	<b>224,489</b>	<b>16%</b>
2835	Rate collection costs	3,756	6,438	58%
<b>Overhead Charges</b>		<b>3,756</b>	<b>6,438</b>	<b>58%</b>
2310	Advertising	2,431	4,926	49%
2380	Consultancy costs	33,623	49,261	68%
2725	Miscellaneous expense	57	493	12%
2750	Other direct costs		3,941	0%
2780	Printing & publishing		483	0%
2875	Remission on Maori land			
3050	Travel & accommodation		4,926	0%
<b>External Costs</b>		<b>36,112</b>	<b>64,030</b>	<b>56%</b>
<b>TOTAL COSTS</b>		<b>74,938</b>	<b>294,957</b>	<b>25%</b>
1040	Targeted rates	(117,661)	(196,243)	60%
1144	Miscellaneous revenue		(100,000)	0%
1305	Interest - projects		(2,516)	0%
<b>Income</b>		<b>(117,661)</b>	<b>(298,759)</b>	<b>39%</b>
<b>TOTAL EXTERNAL INCOME</b>		<b>(117,661)</b>	<b>(298,759)</b>	<b>39%</b>
<b>NET FUNDING REQUIREMENT</b>		<b>(42,724)</b>	<b>(3,802)</b>	<b>1124%</b>

Item 10

Attachment 1

PROJECT PROGRESS REPORT				
Hawkes Bay Regional Council				
Year: 2020 [From Period 1 To Period 7] (From 01-Jul-2020 To 31-Jan-2021)				
PROJECT: 712 Operational Readiness & Response				
+	Activity Detail	Actual	Budget	Actual/ Budget
	<b>Personnel Costs</b>	<b>449,435</b>	<b>557,284</b>	<b>84%</b>
2835	Rate collection costs	9,436	16,176	58%
	<b>Overhead Charges</b>	<b>9,436</b>	<b>16,176</b>	<b>58%</b>
2130	Conference expenses	146		
2155	Protective clothing	275		
2180	Training	(2,084)		
2310	Advertising	3,909		
2354	Catering	14,063		
2370	Computer software license cost	4,898		
2380	Consultancy costs	16,700		
2385	Contractors	15,387	1,440	1068%
2395	Contributions		9,852	0%
2430	Disaster fund expense	1,179		
2436	Digital Media / Webcasting	40		
2470	Equipment - small		28,177	0%
2485	Equipment hire	504		
2490	Equipment servicing		19,704	0%
2538	Freight	122		
2545	General expenses	10,601		
2635	Internet usage charges	304		
2640	IT consumables	377		
2665	Licence fees	2,196	12,304	18%
2710	Marketing	7,333		
2715	Materials & consumables	200		
2720	Meeting expenses	8,149		
2725	Miscellaneous expense	24,968	986	2533%
2750	Other direct costs	1,107	20,544	5%
2780	Printing & publishing		986	0%
2885	Rental expense	(200)	22,660	-1%
2890	Repairs & maintenance	643		
2905	Rubbish/recycling	65		
2930	Service contracts	2,190		
2940	Software maintenance	2,380		
2975	Stationery	92		
3015	Technical materials	14	3,449	0%
3020	Telecommunications	20,278	13,509	150%
3045	Training - project related		23,750	0%
3050	Travel & accommodation	12,253	4,926	249%

<b>External Costs</b>		<b>148,088</b>	<b>162,287</b>	<b>91%</b>
<b>TOTAL COSTS</b>		<b>606,959</b>	<b>735,747</b>	<b>82%</b>
1040	Targeted rates	(405,596)	(676,478)	60%
1144	Miscellaneous revenue	(4,152)		
1159	User charges & cost recoveries			
1305	Interest - projects		784	0%
<b>Income</b>		<b>(409,748)</b>	<b>(675,694)</b>	<b>61%</b>
<b>TOTAL EXTERNAL INCOME</b>		<b>(409,748)</b>	<b>(675,694)</b>	<b>61%</b>
<b>NET FUNDING REQUIREMENT</b>		<b>197,211</b>	<b>60,053</b>	<b>328%</b>

Item 10

Attachment 1

PROJECT PROGRESS REPORT				
<b>Hawkes Bay Regional Council</b> Year: 2020 [From Period 1 To Period 7] (From 01-Jul-2020 To 31-Jan-2021) PROJECT: 713 Group Leadership and Governance				
+	Activity Detail	Actual	Budget	Actual/ Budget
	<b>Personnel Costs</b>	<b>260,044</b>	<b>491,044</b>	<b>53%</b>
2835	Rate collection costs	5,689	9,752	58%
	<b>Overhead Charges</b>	<b>5,689</b>	<b>9,752</b>	<b>58%</b>
2150	Membership subscriptions	150		
2310	Advertising	12,709	22,484	57%
2370	Computer software license cost	361		
2380	Consultancy costs		5,556	0%
2385	Contractors	6,960	14,778	47%
2396	Contributions - Lifelines	4,620	11,823	39%
2560	Graphic design expenses	6,614		
2660	Legal fees & charges		1,970	0%
2715	Materials & consumables	125		
2720	Meeting expenses	489		
2725	Miscellaneous expense	322	1,970	16%
2780	Printing & publishing	336	4,926	7%
2810	Publication subscriptions	173		
3020	Telecommunications	800	1,478	54%
3050	Travel & accommodation	3,152	3,547	89%
	<b>External Costs</b>	<b>36,811</b>	<b>68,533</b>	<b>54%</b>
	<b>TOTAL COSTS</b>	<b>302,544</b>	<b>569,329</b>	<b>53%</b>
1040	Targeted rates	(336,536)	(561,296)	60%
1144	Miscellaneous revenue		(18,500)	0%
1305	Interest - projects		(3,028)	0%
	<b>Income</b>	<b>(336,536)</b>	<b>(582,824)</b>	<b>58%</b>
	<b>TOTAL EXTERNAL INCOME</b>	<b>(336,536)</b>	<b>(582,824)</b>	<b>58%</b>
	<b>NET FUNDING REQUIREMENT</b>	<b>(33,992)</b>	<b>(13,495)</b>	<b>252%</b>

PROJECT PROGRESS REPORT				
<b>Hawkes Bay Regional Council</b> Year: 2020 [From Period 1 To Period 7] (From 01-Jul-2020 To 31-Jan-2021) <b>GROUP: 749 Emergency management total</b> <b>PROJECT: 714 Community Engagement &amp; Resilience</b>				
+	Activity Detail	Actual	Budget	Actual/ Budget
	<b>Personnel Costs</b>	<b>260,652</b>	<b>518,511</b>	<b>50%</b>
2180	Training	795		
2310	Advertising	4,398	50,989	9%
2385	Contractors		4,631	0%
2395	Contributions	1,500		
2456	Education costs		8,473	0%
2470	Equipment - small	5,132		
2490	Equipment servicing	171		
2715	Materials & consumables	550	604	91%
2720	Meeting expenses	2		
2725	Miscellaneous expense	2,424	2,020	120%
2780	Printing & publishing		9,852	0%
3015	Technical materials	687		
3020	Telecommunications	12,881		
3045	Training - project related	1,224	23,645	5%
3050	Travel & accommodation	311	2,525	12%
	<b>External Costs</b>	<b>30,076</b>	<b>102,740</b>	<b>29%</b>
	<b>TOTAL COSTS</b>	<b>290,728</b>	<b>621,251</b>	<b>47%</b>
1040	Targeted rates	(416,413)	(694,520)	60%
1144	Miscellaneous revenue	(113)		
1305	Interest - projects		(6,092)	0%
	<b>Income</b>	<b>(416,526)</b>	<b>(700,612)</b>	<b>59%</b>
	<b>TOTAL EXTERNAL INCOME</b>	<b>(416,526)</b>	<b>(700,612)</b>	<b>59%</b>
	<b>NET FUNDING REQUIREMENT</b>	<b>(125,798)</b>	<b>(79,361)</b>	<b>159%</b>

Summary CDEM Projects Funded by Targeted Rate

Project	Personnel Costs	Operational Costs	Income	Total
711	35,071	39,867	(117,661)	(42,724)
712	449,435	157,524	(409,748)	197,211
713	260,044	42,500	(336,536)	(33,992)
714	260,652	30,076	(416,526)	(125,798)
Total	1,005,202	269,967	(1,280,472)	(5,303)



## HB CDEM GROUP JOINT COMMITTEE

Monday 22 March 2021

**Subject: DISCUSSION OF MINOR ITEMS NOT ON THE AGENDA**

### Reason for Report

1. This document has been prepared to assist Joint Committee members to note any Minor Items of Business Not on the Agenda to be discussed as agreed in Agenda Item 5

Topic	Raised by