



Meeting of the HB Civil Defence Emergency Management Group

Date: Monday 26 August 2019
Time: 1.30pm
Venue: Council Chamber
 Hawke's Bay Regional Council
 159 Dalton Street
 NAPIER

Attachments Excluded From Agenda

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Item 6

Hawke's Bay Civil Defence Emergency Management Group

Capability Assessment Report

Attachment 1

June 2019



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Executive Summary

The aim of this report is to detail the current state of Civil Defence Emergency Management (CDEM) for Hawke's Bay CDEM Group through the conduct of a CDEM monitoring and evaluation (M&E) process covering all Objectives and Key Performance Indicators (KPIs) for the Goals and Enablers as part of the National CDEM Strategy¹.

This report has been produced post review of Hawke's Bay CDEM Group information and documentation requested over the period April – June 2019, in conjunction with information obtained through the conduct of interviews with key staff within Hawke's Bay in May 2019. These sources of information are the only sources of information that inform this report.

This report has been developed utilising the Objectives, KPIs and performance measures for CDEM Goals and Enablers detailed as part of the national CDEM Capability Assessment process.

The overall rating is based on the weighted rating of the KPIs and Objectives for each Goal and Enabler.

The Hawke's Bay CDEM Group overall score of **72.2%** is a direct result of the hard work, commitment and investment in CDEM capability. This score identifies the Hawke's Bay CDEM Group as having an advancing capability.

There are areas across all the CDEM Goals and Enablers that have been identified as areas for improvement and areas of strength within Hawke's Bay CDEM Group.

There have been some standout areas within the Hawke's Bay CDEM Group. These strengths include the increase in community resilience work; hazard risk research; and the development of the response framework. Of note is the CDEM Group culture, which is truly a strength in CDEM capability for Hawke's Bay CDEM Group. There is an impressive culture, commitment and positive attitude within the Hawke's Bay CDEM Group at all levels including management and governance. The momentum of culture change is as a result of leadership at all levels and the relationships established with local authorities, partner agencies and the CDEM Group Office.

There are several areas for improvement detailed in this report which are also highlighted in the recommendations of this report. Of significance is the requirement all CDEM strategies and plans to be aligned to the Hawke's Bay CDEM Group Plan; the alignment of community resilience activities; coordination and alignment of CDEM projects; further development of operational response capability; further development of recovery capability; the development of aligned work programmes and the review of Joint Committee and the Coordinating Executive Group (CEG) meeting processes.

A number of risks have been highlighted in this report which affect overall CDEM capability. These risks include potential capability risks of the CDEM Group Office becoming 'too big too quickly' and 'over-centralisation' of the Hawke's Bay CDEM capability; the reduced effectiveness of Lifeline Utilities; and the inconsistency in risk management and business continuity management processes.

There are a total of **thirty-four (34)** significant recommendations across all CDEM Goals and Enablers.

¹ National Civil Defence Emergency Management Strategy 2007

The 2007 (old) Strategy has been utilised to ensure the Hawke's Bay CDEM Group is able to compare results with previous M&E reports.



Introduction

The aim of this report is to detail the current state of CDEM capability for Hawke's Bay CDEM Group through the conduct of a complete CDEM M&E process covering all Objectives and KPIs for the Goals and Enablers as part of the National CDEM Strategy².

Hawke's Bay CDEM Group requested that an out-of-programme CDEM M&E process be conducted. This is to provide an evidence-based snapshot of current progress benchmarked against previous CDEM M&E conducted for the Hawke's Bay CDEM Group. The conduct of this out-of-programme CDEM M&E will be used to inform the review of the Hawke's Bay CDEM Group Plan. This M&E process has been conducted independently but in conjunction with the Ministry of Civil Defence & Emergency Management (MCDEM): Regional Emergency Management Advisors, Andrew Hickey and Ian Wilson.

This report has been produced post review Hawke's Bay CDEM Group information and documentation requested over the period April – June 2019, in conjunction with information obtained through the conduct of interviews with key staff within Hawke's Bay in May 2019. These sources of information are the only sources of information that inform this report. The 2015 CDEM Capability Assessment Report³ has been utilised to draw conclusions and comparisons on current Hawke's Bay CDEM Group capability. This report has been drafted with moderation through the MCDEM.

Scope and development

This report has been developed utilising the Objectives, KPIs and performance measures for CDEM Goals and Enablers detailed as part of the national CDEM Capability Assessment Tool.

The CDEM Goals form part of the National CDEM Strategy. Each Goal and Enabler is categorised into Objectives and then KPIs with performance measures. An assessment rating at KPI and Objective level has been utilised to assess current Hawke's Bay CDEM Group CDEM capability. There are some KPIs that have not been rated for the purpose of this report due to their relevance, however these KPIs are still detailed due to their inclusion in the overall CDEM Capability Assessment process. The overall rating is based on the weighted rating of the KPIs and Objectives for each Goal and Enabler.

Thirty-nine interviews were conducted with key personnel with direct accountabilities and responsibilities for CDEM at CDEM Group and local authority level, to enable an evaluation of the current state of Hawke's Bay CDEM to be made. Several group-interviews were also conducted. A summary of all the interviewees is detailed in Appendix 1.

A summary of all the documents reviewed as part of this review are detailed in Appendix 2 to this report. Only the documents detailed in Appendix 2 have informed this report.

² National Civil Defence Emergency Management Strategy 2007

The 2007 (old) Strategy has been utilised to ensure the Hawke's Bay CDEM Group is able to compare results with previous M&E reports.

³ Ministry of Civil Defence & Emergency Management, Hawke's Bay CDEM Capability Assessment Report 2.0, June 2015



For each of KPI and associated measures, the CDEM Capability Assessment Scoring Guide has been used. The six level coloured scale links directly to a “frequency scale of never, infrequently, sometimes, often, mostly and always (See Figure 1).

Score	Frequency scale	Achievement scale	Arrangements scale
NO (0%)	Never	Not achieved, no progress, no sign of forward action	No arrangements in place
20%	Infrequently	Minor progress, with few signs of forward action in plans or policy	Arrangements are either old, in the early stages of development, or have considerable doubts about their
40%	Sometimes	Some progress, but without systematic policy and/or organisational commitment	Some work completed but requires further work to develop, test, verify and/or embed in the organisation
60%	Often	Organisational commitment attained or considerable progress made, but achievements are not yet comprehensive of needs or requirements	Informal and/or untested arrangements in place, but with a high degree of confidence they will be effective, OR, formal and/or tested arrangements but with further work
80%	Mostly	Substantial achievement but with some recognised limitations in capacities, capabilities and/or resources	Formalised arrangements, tested, mostly effective, mostly reliable, and largely embedded within the organisation
YES (100%)	Always	Comprehensive achievement with sustained commitment and capacities at all levels	Formalised arrangements, tested, effective, reliable, and embedded within the organisation

Figure 1: Scoring Guide

This scale also links to the attributes of developing, advancing and mature with reference to the CDEM Capability Assessment Report: Part 1, August 2012 (See Figure 2).

unsatisfactory	developing		advancing	mature	
0 – 20%	21 – 40%	41 – 60%	60 – 80%	81 – 90%	90 – 100%

Figure 2: Developing, advancing and mature score percentages

The key descriptors are:

- ‘Developing’ organisations are said to practice traditional ‘civil defence’, with a focus on facilities, staffing, equipment, and procedures. These organisations comply with the CDEM Act – minimally; they rely on individuals, are reactive to needs, and CDEM usually struggles for resources and priority.
- ‘Advancing’ organisations are said to practice ‘emergency management’, with a mix of internal capability building, and externally facing programmes. These organisations comprehensively implement the requirements of the CDEM Act, with a range of programmes becoming coordinated within the organisation.
- ‘Mature’ organisations are said to practice more holistic ‘public safety’, with a focus on strategic community resilience building. These organisations go beyond the CDEM Act into acting for ‘public good’. Their processes and procedures are systemic, and CDEM is integrated within and across organisations.



General Observations

Restructures of the Hawke's Bay CDEM Group Office occurred in 2015 and 2017, with the aim of developing a staffing structure and culture that better supported CDEM capability and the implementation of the CDEM Group's strategic direction through its work programme and projects. The work to enhance CDEM capability through resourcing of the CDEM Group Office and transition to a Regional Targeted Rate as a funding model is to be commended. The current CDEM capability and CDEM Group structure in place has set the Hawke's Bay CDEM Group on a path to further develop a mature CDEM capability. The M&E interviews highlighted that there was recognition of the significant increase in the development of CDEM capability across the region with the Hawke's Bay CDEM Group Office restructure at the centre of this focus.

There is the risk that the new CDEM Group Office structure has 'got too big, too quickly'. There has been a high level of work produced in a short period of time based around Group-driven outcomes, but with not all Group Office systems and processes being in place to support this level of work. Internal CDEM Group Office systems and process need to 'catch-up' with the new structure. There is also the risk of 'over centralisation' of the Hawke's Bay CDEM Group capability with the service delivery of CDEM defaulting to the CDEM Group Office with some limitations in visibility of the CDEM services provided at the local level. In mitigation of these potential risks there is the requirement to ensure that there is coordination across all levels: local authority-CDEM Group Office and partner agencies, across all CDEM functions. This level of coordination can be achieved through coordinated CDEM work programmes across all agencies with alignment to the CDEM Group Plan. The allocation of CDEM Group Office staff (Emergency Management Advisors) at the local level to continue dedicated local CDEM service delivery should also contribute to the mitigation of these risks.

Along with coordination is the requirement to have clear delineation of roles and responsibilities for all agencies. Clear and coordinated CDEM work programmes will ensure that there is clarity on roles and responsibilities and what CDEM activities are being conducted and who is responsible.

The CDEM Group Office have produced comprehensive strategies and plans that have been developed to support CDEM capability for the Hawke's Bay CDEM Group, but the alignment of these strategies and plans to the Hawke's Bay CDEM Group plan is not as evident. To ensure that the objectives detailed in the CDEM Group Plan are effectively actioned, there should be clear alignment from the CDEM Group Plan to strategies and plans, which then flow onto the operational plans and work programmes. Whilst strategies and plans do cover some Group Plan objectives, there is the risk that not all objectives will be sufficiently addressed if the alignment is not clear.

The M&E interviews highlighted that there was an overall confidence in the development of the new Hawke's Bay CDEM Group structure and the work that was being produced as a result. There was a confidence in the professionalism and work ethic of the CDEM Group Office staff under the leadership of the Group Manager.

The review team observed an impressive culture, commitment and attitude with reference to CDEM within the Hawke's Bay CDEM Group across all levels of management and governance. CDEM culture has changed dramatically in recent years, which is a direct result of leadership at all levels. The established relationships between local authorities, the CDEM Group Office and partner agencies have also reinforced CDEM culture.



Goal One Increasing community awareness, understanding, preparedness and participation in CDEM.

This section of the report focuses on the following activities;

- Public education, awareness and preparedness
- Public information management
- Community resilience
- Investing in communities and developing social capital
- Volunteer programmes
- Promulgation of hazard risk information to communities.

2019				79.3		
2015				66.4		
	unsatisfactory	developing	advancing		mature	

The overall score for Goal 1 is 79.3% which indicates that the Hawke's Bay CDEM Group remains in an advancing state. There is an improvement of 12.9% when scores from the CDEM capability assessment conducted in 2015 are compared to the scores given as part of this current CDEM capability assessment. Considerable progress has been made. Arrangements in place are untested in part, but there is a high degree of confidence that they will be effective. Detailed score breakdown by key performance indicator is detailed in Table 2.

Goal 1: To increase community awareness, understanding, preparedness and participation in CDEM			Score 2019
Weighted Score by Key Performance Indicator			
G1A-1	Public education programme on hazards and risks: is planned, coordinated and given priority by the organisation		74.0
G1A-2	Awareness-building opportunities are proactively pursued		77.1
G1A-3	Public information management is planned, coordinated and given priority by the organisation		86.0
G1A-4	Public information manager is appointed and resourced to be able to do the job		90.6
G1B-1	A deliberate, strategic, and coordinated approach to community resilience is taken		73.8
G1B-2	Community resilience and related programmes are monitored and reviewed		50.0
G1B-3	The preparedness message is disseminated using multiple methods		91.7
G1C-1	Communities are supported to enhance their capacity and capability		77.8
G1C-2	Social capital is invested in as a method of enhancing community resilience		84.0
G1C-3	Volunteer participation in CDEM is supported and encouraged		85.7
G1D-1	Information on hazards and risks is readily available to the public		90.0
G1D-2	Community input on hazard risk management is sought, and 'acceptable levels of risk' defined		58.0
Weighted Score by Objective			
G1A	Increase the level of community awareness and understanding of the risks from hazards		82.0
G1B	Improve individual and community preparedness		76.5
G1C	Improve community participation in CDEM		81.5
G1D	Encourage and enable wider community participation in hazard risk management decisions		74.0
Weighted Score by Goal			
G1	To increase community awareness, understanding, preparedness and participation in civil defence emergency management		79.3

Table 2: Goal 1 scores by Key Performance Indicator and Objective



General – Current State

Public education

A Hawke's Bay CDEM Communications Strategy⁴ has been developed with objectives to increase public awareness of hazards in the Hawke's Bay region; increase public understanding for the roles of the CDEM Group; and support the development and implementation of Community Resilience plans for communities in the Hawke's Bay region. This strategy provides detailed guidance on public education and activities as part of Readiness. There is no clear alignment between this strategy and the Hawke's Bay CDEM Group Plan⁵. It is noted that with the recent increase in resourcing, the existing strategy is being reviewed.

Although there are established relationships with other media and partner agencies, there is recognition that further work needs to be conducted on building relationships with other agencies, including the emergency services, to ensure that there are established relationships for consistent messaging between agencies and coordination in public education campaigns.

The Hawke's Bay CDEM Group website provides an excellent platform for information on CDEM and hazards for the general public and communities within the Hawke's Bay region. This website provides up-to-date relevant information via easy to follow links. There are also links to local authority websites; the Hawkes' Bay CDEM Group Facebook page; and other websites that maybe useful for CDEM, hazard or other information in the event of an event or emergency. It is impressive to note the links to hazard specific information via the Hazard Portal including the ability to provide and instant free Hazard Property Report for any nominated property address. This service provides extensive hazard information and mapping on individual properties to the public. The Hawke's Bay CDEM Group Facebook page provides regular, informative and relevant updated information relating to CDEM preparedness and hazards for the Hawkes Bay region.

CDEM educational and public education activities are conducted by the Hawke's Bay CDEM Group with coordination and involvement from partner agencies, with a plan of activities included as part of the Hawke's Bay CDEM Communications Strategy. East Coast LAB (Life at the Boundary) also have several projects that contribute to CDEM public education for the Hawke's Bay region.

Public information management

The Hawke's Bay region has an established Hawke's Bay Inter-Agency Communications Group (InterComm) and has maintained a wide membership of partner agencies. The InterComm provides networking and relationship building opportunities in addition to sharing of information and resources. This group is well established and an effective group to support communications capability regionally.

A dedicated Group Public information management (PIM) Manager has been appointed for the Hawke's Bay CDEM Group. This appointment takes the pressure of previous appointed Group PIM Manager from Hawke's Bay Regional Council who could not always dedicate the appropriate time to this role. The Group PIM team is coordinated by the Group PIM Manager and includes Communications staff from all local authorities who contribute to a 24/7 capability. These staff bring business-as-usual (BAU) expertise to their PIM roles and have continued to collectively use these strengths to bring depth to this capability.

⁴ Hawke's Bay CDEM Communications Strategy 2017/2018

⁵ There was no documented alignment to the Hawke's Bay CDEM Group Plan 2014/2019 Objectives (Community Engagement and Education; Public Information Management)



A Public Information and Education Strategy is in draft. This is a comprehensive document that covers communications strategies across the '4Rs'. This document references and is aligned to national guidance documents⁶ and prior to release should also consider clear alignment to the Hawke's Bay CDEM Group Plan Objectives⁷. There are also detailed processes in place for the PIM role including pre-prepared templates and consistent messaging; and social media guidelines providing detailed procedures for response. Management of social media in event response has been tested and has proven to be successful. There is a high level of trust and engagement from/to the public through the Hawke's Bay CDEM Group Facebook page.

PIM processes are in place, but ensuring these processes and development of associated strategies are aligned to the CDEM Group Plan will further enhance the overall PIM capability.

Community resilience

There is a Community Resilience Strategy⁸ in place for the Hawke's Bay region which provides the overarching guidance and direction for community resilience activities including guidance for the development of Community Resilience Plans. Whilst this strategy provides in depth guidance with alignment to Te Ao Māori concepts, there is only some alignment between this strategy and the Hawke's Bay CDEM Group Plan⁹. There is also a Community Engagement Work Programme¹⁰. This work programme does cover some of the deliverables in the Community Resilience Strategy and the objectives in the CDEM Group Plan, but there is no consistent and clear alignment between documents. What the work programme does highlight is the requirement for alignment with East Coast LAB projects and partner agencies with reference to both public education and community engagement activities.

Effective community resilience for the Hawke's Bay region is challenging due to the geographic spread of the region. There is extensive knowledge with reference to the types of communities in the Hawke's Bay region across the Hawke's Bay CDEM Group from both the CDEM Group Office and local authorities. There has been significant work completed to prioritise communities for community resilience planning that have been identified as more vulnerable as a result of hazards¹¹. Communities are identified mainly geographically, with Community Resilience Plans developed in partnership with the communities and the CDEM Group Office community engagement team. These Community Resilience Plans assist communities in developing a plan that details what the community needs to respond to/and recover from an event. Via the Hawke's Bay CDEM website, there are extensive resources and information available to communities for the development of community level CDEM planning including, Marae planning.

⁶ Ministry of Civil Defence & Emergency Management, Working from the same page: Consistent messages for CDEM, June 2010

⁷ CDEM Group Plan 2014/2019 Objectives (Public Information Management)

⁸ Hawke's Bay CDEM Group Community Resilience Strategy, April 2016

⁹ Only some alignment to the Hawke's Bay CDEM Group Plan 2014/2019 Objectives (Community Engagement and Education)

¹⁰ Hawke's Bay CDEM Group Community Engagement Work Programme 2018/19 and 2019/20

¹¹ Prioritisation of coastal communities that will be immediately affected as a result of tsunami hazard.



Social capital does exist through the conduct of meetings and workshops within communities initiated by both the CDEM community engagement team and by local authorities. All CDEM community engagement activities are informed through community development teams in local authorities. Social capital through all local authorities is very effective with focus on community, partner agencies and iwi utilising existing and newly formed community forums. Social capital has successfully contributed to Hawke's Bay CDEM response to events.

There has been a considerable amount of work conducted to enhance community resilience through community engagement activities and planning, but the M&E interviews highlighted that there is further work to be done in this space. There are potential risks to be cognisant of in the further development of Community Resilience Plans and conduct of community engagement activities. There is the risk of disconnectedness of communities with the CDEM Group Office community engagement team. Even though there is engagement and links to local authority community development teams, there is the risk that CDEM community resilience planning activities may be viewed as separate from local authority BAU activities with communities. The separation in activities, may cause confusion and lack of understanding by communities of who are the points of contact and who to connect with. There is also the risk of an uncoordinated approach of community resilience activities with other agencies. Community engagement activities are also being conducted as part of BAU with partner agencies including the Emergency Services. Coordination and connection between CDEM, local authorities and partner agencies is not always consistent. It is acknowledged that the risk-based priorities for community engagement activities will differ between agencies. To ensure transparency of community engagement activities and community connectedness; the development of multi-agency focused community engagement work programmes would ensure a well synchronised and informed process.

Volunteer participation, coordination and management

There is a Hawke's Bay CDEM Group CDEM Volunteer Strategy¹² and Plan¹³ with the intent to centralise all Hawke's Bay CDEM volunteers. Both these documents provide a comprehensive Group-wide start point in the development of the Group CDEM volunteer capability. Whilst the strategy does reference alignment with the CDEM Group Plan Objectives¹⁴, there is no clear detail in the document of any further alignment in the strategy guidance. The objectives in the Volunteer Plan do more closely align to the Group Plan objectives, but there is no clearly documented alignment. The Volunteer Strategy and Plan does not include processes for the management of spontaneous volunteers. It is the intent that spontaneous volunteers will be managed by Volunteering Hawke's Bay, but these arrangements are yet to be formalised.

The establishment of the Volunteer Technical Advisory Group (VTAG) is considered as an excellent mechanism to coordinate and manage volunteers across the Hawke's Bay region. The VTAG provides a multi-agency forum to share information to build volunteer capability and link to existing arrangements.

The Hawke's Bay CDEM Group website provides general information on the requirements for CDEM volunteers and provision for members of the public to contact the CDEM Group with reference to volunteering.

¹² Hawke's Bay CDEM Group CDEM Volunteer Strategy, July 2018

¹³ Hawke's Bay CDEM Group Volunteer Management Plan, 2019 – 2024, March 2019

¹⁴ Hawke's bay CDEM Group Plan 2014/2019 Objectives (Volunteer Management)



Areas of strength

Public Information Management resourcing

The appointment of a dedicated Group PIM Manager has alleviated the pressure of having this role appointed as a secondary duty to other Communications staff within Regional Council. Having this dedicated position has already seen a rapid development and coordination of this capability. The redundancy for this role is also identified through a duty PIM system with a 24/7 capability which is sourced at Group and local authority level.

Community resilience

There has been extensive work completed with reference to community resilience activities which is to be commended. Of note is the alignment between risk reduction and hazards with the prioritisation of planning activities with communities that may be more affected. There is also a comprehensive suite of information with reference to community resilience planning available via the Hawke's Bay CDEM Group website. Now that the development of Community Resilience Plans for those prioritised communities are being initially addressed, there should now be a focus on those other communities in other districts that may not be as high priority, to ensure that the message that all community resilience planning is important regardless of the hazardscape that may affect those communities.

Areas for improvement

Alignment and coordination of community resilience

There is a potential risk that siloed CDEM community engagement activities as part of community resilience which are separate to council BAU community development activities will cause disconnectedness and confusion with communities. There is also the risk of an uncoordinated approach for community resilience as there are partner agencies, including Emergency Services, conducting community engagement with no overarching coordination. Alignment in community engagement activities and the development of multi-agency focused community engagement work programmes would ensure a well-connected, synchronised and informed process.

Recommendations

The following recommendations are made:

- Develop the relationships further between the Hawke's Bay CDEM Group PIM and partner agencies for coordination of PIM and Public Education activities and associated consistent messaging.
- Ensure that all identified communities in the Hawke's Bay region are captured in a work programme for community resilience planning with a coordinated multi-agency approach.
- Ensure alignment and inclusion in all CDEM community engagement activities with associated local authority services (ie. community development teams) for robust community resilience planning that promotes clear connectedness with communities.
- Further development of the Hawke's Bay CDEM volunteer capability through the VTAG.



Goal Two: Reducing the risks from hazards

This section of the report focuses on the following activities;

- Emergency management research
- Hazard risk research and analysis
- Risk assessment
- Risk reduction programmes
- Hazard risk monitoring

2019					80.2	
2015				65.4		
	unsatisfactory	developing	advancing	mature		

The overall score for Goal 2 is 80.2% which reflects a maturing capability. This is a significant improvement in this score when compared to the score given as part of the CDEM capability assessment in 2015 with an overall increase of 14.8%. There is substantial achievement with formalised arrangements are effective, reliable and largely embedded within the organisation. Detailed score breakdown by key performance indicator is detailed in Table 3.

Goal 2: To reduce the risks from hazards to New Zealand			
Weighted Score by Key Performance Indicator			Score 2019
G2A-1	EM research is undertaken, assessed, and analysed		93.3
G2A-2	EM research is applied		98.0
G2B-1	Hazard risks are understood through ongoing research		86.7
G2B-2	Hazard risks are analysed to determine local impact		87.1
G2B-3	Hazard risk information informs organisational plans, priorities, and expenditure		74.0
G2C-1	Viable risk reduction options are identified, evaluated, and used to inform planning		76.7
G2C-2	Implementation of risk reduction programmes is inclusive and coordinated		72.0
G2C-3	Hazards, vulnerabilities, and risks are monitored on an ongoing basis		75.0
Weighted Score by Objective			
G2A	Improve the coordination, promotion and accessibility of CDEM research		95.7
G2B	Develop a comprehensive understanding of New Zealand's hazardscape		82.6
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels		74.5
Weighted Score by Goal			
G2	To reduce the risks from hazards to New Zealand		80.2

Table 3: Goal 2 scores by Key Performance Indicator and Objective



General – Current State

Emergency management and hazard risk research in the Hawke's Bay region should be commended and is a model that other CDEM Groups should explore to increase capability in this space. Through the Hawke's Bay Regional Council, the Hawke's Bay CDEM Group have dedicated funding and resource to conduct comprehensive emergency management and risk reduction research. The Hawke's Bay Regional Council Long-Term Plan¹⁵ emphasises comprehensive emergency management and recognition of understanding hazards, their impacts in the region, and the management and mitigation of associated risks. Although there is dedicated funding, funding is also actively sourced nationally to contribute to projects that have both a regional and national focus.

The work conducted through East Coast LAB (Life at the Boundary) has been instrumental in emergency management and hazard risk research, with direct benefits for the Hawke's Bay CDEM Group. East Coast LAB's projects unequivocally have contributed to the increase in scoring for this Goal. An area to be cognisant of is the risk of brand confusion and how East Coast LAB and the Hawke's Bay CDEM Group deliver messaging to the public. Having clear information and branding that portrays where messaging is originating from is key. Clear delineation of roles and responsibilities in BAU and project delivery should be defined to ensure that there is no confusion of who is delivering what, with the outcome of messaging to the public which is distinct in a joint-agency approach.

It is clear that consideration has been given to the objectives in the CDEM Group Plan¹⁶ and all risk reduction projects can be linked back to the CDEM Group Plan and the 10 Year Hazards Research Plan¹⁷. However, there is no detailed work programme for work being conducted in this space, which is then linked to the CDEM Group work programme. The CDEM Group work programme does detail the risk reduction work streams and projects being conducted, but what is missing is the further detail of how this work is being conducted and the links to other work streams.

Emergency management research

The Hawke's Bay CDEM Group places an emphasis on emergency management research through projects commissioned as part of the CDEM Resilience Fund. Current emergency management research includes the Hikurangi Response Plan¹⁸, Te ara o Tawhaki - A pathway to resilience indicators and 'Know your zone': The development of public education to promote awareness of tsunami evacuation zones. The research projects undertaken by the Hawke's Bay CDEM Group can be applied within the Hawke's Bay region and broader in other CDEM Groups to enhance CDEM capability.

¹⁵ Hawke's Bay Regional Council, 'Facing our future' Long Term Plan 2018-2028

¹⁶ Hawke's Bay CDEM Group Plan 2014/2019 Objectives (Risk Reduction)

¹⁷ GNS Science Consultancy Report, Update of the Hawke's Bay 10 Year Hazard Research Plan, June 2015

¹⁸ In partnership with Tairāwhiti, Bay of Plenty, Manawatu- Wanganui, Wellington CDEM Groups and East Coast LAB.



Hazard risk research

The Hawke's Bay CDEM Group recognises the importance of hazard research that has been commissioned through GNS Science a 10 Year Hazards Research Plan to identify what hazards research needs to be undertaken for the Hawke's Bay region. This plan drives the work and projects in relation to hazards for the Hawke's Bay region. The Hawke's Bay CDEM Group does actively collaborate with research and science agencies to inform CDEM policy and planning. There are numerous reports that have been commissioned to inform local level hazard risks and provide recommended action for local authorities. The interview process highlighted that there was a clear understanding of the regional hazardscape, with examples of where further hazard risk research had been undertaken, in particular relating to the Hikurangi tectonic boundary covering earthquakes, liquefaction, fault rupture, tsunami and flooding.

Risk reduction

Through hazard risk research, risk reduction options are identified, evaluated and utilised to inform planning. The joint CDEM-local authority partnership to implement a Joint Hazard Strategy for Local Authority Land-Use Planning¹⁹ includes key risk reduction tools and mechanisms with an implementation timeline, which was due for completion in 2018. There are recommendations that still require further work with reference to changes to the Regional Policy Statement for the provision of guidance and best practice for hazard management. Further dialogue on this issue has been made to the Joint Committee to gain support for a new cooperative and coordinated risk-based approach. This approach still requires further development. District planning has also begun to include mitigation policies which has been encouraged at by the Hawke's Bay CDEM Group, through the Regional Council, but further work is required in this space.

Hazard information

Research in hazard risks has been fed back into the Hawke's Bay Hazard Information Portal which is linked to the Hawke's Bay CDEM Group website to provide detailed hazard specific reporting to individual properties to inform properties owners of the potential hazard risks and mitigation strategies. There is also work being planned to enhance this capability including linking this information to Land Information Memorandums (LIMs).

¹⁹ Report for Hawke's Bay Regional Council, Plan to Implement the Hawke's Bay Strategy for Local Authority Land-Use Planning, August 2012



Areas of strength

Hazard risk research

The dedicated resourcing for the coordination and management of hazard risk research in the Hawke's Bay region recognises the importance of hazard research in line with the 10 Year Hazards Research Plan. The continued drive to work with research and science agencies has forged strong relationships. The emphasis on hazard risk research, relationships with research and science agencies, and dedicated funding have been the main reasons for this function being a strength. The research work through East Coast LAB in support of hazard risk research has also been significant in the enhancement of risk research and risk reduction not only for the CDEM sector, but through public information campaigns.

Hazard information

The instant availability of hazard information and their impacts to the public on properties through the Hawkes' Bay Hazard Information Portal is impressive. This regional capability can be linked to other projects and public education for a comprehensive approach to risk reduction in the Hawke's Bay region.

Areas for improvement

Coordination and alignment of projects

There is extensive work being completed across all aspects of the reduction space through the Hawke's Bay Regional Council, East Coast LAB and the Hawke's Bay CDEM Group. To ensure that there is a coordinated and informed approach, there is a requirement to ensure that there are work programmes in place linking all these projects with alignment to the CDEM Group Plan and the 10 Year Hazards Research Plan. Alongside the coordination of projects there is the coordination of the project outcomes and branding, especially where public education and information are the priority to ensure there is a joint approach in delivery. Having work programmes strategically aligned and internally aligned within the Hawke's Bay CDEM Group, through the CDEM Group Office work stream work programmes, will enhance coordination and further maturity of this capability

Risk reduction

Ensuring that all recommendations outlined in the Joint Hazard Strategy for Local Authority Land-Use Planning²⁰ are actioned, including changes to the Regional Policy Statement, would further enhance risk reduction for the Hawke's Bay region. Addressing outstanding recommendations and the advocating for a new cooperative and coordinated risk-based approach through Joint Committee is a step in the right direction.

²⁰ Report for Hawke's Bay Regional Council, Plan to Implement the Hawke's Bay Strategy for Local Authority Land-Use Planning, August 2012



Recommendations

The following recommendations are made:

- Ensure that all outstanding recommendations outlined in the Joint Hazard Strategy for Local Authority Land-Use Planning²¹ are actioned or new updated approaches considered.
- Implement appropriate work programmes to ensure visibility and alignment to CDEM Group Plan, 10 Year Hazards Research Plan and other work streams in the CDEM Group work programme.
- Ensure that the roles and responsibilities of the Hawke's Bay CDEM Group Office and East Coast LAB are clearly defined.
- Ensure that there is a joint-Hawke's Bay CDEM Group-East Coast LAB approach to the delivery of messaging to the public to reduce brand confusion.

²¹ Report for Hawke's Bay Regional Council, Plan to Implement the Hawke's Bay Strategy for Local Authority Land-Use Planning, August 2012



Goal Three: Enhancing capability to manage emergencies

This section of the report focuses on the following activities;

- Capability development and exercising
- CDEM planning
- Collaboration and cooperation
- Exercises
- Emergency operation centres
- Warning systems
- Multi agency communications
- Controllers
- Critical resources and logistics
- Local welfare

2019				75.2		
2015				61.6		
	unsatisfactory	developing	advancing	mature		

The overall score for Goal 3 is 75.2% which reflects an advancing capability. There is a significant improvement in this score when compared to the score given as part of the CDEM capability assessment in 2015 with an overall increase of 13.6%. Organisational commitment has been attained and considerable progress has been made. Arrangements in place are untested in part, but there is a high degree of confidence that they will be effective. Detailed score breakdown by key performance indicator is detailed in Table 4.

Goal 3: To enhance New Zealand's capability to manage civil defence emergencies			Score 2019
Weighted Score by Key Performance Indicator			
G3A-1	Capability development strategy and programmes are developed according to organisational needs		97.0
G3A-2	Capability development programmes are comprehensively implemented and evaluated		58.6
G3A-3	Exercising is effective in improving capability		72.2
G3A-4	Exercising is integrated across organisations and levels		90.5
G3B-1	Local CDEM planning is integrated and aligned across agencies		88.6
G3B-2	CDEM Group member agencies work together cooperatively and collaboratively		80.0
G3B-3a	Emergency operating centres (EOC/ECC) have appropriate facilities		82.9
G3B-3b	Emergency operating centres (EOC/ECC) are staffed adequately		80.0
G3B-3c	Emergency operating centres (EOC/ECC) are resourced and operated efficiently		75.0
G3B-4	Warning systems are in place and are maintained and effective		94.0
G3B-5	Communication with partner agencies is able to be maintained in an emergency		84.0
G3B-6	Controllers are able to provide effective leadership		67.8
G3B-7	Critical resources can be sourced rapidly in response to an emergency		68.0
G3B-8	Logistics processes are in place to manage resources effectively in an emergency		48.6
G3B-9a	Group welfare planning is comprehensive and coordinated		84.2
G3B-9b	Local welfare planning is comprehensive and coordinated		67.8
G3B-9c	Welfare is able to be provided to affected communities in a timely, effective manner		66.0
G3B-10	Lifeline utilities are coordinated in response		63.8
Weighted Score by Objective			
G3A	Promote continuing and coordinated professional development in CDEM		76.7
G3B	enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies		74.9
Weighted Score by Goal			
G3	To enhance New Zealand's capability to manage civil defence emergencies		75.2

Table 4: Goal 3 scores by Key Performance Indicator and Objective



General – Current State

There has been an emphasis on the enhancement and streamlining of the response capability of the Hawke's Bay CDEM Group with the development of the response framework²² and Initial Response Plan²³. As a result of this focus there has been an overall increase in the scores highlighting further advancement in this Goal and overall response capability. Some of the feedback raised through the M&E interviews highlighted that there has been only a focus on response capability without equal consideration to recovery and other components of CDEM capability. Once response capability is formally tested, there should then be an increase in the focus on other areas of CDEM capability.

Capability development

There is no specific overall Capability Development Strategy for Hawke's Bay CDEM Group, but capability development is captured in the Hawke's Bay CDEM Group Work Programme²⁴, the Hawke's Bay CDEM Group Training and Exercising Strategy²⁵ and subsequent plans²⁶. There is some alignment with these documents to the Hawke's Bay CDEM Group Plan and some referencing for the CDEM Group Plan objectives, but further detail of how these documents incorporate the CDEM Group Plan objectives is not clear. There has been a streamlined approach to CDEM capability in response with the implementation of the response framework and Initial Response Plan. In line with the revised response approach, there has been a focus on training to ensure that there are appropriately trained staff at local and Group level to support response. There are very good established relationships with partner agencies, but these relationships could be further developed to ensure a continued joint-agency approach to CDEM across the '4Rs'.

Exercises and training

There is a comprehensive Hawke's Bay CDEM Group Training and Exercise Plan²⁷ in place, post the conduct of a Training Needs Analysis²⁸. The Integrated Training Framework (ITF) for CDEM training is adopted for training along with Emergency Response Concepts (ERC) courses at the regional level that have been developed where there are identified gaps in the national training framework and ITF function specific courses. Training pathways with appropriate courses associated with each pathway have been developed for effective use of training resources. Of staff identified in GECC and EOC roles, approx. 69% of staff have completed the ITF Foundation course, plus other staff have completed the Hawke's Bay CDEM Introduction or ITF Intermediate courses. All staff participate in CDEM induction training across all local authorities. Whilst it is recognised that training is more coordinated and streamlined, there is still further work to be completed in delivery of training to increase the numbers of trained staff at the local level in balance with CDEM Group Office resourcing.

²² Hawke's Bay CDEM Group Response Framework 2019

²³ Hawke's Bay CDEM Group Initial Response Plan 2018

²⁴ Hawke's Bay CDEM Group Work Programme 2018/19 and 2019/20

²⁵ Hawke's Bay CDEM Group Training and Exercising Strategy, May 2016

²⁶ Hawke's Bay CDEM Group Training and Exercising Plan 2018-2019

Hawke's Bay CDEM Group Exercising Sub-Plan 2018-2020

²⁷ Hawke's Bay CDEM Group Training and Exercising Plan 2018-2019

²⁸ Hawke's Bay CDEM Group Training Needs Analysis Report, May 2016



The Hawke's Bay CDEM Group has conducted a series of Tier 1 and Tier 2 exercises in the last two years and also participated in Exercise Tangaroa (Tier 4 exercise) in 2016. The Hawke's Bay CDEM Group Exercising Sub-Plan²⁹ is in place with a programme of Tier 1 to Tier 3 exercises scheduled out to 2022. The next Tier 2 exercise is scheduled for October 2019 with planning being conducted to include multi-activity and multi-agency participation. A debriefing process is conducted post exercises, but these processes are not formalised and corrective actions are not always actioned.

Group Emergency Coordination and Operation Centre capability

There is an identified Group Emergency Coordination Centre (GECC) and Emergency Operations Centres (EOCs) for each local authority. The GECC is currently located in a temporary venue in Hastings District Council Offices until the new facility re-build is complete on the old GECC site. The Hawke's Bay CDEM Group Office has also commenced audits for CDEM at the local level which includes audits of EOC capability. Whilst there are EOCs identified at the local level, the functionality of each of these centres and connectivity to the GECC is to be confirmed. There are some EOC locations that are in temporary venues until refurbishment and extensive strengthening works (Napier City Council) or complete re-builds (Hastings District Council) are complete. The effectiveness of alternative interim EOC sites have not all been exercised or tested. With the number of alternate locations being currently utilised as primary GECC and EOC sites, there is a level of risk in the redundancy of GECC/ EOC facility capability with limited other alternate GECC and EOC site options.

The re-build of the GECC/ Hastings District Council EOC facility is currently in progress with project management and oversight from Hastings District Council. There is a priority requirement to test the operational functionality of this facility and how each agency will operate in line with the level of response detailed in the response framework and Initial Response Plan.

There are Standard Operating Procedures (SOPs)³⁰ in place for the GECC but these procedures are in the process of being updated for effective Group response. Of the SOPs reviewed, it was evident that there are processes not documented for core EOC functions in accordance with the Coordinated Incident Management System (CIMS): Operations, Logistics, Planning, Intelligence, Welfare and Public Information Management (PIM). There are several SOPs being developed for at EOC level with the intent that these SOPs can be templated across all EOC facilities.

²⁹ Hawke's Bay CDEM Group Exercising Sub-Plan 2018-2020

³⁰ Hawke's Bay CDEM Group Standard Operating Procedures



Staffing for GECC and EOCs have been identified and included in the database of CDEM training. Staff have been allocated to relevant EOCs and the GECC. It has been agreed that at least 45 staff per local authority (Hawke's Bay Regional Council, Hastings District Council and Napier City Council) ³¹ will be identified for GECC response. There is no clear distinction of staff that are identified for EOC or incident response vs staff that are identified for GECC response. Whilst there are clear levels of response³² and handover of response operations between these levels from local level (EOC) to Group level (GECC), there will still be some requirement to maintain a local level response and staff to support continued local level response (Incident Management Team (IMT) level of response) and therefore requirement to clarify local authority staff supporting either the GECC or a continued local response.

The overall level of response capability for local authorities is varied with some having a reduced level of capability and others having a more robust capability due to recent events. The work being conducted to increase the level of response capability for local authorities by both CDEM Group Office Emergency Management Advisor (EMA) staff and dedicated staff at the local level is to be commended. All areas and corrective actions are being considered to address deficiencies in local level capability. Inclusion of EMA staff allocated to continue dedicated local CDEM service delivery should continue as part of CDEM Group Office structure and is a strength in this model.

The response framework is sound in concept to centralise response and resources for a more coordinated and effective response to an event. This framework has been tested on a small scale since its implementation with some adjustment. The testing of this response framework in a large Group level (level 3 – multi-agency) or larger response is yet to occur. This test on a larger scale with the upcoming Tier 2 exercise in October 2019 should effectively test this framework in lieu of real time testing in event response.

Warning systems

There are procedures in place for the dissemination of regional warning messages utilising Whispir to ensure a robust 24/7 capability. This procedure details the message type and who messages are to be disseminated to. Public warning mechanisms are utilised including Red Cross Hazard App; Hawke's Bay CDEM Group website, radio station messages, social media and public alerting systems.

³¹ Hawke's Bay CDEM Group: Capability Assessment Reports: Summary of Recommendations and Actions

³² Hawke's Bay CDEM Group Response Framework 2019



Controllers

The appointed Group Controllers (and alternates) and Local Controllers are documented in the Hawke's Bay CDEM Group Plan³³. The interview process highlighted that there is a high level of competence and understanding of what Controller responsibilities are during event response. There was a very strong leadership culture in the Controllers recognising capability, the value of people and realism of capability in line with the CDEM response framework. Regardless of the level of training, the Hawke's Bay CDEM Group should have a high level of confidence in Local Controllers due to the level of experience and local knowledge. It is recognised that there are a number of Controllers that are yet to complete any formal Controller training due to the review of the CDEM Controllers Development Programme. In the absence of this programme, there has been the instigation of a new initiative of Controllers Forums for the Hawke's Bay region, which will be a networking and professional development opportunity for all Controllers.

Welfare

The welfare function at the Group level is documented through the Hawke's Bay CDEM Group Welfare Plan³⁴ with some alignment to the CDEM Group Plan. This plan also outlines the coordinated and centralised Group delivery of welfare in response for the Hawke's Bay region which is to align with the response framework³⁵. Welfare response at the local level is intended to be focussed on enhanced customer care. The next steps post outlining of the plan to centralise the welfare function is the operational procedures to support this plan. The centralisation of welfare for the Hawke's Bay is a sound concept to consolidate resources and coordination of partner agencies with welfare responsibilities. This centralised approach has been tested on a small scale, but remains untested for a larger scale event. It is the intent that the Tier 2 Exercise in October 2019 will test the plan for centralised welfare arrangements.

Civil Defence Centres (CDCs) are only broadly detailed in the Group Welfare Plan. A review of CDCs is currently being conducted for the Hawke's Bay region.

Aside from the centralisation of the welfare function it is recognised that the more geographically isolated districts (Wairoa and Central Hawkes Bay) still require a welfare capability that can operate independently of any centralised Group welfare response. This localised response is to maintain an initial welfare response (Local Welfare manager and team) in line with the broader EOC response and resources to potentially activate CDCs. Once again, the procedures to support this plan are to be developed.

A Group Welfare Manager and alternates have been appointed by the Joint Committee. The Group Welfare Manager has extensive experience within the Hawke's Bay region and developed key relationships with partner agencies with welfare responsibilities. The alternate Group Welfare Managers are sourced from local authority welfare function staff and other regional level resources. The Group Welfare Manager regularly conducts welfare training in line with the welfare sub-functions in what was described as bite-sized training appropriate in content and timeframes. Capability development for the welfare function is based on training, existing robust relationships, a confidence in systems and processes and knowledge on where to obtain the relevant information, particularly in relation to the welfare sub-functions.

³³ Hawke's Bay CDEM Group Plan 2014/2019, Appendix 5: Key Appointments

³⁴ Hawke's Bay CDEM Group Welfare Plan 2018-2023

³⁵ Hawke's Bay CDEM Group Response Framework 2019



The Welfare Coordination Group (WCG) meets on a regular basis and has forged effective inter-agency relationships. There are still some gaps in the planning for some welfare sub-functions which are being addressed at the national level (Police – Inquiry, Animal Welfare – MPI). There are two Local Welfare Committees (LWCs) in the Wairoa District and Central Hawke's Bay District that are required due to geographical isolation. These LWCs are aligned with broader community engagement activities.

The Hawke's Bay Rural Advisory Group (HBRAAG) was established to develop resilience in the rural sector and this forum directly links to the welfare function through Rural Liaison.

Lifeline Utilities

The scoring for the Lifeline Utilities capability highlights a score indicating an advancing capability. The score does not accurately reflect the current state of the Lifeline Utilities capability. 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.

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.

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 apart 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.

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.



Areas of strength

Response framework

The response framework is sound in concept to centralise response and resources for a more coordinated and effective response to an event. This framework has been tested on a small scale since its implementation with some adjustment. The testing of this response framework in a large Group level (level 3+ – multi-agency) response is yet to occur. The upcoming Tier 2 exercise in October 2019 should effectively test this framework in lieu of real time testing in event response.

Exercises and training

There is a comprehensive approach to training and exercising within the Hawke's Bay CDEM Group through the ITF and supported by the ERC at the regional level. Training pathways with appropriate courses and associated pathways have been developed as an effective use of training resources. This capability has established a solid basis to move towards a mature capability.

Support to development of local CDEM capability

Work being completed to support local level CDEM capability by both the CDEM Group Office EMA staff and local authority staff with CDEM responsibilities is a strength. The continuation of this approach to enhance CDEM at the local level should occur to ensure consistency and contribute to the overall advancing state of Hawke's Bay CDEM Group CDEM capability.

Controllers

There is a high level of competence, leadership ability and understanding of what Controller responsibilities are during event response. The Hawke's Bay CDEM Group should have a high level of confidence in the Controller capability due to the level of experience and local knowledge, even though some Controllers are not formally trained.

Welfare

There is currently a well-coordinated and centralised capability for the delivery of welfare for the Hawke's Bay region, but this centralised approach for welfare arrangements and the delineation of responsibilities between local and Group remains untested for a larger scale event. The Tier 2 Exercise in October 2019 will test the plan for centralised welfare arrangements.



Areas for improvement

Capability Development

Whilst there are a number of documents that contribute to capability development for Hawke's Bay CDEM Group, through the Hawke's Bay CDEM Group Work Programme³⁶, the Hawke's Bay CEM Group Training and Exercising Strategy³⁷ and subsequent plans³⁸, the CDEM Group would benefit from alignment of all these documents with the CDEM Group Plan.

GECC and EOC Capability

On completion of the re-build of the GECC/ Hastings District Council EOC facility, there is a priority requirement to test the operational functionality of this facility and how each agency will operate in line with the level of response detailed in the response framework³⁹ and Initial Response Plan⁴⁰.

The Hawke's Bay CDEM Group Office audits of CDEM at the local level which includes audits of EOC capability should be completed as a priority to ensure that corrective action at local authority level can be implemented in the short term to ensure effective EOC capability.

Standard Operating Procedures

SOPs for GECC and EOCs need immediate review and update and should include other functions and processes not yet documented including core EOC functions in accordance with the Coordinated Incident Management System (CIMS): Operations, Logistics, Planning, Intelligence, Welfare and Public Information Management (PIM).

GECC/ EOC staff resources

Staffing for GECC and EOCs have been identified but there is no clear distinction of staff that are identified EOC response vs staff that are identified for GECC response. It is understood that in the changeover in levels of response in line with the response framework⁴¹, that there will not be the requirement for staff in EOCs for a GECC level of response, but there will still be some requirement to maintain a local level response and staff resourcing to support continued local level response.

Controller training and professional development

Whilst it is recognised that there are Controllers that are yet to complete any formal Controller training due to the review of the CDEM Controller's Development Programme, there should be other professional and training opportunities put in place. The instigation of the Controllers Forums in the Hawke's Bay region will negate some of this risk with untrained Controllers. The prioritisation of these Controllers on the new Response and Recovery Leadership Programme is highly recommended.

³⁶ Hawke's Bay CDEM Group Work Programme 2018/19 and 2019/20

³⁷ Hawke's Bay CDEM Group Training and Exercising Strategy, May 2016

³⁸ Hawke's Bay CDEM Group Training and Exercising Plan 2018-2019

Hawke's Bay CDEM Group Exercising Sub-Plan 2018-2020

³⁹ Hawke's Bay CDEM Group Response Framework 2019

⁴⁰ Hawke's Bay CDEM Group Initial Response Plan 2018

⁴¹ Hawke's Bay CDEM Group Response Framework 2019



Lifeline Utilities

There is a risk that the Lifeline Utility capability for the Hawke's Bay region will not be an effective capability if the current level of support continues. Action to reduce this 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.

Recommendations

The following recommendations are made:

- Ensure that effective testing of the Hawke's Bay CDEM Group response framework is conducted as part of the Tier 2 Exercise planned in October 2019.
- Ensure Hawke's Bay CDEM Group documentation contributing to capability development are aligned to the CDEM Group Plan.
- Ensure testing of the operational functionality of GECC and EOC facilities post re-build is conducted as planned.
- Prioritisation for the conduct of Hawke's Bay CDEM Group Office audits of CDEM at the local level which including EOC capability.
- Review of allocated staff for GECC and EOC operations to ensure that there is sufficient redundancy and clear distinction in staff for GECC and local IMT roles.
- Immediate review and update of SOPs for both the GECC and EOCs.
- Prioritisation of training and professional development of Controllers.
- Ensure that effective testing of the Hawke's Bay CDEM Group Welfare capability is conducted as part of the Tier 2 Exercise in October 2019.
- 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.
- Review of the current LUC and Lifelines response capability.



Goal Four Enhancing capability to recover from emergencies

This section of the report focuses on the following activities;

- Recovery structures
- Recovery planning (and integration with other planning processes)
- Transition from response to recovery
- Impact assessment
- Recovery centres
- Integration of the community with the recovery process
- Information management
- Debriefing / learning from past events

2019				63.0		
2015			50.8			
	unsatisfactory	developing	advancing		mature	

The overall score for Goal 4 is 63% which reflects an advancing capability. This is a significant improvement in the score when compared to the CDEM capability assessment conducted in 2015 with an overall increase of 12.2%. One of the main reasons for the increase in this capability is due to the development and release of the Hawke's Bay CDEM Group Recovery Strategy⁴². Considerable progress has been made, but further work to develop, test and verify is required to further advance recovery capability. Detailed score breakdown by key performance indicator is detailed in Table 5.

Goal 4: To enhance New Zealand's capability to recover from civil defence emergencies			Score 2019
Weighted Score by Key Performance Indicator			
G4A-1	Structures, roles and responsibilities for recovery are pre-determined and documented		71.0
G4A-2	Recovery Managers are identified, trained, supported and ready to perform the role		70.0
G4A-3	Recovery Plan outlines arrangements for holistic recovery management		68.0
G4A-4	Recovery planning is integrated with risk reduction and other community planning		37.5
G4A-5	Arrangements for the transition from response to recovery are pre-defined		60.0
G4B-1	Impact assessments are conducted before, during and after events in order to inform recovery planning and management		51.4
G4B-2	Plans and procedures for establishing a recovery centre or 'one-stop shop' are in place		54.0
G4B-3	The community is an integral part of recovery planning and management		80.0
G4B-4	Information management systems are effective in supporting recovery management		70.0
G4B-5	Processes for learning from emergencies are embedded in the organisation		68.0
Weighted Score by Objective			
G4A	Implement effective recovery planning activities		61.3
G4B	Enhance the ability of agencies to manage the recovery process		54.7
Weighted Score by Goal			
G4	To enhance New Zealand's capability to recover from civil defence emergencies		63.0

Table 5: Goal 4 scores by Key Performance Indicator and Objective

⁴² Hawke's Bay CDEM Group Recovery Strategy 2014-2019



General – Current State

Overall the recovery capability for the Hawke's Bay CDEM Group is advancing with an increase in recovery activities and development of capability. One of the main reasons for the increase in this capability is due to the development and implementation of the Hawke's Bay CDEM Group Recovery Strategy⁴³ and the appointment of a Group Recovery Manager and alternates. Recovery capability is still considered patchy across the region and there is still significant work to be completed to achieve a mature capability. There is a collective approach to the development of recovery capability at both Group and local levels with the Group Recovery Manager as the lead. Confidence was expressed in the commitment and resurgence of recovery activities lead by the Group Recovery Manager.

The next steps in development of recovery capability is the planning for resources at Group and local level to support recovery capability including a Recovery toolkit. The development of additional resources to support the Hawke's Bay CDEM Group Recovery Strategy will assist in continued advancement of recovery capability at all levels.

There has been an emphasis in Hawke's Bay CDEM Group on the development of operational arrangements for response. Now that a Group-wide response framework and plan have been developed, there should now be a re-focus to the further development of the operational arrangements for recovery.

Group Recovery Strategy and Recovery Planning

The Hawke's Bay CDEM Group Recovery Strategy⁴⁴ has been developed which is clearly aligned to the Hawke's Bay CDEM Group Plan. This strategy details all the core components including recovery structure; recovery action plans; transition planning and exit strategies. Whilst there is broad guidance on all areas associated with recovery planning, the detailed arrangements in practice are not included. There are also no linkages between this strategy and other Hawke's Bay CDEM Group plans (including the Response Framework⁴⁵ and Initial Response Plan⁴⁶). This strategy does not align to the recent changes in legislation and requirements under the CDEM Act 2002 and subsequent guidance for CDEM Groups with reference to recovery planning. It has been acknowledged that the Hawke's CDEM Group Bay Recovery Strategy requires review.

⁴³ Hawke's Bay CDEM Group Recovery Strategy 2014-2019

⁴⁴ Hawke's Bay CDEM Group Recovery Strategy 2014-2019

⁴⁵ Hawke's Bay CDEM Group Response Framework 2019

⁴⁶ Hawke's Bay CDEM Group Initial Response Plan 2018



The Director's Guideline for Strategic Planning for Recovery⁴⁷ detail that it is critical that local authorities take a 'whole of local authority' approach to strategic planning for recovery as many roles within a local authority can influence the effectiveness of recovery (such as planners, engineers, and community engagement). Related to this, strategic planning for recovery should align with, not duplicate, existing local government processes, such as community engagement and development of long-term and annual plans. Council BAU policies, procedures and plans should be leveraged to assist in achieving the outcomes of strategic planning for recovery, as should existing roles, functions and resources. There were no clear arrangements in place for how recovery planning in integrated with business continuity planning; Long-Term planning and planning in accordance with the Resources Management Act (RMA); and risk reduction planning and activities. In general, the extent of documented recovery planning at the local level was not consistent. There was no visibility of the development of local level Recovery Plans.

Planning for resources at the Hawke's Bay CDEM Group level are being developed to support recovery capability including a Recovery toolkit which is to include the arrangements for inter-agency linkages to the recovery task groups, roles and responsibilities and likely recovery resourcing requirements. The absence of this operational toolkit was identified as a gap. The development of additional resources to support the Hawke's Bay CDEM Group Recovery Strategy will assist in the development of both Group and local level recovery capability.

The Group Recovery Manager has established regular recovery meetings for both Group and Local Recovery Managers with a focus of the collective planning and development of recovery capability at both Group and local levels. These meetings have focused on review of recovery action plans from events in the Hawke's Bay region and New Zealand for professional development.

Recovery Managers

The Hawke's Bay CDEM Group has appointed a Group Recovery Manager and alternates by the Joint Committee. The Group Recovery Manager is currently undertaking this role on a contractual basis (approximately 4 weeks a year). There are also identified Local Recovery Managers.

Recovery Training and Exercises

Whilst the appointed Group and Local Recovery Managers are not trained specifically for recovery, they have attended broader CDEM CIMS and ITF training courses. The national Response and Recovery Leadership programme will alleviate previous gaps in the training of Recovery Managers. There have been no exercises conducted to focus on recovery capability. Once operational processes and the development of a recovery toolkit are in place, then the opportunity to exercise these arrangements would be advantageous. The Tier 2 Exercise in October 2019 will be an opportunity to test recovery arrangements in place.

⁴⁷ Director's Guideline for Civil Defence Emergency Management Groups (DGL 20/17) Strategic Planning for Recovery, December 2017



Post-event debriefing

Although there is post-event reporting and debriefing conducted at both the local and Group level, it is acknowledged that there are no formal structured processes. Following events within the Hawke's Bay region detailed post-event reports are produced, but there are no consistent reporting formats. Corrective actions were identified in debrief reports, but the processes to ensure these corrective actions were achieved and reported as part of governance were not clear.

Areas of strength

Recovery culture

Under the leadership of the Group Recovery Manager, there is resurgence in the development of CDEM recovery capability with a collective focus at both Group and local level. Gaps in recovery capability have been identified and planning conducted to further the development of recovery capability including the recovery toolkit and arrangements to support local level recovery operations. There are a core group of committed staff at Group and local level who recognise that there is significant work still to be conducted on recovery and who are actively involved in the recovery capability development process.

Areas for improvement

Group Recovery Strategy and Recovery Planning

The Hawke's Bay CDEM Group Recovery Strategy⁴⁸ is due for review to ensure alignment with other Hawke's Bay CDEM Group plans (including the Response Framework and Initial Response Plan) and the changes in legislation and requirements under the CDEM Act 2002 and subsequent guidance for CDEM Groups with reference to recovery planning. The development of the operational arrangements for recovery (recovery toolkit) to specifically detail processes to effectively provide the guidance to conduct effective recovery operations.

Whilst there is Group-level collective recovery planning in place, recovery planning at the local level was not consistent and further planning is required to ensure a 'whole of local authority' approach to strategic planning for recovery with integration to council BAU policies, procedures and plans.

Post-event debriefing

There is no formalised post-event reporting and debriefing in place for the Hawke's Bay CDEM Group with adhoc reporting at Group and local level and no centralised process to capture post-event corrective actions. There is a risk that post-event debrief lessons learnt and identified corrective actions will be missed and not effectively captured to ensure robust CDEM capability. To mitigate this risk, the development of a centralised Hawke's Bay CDEM Group corrective actions database would ensure that all post-event or exercise corrective actions are captured and tracked.

⁴⁸ Hawke's Bay CDEM Group Recovery Strategy 2014-2019



Recommendations

The following recommendations are made:

- Development of operational recovery arrangements at Group and local level including the development of the recovery toolkit and consideration to other toolkits available for baseline development within other CDEM Groups.
- Inclusion of Recovery Managers (Group and local) on all CDEM CIMS and ITF training; consideration for other CDEM professional development and training opportunities including the Response and Recovery Leadership programme.
- Ensure that effective testing of the Hawke's Bay CDEM Group recovery arrangements are conducted as part of the Tier 2 Exercise in October 2019.
- Development of a Hawke's Bay CDEM Group Debrief Policy for consistency and standardisation of post-event and exercise debriefing.
- Development of a centralised Hawke's Bay CDEM Group corrective actions database to ensure that all post-event or exercise corrective actions are captured and tracked.

Item 6

Attachment 1



Enabler One: Governance and management arrangements

This section of the report focuses on the following activities;

- Work planning
- Joint Committee
- Coordinating Executive Group
- CDEM culture
- Funding

2019				81.2
2015			55.2	
	unsatisfactory	developing	advancing	mature

The overall score for Enabler 1 is 81.2% reflecting a mature capability. There is a significant improvement in this score when compared to the CDEM capability assessment conducted in 2015 with an overall increase of 26%. One of the main reasons for the increase in this capability is due to significant shift in CDEM culture. There has been substantial achievement, but with some recognised limitations. Formalised arrangements are tested, mostly effective, mostly reliable and are embedded into the organisation. Detailed score breakdown by key performance indicator is detailed in Table 6.

Enabler 1: Governance and management arrangements support and enable CDEM			Score 2019
Weighted Score by Key Performance Indicator			
E1A-1	CDEM Group Plan provides the platform for comprehensive, coordinated CDEM across its area		95.0
E1A-2	CDEM Group Joint Committee includes appropriate level representation and has formalised procedures		84.0
E1A-3	Coordinating Executive Group includes appropriate level representation and has formalised procedures		72.7
E1A-4	CDEM Group's CDEM activity is planned, monitored, and effective in achieving CDEM objectives		94.0
E1A-5	Local authority CDEM activity is planned, aligned, monitored, and effective in achieving CDEM objectives		70.0
E1B-1	CDEM leadership is effective in directing and managing CDEM outcomes		90.0
E1B-2	The Emergency Management Community shares collective responsibility for championing CDEM outcomes		70.0
E1B-3	CDEM organisations demonstrate behavioural attributes that contribute positively to CDEM delivery		70.0
E1C-1	CDEM Group funding arrangements are identified and reported		92.5
E1C-2	Organisation's emergency management funding arrangements are identified and reported		86.7
E1C-3	Organisation's hazard reduction funding is prioritised to risk		70.0
Weighted Score by Objective			
E1A	Implement effective organisational structures for CDEM		83.1
E1B	CDEM Group culture positively influences the effective delivery of CDEM		76.7
E1C	Ensure agencies have funding for civil defence emergency management		83.1
Weighted Score by Goal			
E1	Governance and management arrangements support and enable civil defence emergency management		81.2

Table 6: Enabler 1 scores by Key Performance Indicator and Objective



General – Current State

Work planning

The Hawke's Bay CDEM Group Plan⁴⁹ does provide comprehensive and coordinated strategic guidance for CDEM in the Hawke's Bay region with clearly defined objectives across the CDEM spectrum. The CDEM Group Plan will commence review later in 2019. Reporting to the Coordinating Executive Group (CEG) and Joint Committee does include updated progress of these CDEM Group Plan objectives⁵⁰. What is not clear is across all Hawke's Bay CDEM documentation is the consistent referencing and alignment to the CDEM Group Plan objectives.

The Hawke's Bay CDEM Group Work Programme⁵¹ outlines major projects in each identified year with work stream focusing on risk reduction, community engagement, operational readiness, recovery and governance and management. This CDEM Group work programme is reported to the Coordinating Executive Group (CEG) with a traffic light status of either projects being reviewed, not on track, at risk or on track; with explanation to support the project status. Although this is a comprehensive work programme, there are some Hawke's Bay CDEM Group Plan objectives which are not clearly aligned or included in this work programme

During the conduct of M&E interviews it became clear that there was a disconnect in work programmes within the Hawke's Bay CDEM Group Office and how the CDEM service is being delivered locally. The role of the EMAs allocated to local authorities for the delivery of CDEM service is varied and all have a very different understanding and focus with reference to the CDEM service being delivered. It is recognised that there will be some variation in the delivery of CDEM service based on the uniqueness and requirements at each local authority, but current EMA support is variable beyond this. Whilst there were further work programmes for work streams and teams within the CDEM Group Office, not all these work programmes were linked to the overall Hawke's Bay CDEM Group Work Programme and were not aligned to the CDEM Group Plan. There was a common theme that each team was not aware of the exact work that other teams were conducting. Coordinated team/ work stream work programmes would alleviate this.

Some feedback during the M&E interviews also highlighted that local authorities were unsure of what CDEM activities were being conducted their district citing a lack of visibility and communication. The extension of work programmes to include each local authority, linked to the CDEM Group Office work stream work programmes, would alleviate these concerns and ensure transparency of CDEM Group Office activities with allocation of the appropriate resources for the delivery of services conducted on behalf of local authorities.

⁴⁹ Hawke's Bay CDEM Group Plan 2014/2019

⁵⁰ Hawke's Bay CDEM Group Plan: Objectives Progress

⁵¹ Hawke's Bay CDEM Group Work Programme 2018/19 and 2019/20



Joint Committee and Coordinating Executive Group

Both the Joint Committee and the Coordinating Executive Group (CEG) have the appropriate level of membership. At both the Joint Committee and CEG there was a definite understanding of the commitment and responsibility in most instances that each member is undertaking in governance of CDEM for the Hawke's Bay region. The M&E interviews highlighted that the focus of Joint Committee meetings should change and not be duplication of all the reporting and information already detailed as part of the CEG meetings. Although there was understanding that the same reporting and information was required to be presented at both meetings, the consensus was that the presentation of information to Joint Committee should be at a higher strategic level. Ongoing education and development of elected officials was also highlighted as a gap and that the Joint Committee could be used as a forum to fulfil some of these education and development opportunities.

The level of information presented to CEG meetings was assessed as appropriate, but feedback from the M&E interviews detailed that the agendas were large and often rushed, with not enough time to discuss agenda items. Agenda items are requested in the lead up to CEG meetings, but the agenda was mainly centred on the CDEM Group Office work streams with limited agenda items related to other agency reporting (either local authority or partner agency). Some feedback received as part of the M&E interviews highlighted that the CEG meeting was perceived as another council meeting where partner agencies were not seen in equal partnership. Observations were also made that some questions and action points from agenda items required follow up on multiple occasions. Aside from these perceptions, the interviews highlighted that there were excellent relationships between all CEG members and associated agencies, which have been reinforced as part of response and recovery activities in recent events.

CDEM Culture

There is an impressive culture, commitment and positive attitude with reference to CDEM capability and activities within the Hawke's Bay CDEM Group at all levels from management and governance. There is also a willingness and 'can-do' attitude of staff in CDEM roles at local authority incident management level. The changes in the Hawke's Bay CDEM Group Office structure have created a positive atmosphere for CDEM in the delivery of service and the professionalism of the career staff in this Group Office. The M&E interviews identified that CDEM culture at local authority level has changed dramatically in recent years, which is a credit to leadership of Managers at all levels who have developed the current positive CDEM culture. The momentum of the culture change for the Hawke's Bay CDEM Group is as a result the leadership at all levels and also the relationships established with local authorities, partner agencies and the CDEM Group Office. The maintenance of this momentum requires the positive maintenance of these relationships. It is assessed that the centre of gravity for CDEM in the Hawke's Bay region is the commitment to a positive CDEM culture. (See Enabler 2 for further explanation).



CDEM funding

There are appropriate funding processes in place for the Hawke's Bay CDEM Group capability through the implementation of a Regional Targeted Rate collected by the Hawke's Bay Regional Council. Whilst there is appropriate funding for the CDEM Group service delivery and some CDEM services for local authorities, this funding was not full funding for CDEM service delivery of all CDEM responsibilities at the local level. It was not clear in the conduct of the M&E process, the extent to which local authorities still had budgeting arrangements in existence for CDEM, or whether this funding had been absorbed with sole reliance on the service to be provided through the CDEM Group Office. There were processes in place for the administering of response claims and cost recovery.

Areas of strength

CDEM Culture

The CDEM culture is truly a strength in CDEM capability for the Hawke's Bay CDEM Group based on leadership and inter-agency relationships. With the commitment to a positive CDEM culture is assessed as the centre of gravity for CDEM capability in the Hawke's Bay region. With new CDEM Group Office structures in place it is critical to build on the relationships and CDEM service provided in partnership with local authorities and partner agencies to continue this positive culture.

Areas for improvement

Work planning

All Hawke's Bay CDEM documentation and the Group Work Programme⁵² should ensure that there is alignment to the Hawke's Bay CDEM Group Plan objectives. In turn the development of other work programmes for work streams and teams within the CDEM Group Office, should be then linked to the Hawke's Bay CDEM Group work programme with alignment to the CDEM Group Plan to ensure coordination, consistency in reporting and informed work stream activities for all Group Office staff. The previous Hawke's Bay Capability Assessment Report⁵³ highlighted that the CDEM Group Work programme should include the CDEM Group Plan objectives. The introduction of CDEM work programmes for each local authority linked to the Group Office work stream work programmes, would alleviate any concerns relating to visibility of CDEM Group Office activities and ensure transparency of CDEM service delivery conducted by the CDEM Group Office on behalf of local authorities and also provide consistency in the CDEM Group Office EMA resourcing provided. The previous Hawke's Bay Capability Assessment Report⁵⁴ detailed that local work programmes 'should encompass activity which supports the outcomes as stated in the Group Plan.' This report also highlights that a local work programme should 'not be confined to the CDEM professional's work but also the aspects of CDEM activity for which local authorities are responsible (e.g. reduction, recovery, lifelines and governance activity)'.

⁵² Hawke's Bay CDEM Group Work Programme 2018/19 and 2019/20

⁵³ MCDEM Hawke's Bay CDEM Group Capability Assessment Report 2.0, June 2015

⁵⁴ MCDEM Hawke's Bay CDEM Group Capability Assessment Report 2.0, June 2015



Joint Committee and Coordinating Executive Group meeting structure and agendas

A review of the processes and focus of both the Joint Committee and the Coordinating Executive Group (CEG) should be undertaken to ensure that the right information is appropriately presented to each forum. Although the same reporting and information was required to be presented at both meetings, how this information is presented requires review along with the size the meeting agendas. At CEG meetings, the invitation and inclusion of agenda items from other agencies (both local authority and partner agencies where appropriate) would ensure that there is a comprehensive Group-wide and multi-agency approach to CDEM governance for the Hawke's Bay region.

In addition to the meeting agenda set for the Joint Committee, opportunity to address education and development of elected officials should also be explored for inclusion at this forum, to build on the initial introduction and briefings conducted on legislated roles and responsibilities for CDEM.

CDEM funding

It was not clear as to the extent to which local authorities still had CDEM budgets for the delivery of CDEM capability outside of the agreed service delivery arrangements in place with the CDEM Group Office (e.g. funding of mass public alerting devices (sirens)). Local authorities should review and allocate appropriate funding at the local level for local resources if appropriate.

Recommendations

The following recommendations are made:

- Review of all Hawke's Bay CDEM Group documentation (strategies and plans) to ensure clear alignment to the Hawke's Bay CDEM Group Plan.
- Ensure that positive CDEM culture is maintained through leadership and the maintenance of agency relationships.
- Ensure alignment of the Hawke's Bay CDEM Group work programme with the CDEM Group Plan objectives which is then linked to work stream and CDEM Group Office team work programmes.
- Development of CDEM work programmes at the local level with alignment to other CDEM Group Work Programmes and clear direction on CDEM Group Office resourcing.
- Review of Joint Committee and CEG meeting structures and agendas with consideration for appropriate content related to the forum with a multi-agency approach.
- Review and allocation of appropriate CDEM budget at local authority level.



Enabler Two: Organisational resilience

This section of the report focuses on the following activities;

- Risk management
- Business continuity framework
- Critical functions
- Business continuity planning
- Leadership and culture
- Relationships and networks
- Adaptive capacity

2019				61.2		
2015				67.9		
	unsatisfactory	developing	advancing	mature		

The overall score for Enabler 2 is 61.2% reflecting an advancing capability. There has been a slight decrease in scores when the CDEM capability assessment conducted in 2015 is compared to the scores given as part of this current CDEM capability assessment. Organisational commitment has been attained, but achievements are not yet comprehensive of the requirements. Detailed score breakdown by key performance indicator is detailed in Table 7.

Enabler 2: Organisational resilience supports effective crisis management			Score 2019
Weighted Score by Key Performance Indicator			
E2A-1	Risk management is comprehensive and integrated throughout the organisation		62.9
E2A-2	Business Continuity Management has a formalised programme with high-level commitment		56.0
E2A-3	Critical business functions and processes, and potential impacts on them are defined		50.0
E2A-4	Business continuity strategies and arrangements are developed and implemented		57.1
E2B-1	Leadership and culture are enabling of a forward-looking, agile organisation		75.0
E2B-2	Effective relationships, partnerships and networks are developed		74.0
E2B-3	Adaptive capacity is fostered through active learning and capability development		48.6
Weighted Score by Objective			
E2A	Organisational resilience is developed through risk management and planned strategies		56.5
E2B	Organisational resilience is developed through adaptive capacity		65.9
Weighted Score by Goal			
E2	Organisational resilience supports effective crisis management		61.2

Table 7: Enabler 2 scores by Key Performance Indicator and Objective



General – Current State

Leadership, culture and relationships

There is an impressive culture, commitment and attitude with reference to CDEM capability and activities within the Hawke's Bay CDEM Group across all levels of management and governance. All levels of leadership from elected officials to Chief Executives to other managers and Controllers all displayed the drive and focus to enhance CDEM capability with a collective approach with regional priorities. There was a very strong leadership culture in the Controllers recognising capability, the value of people and realism of capability in CDEM response framework. The interviewing process identified that CDEM culture at local authority level has changed dramatically in recent years, which is a credit to leadership of Managers who have developed the current positive CDEM culture. Confidence was displayed in the leadership of CDEM and work being conducted by the CDEM Group Office under its new structure (See Enabler 1 for further explanation).

There are excellent relationships between local authorities, the CDEM Group Office and partner agencies. These relationships have been reinforced as a result of response and recovery activities in recent events. The maturity of these relationships have impacted on the wider CDEM culture of the Hawke's Bay region. The maintenance of/ and further development of these relationships at all levels is key in the maintenance of CDEM culture at this high level (See Enabler 1 for further explanation).

There is an argument that improved culture and relationships, coupled with changes to key personnel in some local authorities, has resulted in increased self-awareness of existing limitations within organisational resilience to crisis events. This could be reflected in the reduction of the overall score for this enabler.

Risk management

Risk management across the Hawke's Bay CDEM Group is sporadic and, in some instances, not currently embedded at local authority level. Risk management is not fully integrated across the organisation (CDEM Group) as a whole. Due to recent changes in local authority staff and structures, local authorities have identified the gaps in risk management policy and processes and risk management frameworks are in the process of development. Some local authorities are more advanced and mature in risk processes with established risk management policies, Risk and Audit Committees, risk registers and reporting cycles. The embryonic stage of some local authorities in their risk management framework was the main reason that this score is lower overall.

Business continuity management

Business continuity management (BCM) is sporadic and is not consistent across the Hawke's Bay region. Identified limitations in current development of this capability are being addressed through a collective approach across the Hawke's Bay region with a focus on shared resources and expertise in order to bridge these gaps in capability. It is recognised that the gap in BCM is being addressed, but the current weaknesses in BCM capability are identified as a capability risk for the Hawke's Bay CDEM Group. Aside from embryonic stages of BCM of some local authorities across the Hawke's Bay CDEM Group, there is a confidence that critical services will remain operational in a wide scale event.



Post-event debriefing

Although there is post-event and post-exercise reporting and debriefing conducted at both the local and Group level, it is acknowledged that there are no formal structured processes. There are detailed post-event and post-exercise reports within the Hawke's Bay region, but there are no consistent reporting formats (See Goal 4 for further explanation).

Areas of strength

CDEM Culture

The CDEM culture is a strength in CDEM capability for the Hawke's Bay CDEM Group based on leadership and inter-agency relationships. Maintaining this momentum with CDEM culture is assessed as the centre of gravity for CDEM capability. With new CDEM Group Office structures in place it is critical to build on the relationships and CDEM service provided in partnership with local authorities and partner agencies. The maintenance of/and further development of these relationships at all levels is key in the maintenance of CDEM culture at this high level (See Enabler 1 for further explanation).

Areas for improvement

Risk management

Risk management requires prioritisation for a more consistent capability across the Hawke's Bay CDEM Group. The gaps in risk management policy and processes are being addressed with risk management frameworks in the process of development. With some other local authorities being more advanced in this space, the opportunity for a collective regional approach would assist in development of a more consistent capability across the region.

Business continuity management

Business continuity management (BCM) also requires prioritisation for a more consistent capability across the Hawke's Bay CDEM Group. In review of the previous Hawke's Bay Capability Assessment Report⁵⁵, Group-level coordination and consistency in approach from the Hawke's Bay CDEM Group members was not in place. The adoption of a collective approach to BCM for the Hawke's Bay region should be encouraged and formalised through CEG and the Joint Committee. BCM capability is identified as a capability risk for the Hawke's Bay CDEM Group. The regional collective approach to BCM will ensure a more consistent approach and assist in bridging the current gaps in this capability. Although there is a confidence that critical services will remain operational in a wide scale event, exercising to confirm this level of capability is required.

⁵⁵ MCDEM Hawke's Bay CDEM Group Capability Assessment Report 2.0, June 2015



Post-event debriefing

Although there is post-event and post-exercise reporting and debriefing conducted at both the local and Group level, it is acknowledged that there are no formal structured processes. There are detailed post-event and post-exercise reports within the Hawke's Bay region, but there are no consistent reporting formats (See Goal 4 for further explanation).

Recommendations

The following recommendations are made:

- Ensure that positive CDEM culture is maintained through leadership and the maintenance and further development of agency relationships (See recommendations in Enabler 1)
- Prioritisation and collective support to risk management capability.
- Group level commitment, prioritisation and collective support with a formalised Group-level approach to BCM capability.
- Development of a Hawke's Bay CDEM Group Debrief Policy for consistency and standardisation of post-event and exercise debriefing (See recommendation in Goal 4).
- Development of a centralised Hawke's Bay CDEM Group corrective actions database to ensure that all post-event or exercise corrective actions are captured and tracked (See recommendation in Goal 4).



Summary of scoring results

The table below (Table 7) summarises the suite of scores for the Hawke's Bay CDEM Group at objective level⁵⁶.

Results for Goal 1		SCORE
G1A	Increase the level of community awareness and understanding of the risks from hazards	82.0
G1B	Improve individual and community preparedness	76.5
G1C	Improve community participation in CDEM	81.5
G1D	Encourage and enable wider community participation in hazard risk management decisions	74.0
Results for Goal 2		SCORE
G2A	Improve the coordination, promotion and accessibility of CDEM research	95.7
G2B	Develop a comprehensive understanding of New Zealand's hazardscape	82.6
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels	74.5
Results for Goal 3		SCORE
G3A	Promote continuing and coordinated professional development in CDEM	76.7
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies	74.9
Results for Goal 4		SCORE
G4A	Implement effective recovery planning activities	61.3
G4B	Enhance the ability of agencies to manage the recovery process	64.7
Results for Enabler 1		SCORE
E1A	Implement effective organisational structures for CDEM	70.0
E1B	CDEM Group culture positively influences the effective delivery of CDEM	70.0
E1C	Ensure agencies have funding for civil defence emergency management	78.3
Results for Enabler 2		SCORE
E2A	Organisational resilience is developed through risk management and planned strategies	56.5
E2B	Organisational resilience is developed through adaptive capacity	65.9
Results by Goal		SCORE
G1	To increase community awareness, understanding, preparedness and participation in civil defence emergency management	79.3
G2	To reduce the risks from hazards to New Zealand	80.2
G3	To enhance New Zealand's capability to manage civil defence emergencies	75.1
G4	To enhance New Zealand's capability to recover from civil defence emergencies	63.0
E1	Governance and management arrangements support and enable civil defence emergency management	70.8
E2	Organisational resilience supports effective crisis management	61.2
OVERALL SCORE		72.2

Table 8 – Summary of results: Scores for Hawke's Bay CDEM Group

⁵⁶ Objectives underpin the Goals set out in the National CDEM Strategy



The table below illustrates a comparison of the Hawke's Bay CDEM Group complete M&E conducted in 2015 and the complete M&E conducted in May-June 2019, across the four Goals and two Enablers.

Goal 1	2019				79.3		
	2015				66.4		
Goal 2	2019					80.2	
	2015				65.4		
Goal 3	2019				75.2		
	2015				61.6		
Goal 4	2019				63.0		
	2015			50.8			
Enabler 1	2019					81.2	
	2015			55.2			
Enabler 2	2019				61.2		
	2015				67.9		
		<i>unsatisfactory</i>	<i>developing</i>	<i>advancing</i>	<i>mature</i>		

Table 9 – Comparison Hawke's Bay CDEM Group Monitoring and Evaluation 2015 to 2019

The Hawke's Bay CDEM Group overall score of 72.2% is a direct result of the hard work, commitment and investment in CDEM capability since the previous M&E in 2015. The 2015 M&E process, detailed an overall score of 60.8%. There has been an overall improvement of 11.4% since 2015. There has been a consistent increase in scoring across all Goals and Enabler 1 since the previous monitoring and evaluation. The high score in Enabler 1 is highlighted as the most improved area and reflects the move to a mature CDEM culture. The slight decrease in scores in Enabler 2 is as a result of the capability risks associated with risk management and business continuity management and potentially increased awareness in this area.



Summary of recommendations

Goal 1 – Increasing community awareness, understanding, preparedness and participation in CDEM.

- Develop the relationships further between the Hawke's Bay CDEM Group PIM and partner agencies for coordination of PIM and Public Education activities and associated consistent messaging.
- Ensure that all identified communities in the Hawke's Bay region are captured in a work programme for community resilience planning with a coordinated multi-agency approach.
- Ensure alignment and inclusion in all CDEM community engagement activities with associated local authority services (ie. community development teams) for robust community resilience planning that promotes clear connectedness with communities.
- Further development of the Hawke's Bay CDEM volunteer capability through the VTAG.

Goal 2 – Reducing the risks from hazards

- Ensure that all outstanding recommendations outlined in the Joint Hazard Strategy for Local Authority Land-Use Planning⁵⁷ are actioned or new updated approaches considered.
- Implement appropriate work programmes to ensure visibility and alignment to CDEM Group Plan, 10 Year Hazards Research Plan and other work streams in the CDEM Group work programme.
- Ensure that the roles and responsibilities of the Hawke's Bay CDEM Group Office and East Coast LAB are clearly defined.
- Ensure that there is a joint-Hawke's Bay CDEM Group-East Coast LAB approach to the delivery of messaging to the public to reduce brand confusion.

Goal 3 – Enhancing capability to manage emergencies

- Ensure that effective testing of the Hawke's Bay CDEM Group response framework is conducted as part of the Tier 2 Exercise planned in October 2019.
- Ensure Hawke's Bay CDEM Group documentation contributing to capability development are aligned to the CDEM Group Plan.
- Ensure testing of the operational functionality of GECC and EOC facilities post re-build is conducted as planned.
- Prioritisation for the conduct of Hawke's Bay CDEM Group Office audits of CDEM at the local level which including EOC capability.
- Review of allocated staff for GECC and EOC operations to ensure that there is sufficient redundancy and clear distinction in staff for GECC and local IMT roles.

⁵⁷ Report for Hawke's Bay Regional Council, Plan to Implement the Hawke's Bay Strategy for Local Authority Land-Use Planning, August 2012



- Immediate review and update of SOPs for both the GECC and EOCs.
- Prioritisation of training and professional development of Controllers.
- Ensure that effective testing of the Hawke's Bay CDEM Group Welfare capability is conducted as part of the Tier 2 Exercise in October 2019.
- 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.
- Review of the current LUC and Lifelines response capability.

Goal 4 – Enhancing capability to recovery from emergencies

- Development of operational recovery arrangements at Group and local level including the development of the recovery toolkit and consideration to other toolkits available for baseline development within other CDEM Groups.
- Inclusion of Recovery Managers (Group and local) on all CDEM CIMS and ITF training; consideration for other CDEM professional development and training opportunities including the Response and Recovery Leadership programme.
- Ensure that effective testing of the Hawke's Bay CDEM Group recovery arrangements are conducted as part of the Tier 2 Exercise in October 2019.
- Development of a Hawke's Bay CDEM Group Debrief Policy for consistency and standardisation of post-event and exercise debriefing.
- Development of a centralised Hawke's Bay CDEM Group corrective actions database to ensure that all post-event or exercise corrective actions are captured and tracked.

Enabler 1 – Governance and management arrangements

- Review of all Hawke's Bay CDEM Group documentation (strategies and plans) to ensure clear alignment to the Hawke's Bay CDEM Group Plan.
- Ensure that positive CDEM culture is maintained through leadership and the maintenance of agency relationships.
- Ensure alignment of the Hawke's Bay CDEM Group work programme with the CDEM Group Plan objectives which is then linked to work stream and CDEM Group Office team work programmes.
- Development of CDEM work programmes at the local level with alignment to other CDEM Group Work Programmes and clear direction on CDEM Group Office resourcing.
- Review of Joint Committee and CEG meeting structures and agendas with consideration for appropriate content related to the forum with a multi-agency approach.
- Review and allocation of appropriate CDEM budget at local authority level.

**Enabler 2 – Organisational resilience**

- Ensure that positive CDEM culture is maintained through leadership and the maintenance and further development of agency relationships (See recommendations in Enabler 1)
- Prioritisation and collective support to risk management capability.
- Group level commitment, prioritisation and collective support with a formalised Group-level approach to BCM capability.
- Development of a Hawke's Bay CDEM Group Debrief Policy for consistency and standardisation of post-event and exercise debriefing (See recommendation in Goal 4).
- Development of a centralised Hawke's Bay CDEM Group corrective actions database to ensure that all post-event or exercise corrective actions are captured and tracked (See recommendation in Goal 4).



Conclusion

Overall, the 72.2% score identifies the Hawke's Bay CDEM Group as having an advancing capability. The Hawke's Bay CDEM Group has organisational commitment to CDEM with considerable progress made. In defining an advancing capability, organisations are said to practice 'emergency management', with a mix of internal capability building, and externally facing programmes. There is comprehensive implementation of the requirements of the CDEM Act, with a range of programmes.

The Hawke's Bay CDEM Group's current projected path with CDEM, in consideration of the recommendations in this report, should meet with continued improvement in the future. CDEM capability is on track in the future to advance to a mature level of CDEM capability.

Report prepared by:

A handwritten signature in black ink, appearing to read 'Malinda Meads'.

Malinda Meads

Consultant

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Email: malinda.meads@gmail.com



Appendix 1 – Summary of M&E Interviewees

Hawke's Bay CDEM Group Emergency Management Office	Ian Macdonald (Group Manager/ Group Controller)
	Jim Tetlow (Team Leader – Operational Readiness)
	Lisa Pearce (Team Leader - Hazard Reduction)
	Karl Wairama (Team Leader – Community Engagement)
	Alison Prins (Group Welfare Manager)
	Edaan Lennan (Emergency Management Advisor – HDC/ Training & Planning)
	Rachel Schicker (Emergency Management Advisor - Public Information & Education)
	Denal Meihana (Emergency Management Advisor – WDC/ Community Engagement)
	Teresa Simcox (Emergency Management Advisor – CHBDC/ Response Technology)
	Marcus Hayes-Jones (Emergency Management Advisor - NCC/ Volunteer Management)
	Rakei Ngaia (Emergency Management Advisor - Community Engagement)
	Michelle Beedell (Executive Assistant)
East Coast LAB (Life at the Boundary)	Kate Boersen (Project Leader)
	Natasha Goldring (Project Leader Hikurangi Response Plan)
Hawke's Bay Plenty Regional Council	Councillor Rick Barker (Deputy Chairman)
	James Palmer (Chief Executive)
	Drew Broadley (Group Public Information Management Manager/ Chair InterCom)
Napier City Council	Acting Mayor Faye White
	Wayne Jack (Chief Executive)
	Antoinette Campbell (Director Community Services/ Local Controller)
	Adele Henderson (Director Corporate Services)
Hastings District Council	Mayor Sandra Hazelhurst
	Nigel Bickle (Chief Executive)
	Craig Cameron (Group Manager Economic Growth & Organisational Improvement/ Local Controller)
	Paula Murdoch (Manager, Emergency Readiness & Response and Libraries)
	Brent Chamberlain (Manager Strategic Finance/ Recovery Manager)
	Bruce Allan (Chief Financial Officer/Recovery Manager)
Central Hawke's Bay District Council	Mayor Alex Walker
	Monique Davidson (Chief Executive)
	Doug Tate (Group Manager Customer and Community Partnerships Local Controller)



Wairoa District Council	Mayor Craig Little
	Steven May (Chief Executive)
	Kitea Tipuna (Group Manager community & Engagement/ Local Controller)
	Libby Young (Transport Asset Manager/Local Controller)
Fire and Emergency New Zealand	Area Commander Ken Cooper
New Zealand Police	Inspector Chris Wallace
	Inspector Andy Sloan
Hawke's Bay District Health Board	Ken Foote (Company Secretary/ Alternate Group Controller)
Hawke's Bay District Health Board Public Health Unit	Nick Jones (Medical Officer of Health)
Hawke's Bay Lifelines Group	Oliver Postings (NZTA) (Hawke's bay Lifelines Group Chair)
Lifeline Utilities Coordinator	Noel Evans (Opus)

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Appendix 2 – Summary of documents reviewed

The main documents and websites that have been reviewed in compilation of this report include:

- Hawke's Bay CDEM Group website: <https://www.hbemergency.govt.nz/>
- Hawke's Bay Regional Council website: <https://www.hbrc.govt.nz>
- Napier City Council website: <https://www.napier.govt.nz>
- Hastings District Council website: <https://www.hastingsdc.govt.nz>
- Central Hawke's Bay District Council website: <https://www.chbdc.govt.nz>
- Wairoa District Council website: <https://www.wairoadc.govt.nz>
- East Coast LAB website: <https://www.eastcoastlab.org.nz/>

- Hawke's Bay CDEM Group Plan 2014/2019
- Hawke's Bay CDEM Group Work Programme 2018/19 and 2019/20
- Hawke's Bay CDEM Group Community Engagement Work Programme 2018/19 and 2019/20
- Hawke's Bay CDEM Group Operational Readiness Work Programme Tracking 2018/19
- Hawke's Bay CDEM Group Work Programme 2018/20: Monitoring and Performance
- Hawke's Bay CDEM Group Plan: Objectives Progress
- Hawke's Bay CDEM Group Annual Report 2017/2018
- MCDEM Hawke's Bay CDEM Group Capability Assessment Report 2.0, June 2015
- Hawke's Bay CDEM Group: Capability Assessment Reports: Summary of Recommendations and Actions
- East Coast LAB (Life at the Boundary) Steering Group Terms of Reference, February 2019
- Hawke's Bay CDEM Communications Strategy 2017/2018
- Public Information and Education Strategy (draft)
- Hawke's Bay CDEM Group Guideline: Social Media in Response
- Hawke's Bay CDEM Group, Media Messages for Broadcast in an Emergency
- Hawke's Bay CDEM Group Community Resilience Strategy, April 2016
- Hawke's Bay CDEM Group Community Resilience Roadmap
- Community Resilience Plans (Kereru, Marewa-Napier South, Ponangahau, Taiwānanga, Tangitū)
- Hawke's Bay CDEM Group CDEM Volunteer Strategy, July 2018
- Hawke's Bay CDEM Group Volunteer Management Plan, 2019 – 2024, March 2019
- Hawke's Bay CDEM Group Training Needs Analysis Report, May 2016
- Hawke's Bay CDEM Group Training and Exercising Strategy, May 2016
- Hawke's Bay CDEM Group Training and Exercising Plan 2018-2019
- Hawke's Bay CDEM Group Exercising Sub-Plan 2018-2020
- Hawke's Bay CDEM Group Response Framework 2019
- Hawke's Bay CDEM Group Initial Response Plan 2018
- Hawke's Bay CDEM Group Standard Operating Procedures
- Hawke's Bay CDEM Group, Central Hawke's Bay District Council Capability Audit 2018

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- Hawke's Bay CDEM Group Welfare Plan 2018-2023
- Hawke's Bay CDEM Group Recovery Strategy 2014-2019
- Hawke's Bay CDEM Group Recovery Meeting notes 2018/19
- Hawke's Bay CDEM Group, Debrief of the Kaikoura Earthquake and Tsunami Event
- Hawke's Bay CDEM Group Esk Valley Flood Event Debrief Report 2018
- Hawke's Bay CDEM Group Debrief: Emergency Events Last 6 Months, Summary of common themes 2019 (Controller's Debrief Presentation)
- Drought Summary Report, 15 January 2015
- Hawke's Bay Regional Council Debrief Event 06-07 August 2016
- Central Hawke's Bay District Council Exercise Aumanga Debrief Notes, 05 March 2019
- Hawke's Bay CDEM Group Exercise Tangaroa Debrief Notes
- Hawke's Bay CDEM Group GECC IMT Final Report, December 2018
- Hawke's Bay CDEM Group Welfare Coordination Group/ Rural Liaison, Exercise Paki Paki Report, November 2018
- Hawke's Bay Regional Council, 'Facing our future' Long Term Plan 2018-2028
- GNS Science Consultancy Report, Update of the Hawke's Bay 10 Year Hazard Research Plan, June 2015
- Tonkin & Taylor, Report for Hawke's Bay Regional Council, Wairoa River Bank Stability Assessment, May 2009
- Report for Hawke's Bay Regional Council, Plan to Implement the Hawke's Bay Strategy for Local Authority Land-Use Planning, August 2012
- Hawke's Bay Regional Council, Hawke's Bay Tsunami Inundation by Attenuation Rule, August 2014
- GNS Science Consultancy Report 2013/151, Active Fault Mapping and Fault Avoidance Zones for Central Hawke's Bay District: 2013 Update, January 2014
- GNS Science Consultancy Report 2015/112, Active Fault Mapping and Fault Avoidance Zones for Hastings District and environs, January 2016
- GNS Science Consultancy Report 2016/133, Active Fault Mapping and Fault Avoidance Zones for Wairoa District: 2016 Update, January 2017
- GNS Science Consultancy Report 2011/105, Fault Avoidance Zone Mapping for Wairoa District, Napier City and surrounds, May 2011

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HAWKE'S BAY CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP DRAFT

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This report outlines the significant activities of the Hawke's Bay Civil Defence and Emergency Management Group over the 2018/19 reporting period. This past year was another period of growth for Hawke's Bay Civil Defence Emergency Management Group. Our group office was restructured in 2015 and again in 2017, transitioning to a centralised group office model funded by regional targeted rate, with the aim of developing a staffing structure and culture that better supports our service to Hawke's Bay. Our new structure has given us a unique opportunity to create a flexible, adaptable and efficient organisation that better meets the changing needs of communities throughout the region, and the changing nature of our work.

To find out how we're tracking under our centralised model, we worked with the Ministry of Civil Defence & Emergency Management and independent consultants this year to commission a Capability Assessment Report. The report highlighted the quality of the work we've already carried out under these changes, and the confidence our stakeholders have in our new group structure. The review team observed an impressive culture, commitment and attitude across all levels of management and governance, and the relationships between local authorities, our group office and our partner agencies.

One of the foundations of our work is our community resilience programme. Experiences from around the world show the communities that best get through disasters already have a history of working together.

These communities have formed networks of strong relationships, they know each other and understand how to work together, they are aware of the strengths, skills and resources within their community, and they are sensitive to the areas of potential vulnerability. We facilitated a series of hui across our region this year to foster these vital relationships, and help our communities understand how they can help each other before, during and after an emergency – setting the expectation that people should take ownership rather than waiting for official assistance. This work aims to have people and communities looking after themselves in the immediate response to an emergency.

Our people are central to our ability to help our communities get through emergencies and we are committed to building on the strengths and expertise of our group and partner agency staff. Over the last year, we have increased the number of council staff members trained to deliver civil defence emergency management services in an emergency. We also made significant improvements in the way we recruit volunteers, making it easier for people from all walks of life to serve their community in an emergency.

We look forward to continuing our work together to better serve our communities.

Alex Walker
Chairperson
Joint Committee

Wayne Jack
Chairperson
Coordinating Executives Group

OUR REDUCTION HIGHLIGHTS

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Reducing risk is one of the most important things we can do to protect people, property and the environment. It is embedded in our Group Plan 2014-2019 and was one of the key intents of the 2018 ministerial review: Better Responses to Natural Disasters and Other Emergencies in New Zealand.

We are keeping communities safe by helping people identify and reduce their risk of emergencies at home, at work and in their community.

Group Plan reduction outcomes:

- *Everyone understands the risks they face and accepts responsibility for reducing risk and being prepared.*
- *Sound integrated planning, which has resulted in risks being reduced to acceptable levels.*

Examples of how we help communities reduce their risk of emergencies over the past year include:

Hawke's Bay hazard map portal

This year, the Hawke's Bay Civil Defence Emergency Management Group launched the latest version of the Hawke's Bay hazard map portal – an online tool that helps our communities identify the hazards where they live and work.

First launched in 2015, the portal has had a major facelift and is now much easier to navigate.

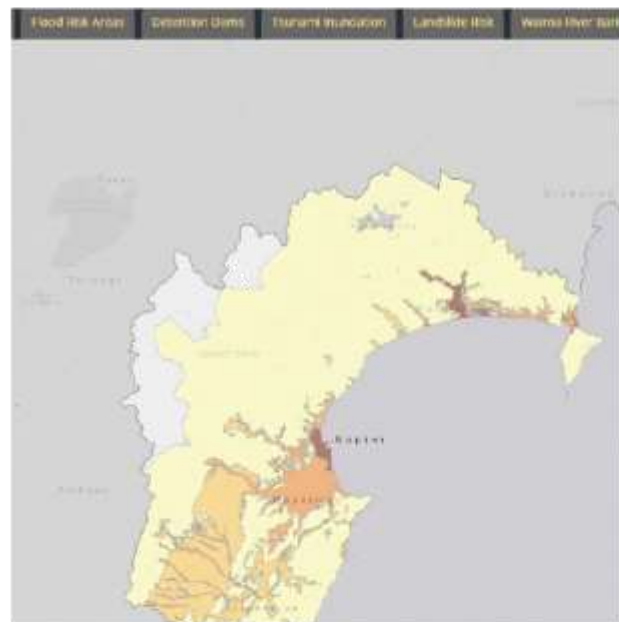
With the latest improvements, it's now easier for

people to find out which natural hazards might affect their local areas, and which hazards might affect Hawke's Bay in the future, including hazard

descriptions and 'what can you do' information. Our community members can simply type in an address to find out everything we know about that property, and download a natural hazard property report free of charge – these being supplementary to LIMs.

There's also a quick link to tsunami evacuation zones and boat safe distance maps, so everyone can see which zone they're in and plan their tsunami evacuation route if necessary.

Visit the portal at www.hbhazards.co.nz





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Tsunami Risk Reduction programme

We continued to make headway with our Tsunami Risk Reduction programme, which comprises a wide range of initiatives including education, signage, vertical evacuation guidance and targeted organisation-specific tsunami resilience workshops.

This year, we:

- promoted tsunami awareness and evacuation drills through Tsunami Hīkoi and ShakeOut week
- continued our tsunami awareness education programme through East Coast LAB
- put up tsunami evacuation signage in Ocean Beach, Wairoa and Porangahau
- investigated vertical evacuation and designated evacuation buildings including working with the Ministry of Building and Innovation to develop New Zealand-specific planning tools and design codes.

Our East Coast LAB team also hosted the Napier Natural Hazard Resilience Workshop in September 2018, to better understand earthquake and tsunami consequences, and help improve the resilience of Napier's asset and infrastructure management, and city planning.

Forty-six people representing central and local government, natural hazards research bodies, first responders, infrastructure organisations and community groups attended. The resulting report – *Napier Natural Hazards Resilience Workshop* – shows how, through shared learning and proactive management, we can increase our capacity to withstand, respond and recover from natural hazards' impacts.

The report's finding may also support similar initiatives, so communities across New Zealand can increase their resilience to natural hazards.

Hazard research (landslide)

We commenced two research projects into our region's landslide risk in conjunction with the National Landslide Database:

- We studied a pilot area on Napier Hill to find out more about the risk to life, property and businesses from rockfall and cliff-collapse hazards, and work out what we need to look into more in the future. The risk model will be completed by August 2019.
- Our regional mapping of earthquake-induced landslide probabilities for 500/1000/2500 shaking intensities will be finished in September 2019.

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Partnering with others to reduce risk

Many of the ways we reduce risk are never seen by our communities, but they still play an important role.

We work with other agencies to influence policy, legislation and regulation, and with local authorities and developers as they establish approaches to land use and building developments.

These activities help to ensure long-term risk reduction by making sure the environments in which people live and work are as safe as possible, and that when we do need to respond, we can do so in a way that ensures our people and communities are best protected.



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Hawke's Bay Civil Defence Emergency Management Group Annual Report

OUR READINESS HIGHLIGHTS

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Resilience in readiness means people and communities are ready and prepared to react when an event occurs.

We build greater resilience within our diverse communities, particularly those most vulnerable, by helping them identify their own strengths, risks and needs, and supporting them to plan for emergencies.

Group Plan readiness outcomes:

- *A strong community spirit, which helps people pull together to ensure their safety.*
- *Businesses and response organisations with well-rehearsed business continuity plans that safeguard both people and business income.*
- *Community and response organisations with the capability to deal with unexpected events.*
- *Our community recognises the critical role Civil Defence Emergency Management plays in ensuring their safety and prosperity.*

Examples of how we help communities get ready for emergencies include:

Stronger engagement with communities

Our community engagement programme involves our people talking with diverse groups to help build their resilience to emergencies.

Whether it's a specific community resilience programme, one-on-one support and advice, or actively participating in community events, we're working hard to better understand the needs of the communities we serve and help them reduce their risk of emergencies.

Some of the ways we have improved our community engagement over the last year:

- We finalised our community resilience programme 2019-2026, putting the safety and wellbeing of people at the heart of our emergency management priorities. Historically, emergency management has focused on hazard management and official responses to



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emergencies. We saw in the Canterbury earthquakes the pivotal role communities themselves play in emergency management, and how we need to move from an organisational response-centric planning model to building resilience across our communities.

- We help our communities understand their risks, identify their resources and create achievable and sustainable community resilience plans that meet their individual needs while reflecting emergency management good practice.
- We completed several rural coastal communities' resilience plans: Porangahau, Ocean Beach, Iwitea, Whakaki, Nuhaka and greater Mahia.
- Our Clive and Cape Coast community resilience plans are well underway, and we're looking to review our previous plans to make sure they're up to date and relevant.

Alongside our specific programmes, we also engage with other organisations to support local communities.

For example, we work closely with Age Concern to jointly identify ways to support older people in our communities. We also work with local businesses to help them plan for business continuity.

Public education programme

- We completed our communications strategy, which sets out the way we use our communications channels to help us deliver our vision of a resilient Hawke's Bay community, both day-to-day and during a response. This strategy is supported by individual communications plans for specific public education campaigns, key projects and group initiatives. It is a best-practice guide to our public information and education.



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- We also completed 'Our voice' – our group's guide to written communications. The way we write influences how people respond to our messages, and what they think about us. It plays a big part in building people's trust and confidence. The guide sets out the tone, styles and standards for writing on behalf of our organisation, to help ensure our community receives clear and consistent communication, no matter who they are dealing with. It applies to every document we write, from short emails to large reports or plans.

Working with the media

Many of our activities are supported by public education and communications campaigns.

We worked with Seven Sharp to broadcast a prime-time segment on a simulated tsunami evacuation, with reporter Lucas de Jong springing three Marewa-based flatmates with a surprise magnitude 8.9 Hikurangi subduction zone earthquake

scenario, leaving them to quickly work out what to do.

In the scenario, the earthquake caused widespread liquefaction, damaged buildings and roads, and triggered a tsunami that gave the flatmates 20 minutes to reach safety.

The segment prompted many phone calls and emails from our communities asking about tsunami preparedness, and a flurry of social media activity: our two Facebook posts on the segment reached more than 25,000 people with nearly 5600 post engagements.

Ministry of Civil Defence & Emergency Management Executive Director Sarah Stuart-Black described the piece as "one of the best examples of tsunami education we've seen," that "would have given a large chunk of the country pause for thought".





The Exploring New Zealand's capacities to respond to people's basic needs during catastrophic events in New Zealand report

We have plenty of experience at managing emergencies and disasters in New Zealand – but we're yet to learn how we'd fare as a country in a catastrophic event. Catastrophic events have the potential to significantly impact a large number of people and multiple regions, and create extremely difficult environments in which to respond. It is likely that some time in our future we may experience an event of this scale.

The Exploring New Zealand's capacities to respond to people's basic needs during catastrophic events in New Zealand report is the first look at the New Zealand emergency management system's capacity and capability to provide for people's basic needs in a catastrophic event.

Our group led the development of this report with funding from the government's Resilience Fund. It aims to help emergency managers understand where New Zealand is currently at in terms of catastrophic event planning, define where it could be, and recommend what actions could be taken to lessen the gap between the current and ideal state.

The report includes lessons learnt internationally, with recommendations on how to incorporate these into our country's disaster planning.



Working with our Rural Advisory Group – better outcomes for rural communities

When an emergency affects our rural communities, we need to quickly find out what's happening so we can provide the right support – and we do this through our connections to rural groups and networks.

Made up of government agencies, and rural industry and sector groups including Federated Farmers, Beef and Lamb New Zealand, Forestry Industry Contractors Association, Rural Women New Zealand and Young Farmers Clubs, our Rural Advisory Group helps us coordinate support from rural agencies to rural communities.

This year, we worked with our Rural Advisory Group to develop a draft response and recovery plan, which guides how people in the rural sector can work together in an emergency to improve outcomes for rural communities.

We also established a rural liaison function in our Emergency Coordination Centre. This role will coordinate the flow of information between stakeholders and ensure our rural communities' needs are heard; as well as getting information and assistance to our more isolated communities.

We know disasters can have a huge impact on farmers and rural communities. The Rural Advisory Group is ready to respond and support our communities when it's most needed.

Working with our volunteers

Responding to a major emergency requires a huge amount of resources, often beyond our capability and that of our partner agencies. Volunteers play a critical role in helping us manage emergencies.

This year, we worked to strengthen our relationship with our volunteers and our volunteers' capabilities, to make sure we're all as equipped as we can be when the worst happens.

- This year we completed our Volunteer Management Plan, which outlines how we will engage, train and exercise our volunteers and partner volunteer organisations, so our volunteers understand what's expected of them and how we can best work together.
- We led the creation of a Volunteer Technical Advisory Group, to ensure clear coordination across Hawke's Bay volunteering groups of volunteer resources in both readiness and response.
- We held several volunteer exercises this year including a public demonstration of our volunteers' communications and rapid response capability on Te Mata Peak.
- We'll be looking at our volunteer capability in Central Hawke's Bay and Wairoa, to further bolster our capacity.



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Group Emergency Coordination Centre redevelopment

The project to rebuild the Group Emergency Coordination Centre to the latest earthquake standards went well. The rebuild was an opportunity to reorganise the facility's internal layout and fit it out with up-to-date technology.

Work on this project started in February 2019 and the building was reoccupied and fully operational by September 2019.



Response management systems review and development

We've been working this year to review and improve our response support systems, to make sure we can let people know about emergency events and what to do as soon as possible. These include our regional warning systems, mass public alerting systems, incident management team activation systems and response management systems.

We've had some delays because of staff changes, but we're still on track. We completed the initial testing of the replacement system for the National Emergency Management Information System, and we've started looking at how we might use ARC geographic information system for response.

We embedded a system called Whispir as our regional warning system and developed a 'one-touch' staff activation – so we can quickly and easily contact everyone we need and monitor staff availability through return replies staff. We'll continue to roll this out by the end of the 2019/20 financial year.

Incident Management Team (IMT) capability development

We carried out an extensive exercise and training programme across our group this financial year, to make sure we have enough people trained and capable of responding to an emergency event. This programme included a training needs assessment, course development, training and exercising, including Tier 1 IMT exercises with all territorial local authorities and at the Group Emergency Coordination Centre level.

We run our training development in conjunction with the Ministry of Civil Defence & Emergency Management ITF programme, and develop tailored training for individual functions.

We trained 504 people, and 251 took part in exercises.

Hawke's Bay Civil Defence Emergency Management Group Response Framework

We finalised the development of the Hawke's Bay Civil Defence Emergency Management Group Response Framework, which outlines how our group will operate during response under our new centralised model of operations, and clarifies the roles and responsibilities for different parts of the response.

The framework also introduces a scale for events, with triggers to help us work out the appropriate response structure and lead organisation.



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Tier 1 exercising

Tier 1 exercises are designed to test our core response agencies' response arrangements to local-level events, which territorial local authorities largely manage.

This year, we held Tier 1 exercises at our Group Emergency Coordination Centre and across Hawke's Bay's territorial local authorities, to test the arrangements for responding to these events and escalating them up to a group-led event.

These exercises also tested core functions such as status reporting, planning and media relations.

During the year, we started planning for a Tier 2 (regional) exercise to be run in October 2019.

Group on-call advisor

We set up a duty on-call emergency advisor system to make sure someone is always available to support the group and initial response activities when national watches and warnings are issued.

We developed an On-Call Advisor manual and a training course for emergency management staff taking on the on-call role.

The on-call role has already proven a valuable addition to our regional warning system by providing timely communication and advice to key response staff.

We issued 109 watches and warnings to regional response agencies over the year.

OUR RESPONSE HIGHLIGHTS

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Emergencies happen, and we all rely on the people who respond in these events to be well trained to deal with the situation as it unfolds, ensuring lives and property are protected and well looked after.

Our response function is designed to ensure people, communities and organisations react and take appropriate action during an emergency.

Group Plan response outcomes:

- *People know what to do and to help each other in the event of an emergency.*
- *A rapid, well-coordinated and effective response to an emergency.*

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Pigeon Valley fires in the Nelson-Tasman region

Started by machinery on 5 February 2019, the 2400ha Pigeon Valley fire was New Zealand's largest fire since 1955, requiring 22 helicopters and hundreds of fire-fighting personnel and Emergency Coordination Centre staff to manage the emergency.

The Tasman Mayor declared a state of emergency on 6 February 2019, and the response team evacuated 3000 residents over several days.

Hawke's Bay Civil Defence Emergency Management Group supported the response efforts by deploying three staff members on a five-day rotation, to work in the Planning, Logistics and Public Information Management functions.



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Hikurangi Response Plan

It's been a busy first year for the Hikurangi Response Plan project.

The plan is a collaborative East Coast LAB project between five lower-North Island CDEM groups and funded by the Ministry of Civil Defence & Emergency Management Resilience Fund.

The three-year project will develop an inter-agency initial response plan for a credible and realistic Hikurangi subduction zone earthquake and tsunami scenario.

Hawke's Bay Civil Defence Emergency Management Group is leading this initiative.

- In June 2018, we held a hazard scenario workshop to determine what a credible scenario would look like for a Hikurangi subduction zone earthquake and tsunami.
- We commissioned GNS Science to further develop the scenario, producing a report on the credible magnitude 8.9 scenario late in 2018.
- We held five Civil Defence Emergency Management group workshops between February and April 2018. Around 350 people attended, representing a range of responding agencies and organisations.
- We held an inter-group Civil Defence Emergency Management-focused workshop in June 2019 to delve further into the issues identified at the earlier workshops. Around 40 people from the Ministry of Civil Defence & Emergency Management, lifelines representatives and the five Civil Defence Emergency Management groups attended.
- We produced and publicly released an educational video, reaching more than 70,000 people on Facebook.
- We presented on the project at many events and meetings including the QuakeCore Annual Conference, New Zealand Planning Institute Conference, and the Resilience to Nature's Challenges Conference.
- We began developing the inter-group draft Hikurangi Earthquake and Tsunami Framework.

OUR RECOVERY HIGHLIGHTS

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Dealing with an emergency can be stressful and exhausting. Recovering from a disaster is a complex process that may take months, even years to overcome. We work to help people get back to acceptable quality of life as soon as possible.

Group Plan recovery outcomes:

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.

Recovery Group

We established a Recovery Group made up of group and local recovery managers, to improve Hawke's Bay's recovery capability and capacity. This will help us meet our short-, medium- and long-

term goals to regenerate and enhance communities after an emergency. This group started reviewing our existing recovery plans and undertook training for the recovery manager role.

We work with communities during the community resilience planning process to identify what they feel are priorities in the recovery of their community. We also work with them to identify opportunities to make their community better that might be realised in recovery work.

Lifelines Group

We assisted the Hawke's Bay Lifelines Group in completing a vulnerability assessment of lifelines infrastructure servicing Hawke's Bay, so we know where our major risks are and can work out how to address them.

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GOVERNANCE AND MANAGEMENT

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Capability assessment report

This year, we worked with the Ministry of Civil Defence & Emergency Management and an independent consultant to commission a Capability Assessment Report, to find out how we're tracking under our new centralised model.

The report highlighted the overall confidence in our new group structure and the work we've already carried out under these changes. The review team observed an impressive culture, commitment and attitude across all levels of management and governance, and the relationships between local authorities, the Hawke's Bay Civil Defence Emergency Management Group office and partner agencies.

The assessors used our group objectives, work programme, documentation and key performance indicators to assess our performance, reaching a score of 72.2 per cent. This means our group has an advancing capability, and we're well on track to keep thriving as an organisation.

The assessment identified some standout areas including the increase in our community resilience work; hazard risk research; and response framework development.

The assessors also found several areas for improvement, including the need for all strategies and plans to better align to the Group Plan; the alignment of community resilience activities; coordination and alignment of projects; further development of operational response capability; further development of recovery capability; the development of aligned work programmes; and the review of Joint Committee and the Coordinating Executive Group meeting processes.

We're proud of this result and will continue to work to improve our services to Hawke's Bay.

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OUR FINANCIALS

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Financial summary 2018/19

	CDEM expenditure	CDEM income	Lifelines expenditure	Lifelines income	Total result
Risk reduction (711)	119,234	(194,345)			(75,110)
Operational readiness and response (712)	549,911	(676,057)			(126,146)
Governance, coordination and recovery (713)	574,474	(562,597)	22,323	(18,500)	15,700
Local emergency management (714)	534,780	(699,741)			(164,961)
Totals	1,778,398	(2,132,740)	22,323	(18,500)	(350,519)

Reserves 2018/19

	Lifelines (\$'000)	CDEM (\$'000)
Balance carried forward from 17/18	(46)	(38)
Expenditure 18/19	22	1,778
Revenue 18/19	(18)	(2,133)
Balance	(42)	(393)

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PROJECT PROGRESS REPORT			
Hawkes Bay Regional Council Year: 2018 [From Period 1 To Period 13] (From 01-Jul-2018 To 30-Jun-2019) GROUP: 749 Emergency management total PROJECT: 711 Reduction - Hazard Ident. & Mitigation JOB TYPE: All projects JOB: ALL			
+	Activity Detail	Actual	Actual/ Budget
	Personel and Overheads	50,915	224,437 23%
2835	Rate collection costs	5,665	5,665 100%
	Overhead Charges	5,665	5,665 100%
2310	Advertising	1,799	6,000 30%
2380	Consultancy costs	47,355	45,942 103%
2395	Contributions	6,000	
2436	Digital Media / Webcasting	293	
2560	Graphic design expenses	40	
2720	Meeting expenses	243	
2725	Miscellaneous expense	286	1,000 29%
2750	Other direct costs		4,000 0%
2780	Printing & publishing		3,500 0%
2875	Remission on Maori land	1,672	
3050	Travel & accommodation	4,967	1,800 276%
	External Costs	62,655	62,242 101%
	TOTAL COSTS	119,234	292,344 41%
1040	Targeted rates	(194,345)	(194,345) 100%
1144	Miscellaneous revenue		(100,000) 0%
1305	Interest - projects		224 0%
	Income	(194,345)	(294,121) 66%
	TOTAL EXTERNAL INCOME	(194,345)	(294,121) 66%
	NET FUNDING REQUIREMENT	(75,110)	(1,777)

PROJECT PROGRESS REPORT				
Hawkes Bay Regional Council				
Year: 2018 [From Period 1 To Period 13] (From 01-Jul-2018 To 30-Jun-2019)				
GROUP: 749 Emergency management total				
PROJECT: 712 Readiness & Response				
JOB TYPE: All projects				
JOB: ALL				
+	Activity Detail	Actual	Budget	Actual/ Budget
	Personel and Overheads	430,022	562,811	76%
2835	Rate collection costs	13,092	13,092	100%
	Overhead Charges	13,092	13,092	100%
2180	Training	4,249		
2370	Computer software license cost	5,385		
2380	Consultancy costs	9,418		
2385	Contractors	1,510	1,462	103%
2395	Contributions		10,000	0%
2470	Equipment - small	161		
2490	Equipment servicing	2,606		
2635	Internet usage charges	2,475		
2665	Licence fees	645		
2715	Materials & consumables	633		
2720	Meeting expenses	4,892		
2725	Miscellaneous expense	897	1,000	90%
2728	Mobile & cellphone charges	476		
2750	Other direct costs	1,748	40,000	4%
2780	Printing & publishing	20	1,000	2%
2825	Radio	945		
2885	Rental expense	25,275	23,000	110%
2900	Room hire	3,930		
2930	Service contracts	5,000		
2940	Software maintenance	3,106		
2950	Stand/exhibit costs	60		
3015	Technical materials	1,126	3,500	32%
3020	Telecommunications	22,017	14,000	157%
3045	Training - project related	1,600	4,000	40%
3050	Travel & accommodation	8,624		
	External Costs	106,797	97,962	109%
	TOTAL COSTS	549,911	673,865	82%
1040	Targeted rates	(675,866)	(675,866)	100%
1144	Miscellaneous revenue	(191)		
1305	Interest - projects		7,018	0%
	Income	(676,057)	(668,848)	101%
	TOTAL EXTERNAL INCOME	(676,057)	(668,848)	101%
	NET FUNDING REQUIREMENT	(126,146)	5,017	

PROJECT PROGRESS REPORT				
Hawkes Bay Regional Council Year: 2018 [From Period 1 To Period 13] (From 01-Jul-2018 To 30-Jun-2019) GROUP: 749 Emergency management total PROJECT: 713 Recovery & Coordination JOB TYPE: All projects JOB: ALL				
+	Activity Detail	Actual	Budget	Actual/ Budget
	Personel and Overheads	503,435	499,444	101%
	2835 Rate collection costs	7,732	7,732	100%
	Overhead Charges	7,732	7,732	100%
	2130 Conference expenses	752		
	2310 Advertising	12,071	22,821	53%
	2380 Consultancy costs	600	20,000	3%
	2385 Contractors	22,058		
	2395 Contributions		12,000	0%
	2396 Contributions - Lifelines	17,789		
	2470 Equipment - small	286		
	2560 Graphic design expenses	800		
	2635 Internet usage charges	275		
	2660 Legal fees & charges		2,000	0%
	2715 Materials & consumables	58		
	2720 Meeting expenses	2,132		
	2725 Miscellaneous expense	4,844	2,000	242%
	2750 Other direct costs	163		
	2780 Printing & publishing	4,185	5,000	84%
	3020 Telecommunications	1,046	1,500	70%
	3050 Travel & accommodation	9,101	3,600	253%
	3095 Website hosting	8,800		
	4375 Signs / safety equipment	671		
	External Costs	85,630	68,921	124%
	TOTAL COSTS	596,797	576,097	104%
	1040 Targeted rates	(562,597)	(562,597)	100%
	1144 Miscellaneous revenue	(18,500)	(18,500)	100%
	1305 Interest - projects		(5,352)	0%
	Income	(581,097)	(586,449)	99%
	TOTAL EXTERNAL INCOME	(581,097)	(586,449)	99%
	NET FUNDING REQUIREMENT	15,700	(10,352)	

PROJECT PROGRESS REPORT				
Hawkes Bay Regional Council				
Year: 2018 [From Period 1 To Period 13] (From 01-Jul-2018 To 30-Jun-2019)				
GROUP: 749 Emergency management total				
PROJECT: 714 Local Emergency Management				
JOB TYPE: All projects				
JOB: ALL				
+ Activity Detail		Actual	Budget	Actual/ Budget
Personel and Overheads		492,971	528,636	93%
2155 Protective clothing	455			
2180 Training	2,335			
2230 Other costs incl RUC	38			
2240 Parts	90			
2310 Advertising	2,038	51,754	4%	
2385 Contractors	5,000	4,700	106%	
2456 Education costs		8,600	0%	
2470 Equipment - small	1,896	12,500	15%	
2490 Equipment servicing	4,318	16,100	27%	
2665 Licence fees		1,000	0%	
2710 Marketing		11,200	0%	
2715 Materials & consumables	775	613	126%	
2720 Meeting expenses	1,132			
2725 Miscellaneous expense	876	2,050	43%	
2750 Other direct costs	(3,309)			
2780 Printing & publishing	17,554	10,000	176%	
2890 Repairs & maintenance	436			
2975 Stationery	511			
3015 Technical materials	1,227			
3020 Telecommunications	3,229			
3045 Training - project related	2,123	47,825	4%	
3050 Travel & accommodation	1,085	2,563	42%	
External Costs	41,808	168,905	25%	
TOTAL COSTS	534,780	697,541	77%	
1040 Targeted rates	(697,541)	(697,541)	100%	
1144 Miscellaneous revenue	(2,200)			
1305 Interest - projects		(955)	0%	
Income	(699,741)	(698,496)	100%	
TOTAL EXTERNAL INCOME	(699,741)	(698,496)	100%	
NET FUNDING REQUIREMENT	(164,961)	(955)		

**TRUST DEED CREATING THE
HAWKE'S BAY DISASTER RELIEF TRUST**

DRAFT

HB Disaster Relief Trust Deed (Final Draft Aug 2019)

THIS DEED dated the day of 2019.

PARTIES Those persons described in the Schedule of Initial Local Authority Trustees forming part of this document who are for the purposes of this document the Trustees ("the Trustees").

RECITALS:

- A The local authorities of Wairoa District Council, Hastings District Council, Napier City Council, Central Hawke's Bay District Council and Hawke's Bay Regional Council ("the Local Authorities") wish to establish a fund ("the Fund") for the primary purpose of meeting the welfare and other needs of people who have suffered any damage or loss following a significant natural or man-made disaster in the Hawke's Bay Region or elsewhere in New Zealand.
- B The Local Authorities and the Trustees wish to establish a Charitable Trust ("the Trust") to hold, promote and manage, for the above primary purpose, the Fund comprising such money, property and investments which may have been acquired by the Local Authorities at the date this Deed is signed, together with any further money, property and investments which may from time to time be acquired by the Trustees for the purposes of the Trust.
- C The parties have agreed to enter into this Deed to specify the purposes of the Trust and to provide for the management of the Fund.

THIS DEED NOW RECORDS AS FOLLOWS:

1. Name

- 1.1. The name of the Trust shall be the Hawke's Bay Disaster Relief Trust.

2. Registered Office

- 2.1. The registered office of the Trust shall be at the offices of Hawke's Bay Regional Council, 159 Dalton Street, Napier, or at such other place that the Board of Trustees may decide.

3. Purposes

- 3.1. The purposes of the Trust are as follows:

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3.1.1. To provide financial and any other relief or assistance to meet the welfare and other needs of people (including businesses, non-government organizations, and other legal persons) who have suffered any damage or loss as the result of any happening that qualifies as an "emergency" under the Civil Defence Emergency Management Act 2002 (or any later replacement thereof), whether natural or otherwise, within the boundaries of the Wairoa, Hastings, and Central Hawke's Bay District Councils and Napier City Council (a "Triggering Event").

3.1.2. To seek public donations and to raise funds.

4. Limitations

4.1. In carrying out the above purposes, the following limitations shall apply:

4.1.1. All financial and other relief or assistance shall be paid, given or granted to organisations or individuals for the purposes set out in Clause 3 of this Deed. For the purposes of this paragraph organisations shall include the Local Authorities and any other local authority or organisation which may be approved for this purpose by the Trustees.

4.1.2. All donations and other funds received in relation to a particular Triggering Event will be applied to provide financial and any other relief or assistance in relation to that Triggering Event to the extent that this is reasonably possible or practicable, however the Trustees shall be entitled to retain what the Trustees consider as an adequate administration fund (plus any surplus of donations) for the Trust and in all circumstances shall ensure that the Fund is not reduced below a level of \$100.00.

5. Structure of the Trust

5.1. The Trust shall be administered by the Board of Trustees ("the Board").

6. Members of the Board

6.1. Number of Trustees

6.1.1. The Board shall consist of not less than five (5) and not more than seven (7) Trustees.

6.2. Membership of the Board

6.2.1. The Board, at the date of this Deed, comprises the Trustees described in the Schedule of Trustees.

6.2.2. The trustees shall comprise the Mayors of Wairoa District Council, Hastings District Council, Napier City Council, Central Hawke's Bay District Council and the Chairperson of the Hawke's Bay Regional Council (or another person put

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forward by any of those people to be a trustee in their place). There may, in the discretion of the Trustees, be up to two independent Trustees who, if appointed, may be appointed by the other trustees at the inaugural meeting of the Board of Trustees.

- 6.2.3. In order to facilitate the practical operation of the Trust to cover periods of absence or inability to attend to the business of the Trust, the Trustees shall be entitled to appoint alternates by formal delegation from their constituent Council and such delegate may exercise the rights and powers of the Mayor or Chairperson whom they represent. Such power of delegation shall be in addition to the powers set out in clause 10 of this Deed.

6.3. Term of Office

- 6.3.1. Each Trustee shall remain in office until such time as he or she resigns or otherwise ceases to hold their office listed in clause 6.2.2, or the person who put them forward as a replacement ceases to hold their office. The effective date of appointment or resignation (respectively) shall be the date at which they formally cease to hold their office. Should any of the Trustees no longer hold the office of Mayor or Chairperson (as the case may be) of Mayors of Wairoa District Council, Hastings District Council, Napier City Council, Central Hawke's Bay District Council and the Chairperson of the Hawke's Bay Regional Council as the case may be, then that trustee shall resign immediately and be replaced by the person who is the successor to the office of Mayor of that Council or Chairperson of the Hawke's Bay Regional Council.

7. Vacancies

7.1. Filling of vacancies

- 7.1.1. On any vacancy of a Trustee the local authority who appointed the Trustee who has vacated office shall have the option to appoint another person to fill that vacancy.
- 7.1.2. The Mayor of a local authority making an appointment may make the appointment on behalf of their respective local authority.
- 7.1.3. Should an independent Trustee vacate office the remaining Trustees may make an appointment at the following meeting of the Board of Trustees.

7.2. Resignation of Trustees

- 7.2.1. Any independent Trustee may resign from the Board by giving written notice to the Board and the resignation shall take effect as from the date stipulated in that notice, otherwise to take effect as from the date of that notice being served on the Board at its registered office, which ever date is the later.

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7.3. Absence without leave

- 7.3.1. Any independent Trustee who fails to attend three consecutive meetings of the Board without the leave of the other Trustees shall be deemed to have vacated his or her position on the Board.

7.4. Removal of Trustees from office

- 7.4.1. Any independent Trustee may be removed from the Board if a majority of the Trustees so decide.

8. Proceedings of the Board**8.1. Ordinary Meetings**

- 8.1.1. The Board shall hold ordinary meetings at such times and places as it determines. At least seven days notice of any ordinary meeting shall be given to the Trustees, and the notice shall indicate the general nature of the business to be considered at that meeting.

8.2. Special Meetings

- 8.2.1. A special meeting may also be called by the Secretary upon requisition of the Chairperson or not less than three Trustees.
- 8.2.2. 24 hours notice of such meeting shall be given to the Trustees, and the notice shall indicate the general nature of business to be considered at that meeting.

8.3. Annual General Meeting

- 8.3.1. The Board shall hold an Annual General Meeting which meeting may be combined with an Ordinary Meeting at which shall be approved:
- 8.3.1.1. the audited annual accounts of the Trust.
 - 8.3.1.2. a report from the Chairperson or nominee of that Chairperson dealing with the affairs of the Board for the previous year.
 - 8.3.1.3. the appointment of a Chairperson for the forthcoming year, in accordance with Rules 8.5 and 8.7.
- 8.3.2. The Annual General Meeting shall be held prior to 30 September in each year. At least seven days notice of an Annual General Meeting shall be given to the Trustees.

8.4. Notice of Meetings

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- 8.4.1. Each notice shall specify the place, the day and the hour of the meeting.
- 8.4.2. Notice shall be deemed to have been given to any Trustee if it has been posted or faxed to the last known address of the Trustee and shall then be deemed to have been received the day after the notice is posted or faxed.
- 8.4.3. The accidental omission to give notice to any Trustee or the non-receipt by any Trustee of a notice shall not invalidate the meeting to be held.

8.5. Officers

- 8.5.1. The Chief Executive of Hawke's Bay Regional Council shall be the secretary.

8.6. Quorum

- 8.6.1. At any meeting of the Board there shall be a quorum if there is a majority of the Trustees present (excluding any vacancies) and no business shall be transacted unless a quorum is present.
- 8.6.2. If a meeting is short of a quorum at its commencement, or falls short of a quorum, and if no quorum is present within 15 minutes, the meeting shall lapse.

8.7. Chairperson

- 8.7.1. At the Annual General Meeting the Board shall in accordance with rule 8.3.1 appoint one of the Trustees as Chairperson.
- 8.7.2. The Chairperson shall preside at all meetings of the Board at which he or she is present.
- 8.7.3. In the absence of the Chairperson from any meeting the members present shall appoint one of their number to preside at that meeting.

8.8. Voting

- 8.8.1. All questions before the Board shall be decided by consensus if possible.
- 8.8.2. Where a consensus decision is unable to be reached on a matter it shall unless otherwise specified in this document be put as a motion to be decided by a majority of votes.
- 8.8.3. Each Trustee present, including the Chairperson, shall have one vote.
- 8.8.4. If the voting is tied the Chairperson shall have a second or casting vote.

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8.9. Minutes

- 8.9.1. The Secretary shall keep minutes of all Board meetings which shall be available for inspection by Trustees at a reasonable time.
- 8.9.2. A copy of all minutes of all Board meetings shall be furnished to any local authority named in the Schedule of Trustees if requested.

9. Powers

- 9.1. In addition to the powers implied by the general law of New Zealand or contained in the Trustee Act 1956, the powers which the Board may exercise in order to carry out its charitable purposes for which it has been constituted under clause 3 are as follows:
 - 9.1.1. to control, administer, and manage the property, funds and affairs of the Trust;
 - 9.1.2. to use the funds of the Trust to provide financial and any other relief or assistance to meet the welfare and other needs of people following a significant natural or man-made disaster in the Hawke's Bay Region;
 - 9.1.3. to use the funds of the Trust as the Board thinks necessary or proper in payment of the costs and expenses of the Board, including the employment or engagement of professional advisors, agents, officers and staff as appears necessary or expedient;
 - 9.1.4. subject to Rule 4.1.2 above, to invest surplus funds in any way permitted by law for the investment of trust funds and upon such terms as the Board thinks fit;
 - 9.1.5. to do all things as may from time to time appear desirable to enable the Board to give effect to and to attain the charitable purposes of the Trust and to comply with the provisions of the Charitable Trusts Act 1957;
 - 9.1.6. to open and operate such bank accounts as may be necessary for running the affairs of the Trust;
 - 9.1.7. to enter into all negotiations, contracts and agreements in the name and on behalf of the Trust as the Trust Board thinks expedient for its purposes provided that such negotiations, contracts and agreements are not in conflict with the Trust's purposes;
 - 9.1.8. to receive and give receipts and execute discharges for any gifts, legacies, bequests or other monies and to execute any trusts created for any of the purposes of the Trust or for furthering any such purposes;

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9.1.9. to generally have the rights, powers and privileges of a natural person in the administration of the Trust; and

9.1.10. to receive, manage, distribute and/or sell material goods donated as a result of any public appeal. Where material goods are not distributed within a reasonable time frame (as determined by the Trustees) then they may be sold by any process deemed appropriate by the Trustees and the sale proceeds shall be available for the purposes of the trust.

10. Power to Delegate

10.1. Delegation

10.1.1. The Board may from time to time appoint any committee and may delegate in writing any of its powers and duties to any such committee or to any person, and the committee or person as the case may be, may without confirmation by the Board exercise or perform the delegated powers or duties in like manner and with the same effect as the Board could itself have exercised or performed them.

10.2. Delegate bound

10.2.1. Any committee or person to whom the Board has delegated powers or duties shall be bound by the terms of this Trust.

10.3. Delegation revocable

10.3.1. Every such delegation shall be revocable at will by the Board, and no such delegation shall prevent the exercise of any power or the performance of any duty by the Board.

10.4. Delegate need not be Board member

10.4.1. It shall not be necessary for any person who is appointed to be a member of any such committee, or to whom any such delegation is made, to be a trustee.

11. Employment

Under rule 9.1.3 the Board may employ Trustees or any of them.

12. Income, Benefit or Advantage to be Applied to Charitable Purposes

12.1. Application

12.1.1. Any income, benefit or advantage shall be applied for the charitable purposes of the Trust.

12.2. Influence

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12.2.1. No Trustee or person or related entity associated with a Trustee shall derive any income, benefit or advantage from the Trust where they can materially influence the payment of the income, benefit or advantage except where that income, benefit or advantage is derived from:

12.2.1.1. services to the Trust rendered in the course of business charged at no greater rate than current market rates; or

12.2.1.2. interest on money lent at no greater rate than current market rates.

13. Accounts

13.1. True and Fair Accounts

13.1.1. The Board shall keep true and fair accounts of all monies received and expended for each financial year with the balance date of 30 June in each year.

13.2. Audit

13.2.1. The Audited Accounts shall be available at the Annual General Meeting of the Trust and shall be presented to the Local Authorities by 30 September in each year.

13.3. Control of Funds

13.3.1. All monies received by the Trust shall be paid to the bank account of the Trust.

13.3.2. All cheques or payments to be drawn upon the bank account of the Trust shall be signed by at least two cheque signatories approved by the Trustees for that purpose.

13.4. Money received and identified for expenditure in a specific district (Napier, Hastings Wairoa and Central Hawke's Bay)

13.4.1. Monies received by the Trust that are specifically identified as being for one or the other district shall be considered separately by the Mayor of that district as well as the independent trustee/s, and this money will be distributed in terms of the criteria agreed by the trustees.

13.4.2. Monies received by the Trust that are specifically identified as being for the region shall be considered separately by the Chairperson of the Hawke's Bay Regional Council as well as the independent trustee/s, and this money will be distributed in terms of the criteria agreed by the trustees.

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14. No Responsibility for Loss

- 14.1. No Trustee shall be responsible for any loss to the Trust unless the same is attributable to his or her or their own dishonesty or to the wilful commission or omission by him or her or them of any acts known to be a breach of trust.

15. Execution of Documents

- 15.1. The Trust may, but need not, have a Common Seal.
- 15.2. If the Trustees resolve to have a Common Seal it shall be kept in the custody of the Secretary, or such other officer as shall be appointed by the Board and shall be used only as directed by the Board.
- 15.3. Documents may be executed by any two Trustees or the Secretary and one Trustee with the prior approval of the Board. In each case the signatures of those executing the documents shall be witnessed.

16. Alteration to the Rules

- 16.1.1. The Board may, with the prior approval of at least four of the five the Local Authorities, add to, amend or change any of these Rules at a Special Meeting.
- 16.1.2. Any amendment or change to the Rules shall require a resolution to be passed by least four of the five of the total number of Trustees.
- 16.1.3. No addition to or alteration or rescission of these Rules shall be approved if it affects the Charitable purposes (Recitals and Clause 3), the Influence Rule (Clause 12.2), this Clause (16.2), or the winding up Clause (18) of this document without the prior consent of the Local Authorities and Inland Revenue which will need to be satisfied as to the maintenance of the charitable status of the Trust.

17. Incorporation

- 17.1. The Trust shall have the right to apply for incorporation under the provisions of the Charitable Trusts Act 1957 under the name **Hawke's Bay Disaster Relief Trust Incorporated**, or such other name as shall be approved by the Register of Incorporated Societies and the Trustees.

18. Winding Up

- 18.1. The Trust may be wound up if a resolution to wind up the Trust or to dissolve it has been passed by three-quarters rounded up to the nearest whole number of the total number of Trustees, and such winding up or dissolution is approved in writing by at least four of the five Local Authorities.

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18.2. In the event of the Trust being wound up the surplus assets and funds after payment of the Trust's liabilities including expenses of winding up shall not be paid or distributed among the Trustees but shall be paid and transferred to Local Authorities within New Zealand for the furtherance of disaster recovery purposes as the Trustees shall determine at the meeting when the resolution for winding up is duly confirmed.

18.3. In the event no such resolution as to the application of funds to any charitable purpose is passed by a majority of the Trustees then the surplus funds of the Trust shall be held for such other comparable charitable purpose as a Judge of the High Court of New Zealand on application of the Trustees shall determine.

19. Acceptance

19.1. The Trustees accept the above terms and conditions on the basis that all future Trustees will also be so bound.

HB Disaster Relief Trust Deed (Final Draft Aug 2019)

Schedule of Initial Local Authority Trustees

Name	Address	Local Authority appointer
		Mayor Napier City
		Mayor Central Hawke's Bay
		Mayor Hastings District
		Mayor Wairoa District
		Chairperson Hawke's Bay Regional

Signed by _____)
 as Trustee in the presence of: _____)

 Witness Signature

 Witness Name

 Witness Address

 Witness Occupation

HB Disaster Relief Trust Deed (Final Draft Aug 2019)

Item 10

Attachment 1

Signed by _____)
as Trustee in the presence of: _____)

Witness Signature

Witness Name

Witness Address

Witness Occupation

Signed by _____)
as Trustee in the presence of: _____)

Witness Signature

Witness Name

Witness Address

Witness Occupation

Signed by _____)
as Trustee in the presence of: _____)

Witness Signature

Witness Name

Witness Address

Witness Occupation

HB Disaster Relief Trust Deed (Final Draft Aug 2019)

Signed by _____)
as Trustee in the presence of: _____)

Witness Signature

Witness Name

Witness Address

Witness Occupation

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HB Disaster Relief Trust Deed (Final Draft Aug 2019)

Item 10

Attachment 1