



## Minutes of a meeting of the HB Civil Defence Emergency Management Group Joint Committee

<b>Date:</b>	25 March 2024
<b>Time:</b>	1.30pm
<b>Venue:</b>	Council Chamber Hawke's Bay Regional Council 159 Dalton Street NAPIER
<b>Present:</b>	Chair H Ormsby, Joint Committee Chair - HBRC Mayor A Walker, Deputy Chair - CHBDC Mayor S Hazlehurst – HDC Mayor C Little – WDC Mayor K Wise – NCB
<b>Advisory members in attendance</b>	B Barber – Ngati Kahungunu Iwi Inc L Symes – Tātau Tātau o te Wairoa TK Hawaikirangi – Mana Ahuriri Trust alternate
<b>In Attendance:</b>	I Macdonald – HB CDEM Group Controller I Wilson – NEMA <i>online</i> D Clifford – NZ Police <i>online</i> C Nicholls – MSD <i>online</i> G Varcoe – FENZ <i>online</i> N Peet – HBRC Chief Executive S Young – HBRC Group Manager Corporate Services D Tate – CHBDC Chief Executive B Allan – HDC Deputy Chief Executive L Marshall – NCC Chief Executive M Bush – Bush International Consulting M McGrath – HBRC Legal Counsel J Keown – HBRC Team Lead Communications P Martin – HBRC Senior Governance Advisor

## 1. Welcome/Karakia /Apologies

The Chair welcomed everyone to the meeting and Bayden Barber opened with a karakia timatanga.

## 2. Conflict of interest declarations

There were no conflicts of interest declared.

## 3. Confirmation of Minutes of the HB Civil Defence Emergency Management Group Joint Committee meeting held on 27 November 2023

### CDE24/24 Resolution

Minutes of the HB Civil Defence Emergency Management Group Joint Committee meeting held on Monday 27 November 2023, a copy having been circulated prior to the meeting, were taken as read and confirmed as a true and correct record.

**Walker/Hazlehurst  
CARRIED**

## 4. Independent review into the HB CDEM Group response to Cyclone Gabrielle

Hinewai Ormsby introduced the item, acknowledging those affected by the cyclone and thanking everyone involved in the response, and invited Mike Bush to provide an overview of the review and its findings. Discussions covered:

- The Terms of Reference for the review were very clear – how do we understand what happened and how do we improve responses to future emergency events.
- Bush consultancy's experienced team dealt with a large numbers of interviews with CDEM and council staff, governors, CDEM Controllers and team leaders.
- Large volumes of correspondence were analysed and a public survey was undertaken with more than 1000 responses received.
- What worked well was strong governance and robust plans – the intent was positive.
- The severity, speed and scale of the cyclone overwhelmed the officials involved in the response. There was a lack of situational awareness, compounded by power and communication outages, however mitigation should have been in place to address these.
- Civil defence officials weren't considering worst case scenarios. They didn't have plans or the capability to mitigate an event of that scale, and this lack of capability was also evident beyond the regional level. The NEMA system is viewed as not being fit for purpose – it sets up good people to fail.
- The review report contains nine tier 1 recommendations and 66 tier 2 recommendations – these are largely actions that need to be taken at a regional level but also include a recommendation that the national CDEM model is revisited.
- Solutions to some of the issues identified are set out in the report, including a roadmap for addressing the recommendations.
- The review's community interaction included visits to all parts of HB. There may be have been some uncertainty about the scope of the review and perhaps some 'review fatigue' as well which contributed to some meetings not being well attended.
- Mana whenua need to be more engaged in the readiness and reduction aspects of civil defence; they have the capability and coordination skills but are not always included in a response.
- A lack of communication was noted, including the need for a shared communication platform at regional and national level to enable timely and accurate reporting and for warnings to occur.
- Civil Defence across the country involves specific agencies and the wider community. Bigger events require much more coordination of the agencies, volunteers and the general public –

the responsibility for this coordination sits with the CDEM Group.

- The role of support agencies is subject to other reviews and the HB review team has received information from those. There needs to be more clarity about how we bring the agencies together and who is responsible for, and in control of a response.
- A national emergency was declared – this can complicate lines of communication and responsibilities. Recommendations include a first principles review of the NEMA system to make it very clear who is responsible for what during a national emergency.
- It would be practical for NEMA to provide expertise and specialist personnel to regions during an event to support local knowledge and networks. Currently it seems to be counter intuitive – the more severe an event is, the more we rely on part-time volunteers such as council staff. Support, enablement, coordination and resources (including expert staff) should be supplied from the national level, with local leadership.
- It would also seem practical for NEMA to provide regions and their communities with templates, roadmaps on how to cope during an event, and then provide support to communities through delivering training and emergency exercises.
- Training – in line with the review report’s recommendations, the training framework has been reviewed and some 230 council staff have been through additional training over the past year.
- It was suggested that independent emergency management expertise be engaged to lead the implementation of the review report’s recommendations. It may also be useful to have an independent member appointed to the CDEM Group Joint Committee.
- The report clearly sets out how to support communities at a local level so that they can help themselves during an emergency event.
- Transformational change across the country is required so that communities are able to trust CDEM in future.

#### CDE25/24 **Resolutions**

That the Hawke’s Bay Civil Defence Emergency Management Group Joint Committee:

1. Receives and considers the *Independent review into the HB CDEM Group response to Cyclone Gabrielle* staff report.
2. Accepts the findings of the *Independent review into the HB CDEM Group response to Cyclone Gabrielle* in full as contained in the *Hawke’s Bay Civil Defence and Emergency Management Group Response to Cyclone Gabrielle* report.
3. Directs the HB CDEM Coordinating Executives Group to, under the leadership of independent Emergency Management expertise and with mana whenua partners, develop an Action Plan to show how it will implement the *Hawke’s Bay Civil Defence and Emergency Management Group Response to Cyclone Gabrielle* recommendations, and urgently provides that Action Plan to the HB CDEM Group Joint Committee.
4. Requests that the HB CDEM Coordinating Executives Group recommends an independent emergency management specialist for appointment to the HB CDEM Group Joint Committee.

**Hazlehurst/Walker  
CARRIED**

Bayden Barber closed the meeting with a karakia whakamutunga.

#### **Closure:**

There being no further business the Chair declared the meeting closed at 2.15pm on Monday, 25 March 2024.

Signed as a true and correct record.

**Date:** by HB CDEMG JC resolution 29 July 2024

**Chair:** Hinewai Ormsby