



Meeting of the HB Civil Defence Emergency Management Group Joint Committee

Date: Monday 27 August 2018
Time: 1.30pm
Venue: Council Chamber
 Hawke's Bay Regional Council
 159 Dalton Street
 NAPIER

Agenda

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1.	Welcome/Notices/Apologies	
2.	Conflict of Interest Declarations	
3.	Confirmation of Minutes of the HB Civil Defence Emergency Management Group held on 14 May 2018	
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HB CDEM GROUP JOINT COMMITTEE

Monday 27 August 2018

Subject: GROUP TRAINING AND EXERCISING PROGRAMME

Reason for Report

1. The purpose of this report is to seek the endorsement of the Committee of the CEG's approval of the attached draft Training and Exercise Plans.

Discussion

2. Training: The general approach to training in the Hawke's Bay Civil Defence Emergency Management Group (HBCDEM) will be the adoption of a centralised CDEM Group service provision model. The training plan is attached. The aim of the training plan is to provide a professional personnel capability development service to the members of the Hawkes' Bay Civil Defence Emergency Management Group via the Group office.
3. Priority will be to train the staff that will contribute to the Group Emergency Coordination Centre (including identified Wairoa and Central Hawke's Bay District Council staff). A positive outcome will be that these staff may also form the basis of a council's incident management team (IMT) as the skills are transferrable. Direct training costs will be met by Hawke's Bay Civil Defence Emergency Management Group budgets. The Group members (i.e. Territorial Local Authorities) will contribute staff time to meet the training programme.
4. Exercising: The general approach to exercising will be a Group wide facilitation model similar to training. The aim of the Exercising Plan is to provide an integrated, Group wide approach to practicing and testing the coordinated response to events between the HBCDEM members and our Partner Agencies. Territorial Authorities as lifeline providers and partner agencies such as Emergency Services, Lifeline Organisations, and Welfare Coordination Group Organisations will be encouraged to regularly practice their internal emergency response procedures. HBCDEM office will act as a "centre of excellence" and support the development of these organisation's capability as required and appropriate.
5. HBCDEM will aim to lead two region wide emergency response exercises per year. These will be a service provided on an 'opt-in' basis for partner organisations, who will be expected to be involved in the exercise planning and assessment.
6. HBCDEM will also contribute resources to meet national and international exercising commitments as required by the Ministry of Civil Defence and Emergency Management (MCDEM).

Financial and Resource Implications

7. As mentioned the direct cost of providing training and exercises (e.g. facilities and trainers) will be sourced from the existing Group budget.
8. Ratification of the training plan is the approval of the service provision approach and acknowledgement that the Group members are committing the staff-time required to achieve the training plan. Currently this is forecast to be a total annual ongoing commitment of 85 staff days on average for HDC, NCC, and HBRC; and 50 staff days on average for WDC and CHBDC. Time requirements for individual roles are detailed in the plan.

9. Ratification of the exercises plan is the approval of the exercising approach as outlined in the plan. This includes each local authority being responsible for their own crisis management and internal incident management teams capabilities with support from the HBCDEMG. Currently this is forecast to be an annual ongoing commitment of 90 staff days on average for HDC, NCC, and HBRC; and 55 staff days on average for WDC and CHBDC. There is also a requirement for key staff in councils to be involved in exercise planning and control, this will vary based on scenario and involvement.
10. It is recommended that councils continue to, and increase over time, the investment in staff capability to respond to emergencies. This will in turn transfer to an increase in the capability for organisational crisis / business continuity management.

Recommendations

That :

1. That the Hawke's Bay CDEM Joint Committee endorses the decision to approve the Training Plan attached to this report.
2. That the Hawke's Bay CDEM Joint Committee endorses the decision to approve the Exercises Plan attached to this report.

Authored by:

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EMERGENCY MANAGEMENT ADVISOR
(TRAINING AND PLANNING)

Approved by:

Ian Macdonald
GROUP MANAGER/CONTROLLER

Attachment/s

- [1](#) HB Civil Defence Group Training and Exercise Plan 2018

2018

Item 5

Attachment 1

Hawkes Bay Civil Defence Group

Training and Exercising Plan

2018 – 2019



Attachment 1

Item 5



Hawkes Bay Civil Defence Emergency Management Group

Training and Exercising Plan 2018 - 2019

July 2018



The focus of this training plan is ensuring staff are trained in systems and processes to enable the implementation of the new method of operations. It also outlines how the training pathways will continue to be delivered over the next 12 months and beyond. This includes the type of courses that will be utilised, the methods of delivery and the programme for delivery of these courses. The plan also defines the exercising programme for the next four years that will ensure staff have the opportunity to practice the skills they have developed during the training that is delivered through the course of each year.

This plan is a living document that will be reviewed and updated every year.



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Introduction

The Hawke's Bay CDEM Group has completed a Training Needs Analysis (TNA) across its members, focussing on the needs and development of emergency operations and coordination centre staff. The TNA highlighted the need to improve the levels of training and understanding of core processes in certain key roles and improve consistency across the Group. This plan details how the CDEM Group will undertake the training and exercising of staff to perform their roles in an emergency as efficiently and effectively as possible.

The plan also details how the Hawke's Bay CDEM Group will train our volunteers and with our external partner agencies, such as the emergency services.

References:

- Training Needs Analysis
- Training Strategy
- Hawkes Bay Group Plan
- Hawkes Bay Volunteer Management Plan (In progress)
- Hawke's Bay CDEM Group Initial Response Plan (In progress)
- DGL 10/09 CDEM Exercises (pdf 800kB)
- Lessons Learnt Plan (In progress)
- MCDEM Best Practise Guide 05-10 Development Needs Analysis
- MCDEM Role Maps for CIMS Functions
- Technical Standard (TS 02/09) The CDEM Competency Framework
- Civil Defence Emergency Management Act 2002

Aim

To provide a **professional personnel capability development service to customers of the Hawkes' Bay Civil Defence Emergency Management Group**

Professionalism will be achieved by using evidence based approaches to achieve a credible and measurable Curriculum.

Personnel Capability Development will be provided by the delivery of training, exercising, refreshers, and professional development opportunities for the staff of member organisations.

Service Excellence will strive to exceed expectations and champion national level best practices.

Customer Focussed services will be tailored to meet the specific needs of the member organisations. This includes HBCDEM volunteers, Territorial Local Authorities (TLAs), Lifeline Organisations, Welfare Coordination Group organisations, and Emergency Service organisations. Of note, this does not include the CDEM Group Staff as they are the service providers and subject matter experts. Their professional development will be separate from this plan.

CDEM Group is governed by the collection of customer organisations, and administered as its own service delivery business unit.



Objectives

To deliver the aim of this plan, the organic training and exercising capability of CDEM Group must be developed from its current state. To do this, a phased approach will be implemented to take stock of where we are now, develop the capability into what it needs to be, maintain that capability, and then review the development and refine the end result. This has an impact on objectives and what we will try to achieve at each stage of this development cycle. Below is detailed the objectives broken down into each phase that this plan covers.

FY 2018 – 2019 Preliminary Phase

- Deliver training at pace that will meet the training pathways.
- Embed the Concept of operations, structural reorganisation, volunteer reorganisation and Systems review into the curriculum.
- Create a training and exercising programme, and pathways, to develop personnel capability.

FY 2019 – 2020 Development Phase

- Critically analyse skill gaps in the curriculum and pathways.
- Creation of course Syllabus, and prospectus delivery of training.
- Consolidate and refine training and reporting support systems.

FY 2020 – 2021 Maintenance Phase

- Transition to a more sustainable pace of delivery that accounts for natural attrition.
- Contribute to formation and implementation of best practices at National Level.
- Represent the region as an exemplary model of personnel capability development.

FY 2021 – 2022 Review Phase

- Conduct full review of Training Needs Analysis, Training Strategy, Training Plan, and Syllabi.
- Assess whether the Aim has been achieved.
- Initiate Competency Framework review.

Principles

These underlying principles will support our implementation of the aim.

- Continually scoping for synergy with the rest of the CDEM Group's activities and best practices. For example:
 - Maximising use of widely used tools such as EMIS;
 - Delivering training pathways consistent with activation staff lists expected from TAs;
 - Supporting training with SOPs and Position Descriptions.
- Creating a positive culture of 'professionalised fun' towards CDEM within the member organisations. For example:
 - Making training fun and providing staff with the confidence to do their response role.
 - Appreciating the transferrable skills in CDEM can be used in any form of crisis management.
 - Reinforcing CDEM as an "alternative career" and a valuable addition to individuals' Resume'.
 - ECC staff having ownership of the facility and other facilities in the region.



- Valuing the contributions of member organisations by delivering the aim as efficiently as possible. For example:
 - Minimising the organisational costs of sending staff on training and exercises.
 - Conducting training in the ECC where possible to simulate real events.
- Flexibility in the service provision. For example:
 - Providing ad-hoc training / refresher help / trouble-shooting service during a response if requested
 - Changing the curriculum to account the outcomes of Hikurangi Subduction Zone project, climate change, or a changing political environment.

Training focus for 2018 - 2019

Financial Year 2018 – 2019 will focus on the preliminary steps and foundation work so that the CDEM Group can undergo significant development to meet our Aim. This involves using the current training model to build on pre-existing basic levels of training. This will also involve maintenance of basic levels from eroding due to attrition rates or organisational restructures occurring in member organisations.

The main way this intermediate level of capability will be gained is through the ITF Intermediate Course and the ITF function specific courses. These courses will ensure training is delivered in a nationally consistent framework and will occur at a rate that will cater for all those participants that require the qualifications.

Where gaps have been identified in the national framework, Emergency Response Concepts (ERC) courses have been developed at the regional level. The focus this year will be bridging the gap in function specific knowledge between the ITF Foundation Course and the Intermediate Course, and also providing function specific training at the intermediate level for those non-function specific CIMS roles (e.g. technical advisors, risk advisors, personnel assistants).

There will also be a focus on including the volunteer training as part of our training framework. This will recognise the valuable capability the volunteers provide in an emergency and the skills we provide them with being an integrated part of the way CDEM responds. This integration will be implemented through all users being loaded on ITM in the first instance. More details on capability in this area are in the Volunteer Management Plan.

Finally, the focus for this year is to appreciate that HBCDEM have undergone significant organisational change. To add to this, there have been several significant activations that have shaped the expectations and culture of the public and the TAs – many of whom have undergone their own restructures in recent times. It is for these reasons that CDEM must build personnel capability in a way that supports strategic goals. Ensuring that the training curriculum remains consistent with the new organisations business level operations is crucial.

Monitoring of the Plan

Monitoring of the training and exercising plan will be through the Operational Readiness Team Leader and Emergency Management Advisor Training and Planning. Progress will be reported to the Coordinating Executive Group on a quarterly basis through the Group Manager's update report.

Administration

Notification of training and exercising

Where possible, staff will be notified of upcoming courses and exercises a minimum of 4 weeks before their occurrence, although it is preferred that 8 weeks' notice is given where course will exceed more than 4 hours.

Notification of courses and exercises and invitations to attend will be sent by the appropriate Emergency Management Advisor (EMA) that is domiciled with that particular council, or by the relevant portfolio holder (e.g. Welfare). Joining instructions for courses will be sent 2 weeks prior to any training.



Venues and catering

Where courses or exercises are to be held within an individual authority it will be the responsibility of the Domiciled EMA to arrange an appropriate venue and catering through the relevant council.

For any Group-wide training activities it will be the responsibility of the Group Emergency Management Office to arrange an appropriate venue and catering.

Costs for attendance

For training that is organised and delivered by HBCDEMG, all course costs except for staff time will be met by the HBCDEMG's training budget. For courses that are delivered by external agencies, ACE funding will be sought where it is applicable. For instances where ACE funding is not-allowed, an invoice for costs will be sent to the attending organisation. Where possible, an indication of price will be given to the attending organisation prior to invoicing.

Information Management

The end state for managing training information is to integrate personnel capability information into a nationwide Customer Relationship Management (CRM) tool. MCDEM have created a Learning Management System (LMS) "Takatu" which is continuously being developed to be able to reach the end state. The intent of HBCDEM is to use Takatu as the single source of truth for all training information so as to preposition ourselves favourably to achieving the end state.

However, Takatu reporting and career management functionality is still under development, and until such times as these can be provided, "ITM" will be used to fill the functionality gaps of Takatu. This will require some duplication of information but is intended to be a temporary solution.

Every effort shall be made to integrate Takatu and ITM to reduce the duplication of data where possible. Additionally, every effort shall be made to integrate training information with other information management programmes already in use such as Microsoft 365, EMIS, Whispir, the HBCDEM contacts application, and member organisation BAU systems.

Because of its non-discriminant user provisioning, Takatu will be used as the 'public facing' training Learning Management System (LMS). This will draw user information from Realm. This user information will then be amalgamated with user information stored on other systems and imported into ITM, which will be the 'inward facing' training management tool and will be used to manipulate the data to report on.

ITM will first be rolled out for volunteer training. This will also track other qualifications or attributes they hold and will host the learning pathways.

Integration with Concept of Operations

This training plan is a subordinate plan to both the training strategy and also the overarching concept of operations that HBCDEM have adopted. Although this training plan is its own document, it is interrelated with all parts of the HBCDEMG's business.

In general terms, training shall be made available not only to staff in the ECC response structure, but also staff in CHB and Wairoa's EOCs, and HDC, NCC, and HBRC's IMTs. The level of training service provided by the group shall remain proportional to the level of commitment demonstrated by the TLAs.

Emergency Management Adult and Community Education (ACE) Fund

The Tertiary Education Commission (TEC) has created a fund to enable the training of volunteers in specific courses within New Zealand via accredited Primary Training Organisations (PTOs). This fund can be used to subsidise the training costs for EOC staff and other volunteers, for courses such as CIMS 4, Welfare Supervision, or the training requirements for the HB Emergency Response Team.

All costs relating to the training and accreditation of students can be claimed by the provider. However, the fund does not cover the additional costs of training, such as venue hire and catering.



Emergency Response Concepts (ERC)

The Emergency Response Concepts (ERC) suite of courses have been developed in-house to bridge the current gap in ITF function specific courses, most of which are yet to be developed. The intention of these courses is to provide staff with a basic overview of the ECC / EOC functions roles and responsibilities and to provide the opportunity to practice the processes associated with each function.

The courses are run in two parts; an online component to provide the theory and background and a face-to-face session in the response facility to practice the processes. The online component of each course takes approximately 1 hour and the face-to-face sessions are between 1.5 and 3 hours long, depending upon the function. Currently there are 6 courses under development and due for roll-out across Hawke's Bay prior to 2019. A brief outline of each course is provided below.

ERC Intelligence and Planning

This course outlines the key processes of the Intelligence and Planning functions. The course covers intelligence gathering, dissemination methods, task planning and action planning. During the face-to-face session students trial methods of intelligence gathering, dissemination using status boards, mapping, formulating situation reports, developing objectives and options, creating task plans and developing an action plan using a range of scenarios.

ERC Operations and Logistics

This course outlines the key processes associated with the Operations and Logistics functions. This includes tasking, liaison, Lifelines and emergency services operations, resource management and the other sub-functions of the logistics function. During the face-to-face session students trial operational management and logistical management using a range of scenarios.

ERC Response Managers Course

This course aims to teach the core processes associated with the operation of the IMT and the overall running of the EOC / ECC. During the face-to-face session participants will practice IMT meetings, briefings, staff management, declarations, and an overview of all CIMS functions.

ERC Public Information Management

This course covers all aspects of the PIM function. The course covers the variety of methods used for dissemination of public information, preparing staff for media briefings, consistent messaging, issuing warnings through the Red Cross Hazards App and organising VIP visits. During the face-to-face sessions participants will practice each process using a range of scenarios.

ERC CDC Management

This course covers the management of civil defence centres, including set up and delivery of welfare outputs. During the face-to-face session participants will be opening up a CDC.

ERC Needs Assessments

This course covers the implementation and delivery of needs assessments. During the face-to-face session the participants will be conducting needs assessments on each other.

ERC Rural Liaison Training

This course covers the rural sectors response from a welfare perspective and animal welfare. In the practical session participants will be exercising the Rural Advisory Group's response and communications into the ECC.



The Integrated Training Framework (ITF)

There are four levels of courses: Foundation, Intermediate, Advanced and Leadership. Each course will have an assessment participants will need to complete before they can progress to the next level.

The first level is the 'ITF Foundation Course'. This is a four-hour interactive training session that introduces the CIMS principles, structure and terminology, as well as the context of civil defence emergencies. This basic course is designed for anyone who may work in a coordination centre, including support staff. On successful completion of the ITF Foundation Course, participants can be credited with unit standard 17279 - Demonstrate knowledge of the coordinated incident management system (CIMS 2).

The second level is the 'ITF Intermediate Course'. This is a two-day interactive training session that introduces participants to how the CIMS is used within a coordination centre and some of the processes and procedures involved. Successful completion of the ITF Intermediate Course will allow participants to work under supervision in a coordination centre. Qualification on the ITF Intermediate Course is a pre-requisite for attendance on courses at the next level.

The third level is the 'ITF Advanced' suite of courses. These courses offer a number of development opportunities that are tailored to each CIMS function within a coordination centre. The courses vary in duration depending on the CIMS function, however all are interactive and encourage the participant to learn through practical exercises and scenarios. Successful completion of the ITF Advanced courses relevant to an individual's role will allow them to work unsupervised in a coordination centre. Some may also qualify to act in a leadership role.

The fourth level is the leadership course currently being developed. This will be targeted at those that will go on to act as a Section Manager or in another leadership role such as Response Manager.

Under Development

The following table outlines the ITF courses currently under development, or awaiting development. In general, these courses are being developed in conjunction with the release of any new MCDEM Guidelines.

Course	Knowledge / Skill requirement achieved
ITF Finance	<ul style="list-style-type: none"> Contract Management
ITF Planning and Intelligence	<ul style="list-style-type: none"> Intelligence gathering process and situation reporting Advanced Planning process
ITF Public Information Manager	<ul style="list-style-type: none"> Media Management



ITF Operations	<ul style="list-style-type: none"> Advanced Operations managements
ITF Lifelines Utilities	<ul style="list-style-type: none"> Advanced LUC
Co-ordinator	

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CDEM Controller's Development Programme

A CDEM Controllers Development Programme, a joint venture between MCDEM, Massey University, GNS and AUT, has been created to meet the capability development needs of Controllers at local, regional and national levels. The CDEM Controllers' Development Programme is the only programme sanctioned by MCDEM to represent qualification for the role of Controller.

New Zealand Qualifications Authority (NZQA) Unit Standards

Unit standards are developed by industry training organisations (ITO's) and by the NZQA. Each unit standard describes what a candidate who has achieved the standard knows and can do. Each standard has a defined credit value, which represents the notional learning time, and a level, which reflects the level of complexity of the skills and knowledge that are recognised by the standard. Candidates who achieve the standards gain credits which are recorded on the centrally managed Record of Achievement. The use of unit standards helps to ensure that:

- Clear training outcomes are recognised
- Nationally consistent standards apply to the training outcomes that are recognised.
- Existing knowledge and skills are recognised and credited on the student Record of Achievement.

Unit Standards are also transferable, so should a member of staff move area or between authorities the qualification remains valid, unless there is a revalidation stipulation identified on the Unit Standard.

The current ITO for the Civil Defence sector is *Skills.Org*, who set the standards and assist with the assessment of the unit standards. In the main, EOC staff may engage in 2 Unit Standards; CIMS 2 (US 17279) and CIMS 4 (US 22445). However, in some specialised areas such as Welfare delivery or a Rescue Team, there will be the utilisation of unit standards related specifically to that field.

Grouping training pathways

Each role within the ECC will fit into a grouping, which will in turn determine the training pathway. This will also be applicable to roles in WDC and CHBDC's EOCs. Pathways will be either for functions mandated by CIMS, the positions that face internally and support the CIMS staff, the advisory function that inform the controller, and the volunteers who deliver the outputs.

The training pathways focus on completing common training and then branching off into each role's speciality. Differing levels of training will be obtained; with the basic level empowering staff to confidently be a contributing member of the ECC. The intermediate level will of training will be aimed at specialising staff into their interests or specialities. Advanced training will be aimed at the management and leadership components of the ECC.

For general CIMS functions the training pathways can be completed in as little as a year, although it is more likely to take around two years without impacting heavily upon staff time and availability. For more complex roles e.g. Controllers, the training pathway is likely to take between 2 and 3 years to complete depending upon staff availability.

Recognition of prior learning

In some cases staff may have been active in Civil Defence for a number of years or have other relevant experience and have already developed required skills for their role without attendance at formal training. New staff may

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also have acquired skills and knowledge in previous employment that are transferrable to their new Civil Defence role.

Where this is the case, recognition of prior learning will be given on a case by case basis. In some cases it will be necessary to sight a Record of Learning, or conduct an assessment without attendance on a course to ensure that their capability is recorded and validated.

Volunteers

HBCDEM Volunteers are included in this training framework's aims, principles, and objectives. It is intended that full integration between all aspects of training within HBCDEM will occur with volunteers and a singular training programme will be created.

Other volunteers, such as spontaneous volunteers, will have training requirements identified at the time according to the role they will perform.

Delivery and Assessment

Trainers

Preference will be given to using suitably qualified in-house trainers to reduce the costs associated with training and exercising. All trainers delivering NZQA Unit Standards should hold the qualification they are teaching and be current practitioners within CDEM, or from an established training organisation. For the delivery of the ITF programme of courses all trainers should have completed the course and have taken part in the Train-the-Trainer component of the course.

Trainer requirements for the delivery of any in-house developed training will follow the same process as the ITF courses. Where an individual involved in the development of the course is also a potential trainer they will be deemed capable to deliver the course without meeting any other pre-requisites.

Where necessary, Emergency Management Advisors will be enabled to provide training through professional development opportunities, such as the Assessor qualification, or the MCDEM Exercise Writing Course.

Assessors

All assessors must be accredited with the relevant NZQA Qualification (Unit Standard 4098) and hold the qualification on their Assessor Scope with Skills.Org. Assessments must be conducted and submitted to Skills.Org within 1 month of the course completion. All Assessors must maintain their qualifications and registration in accordance with the requirements of Skills.Org. This includes any moderation requirements as set out in the Skills.Org Assessor guidelines.

Responding to real events

Scheduled Training will be postponed or cancelled if an event occurs that requires a response. Real life activation and ECC outputs will always take precedence over training activities.



Training Budgeting and Methodology

2019 Pathways

Each of the positions in an ECC is grouped into a learning pathway. The below table shows which courses

	Basic								Intermediate								Advanced					
Pathway	CDEM Induction to HB	ITF EOC Foundation	Emergency Response Concepts Intelligence and Planning	Emergency Response Concepts Operations and Logistics	Emergency Response Concepts PIM	Emergency Response Concepts CDR management	Emergency Response Concepts Basic Needs Assessment	Emergency Response Concepts Rural Liaison Training	ITF Intermediate	ITF Intelligence	ITF Planning	ITF Operations	ITF Logistics	ITF Finance	ITF Welfare	ITF Uklife Coordinators (LUC)	ITF Public Information Manager (PIM)	EMS Super User	CIMS 2&4	ERC Response Manager's Course	MCDEM Controller Development Course	Recovery Manager Training
Control Pathway Total																						
Advisory Pathway Total																						
Support Pathway Total																						
Intelligence Pathway Total																						
Planning Pathway Total																						
Operations Pathway Total																						
Logistics Pathway Total																						
PIM Pathway Total																						
Welfare Pathway Total																						
Recovery Pathway Total																						



Costs per course per year

The below budgeting outlines the costs of continued maintenance of the above training pathways. It does not reflect the additional effort required to achieve the current state moving to the above state. It is based off the assumption of 20% attrition rate in ECC staff, and 1/3 of those staff meeting the requirements to progress to function managers (advanced training). This budget will fluctuate proportional to any changes in the number of staff contributed to the ECC and by the number of staff that councils require for business continuity. It will also change if there are changes to the pathways, i.e. what courses have to be done by what positions, and also the type and nature of the courses. These numbers also don't account for costs associated with the development of the courses.

Response Role	CDEM Induction to HB	ITF EOC Foundation	Emergency Response Concepts Intelligence and Planning	Emergency Response Concepts Operations and Logistics	Emergency Response Concepts PIM	Emergency Response Concepts CDM management	Emergency Response Concepts Basic Needs Assessment	Emergency Response Concepts Rural Liaison Training	ITF Intermediate	ITF Intelligence	ITF Planning	ITF Operations	ITF Logistics	ITF Finance	ITF Welfare	ITF Lifeline Coordinators (LUC)	ITF Public Information Manager (PIM)	EMS Super User	CMS 284	ERC Response Manager's Course	MCDEM Controller Development Course	Recovery Manager Training		
Annual cost per course	0.0	0.0	366.0	600.0	228.0	288.0	132.0	318.0	1398.0	144.0	108.0	318.0	168.0	30.0	192.0	42.0	114.0	168.0	1398.0	57.0	9500.0	0.0	\$ 15,857.00	
Trainer Hours per course	0	0	8	13	5	6	6	3	7	93	6	5	14	7	1	9	2	5	7	0	0	0	199.6 hours	
Total Annual Participant Commitment Per course	184	184	97.6	160	60.8	76.8	86.4	44	84.8	745.6	38.4	28.8	84.8	44.8	8	51.2	11.2	30.4	89.6	745.6	45.6	76	100	3078.4 hours



Time Cost per pathway

The below budgetary table shows what positions are in what pathways, what the time commitment is for each position, and what the cost is for an incumbent in that position completing the entire learning pathway. It also shows how many years a pathway would likely take, and the amount of days per year that would be required if completing the pathway did indeed take that long.

Pathway	Response Role	days required to achieve path way	Pathway expectation in years	Commitment in days per year	Total Investment Per incumbent
Control Pathway	Controller	25	5	5	\$ 5,272.50
	Response Manager	25	5	5	\$ 5,300.00
Advisory Pathway	Safety/Risk Advisor	6	3	2	\$ 90.00
	Technical Experts	6	3	2	\$ 90.00
	Cultural Advisor	6	3	2	\$ 90.00
Support Pathway	IT Manager ('troubleshooter')	6	3	2	\$ 132.00
	Coordination Centre Office Manager	6	3	2	\$ 160.00
	Controllers Assistant	6	3	2	\$ 132.00
	EMIS Data Entry	6	3	2	\$ 125.00
Intelligence Pathway	Intelligence Staff	7	3	2	\$ 120.00
	Intelligence - GIS specialist	7	3	2	\$ 120.00
Planning Pathway	Planning Staff	7	3	2	\$ 120.00
Operations Pathway	Operations Staff	7	3	2	\$ 120.00
	Operations Staff - Volunteers	7	3	2	\$ 120.00
	HDC Local Operations	7	3	2	\$ 120.00
	HDC BCP Liaison	7	3	2	\$ 120.00
	NCC Local Operations	7	3	2	\$ 120.00
	NCC BCP Liaison	7	3	2	\$ 120.00
	HBRC Local Operations	7	3	2	\$ 120.00
	HBRC BCP Liaison	7	3	2	\$ 120.00
	Operations Staff - LUC	8	3	3	\$ 150.00
	Operations Staff - Police Liaison	7	3	2	\$ 120.00
	Operations Staff - FENZ Liaison	7	3	2	\$ 120.00
	Operations Staff - Ambulance Liaison	7	3	2	\$ 120.00
	Operations Staff - Health Liaison	7	3	2	\$ 120.00
	Logistics Staff	7	3	2	\$ 120.00
	Logistics Staff - Finance Specialist	8	3	3	\$ 150.00
PIM Pathway	PIM Staff	7	3	2	\$ 120.00
	PIM Staff - Governance and VIP specialist	7	3	2	\$ 120.00
Welfare Pathway	Welfare Staff	8	3	3	\$ 150.00
	Welfare Staff - Rural Liaison	6	3	2	\$ 120.00
Recovery Pathway	Recovery Manager	10	5	2	\$ 60.00



2019 Course Programming

The below table has the 2019 programme for courses. The frequency of each course is dependent on course demand, which is derived from what pathways require each course. Course dates are subject to change due to operational constraints, and venue and instructor availability. Takatu should always be referred to for the most recent training information.

<u>July 2018</u>	<u>August 2018</u> <ul style="list-style-type: none"> ITF Intermediate in Hastings ITF Intermediate in Napier ITF Intermediate in CHB 	<u>September 2018</u> <ul style="list-style-type: none"> CIMS 2/4 ECC Staff Familiarisation
<u>October 2018</u>	<u>November 2018</u> <ul style="list-style-type: none"> ITF Intermediate 	<u>December 2018</u>
<u>January 2019</u>	<u>February 2019</u> <ul style="list-style-type: none"> ITF Logistics Emergency Response Concepts Intelligence and Planning 	<u>March 2019</u> <ul style="list-style-type: none"> ITF Intermediate Emergency Response Concepts Operations and Logistics
<u>April 2019</u>	<u>May 2019</u> <ul style="list-style-type: none"> Emergency Response Concepts Supporting and Advisory ITF Public Information Manager (PIM) CIMS 2&4 	<u>June 2019</u> <ul style="list-style-type: none"> ITF Intermediate EMIS Super User ITF Lifeline Coordinators (LUC)
<u>July 2019</u> <ul style="list-style-type: none"> Emergency Response Concepts CDC management Emergency Response Concepts Rural Liaison Training 	<u>August 2019</u> <ul style="list-style-type: none"> Emergency Response Concepts Basic Needs Assessment ITF Intelligence 	<u>September 2019</u> <ul style="list-style-type: none"> ITF Planning ITF Operations ITF Welfare
<u>October 2019</u>	<u>November 2019</u> <ul style="list-style-type: none"> ITF Finance CIMS 2&4 ITF Intermediate 	<u>December 2019</u> <ul style="list-style-type: none"> ERC Response Manager's Course



HB CDEM GROUP JOINT COMMITTEE

Monday 27 August 2018

Subject: GROUP WORK PROGRAMME OUTLINE

Reason for Report

1. The purpose of this report is to update the Committee on the progress on redeveloping the Group Work Programme and seek advice and confirmation of the general intent and outline that has been developed.

Discussion

2. At the Committee meeting in May it was agreed to endorse the decision of the Coordinating Executives Group (CEG) to redevelop the existing Group Work Programme. This was primarily due to significant progress in completing the existing work programme and the need to consider the new Group office structure and capability.
3. In early July the Group office took the opportunity to spend a facilitated day looking internally at the team, conducted a GAP analysis of our work and identifying work streams and projects. At the beginning of this session some clear guidance was given as to what some of the key priorities and focus should be looking at the next 1-2 years' work.
4. This guidance was as a result of a discussion between the CEG Chair and the Group Manager. This guidance is summarised as follows:

Guiding documents:

- 4.1 *Group Plan (Joint Committee direction)*
- 4.2 *Group Work Programme (CEG)*
- 4.3 *National Plan and Guidelines*
- 4.4 *Note the Group Plan is to be reviewed starting 2019*
- 4.5 *Note the implementation of the Governments' Technical Advisory Group Report may shift the goal posts but we are well positioned to respond to this*

Strategic Priorities:

- 4.6 *Focus on finishing existing work before taking on new projects*
- 4.7 *Focus on operational readiness and ensuring the Group is able to effectively respond to the risks we face*
- 4.8 *Continue and further develop Community Resilience Planning process – including implementation projects*
- 4.9 *Progress and improve Recovery structures and planning*

There are however a number of "non-negotiables" that will need to be completed over the next 2 years:

- 4.10 *Review of the Group Plan*
- 4.11 *Re-occupation and establishment of the Group Emergency Coordination Centre (GECC) in Hastings*

4.12 *Hikurangi Response Plan and Rapid Relief Project (external funding constraints)*

4.13 *Realignment of budgets post LTP to reflect new structure/responsibilities*

4.14 *Review of “service level agreements” with Group members*

5. Within this broad guidance a number of work areas/projects were collectively identified. These were further considered by the team and were placed within the following prioritisation matrix. This Matrix is in a very draft state and provides a level of guidance only. Some projects could be amalgamated into work streams. It needs to be noted that although a project may be low impact and effort – this does not mean it will not be done. Furthermore linkages between projects need to be explored which may change priorities.
6. The Committee’s guidance is sought on the prioritisation matrix below.

Low Effort/High Impact	High Impact/High Effort
<ul style="list-style-type: none"> • Develop new Community Resilience Plan (CRP) timetable • Finishing CRPs underway • Launch new regional warning system (Whisper) • Hazard research plan (rock fall / land slide) • Rapid relief project and planning • Website redevelopment • Auditing existing IMT staffing capability • Lifelines engagement and integration • Implementing training plan • Community survey including resilience indicators • Digital radio network development and implementation • Corrective action implementation strategy 	<ul style="list-style-type: none"> • Advancing natural hazard land use planning changes • Response Planning (including Hikurangi Response Plan) • Initial response planning • Exercises • Tsunami evacuation zone public awareness • Commissioning new GECC facility • Develop monitoring framework and measure outcome achievement • Public mass alerting systems • Activation processes and supporting technology • Tsunami risk reduction • Implementing recovery strategy • Group Plan review • Volunteer Strategy and implementation • Development of Common Operating Picture (COP)
Low Effort/Low Impact	High Effort/Low Impact
<ul style="list-style-type: none"> • Asset and equipment rationalisation and location • Public education display refresh (EIT LAB 20/8/19) • PTECH • Information management • Budgets review • Communications toolbox • Communications plan review 	<ul style="list-style-type: none"> • Maori engagement methodology • Public education • Small events capability • Te Reo strategy • Hazard risk reduction strategy • Reviewed service level agreements with councils

7. The intent is to take this initial work and develop a coordinated work programme. The first step is the scoping of each project and where appropriate rationalising projects into work streams. This will identify matters such as:
 - 7.1 Project overview and purpose
 - 7.2 Project goals
 - 7.3 Project assumptions and constraints
 - 7.4 Project success factors
 - 7.5 Risks to project
 - 7.6 Strategic alignment
 - 7.7 Related projects and interdependencies
 - 7.8 Stakeholders
 - 7.9 Resourcing
8. As part of this process it is intended to consult with the organisations represented in CEG and with other partner agencies.
9. It is intended that a complete Work Programme be provided to the November CEG meeting for approval. This will also guide the Business Plan for 2019/20, which will be on the next Committee meeting agenda.

Recommendations

10. It is requested that the Committee provide some initial feedback and guidance on the initial work completed so far and agree with the CEG's endorsement of the work completed so far.

Recommendations

That :

1. The report of the Group Manager, Hawke's Bay CDEM Group Joint Committee titled **"Group Outline Work Programme"** be received.
2. That the outline Group Work Programme is endorsed.

Authored and Approved by:

Ian Macdonald
GROUP MANAGER/CONTROLLER

Attachment/s

There are no attachments for this report.



HB CDEM GROUP JOINT COMMITTEE

Monday 27 August 2018

Subject: GROUP MANAGER'S GENERAL UPDATE

Reason for Report

1. The purpose of this report is to inform or update the Committee on a number of matters not specifically addressed in other items on this agenda and to give the Committee an opportunity to ask questions and give feedback if desired.

Background

2. The last few months for the Group office has been busy with the pack up and move of personal workspaces and the GECC. This has taken considerable time and ongoing effort. The other focus for the Group leadership has been the recruitment and appointment process for new positions as a result of the Group office restructure.
3. The matters covered in this report include:
 - 3.1. New method of operations implementation
 - 3.2. Group Welfare
 - 3.3. Group Volunteer Strategy
 - 3.4. Hastings emergency management facility alterations
 - 3.5. Group Office restructure and implementation
 - 3.6. Group funding review.

Discussion

New Method of Operations Implementation

4. The Hawke's Bay CDEM Group adopted a new method of operations over 12 months ago that moved a number of emergency management functions to a more centralised model. The intention is that the Hawke's Bay CDEM Group would lead responses where there was a requirement for specialised elements, such as welfare coordination. At the time it was acknowledged that a review should be conducted once the new structure had been implemented and used.
5. The application and understanding of this method of operations has been tested since it was adopted as a result of a number of small real events that have taken place over the past year. There has been some confusion at the council level as how the model is applied to a real event – particularly a small event. One of the issues identified is clarity around when an incident escalates from a small to larger and how the Group office staff support a small council lead incident.
6. With the Group Office recently completing a restructure and a number of key staff changes across all our territorial authorities and the Regional Council, it is now an ideal opportunity to undertake the review and ensure that there is clear understanding of how the method of operations is applied in an emergency.
7. Two meetings will be held in August to discuss the model going forward and how it is put into practise by the Group Office staff, the territorial authorities and the Regional council. All local and group controllers have been invited to these meetings.

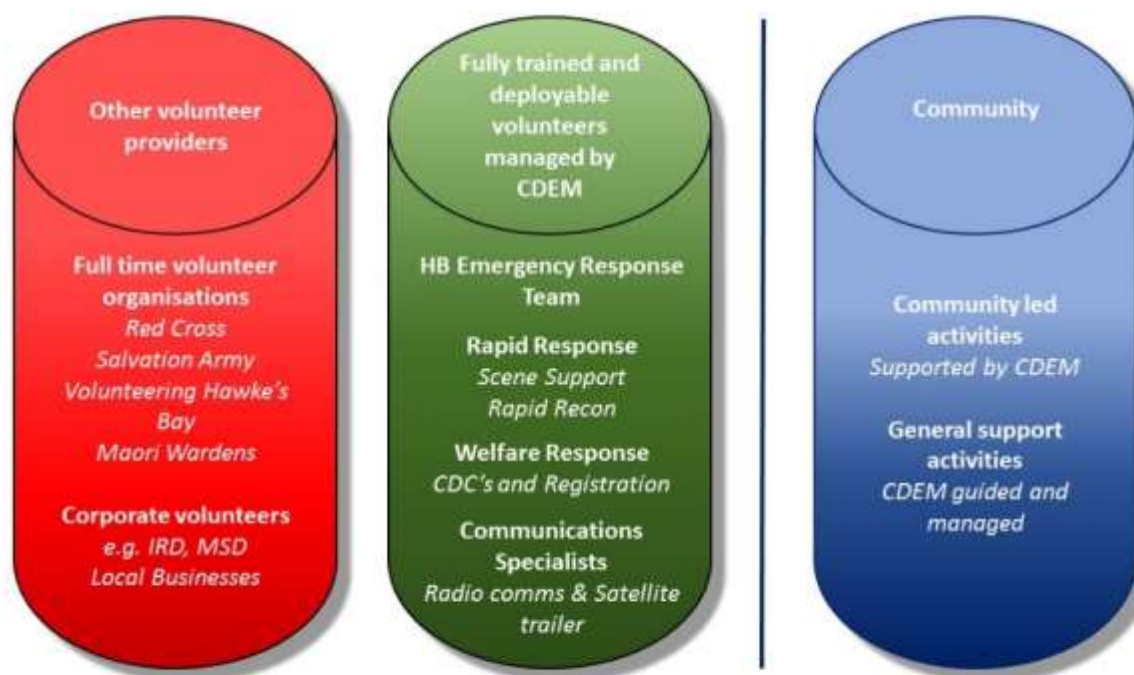
8. In particular, these meetings will focus on when the CDEM Group leads a response and how a response is escalated by an agency or one of the councils. The meetings will also look at the new Group Office structure and how this can best facilitate the territorial authorities to be prepared for smaller responses that do not need the specialist centralised functions at the Group level.
9. As a result of these discussions a reviewed Concept of Operations will be created for the Hawke's Bay CDEM Group to provide a consistent framework and understanding for the implementation of the model in future responses.
10. This amended Concept of Operations will be reported back to the CEG and will be discussed with the Committee at its next meeting.

Group Welfare

11. Some good progress has been made in this area over the last few months. In particular the Rural Advisory Group which focuses on the impacts and needs of the rural community during and after an event has now meet on a number of occasions. This Group is now self-governing with the support of Group office staff and MPI. This has filled a significant gap in our response which was identified as a result of a number of events in the last couple of years.
12. The Group Welfare Plan has now been completed and was approved by the CEG at its last meeting. This Plan was developed with our partner agencies in welfare and outlines the welfare arrangements for an event in Hawke's Bay. The Plan is also reflective of the experience and lessons gained in a number of recent smaller events.
13. The Plan is currently being formatted and finalised. This will only be published on-line and a link will be provided in due course.

Group Volunteer Strategy

14. A sub-group of the CEG completed a Group Volunteer Strategy that was approved by the CEG at its last meeting.
15. This strategy reflects the objectives in the Group Plan for volunteering taking into consideration what capacity and capability is appropriate for Hawke's Bay.
16. The strategy allows for the groupings of volunteers outlined as follows:



Engagement in activities across all 4 R's

17. The Group has previously engaged with some of these volunteer groups but this has largely been focussed around the more traditional use of volunteers in response

activities only. As was seen in Christchurch and subsequent emergency events within New Zealand, volunteers can play a large part in other areas of the four R's, in particular in reduction and readiness activities.

18. In the future the Group will develop a capability based around the effective utilisation of all three of the above volunteer groups across all four R's. The recruitment of volunteers will be targeted according to the identified needs and will aim to integrate volunteer capability into the CDEM Group work wherever practicable.
19. The volunteer capability within the Hawke's Bay region has previously been largely based around the municipal centres of Napier and Hastings, with limited activities elsewhere within the region. The future structure will develop a volunteer capability to enable effective support to Group activities regardless of the location.
20. All Hawke's Bay CDEM volunteers will be recruited as part of the Hawke's Bay Emergency Response Team. The team will:
 - 20.1. Offer three streams of capability: Welfare Response, Communications Support and Emergency Response (middle green cylinder above).
 - 20.2. Provide capability in areas that are not provided by existing volunteer agencies.
 - 20.3. Provide support to the other emergency services to perform their response functions.
21. The next stage of this process is implementing a transition plan involving all of the existing CDEM volunteers across Hawke's Bay. This will be challenging due to differing expectations between volunteer groups and different levels of commitment. It is hoped all existing volunteers will find a role that suites them in the new structure.
22. Further work in this area will address how we engage, manage and maintain an effective volunteer group across Hawke's Bay and a Spontaneous Volunteer Plan. This will also involve working with other volunteer organisations to include them in readiness and response.

Community Resilience Planning and Education

23. A well-attended 'Resilient Wairoa' meeting was held in July with key stakeholders, including the Mayor of Wairoa, Hawke's Bay CDEM, Ministry of Primary Industries, Department of Conservation, Te Pūnaha Kōwhiri, Police, Fire and Emergency NZ, Ambulance, Federated Farmers, Local Controllers and function Managers, local Hapu and Marae, Non-Government Agencies (NGO) and businesses. A follow up meeting is planned for September/October to continue discussions on a co-ordinated Wairoa response.
24. The following community resilience work has occurred since the last Committee meeting:
 - 24.1 Work is being done in Wairoa with early childhood education (ECEs) and schools, as well as with local adults with disabilities, to support them with emergency planning.
 - 24.2 The annual Emergency Planning Workshop for tourism providers has been held in Napier with good feedback.
 - 24.3 Over 50 Ministry of Education staff attended a Group run workshop around understanding our risks, with a focus on tsunami.
 - 24.4 On our behalf, the Red Cross has now delivered the Lets Get Ready programme to over 1000 children in Hastings and Napier schools.
 - 24.5 Health Hawkes Bay has distributed over 800 Te Hīkoi a Rūaumoko books and household emergency plan templates to B4 School Check providers, who are giving them out to families when they attend a B4 School Check with their child. 2500 four year olds attend a B4 School Check each year in Hawke's Bay.
25. Shakeout is being held on 18 October. It will now be an annual event, coordinated at a national level by MCDEM and the Ministry of Education, with a focus on schools and

ECEs. As well as holding an earthquake drill, schools and ECEs located in tsunami zones are being encouraged to do a tsunami evacuation drill.

26. The Safer Tsunami Schools and ECEs project has concluded and the finished toolkit will be available shortly. This is a national guide for CDEM staff to provide consistent messages and information to education providers in tsunami zones.

Hastings Emergency Management Facility Alterations

27. As discussed at the last Committee meeting, the Hastings Emergency Coordination Centre (ECC) will undergo an upgrade to its building resilience to Importance Level (IL) Four. This will involve the complete retrofit and strengthening of the building's foundations, structural, and internal components. The project is being funded and managed by the Hastings District Council.
28. In early July the Group Office relocated and established a temporary GECC in Heretaunga House across the road from the main HDC building. This temporary GECC is now operational albeit at a reduced capacity and capability.



29. At the last meeting it was reported that the refurbishment work on the main Emergency Management Facility and GECC was to commence in early July. The HDC project manager has advised that due to delays in the building consent process and engaging a suitable contractor physical works will not commence until September. It is hoped that we will be able to re-occupy the renovated facility in the new year.
30. The point has been made to the HDC project manager that this work needs to be given some priority due to the risk of only having access to a temporary coordination centre which would not be suitable for responding to a large emergency.

Group Office Restructure and Implementation

31. The implementation of the new Group office structure has been ongoing since the last meeting. Of the three vacancies, the positions of Team Leader Community Engagement and Emergency Management Advisor (Processes and Technology) have been filled.

32. The position of Emergency Management Advisor (Public Information and Education) was not able to be filled in the first round of interviews and will be re-advertised shortly.
33. The current Group office structure with roles and responsibilities is attached.

Group Funding Review

34. As part of the local authorities LTP processes, the Councils have approved changes to CDEM funding coming from individual councils, into one rate targeted to individual properties and administered by the HBRC.
35. The proposed new target rate has been set at \$29.85 plus GST per property across about 72,000 properties.
36. Work can now commence in reviewing the Group budgets to allocate resources to new project areas such as community engagement. An update on the Group's budget and financial performance for the 2017/18 financial year will be given at the next meeting.

Recommendation

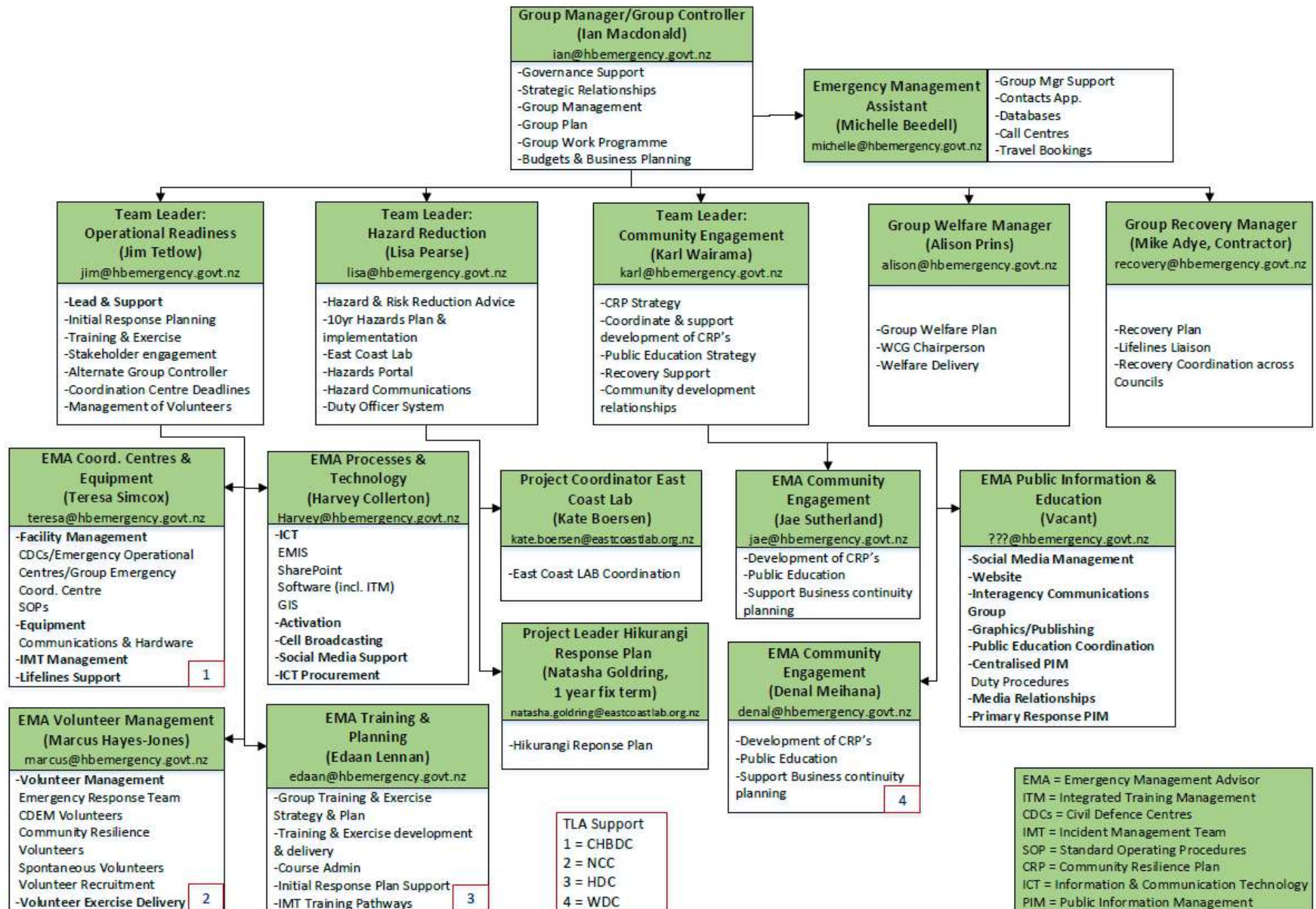
That the Hawke's Bay Civil Defence Emergency Management Group Joint Committee receives and notes the **"Group Manager's General Update"** staff report.

Authored and Approved by:

Ian Macdonald
GROUP MANAGER/CONTROLLER

Attachment/s

[1](#) CDEM Structure



**HAWKE'S BAY REGIONAL COUNCIL
HB CDEM GROUP JOINT COMMITTEE**

Monday 27 August 2018

Subject: DISCUSSION OF ITEMS OF BUSINESS NOT ON THE AGENDA

Item 8

Introduction

This document has been prepared to assist the Joint Committee to note any minor Items of Business not on the Agenda to be discussed, as determined earlier in the Agenda.

ITEM	TOPIC	RAISED BY
1.		
2.		

Authored by:

**Ian Macdonald
GROUP MANAGER/CONTROLLER**

Approved by:

**Ian Macdonald
GROUP MANAGER/CONTROLLER**

Attachment/s

There are no attachments for this report.