



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

**Date:** Monday 24 March 2025  
**Time:** 1.30pm  
**Venue:** Council Chamber  
 Hawke's Bay Regional Council  
 159 Dalton Street  
 NAPIER

### Agenda

Item	Title	Page
1.	Welcome/Karakia/Housekeeping/Apologies	
2.	Conflict of Interest Declaration	
3.	Confirmation of Minutes of the HB Civil Defence Emergency Management Group Joint Committee held on 27 January 2025	
<b>Information or Performance Monitoring</b>		
4.	National Space Weather Response Plan	3
5.	National Emergency Management Agency update	7
6.	Transformation Strategy implementation update	11
7.	HB CDEM Group update	21
8.	HB CDEM Group Controller appointments update	29
<b>Decision Items (Public Excluded)</b>		
9.	Cyclone Gabrielle Coroner's Inquest legal representation	33





## HB CDEM Group Joint Committee

24 March 2025

### Subject: National Space Weather Response Plan

#### Reason for report

1. This item introduces the National Space Weather Response Plan, to be presented by the National Emergency Management Agency (NEMA).

#### Background

2. Space weather refers to various phenomena originating from the sun, such as solar flares and coronal mass ejections, which can impact earth's magnetic field and atmosphere.
3. There is a 30% likelihood of an extreme space weather event occurring in the next 50 years, compared to a 25% probability of an M8+ Hikurangi subduction zone earthquake and tsunamis within the same timeframe.
4. Space weather will not directly harm people on earth.
5. However, these events can disrupt critical infrastructure, including electricity networks, satellites, and communication systems.
6. In extreme space weather events, electricity networks may be shut down to protect the grid from serious damage, potentially resulting in power outages lasting up to six days.
7. The National Emergency Management Agency (NEMA) has developed the National Space Weather Response Plan to enhance New Zealand's preparedness and response to significant space weather events.
8. It focuses on national-level coordination during the initial response phases and does not cover sector-specific planning, regional or local planning, or recovery from the event.
9. The plan acknowledges that public awareness and understanding of space weather are low.
10. General emergency household preparations are effective for space weather events.

#### Decision-making considerations

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

#### Recommendation

That the Hawke's Bay Civil Defence Emergency Management Group Joint Committee receives and notes the *National Space Weather Response Plan* presentation.

#### Authored by:

**Shane Briggs**  
HB CDEM Acting Group Manager / Controller

**Approved by:**

**Doug Tate**  
**CHBDC Chief Executive**

**Attachment/s**

- 1 [↓](#) What is space weather?
- 2 How does space weather affect us? Under Separate Cover

### Our Hazards: Space Weather

#### What is space weather?

Space weather is due to bursts of energy from the Sun. It usually does not affect us, but occasionally there are more extreme events, and these can impact Earth.

Space weather will not directly harm people on Earth, but may damage or disrupt technology across the globe (such as power and communication networks), with lasting impacts to communities.

Space weather impacts are more frequent during solar maximum. The current solar maximum commenced in October 2024, with heightened conditions expected until 2027.

#### What are the impacts?

**Solar Flare**  
Impacts within **8 minutes\***

- Satellites
- Aviation
- Comms

**Solar Radiation**  
Impacts within **10s of minutes\***

- Satellites
- Aviation

**Geomagnetic Storm**  
Impacts within **12-36 hours\***

- Supply Chain
- Water
- Transport
- Banking
- Electricity
- Gas/Fuel
- Satellites
- Aviation
- Comms/Internet

these things can happen together or separately.

\*from event onset at the sun.

March 2025

National Emergency Management Agency  
Te Kaitiaki Takekōwhiri





## HB CDEM Group Joint Committee

Monday 24 March 2025

### Subject: National Emergency Management Agency update

#### Reason for report

1. This item introduces the National Emergency Management Agency (NEMA) update and Emergency Management Significant Improvement Programme (EMSIP).
2. The National Emergency Management Agency (NEMA) will provide a presentation and speak to the item.

#### Background

3. The Government Inquiry into the Response to the North Island Severe Weather Events identified significant gaps in New Zealand's emergency management system.
4. In response, the Government published its direction for a five-year work programme aimed at delivering systemic improvements.
5. The Government aims to create a system that is more resilient, responsive, and capable of managing future emergencies effectively.
6. The Department of the Prime Minister and Cabinet (DPMC) led the Government's official response to the Inquiry, setting the foundation for future improvements.
7. The National Emergency Management Agency (NEMA) is scoping necessary changes to the system and developing an implementation roadmap for Cabinet consideration. This phase does not seek immediate funding but instead aims to outline a structured investment plan for future budgets.
8. The programme's five key focus areas, derived from the Government response, include:
  - 8.1. *Whole-of-society approach*: Strengthening public readiness and engagement, enhancing community resilience, and increasing partnerships with iwi, Māori, and businesses.
  - 8.2. *Local government capability*: Ensuring a consistent standard of emergency management across all regions, clarifying roles and responsibilities, and providing adequate resources.
  - 8.3. *Workforce capability*: Establishing national standards for emergency management professionals, enhancing training, and developing a full-time surge support workforce.
  - 8.4. *National coordination*: Improving interoperability, strengthening leadership, and enhancing situational awareness and decision-making capabilities.
  - 8.5. *Investment and implementation*: Developing a structured and well-governed approach to drive continuous improvements and ensure long-term sustainability.
9. The EMSIP key focus areas have significant alignment with the Hawke's Bay Transformation Strategy.
10. The EMSIP roadmap will be presented to the Economic Cabinet Committee on 9 April 2025 and to Cabinet on 14 April 2025

11. The upcoming Emergency Management Bill provides an opportunity to embed many of EMSIP improvements into legislation.
12. A public consultation process on the Emergency Management Bill planned for mid-April 2025, following Cabinet approval.

### **Recommendation**

That the Hawke's Bay Civil Defence Emergency Management Group Joint Committee receives and notes the *National Emergency Management Agency update* and presentation.

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

**Shane Briggs**  
**HB CDEM Acting Group Manager / Controller**

### **Attachment/s**

- 1 [↓](#) NEMA update for the March 2025 HB CDEM Group JC meeting





## National Emergency Management Agency Update

Hawkes Bay CDEM Group Joint Committee

24 March 2025

### Government's Response to the Recommendations in the NISWE Inquiry

On 10 October 2024, the Government released its long-term vision to strengthen NZ's emergency management systems (<https://www.dpmc.govt.nz/publications/strengthening-disaster-resilience-and-emergency-management>), in response to the recommendations in the Government Inquiry into the Response to the North Island Severe Weather Events (NISWE). The Emergency Management System Improvement Programme (EMSIP) has been set up to implement the 15 high-level recommendations.

**Phase 1** of EMSIP is complete and produced the above-mentioned report. The Government response accepted all the high-level recommendations, identifying five focus areas with 15 high level actions. The government response was informed by the NISWE and by other events, reviews, and inquiries.

**Phase 2** is underway with the preparation of an investment and implementation roadmap for Cabinet's consideration. NEMA intends to deliver this roadmap to Cabinet in early 2025. The roadmap will be very high level. Phase 2 is a scoping exercise; this is not about business cases and detailed design – that will follow Cabinet's decisions. While this process is moving quickly, NEMA are committed to testing their thinking with relevant partners where possible. NEMA will continue to work alongside the CDEM Groups through this process – which included scheduled engagements with EMLG and CEG Chairs in mid-February and with Joint Committee chairs on the 5 March.

### Emergency Management Bill

At the end of November, Cabinet agreed to progress development of the new EM Bill. The Cabinet paper is now publicly available on our website, located under the section of Proactively released documents: <https://www.civildefence.govt.nz/cdem-sector/legislation/emergency-management-bill>

- The body of the Cabinet paper sets out indicative issues the bill will seek to address, based on matters raised through submissions on the old bill and past inquiries/reviews.
- NEMA is analysing those issues and developing options to address them, working towards publicly consulting on options in the second quarter of 2025.
- We would be grateful for your input on the issues and options, to feed into development of the public consultation document.
- The EM Bill is closely linked to the Emergency Management System Improvement Programme (EMSIP), as the bill will support delivery of some of the EMSIP actions.



### Catastrophic Event Handbook

NEMA has released the first version of the Catastrophic Event Handbook (the Handbook). The Handbook has been developed in conjunction with many agencies, and it is one of the outputs from NEMA's wider Catastrophic Planning programme.

The Handbook is a milestone for Aotearoa New Zealand, and it provides a blueprint to respond to the most severe disasters. It outlines roles and responsibilities by agency, across 11 workstreams in order to manage an All-of-Government response to a catastrophic level event.

The Handbook takes a hazard-agnostic approach to the response and recovery aspects of a catastrophe. It is scalable, and it allows for hazard-specific plans to be developed under this framework, such as the National Space Weather Response Plan. The Handbook is available here:

<https://www.civildefence.govt.nz/assets/Uploads/documents/publications/Cat-plan/NEMA-Catastrophic-Event-Handbook-V1.pdf>

### Starlink

NEMA is still seeking internal approvals for the Starlink agreement to go-live. We are not able to provide a definite date of when the service will be available.

To that end, for those CDEM Groups and partner agencies that have funds available now and are wanting to procure hardware and connections on the service, we recommend they procure directly through Starlink or an approved third-party provider. They can then come onto the NEMA package at a date and time of their choosing. The process to do so will be laid out for them to make a smooth transition.

Ian Wilson | Senior Regional Emergency Management Advisor

National Emergency Management Agency Te Rākau Whakamarumarū



**HB CDEM Group Joint Committee**

**Monday 24 March 2025**

**Subject: Transformation Strategy implementation update**

**Reason for report**

1. This item provides the HB CDEM Group Joint Committee an update on the HB CDEM Transformation programme.

**Executive summary**

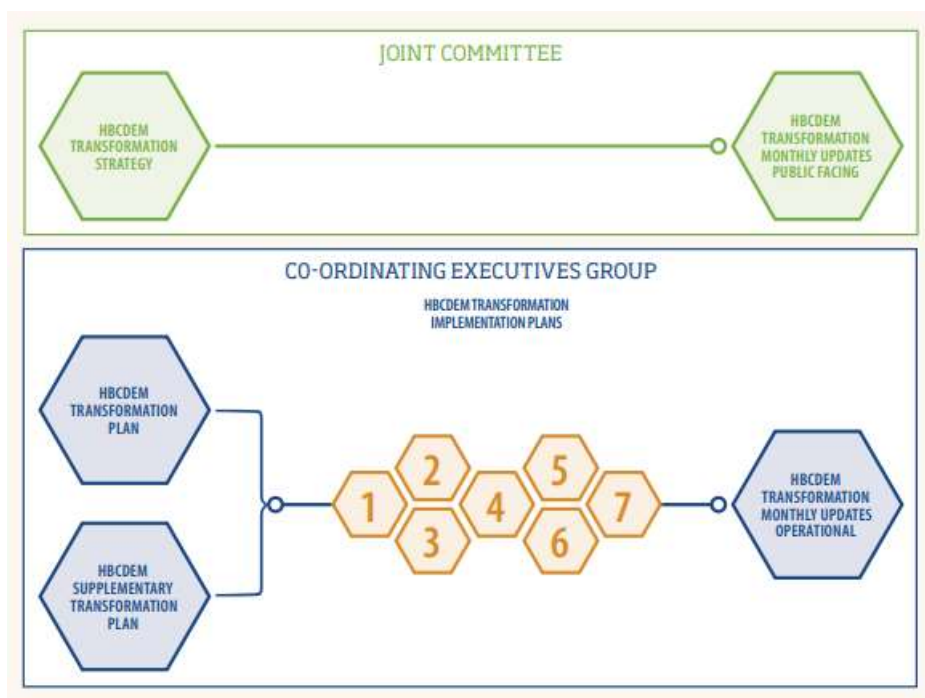
2. The HB CDEM Transformation programme remains on track with no major issues.
3. It is anticipated that the HB CDEM Joint Committee and HB CDEM Coordinating Executive Group can expect to transition to the rebalanced HB CDEM operating model, from the current centralized HB CDEM operating model, subject to approval, on 1 July 2025.

**Strategic fit**

4. This item provides an update on the HB CDEM Transformation programme as formally detailed in the recently adopted HB CDEM Transformation Strategy.

**Background**

5. The HB CDEM Transformation Strategy was drafted, engaged and approved by the HB CDEM Group Joint Committee on 27 January 2025.
6. The HB CDEM Transformation Strategy identified the following method for managing the programme over the next three years:



## Discussion

### HB CDEM Transformation update

7. Included as Attachment 1 is the HB CDEM Transformation Dashboard correct as at 14 March 2025.
8. The HB CDEM Transformation programme remains on track with no major issues.
9. Some HB CDEM Transformation challenges are appearing regarding the capacity of staff to deliver the transformation described, in the timeframes detailed. These are operational issues that are being actively managed. At this stage the expected impact is considered minor.
10. As indicated at the January 2025 HB CDEM Group Joint Committee meeting the DRAFT HB CDEM Transformation Communication Plan is attached.
11. The first of the monthly updates to our internal stakeholders and our HB community will be released before the end of March 2025. The focus of the March 2025 update will be on the training conducted since January 2025.
12. At the December 2024 HBRC Council meeting \$260K was requested to support HB CDEM Transformation in FY 24/25. It was noted that HB CDEM Group was under-spent, in the main due to staff vacancies and funded positions yet to be recruited. Funding was approved. As at 24 March 2025 \$210K has been committed, indicatively:
  - 12.1. \$160K individual training
  - 12.2. \$30K exercise designer
  - 12.3. \$10K communication support
  - 12.4. \$10K design support

### HB CDEM Transition

13. A rebalanced HB CDEM structure will be designed, consulted and recruitment begun, indicatively, by June 2025 (subject to staff consultation)
14. A set of DRAFT Service Level Agreements and Roles and Responsibilities will be completed, indicatively, by May 2025.
15. It is anticipated that the HB CDEM Group Joint Committee can expect to transition to the rebalanced HB CDEM operating model, from the current centralized HB CDEM operating model, on 1 July 2025.
16. It is anticipated that the June 2025 HB CDEM Group Joint Committee meeting will be asked to approve transition to the rebalanced HB CDEM operating model on 1 July 2025.
17. The likely triggers, subject to confirmation, for making the decision to transition to the rebalanced HB CDEM operating model on 1 July 2025 will be:
  - 17.1. Service Level Agreements and Roles and Responsibilities document approved by the June 2025 HB CDEM Group Joint Committee meeting.
  - 17.2. Recruitment of each of the Local TA EM Advisors is complete as advised by the HB CDEM Group Manager.
  - 17.3. A declaration at the June 2025 HB CDEM Group Joint Committee meeting, by the HB CDEM Group Controller, that the HB CDEM system is ready to transition on 1 July 2025.
18. The period from July – December 2025 will be a “test and adjust” period. The draft Service Level Agreements and Roles and Responsibilities will be re-reviewed in December 2025, adjusted where required and adopted, likely in early 2026.

### Next steps

19. The following will be presented at the June 2025 HB CDEM Group Joint Committee meeting:
  - 19.1. The HB CDEM Transformation Plan.
  - 19.2. Request for approval to transition to the rebalanced HB CDEM operating model on 1 July 2025.
  - 19.3. Māori partnership hui will continue and a summary of the findings to date will be provided.
  - 19.4. An update on the rebalanced HB CDEM structure process.
  - 19.5. A HB CDEM Transformation budget update, in conjunction with the HB CDEM Group on FY24/25 actuals.
20. Potentially a HB CDEM Transformation budget update, in conjunction with the HB CDEM Group, on the HB CDEM Annual Plan budget for FY25/26.

### Decision-making considerations

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

### Recommendation

That the HB CDEM Group Joint Committee receives and notes the *Transformation Strategy implementation update* staff report.

### Authored by:

**Matt Boggs**  
**Director HB CDEM Transformation**

### Approved by:

**Doug Tate**  
**CHBDC Chief Executive**

### Attachment/s

- 1 [↓](#) draft HBCDEM Transformation Strategy - Communications and Engagement Strategy 14March25
- 2 HB CDEM Transformation Dashboard March 25 Under Separate Cover



## Communications and Engagement Strategy: Hawke's Bay Civil Defence Emergency Management (HBCDEM) Transformation

Period: January 2025 – December 2027

### 1. Background context

In January 2025, the HBCDEM Joint Committee adopted a three-year [Transformation Strategy](#) outlining the approach to drive and strengthen community resilience and foster a generational shift toward excellence in emergency management in Hawke's Bay.

The Strategy focuses on seven key areas that together will help to create "a safe, informed and resilient Hawke's Bay that is prepared for, responds to, and recovers from emergencies and disasters well".

Effective communication and community engagement will be critical to the success of the Strategy's implementation through to December 2027. This document sets out the proposed approach to ensure we are connecting with key stakeholders and into our communities on a regular, reliable and consistent basis over the next three years.

### 2. Communications and engagement objectives

The overarching Transformation objective is to: **create a safe, informed and resilient Hawke's Bay that is prepared for, responds to, and recovers from emergencies and disasters well.**

The communications and engagement-specific objectives to support this are to:

- 2.1 Communicate in a regular, reliable and consistent way, creating trust and transparency.
- 2.2 Raise community understanding of 'the civil defence system' – what it is and isn't, who it involves, and the role it can be expected to perform in an emergency.
- 2.3 Ensure Hawke's Bay's communities are informed about the transformational change underway and feel confident that meaningful change can (and will) occur.
- 2.4 Encourage participation in the conversation, empowering local voices and enhancing collaboration and partnership across the region.

### 3. Key messages

**Overarching Transformation narrative:**

- A number of reviews post Cyclone Gabrielle identified that we need to lift our game with regards to emergency management in Hawke's Bay.
- Our vision that together, as a community, we create a safe, informed and resilient Hawke's Bay that is prepared for, responds to, and recovers from emergencies and disasters well.
- This is about creating a generational shift toward excellence in emergency management in Hawke's Bay. To deliver the transformational change to get us there, we need to bring the communities of Hawke's Bay on the journey.
- 'Civil defence' is all of us, and our community must be at the heart of our civil defence system. To do this, we need to build stronger connections, trust and empower local voices, and enhance collaboration across the region if we are to do better.
- Our three-year Strategy sets the direction for the transformational change needed to achieve this vision, ensuring we can drive and strengthen community resilience and preparedness.

- Our transformation focuses on ensuring we deliver on seven key focus areas:
  - Genuine Māori partnership
  - An effective civil defence system built from the community up
  - Assurance that system is performing
  - Resilient civil defence infrastructure and assets
  - Trained and exercised people
  - A comprehensive set of regional, local, hazard and reduction plans, and
  - Functional Service Level Agreements that clearly set out the roles and responsibilities of Hawke's Bay's Councils, their civil defence teams, and the HBCDEM Group.

*These overarching key messages will be supported by stage and milestone-specific messaging, as required.*

## 4. Key stakeholders

### Internal Stakeholders

- **HBCDEM Joint Committee and Coordinating Executive Group (CEG) members**
  - Accountable for ensuring meaningful change and action takes place
  - Need to remain regularly informed and aware of progress against the Strategy, including key milestones achieved, and able to demonstrate leadership in their communities
- **HBCDEM Group employees**
  - Very much 'at the coal face' of civil defence and the face of emergency management in the region
  - Need to feel confident in, and motivated and inspired by, the Strategy and its vision for the future, and able to see the role they have to play
- **Hawke's Bay's five Councils**
  - A critical component of, and active participants in, the region's civil defence and emergency management approach
  - Need to be aware of what's happening, including key milestones achieved, and aligned with HBCDEM Group and each other
- **Elected Members**
  - Valuable spokespeople and advocates, both within their respective communities and for their constituents
  - Need to be informed and aware of progress, including key milestones achieved, and able to demonstrate leadership in their communities
- **Mana whenua<sup>1</sup>**
  - Critical to the success of the Strategy, noting "mana whenua will be formally included in all levels of Hawke's Bay regional and local emergency management and governance"
  - Need to be involved and included in the Strategy's implementation, to ensure Māori partnership

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<sup>1</sup> Given it is one of the seven focus areas of the Transformation Strategy and the fact there are hui and kōrero already set to occur from 2025, Mana whenua engagement has not been incorporated into this document.



and te ao Māori are at the heart of the HBCDEM system

#### External Stakeholders

- **Communities**
  - Very much have a role to play in emergency management – ‘civil defence’ is all of us – and want to see meaningful change and action taking place
  - Need to know about and feel confident in the Strategy and its vision for the future, and need to be aware of what’s happening and able to understand the tangible positive impacts it will have on community resilience
- **Central Government, including relevant Ministers**
  - Accountable for ensuring meaningful change and action takes place, both regionally and at a national level
  - Need to remain regularly informed and aware of progress against the Strategy, including key milestones achieved, confident that progress is occurring at pace, and comfortable that progress is aligned with changes at a national level
- **Partner agencies**
  - A critical component of, and active participants in, both the region and New Zealand’s civil defence and emergency management approach
  - Need to be informed and aware of progress, including any changes that may have a flow-on effect for partner agencies in an emergency response situation
- **Media**
  - Have demonstrated support for communities across the region in advocating for action, and are a useful mechanism for communicating with a broader audience
  - Need to be aware of progress against the Strategy, particularly when significant and newsworthy milestones are achieved.

## 5. Communications channels

#### Transformation-specific channels

- Scheduled HBCDEM Group Joint Committee meetings
- Monthly Transformation progress updates

#### Digital channels

- HBCDEM Group website – including dedicated Transformation webpage
- HBCDEM Group Facebook page
- Digital media – including Hawke’s Bay Today, Bay Buzz and HB App websites
- Hawke’s Bay’s Councils’ websites and Facebook pages – to be used to support, as appropriate
- Existing Council newsletters and/or regular Mayoral updates – to be used as support, as appropriate

#### Print media

- Proactive print advertising – Hawke’s Bay Today

**Radio**

- NZME – Gold, Coast, Hauraki, The Hits, ZM, Newstalk ZB
- Media Works – The Breeze, More FM, The Edge, The Rock, Magic
- Radio Kahungunu
- Radio Hawke's Bay

**Collateral**

- Transformation-specific public information brochure/collateral – to be designed and produced and made available via established Community Emergency Hubs, Council offices and Council-owned community facilities, as appropriate
- Transformation-specific animated video/s – to be produced and made available via HBCDEM Group website
- Transformation-specific merchandise – to be rolled out internally to HBCDEM Group employees

**Proactive PR**

- Regular proactive media statements – timing to be aligned with achievement of key, newsworthy Transformation milestones

**6. Approach**

The overarching approach will be based around the regular Transformation reporting requirements, with a dedicated information cascade and sequence of activity to follow.

This approach fully leverages the work already being completed on a regular basis (at least eight times per year, at most monthly) to meet the Joint Committee and Coordinating Executive Group's requirements, and ensures a consistent and predictable flow of information – both internally and for the community and other key stakeholders.

Following each regular Joint Committee or Coordinating Executive Group Transformation progress update, the following activities will occur where appropriate:

<b>Activity</b>	<b>Audience/s</b>	<b>Spokesperson/s</b>
Monthly progress email	All HBCDEM Group employees	Transformation Director
HBCDEM Transformation webpage updated, monthly or as required	All	Transformation Director / HBCDEM Group
Monthly infographic – <i>a visually-appealing infographic, suitable for a public audience, to be produced using key points out of monthly Transformation dashboard</i>	All	HBCDEM Group
Monthly progress email to Hawke's Bay's Councils	Council Chief Executives and Civil Defence Leads	Transformation Director
Email to Elected Members – <i>high-level key messages and monthly infographic</i>	Councils' Elected Members	Council Chief Executives
Proactive media release – <i>produced based on relevant milestones or key metrics achieved</i>	General public	HBCDEM Joint Committee and/or Transformation Director

Activity	Audience/s	Spokesperson/s
Media advertising – using recut version of monthly infographic	General public	HBCDEM Group
Social media – using recut version of monthly infographic, pointing back to HBCDEM Transformation website	General public	HBCDEM Group
Social media support – Councils to re-share HBCDEM post/s, as appropriate	General public	HBCDEM Group, via Councils
Progress update letters to other key stakeholders <sup>2</sup>	Ministers, local MPs, Partner agencies, including NEMA, Emergency Services Coordination Committee (ESCC), Inter-agency Communications Group (Intercomm)	Transformation Director and/or HBCDEM Group, as appropriate

In addition to the above, there are some 'one off' establishment activities required to support this approach, including:

- 6.1 Establishment of a dedicated, HBCDEM Transformation webpage – *complete*
- 6.2 Design of a public-facing monthly dashboard template, using agreed Transformation Strategy icons – *in progress*
- 6.3 Design of a 'Transformation Strategy on a page' and associated merchandise, to be rolled out internally to HBCDEM Group employees – *in progress*
- 6.4 Design and print production of a hard copy HBCDEM Transformation brochure
- 6.5 Development and production of a HBCDEM Transformation animated video, to be housed on the HBCDEM website

There are also some specific milestones in the first twelve months of the Strategy's implementation through to December 2025 that will likely require additional communication support, including:

- Major, combined region-wide exercise – November 2025
- Year-end HBCDEM Joint Committee meeting – December 2025

## 7. Resourcing

It is anticipated the communications and engagement activity proposed as part of this Strategy will be delivered by the following personnel:

- HBCDEM Transformation Communications Lead – Hannah Heberley
- HBCDEM Group Communications Lead – Rob Johnson
- Hawke's Bay Councils' Communications and/or Civil Defence Leads – to support, as required<sup>3</sup>

External support may also be required to deliver some components, including:

- Design support – Coast and Co

<sup>2</sup> It is anticipated these progress updates will be ~half yearly (instead of monthly) or as required

<sup>3</sup> HBCDEM Transformation Director to deliver early introduction and Transformation 101 session direct to Council Communications and Civil Defence Leads, as required

- Video/animation support<sup>4</sup>

## 8. Monitoring and evaluation

Given the three-year timeline for the Transformation Strategy (2025-2027), it is anticipated that this Strategy will need to be reviewed and refined on a regular basis, including (at least):

- After six months, at the end of June 2025
- After 12 months, at the end of 2025, and
- After the end of the second year of implementation, at the end of 2026

It is also anticipated that this Strategy and its associated activity will eventually form part of the BAU workload of the HBCDEM Group, including its Communications and Public Information and Education functions.

This transition will likely occur in line with the broader transition from Transformation to BAU.

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<sup>4</sup> Video/animation to be developed by the same supplier as already used by HBCDEM Group, for alignment and visual consistency



## HB CDEM Group Joint Committee

Monday 24 March 2025

### Subject: HB CDEM Group update

#### Reason for report

1. This item informs and updates the CDEM Group Joint Committee on CDEM Group office activities.

#### Executive summary

2. The CDEM Group Office has made significant progress despite staffing challenges, including key leadership vacancies, with plans to fill these and other funded roles by 1 July 2025.
3. Over 90 courses, reaching more than 1,000 participants, have been delivered or scheduled within the 18 months from March 2024 to the end of this financial year, supporting training and capability development.
4. Community resilience efforts continue to advance, with 27 Community Emergency Hubs established and an additional 65 in progress.
5. The rollout of the Registration and Needs Assessment (RANA) platform, developed in partnership with Taranaki CDEM, is also underway and gaining national interest for its capabilities.
6. As the Transformation Strategy progresses, efforts remain focused on operational readiness, training and exercising, and community resilience.
7. An underspend of approximately \$400,000 is anticipated due to vacancies and the timing of the organisational redesign.
8. Any remaining underspend at the end of the financial year will be used towards repaying the reserve.

#### Discussion

#### Staffing

9. The CDEM Group Office is currently operating with three FTE vacancies, including the Team Leader Risk Reduction and the Team Leader Operational Readiness, who has been acting as the Group Manager Emergency Management since 2 September 2024.
10. The Group Manager and Group Controller position for the Hawke's Bay CDEM Group is currently being recruited.
11. Three new positions secured through Long-Term Plan (LTP) funding were placed on hold pending the Transformation Strategy and remain on hold pending the CDEM organisational redesign.
12. The intention is to have these new positions, along with other LTP-funded roles that were brought forward, in place by 1 July 2025.

13. In the interim, the CDEM Group Office is operating with six fewer FTEs than budgeted
14. The savings from reduced FTE costs have been funding the transformation programme.

### **Work Programme**

15. The work programme was approved in November 2022, covering the period from July 2022 to June 2024. This can be accessed at <https://www.hbemergency.govt.nz/assets/Documents/Plans-Procedures-and-Strategies/Group-Work-Programme-2022-24.pdf>
16. The current work programme includes 20 main activities. However, as noted in previous CEG meetings, staffing levels made the programme unachievable, resulting in many activities remaining in an amber status.
17. Some of the activities are impacted by the transformation and have been put on hold.
18. While the existing work programme activities remain valid, a new CDEM Group work programme is required.
19. The Hawke's Bay CDEM Transformation Strategy will play a key role in shaping the future work programme. However, it is important to note that the Transformation Strategy does not cover all aspects of the 4Rs, administrative functions, or wider system changes.
20. CEG has agreed that an updated work programme be developed to align with the Transformation Strategy and current priorities.
21. Once a new Work Programme is established, reports will include a dashboard tracking both the implementation of the Transformation Strategy and the ongoing CDEM Work Programme.
22. In the interim, the CDEM Group Office is focusing on the following key areas:

#### **Operational readiness**

- 22.1. Improved Duty Officer training and duty staffing.
- 22.2. Updating procedures for Duty Officers and ECC activation.
- 22.3. Ensuring partner contact information and system access is current and accurate.
- 22.4. Enhancing the reliability of our alternate and emergency communication systems, including digital radio and satellite systems.
- 22.5. Roll out the new regional welfare Registration and Needs Assessment (RANA) platform.

#### **Controller selection and appointment**

- 22.6. Ensure appropriate liability protection for controllers who are not council employees.
- 22.7. Implement the agreed selection process for Group Controllers.
- 22.8. Recommend at least three new Group Controllers for Joint Committee endorsement.
- 22.9. Re-establish the Regional Group Controller Forum for ongoing collaboration.

#### **Training and exercises**

- 22.10. Support councils in increasing emergency management capacity and capabilities.
- 22.11. Deliver targeted emergency management training and workshops regionally.
- 22.12. Deliver eleven emergency management exercises in 2025.

#### **Community resilience**

- 22.13. Update tsunami evacuation information across coastal communities.
- 22.14. Continue developing Community Emergency Hubs with councils.
- 22.15. Develop targeted Community Resilience Plans for diverse communities, including rural

areas, coastal communities, marae and hapū, older people, migrants, and disabled communities.

**Support Transformation**

22.16. Implement the redesign of the CDEM Group office.

22.17. Provide technical support for the implementation of the Transformation Strategy.

**Other key activity**

22.18. Preparation for upcoming Coroner’s Inquest proceedings.

23. The status of the 2022-2024 Group Work Programme, which has been extended into 2024-25, is as follows.

Agreed Activity	Current Status	Comments
<b>Hazard Research</b>	On Hold	Paused due to staffing shortages. Expected to resume after the CDEM Group office redesign.
<b>Risk Information Dissemination</b>	Minor Issues	Four Hikurangi roadshows have been delivered, with up to five additional roadshows and educational sessions for 10 schools planned. Due to staff shortages this will be subcontracted delivery between February and June 2025.
<b>Tsunami Risk Reduction Programme</b>	On Hold	Evacuation zones updated and community education ongoing. However, due to staffing shortages, no new work is being done until after the CDEM Group office redesign.
<b>Local Government Long Term Risk Reduction Support</b>	On Hold	Due to staff shortages, participation in regional hazard planning is limited. The overdue review of the CDEM Group Plan increases the risk of councils separately defining hazards instead of a regional hazard profile.
<b>Community Resilience Plans</b>	On Track	<p>Community resilience is progressing well.</p> <p><b>Community Hubs:</b></p> <ul style="list-style-type: none"> <li>☐ 7 Community Emergency Hubs established.</li> <li>☐ 65 Community Emergency Hubs in progress.</li> </ul> <p><b>Community Resilience Plans:</b></p> <ul style="list-style-type: none"> <li>☐ 6 Community Resilience Plans completed.</li> <li>☐ 20 Community Resilience Plans in development.</li> </ul> <p><b>Māori:</b></p> <ul style="list-style-type: none"> <li>☐ 8 Iwi/marae engaged with (Wairoa, Hastings and Central Hawke’s Bay).</li> </ul> <p><b>Communities of place and interest:</b></p> <p>Working with sectors to support and develop resources:</p> <ul style="list-style-type: none"> <li>☐ Disability</li> <li>☐ Multicultural communities</li> <li>☐ Early childhood centres and schools</li> <li>☐ Older persons network</li> <li>☐ Private sector</li> <li>☐ Lifestyle block owners.</li> </ul>
<b>Public Information and Education</b>	On Track	Work is underway, in collaboration with councils, to update tsunami information boards, with 27 boards planned for updating during this financial year across all districts.
<b>Operating Framework and Response Structure Reset</b>	On Track	This area of work, along with <i>Review of Service Level Agreements with Councils</i> , is now integrated into the transformation programme.

Agreed Activity	Current Status	Comments
<b>Emergency Communications Plan</b>	On Track	<p>We continue to maintain the Regional Warning System. The number of staff authorised to issue Emergency Mobile Alerts (EMAs) has increased from four to seven. We are considering options to enable Territorial Authorities to send EMAs directly.</p> <p>Satellite communication capability has improved, with five Starlink units ready for deployment.</p> <p>We continue to support councils with the use of the digital radio network to enhance communication between Community Emergency Hubs, Emergency Operations Centres, and the Emergency Coordination Centre.</p>
<b>Shared Emergency Information Systems and Intelligence Products Development</b>	On Track	<p>We have made good progress developing the welfare Registration and Needs Assessment (RANA) platform. Initial rollout with councils and the Welfare Coordination Group has started. The RANA platform, developed jointly with Taranaki CDEM, is attracting national interest due to its capabilities.</p> <p>Initial scoping has been completed on regional COP, with further work planned for May. This will also include a review of the current ICT arrangements, which are currently split between a third-party vendor and HBRC. A nationally led solution is not expected to be available until FY27/28 at the earliest.</p>
<b>Welfare Arrangements Reset</b>	Minor Issues	<p>Civil Defence Centre guidelines nearing completion; however, the regional welfare plan has been delayed due to service level agreement review.</p>
<b>Operational Workforce Capability Review</b>	On Track	<p>Significant progress has been made in strengthening coordination centre capability and capacity.</p> <ul style="list-style-type: none"> <li>• Around 700 council and partner agency staff have completed the Emergency Management Essentials course.</li> <li>• Since launching four weeks ago, 177 council staff have attended the Working in a Coordination Centre course, with another 72 booked before the end of the financial year.</li> <li>• 65 council staff are scheduled to attend function-specific courses before the financial year ends.</li> <li>• Two incident management courses are also planned before the end of the financial year.</li> </ul>
<b>Strategic Volunteering Review</b>	Minor Issues	<p>We are working through the requirements to accredit the Hawke’s Bay Emergency Response Team as a New Zealand Response Team.</p> <p>Emergency Response team, welfare and amateur radio volunteer recruitment is scheduled for April/May.</p> <p>While we previously met with the manager at Volunteering Hawke’s Bay and intended to collaborate on a review of the volunteer strategy, no further progress has been made on this.</p>



Agreed Activity	Current Status	Comments
<b>Enterprise Risk Maturity</b>	On Track	We are shifting this initiative into an assurance framework that includes monitoring, evaluation, and lessons management. This work is incorporated into the transformation programme and the CDEM Group office redesign.
<b>Recovery Capability Development</b>	On Hold	Fifty percent of the Group EMA Recovery and Lifelines team member's time has been seconded to the Regional Recovery Agency. Additionally, the Senior EMA Public Information and Education role was seconded to the National Cyclone Recovery Unit for two years. The Regional Recovery Agency will identify lessons from Cyclone Gabrielle. These lessons, along with national recovery reviews, will inform the Hawke's Bay strategic recovery section of the CDEM Group Plan review due to be written in 2025/26 financial year.
<b>Hawke's Bay Recovery Strategy Review</b>	On Hold	This was originally scheduled to take place after the Group Plan review, which is now expected to begin in late 2025, pending funding approval for the 2025/2026 financial year.
<b>Review of Group Plan</b>	Not Started	Additional funding for this activity was included in the Long-Term Plan (LTP), but new roles were on hold until the Transformation Strategy was completed. The review of the Group Plan is expected to begin late 2025, subject to funding approval. The review is anticipated to take 12 to 18 months to complete.
<b>Service Level Agreements Review</b>	On Track	This area of work, along with the <i>Operating Framework &amp; Response Structure Reset</i> , is now integrated into the transformation programme.
<b>Partnering with Māori in Emergency Management</b>	Minor Issues	We continue to collaborate with Taiwhenua, Te Tiriti entities, and marae to support community engagement and welfare efforts, but dedicated resources are delayed until after the CDEM Group Office redesign.
<b>Group Resource Review</b>	Minor Issues	Additional funding for new roles was included in the Long-Term Plan (LTP). However, the roles were on hold pending the development of the Hawke's Bay CDEM Transformation Strategy. The CDEM Group office redesign is underway, with changes expected to be implemented by the end of this financial year.
<b>Monitoring and Evaluation</b>	On Track	This is part of the proposed assurance framework that includes monitoring, evaluation, and lessons management. This work is incorporated into the transformation programme and the CDEM Group office redesign.

## Financials update as of 31 January 2025

Expenditure	Operating Costs				
	YTD Actual	YTD Budget	YTD Variance	Revised Annual Budget	YTD as % of FY
<b>Group: Emergency Management</b>					
<b>Emergency Management</b>					
<b>Hawke's Bay CDEM Group</b>					
Hawke's Bay CDEM Group	1,718,092	2,077,196	359,104	3,115,794	55.14%
<b>Total Hawke's Bay CDEM Group</b>	<b>1,718,092</b>	<b>2,077,196</b>	<b>359,104</b>	<b>3,115,794</b>	<b>55.14%</b>
<b>HBRC Emergency Management</b>					
HBRC Emergency Management	-	-	-	-	0.00%
<b>Total HBRC Emergency Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Emergency Management</b>	<b>1,718,092</b>	<b>2,077,196</b>	<b>359,104</b>	<b>3,115,794</b>	<b>55.14%</b>
<b>Total</b>	<b>1,718,092</b>	<b>2,077,196</b>	<b>359,104</b>	<b>3,115,794</b>	<b>55.14%</b>

Funding	Operating Costs				
	YTD Actual	YTD Budget	YTD Variance	Revised Annual Budget	YTD as % of FY
<b>Group: Emergency Management</b>					
<b>Emergency Management</b>					
<b>Hawke's Bay CDEM Group</b>					
Hawke's Bay CDEM Group	(109,233)	(93,564)	15,669	(140,346)	77.83%
<b>Total Hawke's Bay CDEM Group</b>	<b>(109,233)</b>	<b>(93,564)</b>	<b>15,669</b>	<b>(140,346)</b>	<b>77.83%</b>
<b>Total Emergency Management</b>	<b>(109,233)</b>	<b>(93,564)</b>	<b>15,669</b>	<b>(140,346)</b>	<b>77.83%</b>
<b>Total</b>	<b>(109,233)</b>	<b>(93,564)</b>	<b>15,669</b>	<b>(140,346)</b>	<b>77.83%</b>

24. Approximately 54% of the operating cost variance is due to vacancies. The remainder is primarily attributed to:
- 24.1. Reduced consultant and contractor expenses, though these costs are committed to provide additional capacity due to staff vacancies, particularly in areas such as development of operating procedures.
  - 24.2. Lower than expected signage, printing, and advertising costs, primarily due to delays in publishing the updated Tsunami Evacuation Zones. These expenses are expected to be incurred by the end of the financial year.
  - 24.3. Delayed software costs. These expenses have been committed to by the end of the financial year.
  - 24.4. Lower than expected training costs, as most training since July has been delivered internally. However, approximately \$190,000 is committed to for external providers to develop exercising and deliver training by the end of the financial year.
25. By the end of the financial year, external costs are expected to exceed budgeted amounts due to transformation activities, including training and exercises.
26. However, due to current vacancies and the timing of the organisational redesign, an estimated underspend of approximately \$400,000 is anticipated. Any underspend will be allocated towards repaying the reserve.

**Decision-making considerations**

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

**Recommendation**

That the Hawke's Bay Civil Defence Emergency Management Group Joint Committee receives and notes the *HB CDEM Group update*.

**Authored and Approved by:**

**Shane Briggs**  
**HB CDEM Acting Group Manager / Controller**

**Attachment/s**

There are no attachments for this report.





## HB CDEM Group Joint Committee

Monday 24 March 2025

### Subject: HB CDEM Group Controller appointments update

#### Reason for report

1. This report provides an update on progress to recruit and appoint Group Controllers for the Hawke's Bay CDEM Group.

#### Executive Summary

2. Hawke's Bay CDEM Group faces a shortage of alternate Group Controllers, with no other qualified or experienced Group office staff available.
3. The public expression of interest process resulted in four responses, with one candidate unavailable until September. Discussions continue with two additional candidates, one now employed by HBRC.
4. Three places have been requested for the next Response and Recovery Leadership Development course in August 2025, with additional places under consideration for November.
5. Requests to other CDEM Groups for pre-appointed Group Controllers for Hawke's Bay has so far been unsuccessful.
6. If needed for a likely or actual event, Group Controller support will be requested through NEMA.
7. There are sufficient Local Controllers for most emergencies, and delegating a suitable Local Controller to act as Group Controller remains a viable option in the short-term.

#### Background

8. A Civil Defence Emergency Management Group must appoint, either by name or by reference to the holder of an office, a suitably qualified and experienced person to be the Group Controller for its area. [s26(1)].
9. A Group must appoint, either by name or by reference to the holder of an office, at least 1 suitably qualified and experienced person to be the person or persons who are to perform the functions and duties and exercise the powers of the Group Controller on the occurrence of a vacancy in the office of Group Controller or the absence from duty of the Group Controller for any reason, for the duration of the vacancy or the absence.[s26(2)].
10. Historically, most Group Controllers have been drawn from CDEM Group office staff or Hawke's Bay Regional Council staff.
11. Currently, no other Group office staff members have the necessary qualifications or experience to serve as an alternate Group Controller.
12. Increased scrutiny of key roles during and after recent events has made it more challenging to find people willing to take on the role alongside their regular job. This challenge is shared by other CDEM Groups.

13. In November 2024, the Joint Committee requested that we seek public expressions of interest for the role of alternate Group Controller to address the shortage of appointed Group Controllers in the region.
14. In late December 2024, we advertised for expressions of interest and received four responses. However, one of the respondents will not be in the region until September.
15. We continue to work with all four candidates to progress through the selection process.
16. Discussions are also underway with two other candidates outside of the EOI process, one of whom is now employed by Hawke's Bay Regional Council.
17. Also in November 2024, the Joint Committee requested the development of a more robust process for selecting Group Controllers.
18. At the 27 January 2025 meeting, we presented the Joint Committee with a proposed selection and appointment process for Controllers. This was endorsed, subject to minor changes.
19. As part of the selection process, we needed to address the issue of liability protection for non-council-employed Controllers during non-declared events.
20. Under Section 110 of the Civil Defence Emergency Management Act 2002, Joint Committee members, employees, and officers are generally protected from liability for actions taken during a declared state of emergency or transition period, unless they act in bad faith.
21. However, there is no liability protection under the Act for actions taken during non-declared events.
22. The core issue is that when a Group Controller performs their role, they are not acting on behalf of, or under the direction of, the Hawke's Bay Regional Council. They are appointed by, and act on behalf of, the Joint Committee.
23. Following discussions with HBRC insurers and legal advisors, it has been confirmed that general liability, professional indemnity, and statutory liability insurance cover can be arranged.
24. However, non-council-employed Group Controllers will be engaged by HBRC as casual employees to ensure coverage.

### **Discussion**

25. We continue to progress the Controller selection process, noting that the required Response and Recovery Leadership Development course is scheduled for 18–22 August 2025 or 17–21 November 2025.
26. We have requested the provider to reserve three places for us in the August course in anticipation of our selection.
27. We will consider reserving one or more additional places on the November course to expand the pool of Group Controllers and mitigate the risk of future shortages.
28. To address the immediate risk caused by a shortage of Group Controllers, we have reached out to other CDEM Groups to determine whether they have suitably trained and experienced Group Controllers whom the Joint Committee could pre-appoint for Hawke's Bay to provide additional assurance.
29. Responses have been limited, with other regions facing similar challenges. As a result, no additional Group Controllers are currently available for appointment.
30. If an event were to, or likely to, occur in the interim, we will request Group Controller support through NEMA, allowing us to draw from available qualified Group Controllers. This approach is more feasible, as it does not require them to commit to being available for Hawke's Bay for a fixed term.
31. The Group Controller for Hawke's Bay can delegate powers to another suitably qualified and

experienced person, enabling a Group Controller from outside the region to exercise powers while in Hawke's Bay.

32. If the response were significant and prolonged, the Joint Committee could decide to appoint that person as a Group Controller for a specified period.
33. Until a Group Controller from another region is available on the ground, the Group Controller for Hawke's Bay can delegate powers to a Local Controller.
34. Hawke's Bay has 14 Local Controllers, each appointed for the entire Hawke's Bay CDEM Group area, not just their respective district.
35. Outside of a severe or catastrophic event, there are sufficient Local Controllers to manage an emergency, with delegation to a suitable Local Controller as Group Controller remaining a viable short-term option.

#### **Decision-making considerations**

36. Councils and their committees are required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded that the Joint Committee can exercise its discretion and make these decisions without consulting directly with the community.

#### **Recommendations**

That the Hawke's Bay Civil Defence Emergency Management Group Joint Committee receives and notes the *HB CDEM Group Controller appointments update*.

#### **Authored by:**

**Shane Briggs**  
**HB CDEM Acting Group Manager / Controller**

#### **Approved by:**

**Doug Tate**  
**CHBDC Chief Executive**

#### **Attachment/s**

There are no attachments for this report.







**HB CDEM Group Joint Committee**

**Monday 24 March 2025**

**Subject: Cyclone Gabrielle Coroner’s Inquest legal representation**

That *the Hawke’s Bay Civil Defence Emergency Management Group Joint Committee* excludes the public from this section of the meeting, being Agenda Item 8 Cyclone Gabrielle Coroner’s Inquest legal representation with the general subject of the item to be considered while the public is excluded. The reasons for passing the resolution and the specific grounds under Section 48 (1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are:

<b>General subject of the item to be considered</b>	<b>Grounds under section 48(1) for the passing of the resolution</b>	<b>Reason for passing this resolution</b>
Cyclone Gabrielle Coroner’s Inquest legal representation	s7(2)(g) Excluding the public is necessary to prevent disclosure of information that is legally privileged.	If legally privileged information is discussed publicly fair legal process would likely be jeopardised.

**Authored by:**

**Shane Briggs**  
**HB CDEM Acting Group Manager / Controller**

**Matt McGrath**  
**Chief Legal Advisor**

**Aimee Sandilands**  
**Chief Legal Advisor**

**Approved by:**

**Nic Peet**  
**Chief Executive**