



Meeting of the HB Civil Defence Emergency Management Group Joint Committee

Date: Monday 28 July 2025
Time: 1.30pm
Venue: Council Chamber
Hawke's Bay Regional Council
159 Dalton Street
NAPIER

Attachments Excluded From Agenda

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4.	HB CDEM Service Level Agreement	
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Hawkes Bay Civil Defence and Emergency Management Service Level Agreement

Together, as a community, we aim to create a safe, informed and resilient Hawke's Bay that is prepared for, responds to, and recovers from emergencies and disasters well. Our community is at the heart of our civil defence system. We will build stronger connections, trust and empower local voices, and enhance collaboration across the region.

Version 1.3 (for approval)

Document Version History

Version	Name	Date	Description
0.1 (DRAFT)	Boggs	Mar 2025	1 st DRAFT
0.2 (DRAFT)	Boggs	Apr 2025	Peer review comments added
1.0 (DRAFT)	Boggs	Apr 2025	Editorial and submitted for CE workshop consideration
1.1 (DRAFT)	Boggs	May 2025	Edited based on 28 April 2025 CE guidance
1.2 (DRAFT)	Briggs	July 2025	Edited based on 23 June 2025 CE guidance – removed Local Authority Readiness Levels, add dispute resolution, clean-up of content
1.3 (for approval)	Briggs	July 2025	Edited based on 21 July 2025 CEG guidance

Referenced Documents

Reference Document	Date
Civil Defence Emergency Management Act	2002
Civil Defence Emergency Management Regulations	2003
National Civil Defence Emergency Management Plan	2015
Guide to the National Civil Defence Emergency Management Plan	2015
The National Disaster Resilience Strategy	2015
Hawke's Bay Civil Defence Emergency Management Plan	2016
HB CDEM Transformation Strategy	2025
The review into HBCDEM response to Cyclone Gabrielle	2024
The Coordinated Incident Management System (CIMS 3rd Edition)	2019
HB CDEM Concept of Operations	2019
HB CDEM Emergency Management Capability Development Pathway	2023

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Foreword

The past few years have underscored the critical importance of a strong, connected, and community-focused civil defence emergency management system in Hawke's Bay. The challenges posed by recent events, most notably Cyclone Gabrielle, have reminded us of the power of working together and the importance of being prepared.

This Service Level Agreement formalises our shared commitment to work in partnership, both regionally and locally, to deliver an integrated, effective, and responsive emergency management system. It puts our communities at the centre of everything we do and is a practical expression of the strong partnership between our councils and the Hawke's Bay Emergency Management Office. By

Guided by the Hawke's Bay CDEM Transformation Strategy and shaped by the lessons from our recent reviews, this agreement represents more than a formal document, it is a statement of our intent to continually improve, to learn, and to strengthen the trust our communities place in us. We are dedicated to building relationships, empowering local voices, and upholding the principles of Māori partnership that are so essential to our region.

Through this agreement, we affirm our commitment to a future where Hawke's Bay communities are safer, more informed, and better prepared. We do this knowing that our success depends on strong collaboration, clear communication, and an unwavering focus on the people we serve.

Executive Summary

The Service Level Agreement (SLA) formalises the roles, responsibilities, and service levels for each Territorial Authority (TA), the Hawke's Bay Regional Council (HBRC), and the Hawke's Bay Emergency Management Office. It reinforces a partnership approach aligned with the Group Plan and the Hawke's Bay CDEM Transformation Strategy.

Core principles include working as a team, strong Māori partnership, community focus, and open communication. Governance is provided through the Joint Committee and the Coordinating Executive Group (CEG), in line with the CDEM Act 2002.

The SLA serves as the regional agreement that operationalises roles and responsibilities, both locally and regionally within Hawke's Bay. The SLA will be reviewed regularly, with changes only made by agreement of all parties.

Definitions

Terms used in this document which are also defined in the CDEM Act, have the same meaning.

Administering authority means Hawke's Bay Regional Council (HBRC).

Agency means a government or non-government organisation or entity with responsibilities under the National Civil Defence Emergency Management Plan Order.

Agreement means this HB CDEM SLA signed by all parties.

CDEM Group refer to Joint Committee

Coordinating Executive Group (CEG) means the Coordinating Executive Group established in accordance with the CDEM Act. The CEG is responsible to the Civil Defence Emergency Management Group (Joint Committee) for providing advice to the Group and its subcommittees, implementing the decisions of the Group as appropriate, and overseeing the implementation, development, maintenance, monitoring, and evaluation of the CDEM Group Plan.

Hawke's Bay civil defence emergency management area (HB CDEM area) means the area defined by the boundaries of the territorial authority members of Hawke's Bay, specifically Hastings District, Wairoa District, Napier City, and Central Hawke's Bay District. It does not align exactly with the boundary of the Hawke's Bay Regional Council.



Hawke's Bay Emergency Management Office (HB EMO) means the office that delivers emergency management services on behalf of the Joint Committee and CEG.

Joint Committee (Joint Committee or CDEM Group) means the joint standing committee of mayors and the chairperson of the Hawke's Bay Regional Council within the HB CDEM area, established in accordance with the CDEM Act. The Joint Committee (also referred to as the CDEM Group) is responsible for directing and assuring the delivery of CDEM reduction, readiness, response, and recovery in the HB CDEM area. Mana whenua representatives, the Group Controller, and the Chair of the Coordinating Executive Group (CEG) have speaking rights at the Joint Committee.

Local authority means a city council or a district council, specifically Hastings District, Wairoa District, Napier City, Central Hawke's Bay District, and Hawke's Bay Regional Councils.

Targeted CDEM Rate means the annual rate set by Hawke's Bay Regional Council (HBRC), on behalf of the Joint Committee, under the Local Government (Rating) Act 2002 to fund the budget approved by the CDEM Group for emergency management services.

Territorial Authority (TA) means a city council or a district council, specifically Hastings District, Wairoa District, Napier City, and Central Hawke's Bay District Councils.

Legislation

The primary reference for CDEM in Hawke's Bay is the Civil Defence Emergency Management Act 2002 (the Act), which came into force on 17 October 2002. The following summarises key provisions from the Act.

The Act provides for planning and preparation for emergencies and for response and recovery in the event of an emergency. It does the following:

- **Requires local authorities to coordinate**, through regional groups, planning, programmes, and activities related to civil defence emergency management across the areas of reduction, readiness, response, and recovery, and to encourage cooperation and joint action within those regional groups.
- **Provides a basis for integrating national and local CDEM planning and activities**, through the alignment of local planning with the national strategy and national plan.
- **Encourages coordination of emergency management planning and activities** across the wide range of agencies and organisations involved in preventing or managing emergencies under the Act.

The Act states that every regional council and every territorial authority within that region are members of a CDEM Group and, for the purposes of the Act, establish a joint standing committee under clause 30(1)(b) of Schedule 7 of the Local Government Act 2002.

The Act further states that the Joint Committee and each regional council and territorial authority within that region, must:

- In relation to relevant hazards and risks:
 - Identify, assess, and manage those hazards and risks.
 - Consult and communicate about risks.
 - Identify and implement cost-effective risk reduction.
- Take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, suitably trained and competent personnel (including volunteers) and an appropriate organisational structure for those personnel, for effective CDEM in its area.
- Take all steps necessary on an ongoing basis to maintain and provide, or arrange the provision of, materials, services, information, and other resources for effective CDEM in its area.
- Respond to and manage the adverse effects of emergencies in its area.
- Plan and carry out recovery activities.
- When requested, assist other CDEM Groups in the implementation of CDEM in their areas (having regard to competing CDEM demands within the Group's own area and any other requests for assistance).
- Promote and raise public awareness of, and compliance with, the Act and legislative provisions relevant to its purpose.
- Monitor and report on compliance within its area with the Act and related provisions.
- Develop, approve, implement, and monitor a CDEM Group Plan and regularly review it.
- Participate in the development of the National CDEM Strategy and the National Civil Defence Emergency Management Plan.
- Promote CDEM in its area consistent with the purpose of the Act.

The Act also states that the Joint Committee may:

- Recruit and train volunteers for CDEM tasks.
- Conduct CDEM training exercises, practices, and rehearsals.
- Issue and control the use of signs, badges, insignia, and identification passes authorised under the Act, regulations, or any CDEM plan.
- Provide, maintain, control, and operate warning systems.
- Provide communications, equipment, accommodation, and facilities for the exercise of its functions and powers during an emergency.
- Exercise any other powers necessary to give effect to any CDEM plan.

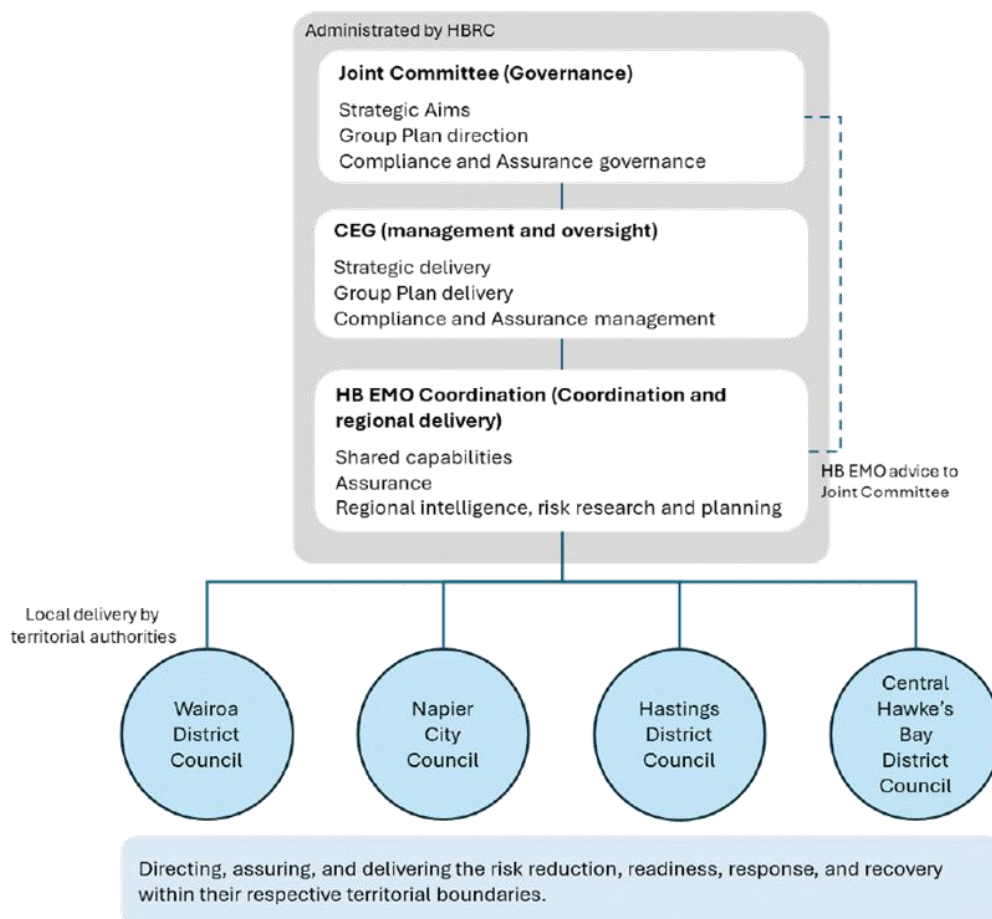
Finally, the Act directs that a territorial authority must plan and provide for CDEM within its district and must ensure that it is able to function to the fullest possible extent, even if at a reduced level, during and after an emergency.

Key Points

- Requires regional councils and territorial authorities to establish a CDEM joint committee to provide governance and oversight.
- Obligates CDEM Joint Committee to develop, implement, and regularly review a Group Plan for reduction, readiness, response, and recovery (the 4Rs).
- Requires councils and CDEM Joint Committee to maintain trained personnel, resources, and organisational structures for effective emergency management.
- Emphasises cooperation and joint action among councils and partner agencies across the region.
- Supports coordinated regional and local arrangements, including shared responsibilities for community awareness, planning, and operational readiness.

HB CDEM Operating Model

In response to the Act, and as described in the HB CDEM Transformation Plan, HB CDEM operates in a rebalanced way that builds capability and response from the bottom up, starting with the community, then local, and then regional levels. The HB CDEM operating model set out below focuses on CDEM at the community, local, and regional levels, with national arrangements considered out of scope.



Hawke's Bay Regional Council

In addition to its administering authority role, HBRC manages natural hazards, primarily through its land use and resource management functions. HBRC is responsible for monitoring the state of the environment, managing flood protection schemes, and providing flood alerting and forecasting services. It works in collaboration with local territorial authorities and emergency services.

Emergency Services

Fire, Police, Health, and St John play a critical role in protecting lives and property during emergencies. They provide first response capabilities, lead incident management for specific events in accordance with their respective legislation, and support evacuation, rescue, and public safety operations. These agencies work closely with CDEM and local authorities to coordinate actions, share information, and ensure a unified response to protect the community.

The roles and responsibilities of emergency services are further specified in the National Civil Defence Emergency Management Plan Order 2015.

Response Levels



This diagram illustrates the graduated levels of response as outlined in the Coordinated Incident Management System (CIMS) framework, showing how response in Hawke's Bay is built from the ground up - community-focused, locally led, and regionally coordinated.

Communities

At the foundation are communities, where individuals, whānau, community groups, businesses, and organisations self-respond to incidents, either through official pre-existing arrangements or spontaneously. Councils, in their statutory roles under the CDEM Act, along with the Hawke's Bay Emergency Management Office, have a key role in enabling and coordinating community participation in response and recovery. This is supported by other partners within the wider CDEM system. Agency responsibilities are further outlined in the National Civil Defence Emergency Management Plan Order.

Incident Level

The incident level represents the first official tier of response, carried out by first responders. This includes physical actions such as clearing roads, treating casualties, fighting fires, and conducting rescues.

Incident responses can range from a few personnel to several hundred and are coordinated from an Incident Control Point (ICP), led by an Incident Controller. On a large-scale response, the Local TA may establish an Incident Management Team (IMT) to provide support if needed.

Local Level

In the CDEM context, the local level response usually refers to a territorial authority led response. It is activated for multi-agency or multi-incident coordination or in support of incident-level response. TA's may also activate to exercise overall control depending on lead agency arrangements, for example, during flooding.

This response is coordinated from an Emergency Operations Centre (EOC), led by a Local Controller. The EOC links with Incident Control Points (ICPs) and, if required, with the Emergency Coordination Centre (ECC).

Support agency representatives are included in the EOC structure and decide whether to activate their own Coordination Centres.

The HB Emergency Management Office holds a regional multi-agency coordination meeting whenever an event impacts or may impact multiple districts.

The HB Emergency Management Office may activate the ECC to support local incidents and will activate when a local emergency is declared.

Regional Level

The regional level response is typically activated for large-scale or complex incidents, including those affecting multiple areas or requiring overarching coordination. While an incident may be contained within a single territorial authority boundary, the Group Controller may assume control if necessary.

The HB Emergency Management Office, in response to local incidents, may activate in a support capacity, initially with at least a Duty Officer, and will establish a regional Incident Management Team (IMT) when greater support or coordination is required.

The ECC, led by the Group Controller, coordinates across TA EOCs and links to the National Coordination Centre if needed.

Support agencies at the regional level determine whether to activate their own coordination centres and likely to be coordinated at the regional level, especially when incidents impact multiple TA areas or require broader support and oversight.

Together, these layers ensure a scalable, integrated approach to emergency management that is community-focused, locally led, and regionally coordinated, enabling effective response and recovery across the region.

Key Points

- Communities are the foundation, self-responding and supporting each other first.
- Local territorial authorities lead coordination through EOCs when broader support is needed.
- The regional level provides overarching coordination and support, led by the Group Controller and ECC when incidents escalate or cross boundaries.
- Emergency services and support agencies work across all levels to protect life and property and ensure a unified response.

The HB CDEM Service Level Agreement

The SLA is an agreement that clarifies and formalises the roles, responsibilities, and service levels of each territorial authority (TA), the Hawke's Bay Regional Council (HBRC), and the HB Emergency Management Office (together referred to as "we" or "the Parties"), both locally and regionally, as they relate to HB CDEM. It affirms the intent that all Parties will act in partnership, working together through all HB CDEM activities across the 4 Rs (reduction, readiness, response, and recovery), and give effect to the HB CDEM Group Plan and the HB CDEM Transformation Strategy.

Once all Parties have agreed to the SLA, the document will be submitted to the HB CDEM Joint Committee for approval. Approval of the SLA serves as direction for the Parties to carry out the specified actions and tasks detailed in the agreement.

Key Transformation Themes

The HB CDEM Transformation Strategy provides direction on the key themes the SLA must follow:

- Our community is at the heart of HB CDEM.
- We are prepared and ready.
- HB CDEM is highly effective, capable¹, and assured.
- HB CDEM is balanced and responsive to local needs.

Guiding Principles

The following principles have been used in the development of the SLA:

Partnership and Collaboration

We agree to work together to establish and maintain a mutually beneficial relationship, acknowledging and respecting each other's responsibilities, interests, views, capabilities, and constraints. We commit to supporting each other to achieve shared outcomes for our communities. At no stage should the actions of one Party negatively impact on the performance of the others.

Māori Partnership

We acknowledge Te Tiriti o Waitangi as a foundational partnership guiding CDEM. We are committed to working with mana whenua, iwi, hapū, whānau, Māori communities, Taiwhenua, and PSGEs to strengthen resilience and support collective preparedness and response. We will enable Māori leadership and input into plans and activities where appropriate, integrate mātauranga Māori, and maintain open, respectful relationships built on trust and shared decision-making.

Community Centred

We ensure that our communities are always at the centre of our CDEM activities. We acknowledge that communities are diverse in place, interest, culture, language, and needs, and we commit to supporting them to build resilience and respond effectively.

Professionalism and Accountability

We will maintain high standards of professionalism and accountability. We commit to continuous improvement through education, training, exercising, and alignment with national guidelines. We will regularly monitor, evaluate, and report on performance to ensure transparency and build public confidence.

¹ Capability will be assessed both individually (at the staff level) and collectively (at the TA level, regional level, and across key partners). The HB EMO, led by the Group Controller, is responsible for conducting assessments and serves as the final arbiter of CDEM capability, which will be provided to the Joint Committee.

Risk-Informed Approach

We recognise that sound risk management is fundamental to all CDEM activities. We commit to identifying, assessing, and managing risks proactively and to using risk-based prioritisation to inform our decision-making and resource allocation.

Communication

We agree that our relationships will be based on open, timely, and transparent communication. We will strive for effective communication with each other, our communities, and partner agencies, ensuring clarity and trust throughout all activities.

Obligations

- Each Party must act in accordance with the purpose and principles of this SLA.
- Each Party shall do all things necessary to give effect to this SLA.
- Each Party must make all necessary delegations to enable full implementation of this SLA.

Governance

The SLA will be governed through the existing Hawke's Bay CDEM Joint Committee and Coordinating Executive Group (CEG) processes. In accordance with the CDEM Act 2002, the Joint Committee provides overall governance, strategic direction, assurance, and leadership for civil defence emergency management in the region. The CEG is responsible for implementing and overseeing the delivery of the Joint Committee's plans and decisions, and for coordinating operational CDEM delivery across all agencies.

Dispute Resolution

We agree that any dispute arising under this Service Level Agreement will be resolved as quickly and informally as possible, with a focus on maintaining positive and collaborative relationships.

- In the first instance, we will attempt to resolve any dispute through direct negotiation and good faith discussions between the relevant Chief Executives or senior representatives.
- If the dispute cannot be resolved within 15 working days of notice being given, it will be referred to the Chair of the Coordinating Executive Group (CEG) for facilitation.
- If resolution is still not achieved within a further 15 working days, the matter will be referred to the Chair of the Joint Committee for further facilitation.
- If the dispute remains unresolved after these steps, we agree to enter mediation, using a mediator mutually agreed by all Parties. If a mediator cannot be agreed upon within 10 working days, one will be appointed by the President of the New Zealand Law Society (or their nominee).
- The costs of any mediation will be shared equally by the Parties involved in the dispute.
- Nothing in this clause prevents any Party from seeking urgent interim relief from a court if necessary. However, the Parties agree to use the dispute resolution process in full before initiating any formal legal proceedings.

SLA Review

A review of the SLA will begin in early 2026 to align with local government annual planning processes, and again in time for the 2027/28 Long-Term Plan (LTP) process. The SLA should also be reviewed annually as a standing item on the Joint Committee's agenda. Any changes to the SLA outside of these scheduled reviews may be made at any time, but only with the agreement of all Parties.

The SLA will also help inform the new CDEM Group Plan, which is scheduled to begin development in the 2025/26 financial year. In accordance with the CDEM Act 2002, the CDEM Group Plan must be publicly notified, allow for submissions, and provide submitters with an opportunity to be heard.

Administering Authority

The Act states that:

- The administering authority for each Joint must be a regional council or unitary authority that is a member of the Group.
- An administering authority established under section 23, and as appropriate the Chief Executive of that authority, is responsible for providing administrative and related services that may be required from time to time by the Joint Committee.
- Administrative and related services include those required for the purposes of the Local Government Act 2002, the CDEM Act, or any other legislation that applies to the conduct of a joint standing committee.
- The cost of these administrative and related services must be agreed from time to time by the Joint Committee.
- Unless the members of the Joint Committee agree otherwise, the agreed costs must be divided equally among the members, with each member paying one share.

Finance

HB CDEM Annual Plan

HBRC will centrally rate for HB CDEM via a targeted CDEM rate in FY 2025/26 and FY 2026/27 to fund both local and regional CDEM activities across Hawke's Bay.

The funding from the targeted CDEM rate covers five cost areas:

- **Capital costs:** Depreciation of assets and loan costs.
- **External costs:** Payments to external vendors.
- **Internal time:** Salary and staff costs (including rent for the current HB CDEM Hastings office).
- **Reserve repayments:** The HB CDEM reserve fund is currently in deficit due to Cyclone Gabrielle.
- **Overhead allocation:** Costs paid to HBRC for corporate support services (e.g., payroll, finance, HR), split across the organisation.

HBRC's forecasted rating base is 66,951 rating units, and the forecasted targeted CDEM rate per rating unit is:

Financial Year	Amount
FY 2025/26	\$3,665,000
FY 2026/27	\$3,944,000

(Note: These figures include inflation. The actual rate per unit will be confirmed once the budget is formally adopted each year, as rating units and budgets are subject to change.)

HB CDEM Transformation Costs

Additional forecasted transformation costs over the next two financial years total **\$836,000**, specifically:

Financial Year	Amount
FY 2025/26	\$631,000
FY 2026/27	\$205,000

These costs are to be drawn from CDEM reserve account and are intended to cover:

- General, function-specific, function manager, and Controller training
- 2025–2027 HB CDEM exercise programme
- HB CDEM Group Plan development
- HB CDEM hazard and contingency planning
- ECC operating procedure development
- Welfare platform development
- HB EMO restructure
- Operating model transition
- Assurance framework and standard setting

Anticipated non-Budgeted Costs

Emergency Management Staffing

With each local TA allocated \$160,000 to support its emergency management workforce during the 2025/26 and 2026/27 financial years, there will be an ongoing requirement for each TA to fund and sustain this capability. Like HBRC's administering authority arrangements, local TA emergency management functions will require appropriate resourcing and support, including (but not limited to):

- Office space
- Equipment
- IT systems
- Fleet
- Legal services
- Financial support
- Governance and administration
- Clothing and personal protective equipment (PPE)

Community Hubs

The focus on community resilience and readiness area will likely lead to an increase in Community Hubs across the HB CDEM area. The costs of establishing and maintaining additional hubs within local TA boundaries will be the responsibility of each respective local TA.

Common Operating Platform (COP)

The COP business case will commence in FY 2025/26, with enduring costs expected from FY 2026/27 onwards. Costs will likely be shared between HBRC (as the administering authority) and local TAs.

New Emergency Coordination Centre and Office Space

Hastings District Council has given notice that the current Emergency Coordination Centre (ECC) is to be vacated by 1 July 2026. Work is underway to identify a new location; however, there are currently no IL4² (Importance Level 4) ready buildings available in the region.

As an interim solution, a temporary ECC (non-IL4) will need to be established to ensure continuity of operations, along with suitable office space for the HB Emergency Management Office staff.

² Buildings of essential importance that must remain operational immediately after a major event, such as emergency coordination centres, hospitals, fire and police stations, and other critical infrastructure. The failure of IL4 buildings could lead to severe societal impacts and disruption.

Planning for a permanent, purpose-built IL4 facility will be progressed, subject to funding, resource consents, and construction timelines.

The costs associated with establishing and maintaining both the temporary and future permanent ECC and Emergency Management Office will be funded from the regionally targeted CDEM rate, reflecting its region-wide function. Territorial Authorities remain responsible for maintaining appropriate Emergency Operations Centres (EOCs) at the local level.

Beyond 2027

During FY 2027/28, consultation should take place - as part of the local government Long-Term Plan (LTP) process - to determine whether the current centrally targeted CDEM rate remains the preferred funding approach for the following three years, or if an alternative model is preferred.

Indicative funding options to consider include:

- A centrally targeted CDEM rate collected via HBRC.
- A reduced centrally targeted CDEM rate collected via HBRC, alongside a new local targeted CDEM rate collected by each respective local TA.
- No centrally targeted CDEM rate collected via HBRC, with a new local targeted CDEM rate collected by each respective local TA, combined with a “fee for shared services” paid to the HB Emergency Management Office via HBRC.

Key Points

- The SLA formalises roles, responsibilities, and service levels for each TA, HBRC, and the HB Emergency Management Office, reinforcing a partnership approach aligned with the Group Plan and Transformation Strategy.
- Core principles include working as a team, strong Māori partnership, community focus, and open communication.
- Governance is provided through the Joint Committee and CEG, in line with the CDEM Act 2002.
- The SLA will be reviewed regularly, with changes only by agreement of all Parties.
- HBRC will centrally rate for shared CDEM activities in FY 2025/26 and 2026/27.
- Each local TA is allocated funding to support emergency management staffing and must sustain local capability needs (e.g., office, equipment, PPE).
- Non-budgeted costs include community hubs, a common operating platform, and a new Emergency Coordination Centre to replace the current facility.
- Future funding arrangements beyond 2027 will be reviewed through LTP consultation.

Schedule 1: Hawkes Bay Civil Defence and Emergency Management Service Level Agreement

Between

Hawkes Bay Regional Council

Wairoa District Council

Napier City Council

Hastings District Council

Central Hawkes Bay District Council

Hawke's Bay Emergency Management Office

To ensure shared understanding and operational clarity, the roles and responsibilities of each Party are defined across key CDEM functions. We agree to review and update these detailed functional roles as needed, and to incorporate them into future versions of this SLA to reflect evolving practice, lessons learned, and national guidance.

Costs are to be borne by each Party in accordance with their respective responsibilities, unless otherwise specified.

Governance and Strategy

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Governance		
Supports governance through the provision of required reports and plans, as directed by the Act and Joint Committee and CEG.	<p>Provide governance leadership through the HBRC Chair for the Joint Committee and the HBRC Chief Executive for the CEG.</p> <p>Provide governance and administrative services to support the HB EMO, Joint Committee, and CEG, including convening meetings, providing venues, preparing agendas and minutes, and offering general administrative support.</p> <p>Provide legal services (document review, legal advice, representation).</p> <p>Publish HB EMO work programmes, plans, and performance updates as required.</p>	Provide Mayors for the Joint Committee and Chief Executives for the CEG.
Funding and Budget		
<p>Submit the Annual Plan for HB EMO to the CEG for approval.</p> <p>Manage allocated funds to deliver HB EMO work programme.</p> <p>Plan and manage shared CDEM services.</p>	<p>Centrally rate for regional and shared CDEM services.</p> <p>Prepare and manage budgets, administer investment, and oversee procurement for shared capabilities.</p> <p>Provide financial management of the targeted CDEM rate and CDEM reserve fund.</p> <p>Execute contracts on behalf of HB EMO.</p>	Fund local CDEM activities, including staffing and operational expenses.

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Plans and Processes		
Lead Group Plan, consequence plans, hazard specific plans, contingency plans, and recovery plan development and maintenance.	Support the development, implementation, maintenance, monitoring, and evaluation of the HB CDEM Group Plan using approved processes.	Support the development, implementation, maintenance, monitoring, and evaluation of the HB CDEM Group Plan using approved processes.
Lead the development, implementation, and maintenance of the HB CDEM Group Work Programme to ensure delivery of the Group Plan.	Support Group Work Programme implementation. Support CDEM consequence and hazard planning.	Align local plans and work programmes with the Group Plan and Work Programme. Develop local response and recovery plans.
Provide advice and guidance on the development of Local TA work programmes to ensure alignment with the Group Plan.	Maintain business continuity plans to ensure the organisation is able to function to the fullest possible extent, even if at a reduced level, during and after an emergency.	Use and support HB CDEM SOPs. Support CDEM consequence and hazard planning.
Develop and maintain processes and SOPs for ECC/EOC operations, allowing for local adjustments where appropriate.		Provide local input into processes and SOPs for EOC operations. Maintain business continuity plans to ensure the organisation is able to function to the fullest possible extent, even if at a reduced level, during and after an emergency.

People and Capability

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Staffing and Personnel HB EMO maintains technical control over the Local TA EM advisors regardless of who employs them. Technical control involves the following: <ul style="list-style-type: none"> • Professional development • Contribution to the annual performance process • Involvement in the recruitment process 		
Provide key regional leadership roles (Group Controller, Group Welfare Manager, Group PIM Manager, Group Lifeline Coordinator). Recommend appointments to key local CDEM roles. Provide a 24/7 duty system. Lead ECC/EOC staff competency and capability development. Maintain a suitably trained and resourced structure to support ECC operations, including volunteers.	Provide alternate Group Controller(s) and staff for ECC operations. Support recruitment, HR, and administration for HB EMO staff. Manage performance, remuneration, leave, and wellbeing support for HB EMO staff. Provide support to the 24/7 duty Group Controller and HB EMO PIM capability. Make staff allocated to the ECC available for training and exercising.	Provide Local Controllers and staff local EOCs. Appoint and support Local Welfare Managers, PIM Managers, Lifeline Coordinators. Provide Local TA EM advisors with suitable resources, office space, fleet, and professional development budgets. Maintain a trained and resourced local structure for CDEM. Provide 24/7 duty Local Controller and duty officer arrangements. Make CDEM and EOC staff available for training and exercising.

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Training and Exercises		
Set training standards, develop and deliver regional training and exercise programmes ³ , and maintain records.	Make staff allocated to the ECC available for training and exercising.	Make CDEM and EOC staff available for training and exercising.
Fund two Group and/or Local Controllers per year to attend approved Controller courses.	Support HB EMO in providing training to elected representative.	Maintain training records for local staff and provide to HB EMO as required.
Provide elected representative training.		Develop and deliver local exercise programmes aligned with regional. Costs will be met by respective TAs.
Develop an assessment process, in consultation with TAs, to measure HB CDEM performance and readiness.		Support HB EMO in providing training to elected representative.

³ Training refers to the formal training a staff member or volunteer has received and been certified in. The HB EMO, through the Group Controller, are the prime reference and arbitrators of the training pathway and certification. The approved programme is contained in the HB CDEM Emergency Management Capability Development Pathway.

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Volunteers Responsibilities involving volunteers, welfare, plans, and exercises should continue to prioritise community-centred approaches, support local capacity, and reflect the shared principle that CDEM is a collective responsibility.		
Coordinate regional volunteer programmes. Ensure PCBU, safety and wellbeing obligations for CDEM volunteer are met. Provide and maintain approved equipment for CDEM volunteers. Lead regional recruitment and training for CDEM volunteers. Provide HB CDEM organised volunteer coordination. Manage the database of all regional CDEM volunteers.	Provide insurance and public liability cover for CDEM volunteers (e.g., Response Team and Support Team). Provide IT services to volunteers as required (e.g., email accounts, Teams site, printer access).	Coordinate local volunteer programmes. Maintain local volunteer databases. Ensure PCBU obligations for volunteers are met at the local level.

Infrastructure and Technology

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Facilities and Equipment Any facility nominated to become a coordination centre should meet IL4 (Importance Level 4) standard. Community Hub fit-out requirements will be detailed in the HB CDEM Community Emergency Hub Plan, due for release in late 2025		
Provide guidance and monitor the capability of all CDEM facilities within the HB CDEM area.	Provide a suitable ECC (main and alternative facilities), including MoUs.	Provide and maintain local EOCs (main and alternative facilities), including MoUs.
Maintain the ECC to ensure operational readiness. Provide guidance on Civil Defence Centres (CDCs) and Community Hubs, including standards and policy.	Provide fit-for-purpose office space for HB EMO. Allocate an appropriate fleet for HB EMO activities. Provide procurement advice and support as required.	Provide and maintain CDCs and Community Hubs. Manage local emergency response equipment inventory, testing, and maintenance.
Conduct audits of CDCs.	Refer to IT requirements for additional responsibilities.	Implement regional equipment standards locally. Provide suitable fleet capability for local EM team
Manage regional response equipment inventory, testing, and maintenance.		
Provide fleet capability requirements to HBRC as part of LTP planning.		

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
ICT Once established, all local TAs are to implement, train and use the HB EMO-directed Common Operating Platform (COP). All Local TA are to use, employ and train solely on the HB CDEM suite of IT tools and applications for use in the EOC		
In consultation with TAs, select, monitor, and improve the HB CDEM Common Operating Platform (COP). Select and oversee IT tools and applications (e.g., GIS, Microsoft 365, emergency management software, learning management platforms). Train local TA and ECC staff in the use and operation of these platforms.	Purchase, develop, host, and maintain the COP and associated digital tools as required. Provide and maintain IT infrastructure, hardware, and services, e.g., networks, phones, audio/visual, printing) to support ECC readiness and response. Support 24/7 IT service continuity, meeting HB CDEM readiness standards and Group Controller direction. Support the HB EMO in training local TA and ECC staff in the use of the Common Operating Platform and IT tools. Note: The provision of IT support for HB CDEM may require a separate MOU or SLA, given the unique requirement to provide both business-as-usual (BAU) support and 24/7 readiness support. Currently, this support is split between HBRC and a local IT service provider. The HBRC portion is charged as an overhead allocation, while the local service provider is funded through external costs. This work is expected to be undertaken during the 2025/26 financial year.	Purchase licences and hardware to connect to and use the HB COP. Adopt and use the agreed suite of tools and applications in EOCs and, where appropriate, CDCs and Community Hubs. Fit out local EOCs with appropriate IT infrastructure.

Community and Engagement

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Community Resilience		
Develop and maintain regional processes for Community Hubs.	Promote civil defence emergency management.	Develop, equip (as appropriate), maintain, and support local Community Hubs.
Support local development and maintain an overview of hub status.		Report on hub capability and status.
Provide hazard information and guidance for the development of local Community Resilience Plans.		Develop Community Resilience Plans with communities.
Welfare		
Develop regional CDC guidelines, allowing for local requirements, and conduct audits.	—	Equip, maintain, support, and staff CDCs as required to deliver community welfare during emergencies.
Lead regional welfare planning and the Welfare Coordination Group.		Provide Local Welfare Managers to coordinate local community welfare support.
Provide resources and templates to support local welfare planning.		Lead planning for the delivery of local welfare services during emergencies.
		Recruit and train CDC supervisors and staff.

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Public Education and Communications NCC maintains the regional HB CDEM website (www.hbemergency.govt.nz) as part of a separate shared service agreement.		
Develop and maintain a Group Communications Strategy. Provide consistent messaging for public education across the HB CDEM area and deliver regional public education initiatives. Develop SOPs for HB CDEM PIM activities and provide coordination and advice to TA PIM teams. Develop, maintain, and provide content for the HB CDEM regional emergency management Facebook page. Provide content for the regional website (www.hbemergency.govt.nz). Provide guidance and standards for CDEM signage (e.g., tsunami information boards).	Promote civil defence emergency management.	Lead and manage all local-level PIM activities using consistent messaging. Promote civil defence emergency management. Develop and provide CDEM content for Local TA communication channels. Link to the HB CDEM regional Facebook page. Link and direct all Local TA emergency management internet traffic to www.hbemergency.govt.nz . Implement and maintain CDEM signage (e.g., tsunami information boards) in accordance with regional guidance and standards.

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Hazard and Risk Reduction		
Provide public communications and information when new research is released.	Support hazard risk management research.	Support hazard risk management research.
Educate, advocate for, and support hazard risk management, providing expert advice as required.	Maintain the Hazards Web Portal for Hawke's Bay.	Consult and communicate risks with communities.
	Promote civil defence emergency management.	Identify and implement cost-effective risk reduction measures.
		Provide supplementary funding for local, project-specific hazard research where agreed and appropriate.

Operations

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Warning Systems		
<p>Maintain HB EMO points of contact on the National Warning System with NEMA.</p> <p>Develop and maintain public alerting system processes.</p> <p>Maintain the HB CDEM Regional Warning System. Coordinate testing of all public alerting systems. Procure, maintain, test, and activate HB CDEM public alerting systems, including (but not limited to):</p> <ul style="list-style-type: none"> • Emergency Mobile Alert • SMS • Social media • HB CDEM website <p>Provide guidance on procurement and maintenance of local public alerting systems. Lead promotion of HB CDEM public alerting systems.</p>	<p>Ensure an effective flood monitoring system across Hawke's Bay for HB CDEM purposes.</p> <p>Promote the flood warning system to partners, emergency services, and communities.</p>	<p>Maintain Local TA points of contact on the National Warning System with NEMA.</p> <p>Support HB EMO in promoting public alerting systems. Provide local input into processes for the use of public alerting systems.</p> <p>Procure, maintain, test, and activate local public alerting systems as appropriate, ensuring consistency with HB EMO direction.</p>

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Lifelines		
<p>Provide administrative support and CDEM advice to the Lifelines Group.</p> <p>Train and activate Lifelines Utility Coordinators (LUCs) at the ECC.</p> <p>Support LUCs to attend Lifelines Group meetings and contribute to Lifelines projects.</p>	<p>Support the Lifelines Group through active participation.</p>	<p>Support the Lifelines Group through active participation of local lifelines managers or coordinators.</p>
Response		
<p>If an incident affects one or more TAs, or meets the requirements of the HB Notification Protocols, HB EMO Duty staff will monitor and support the Local TA(s).</p> <p>Where a state of emergency has been declared for a single ward or district, HB EMO will establish the ECC to support the Local TA EOC, and the Group Controller will monitor and support.</p> <p>Where a state of emergency has been declared across multiple districts, or when an incident should be regionally led due to its scale, complexity, coordination requirements, or limited local resources, the ECC will be established, with the Group Controller assuming overall control.</p> <p>During a significant oil spill response, provide selected HB EMO to support the Regional On-site Commander as requested.</p>	<p>Where the HB EMO or a TA is monitoring or responding to a potential or actual incident HBRC IT will support regional CDEM digital platforms.</p> <p>When the ECC has established, HBRC prepared to support the HB EMO staff in the ECC.</p>	<p>In an incident affecting a TA, or where coordination of another agency’s response may be required, the Local TA will monitor and support, ensuring the Local Controller is informed. If the incident meets the requirements of the HB CDEM Notification Protocols, the HB CDEM Duty Officer will also be notified.</p> <p>In a local state of emergency, the EOC will be established, and the Local Controller will assume control.</p> <p>When a regional state of emergency has been declared, or when the Group Controller assumes control, the Local Controller will operate in a supporting role, ensuring local delivery of the Group Controller’s direction.</p>

HB Emergency Management Office	HBRC (administering Authority)	Each Territorial Authority
Recovery		
Provide Group Recovery Managers and support local recovery where needed.	Support Group and local recovery efforts.	Lead and manage local recovery efforts.

Key Points

- **HB Emergency Management Office (HB EMO):** Provides regional leadership, assurance and technical direction, maintains oversight of plans, capability, and readiness, leads regional training and exercises, and supports local authorities to ensure alignment with the Group Plan and national guidance.
- **Hawke's Bay Regional Council (Administering Authority):** Provides governance support, central funding and financial management, administrative services, Emergency Management Office staffing, ECC staffing, and provides regional facilities and IT systems to enable regional CDEM operations.
- **Territorial Authorities (TAs):** Lead local emergency management delivery, maintain local readiness and response capability, staff local EOCs, support community resilience, and implement plans and processes aligned with regional direction.
- All Parties commit to periodically reviewing and updating roles to reflect evolving practice, lessons learned, and changes in national policy.

Schedule 2: EOC/ECC Staffing Requirement

The following serves as the Group Controller's guide to the minimum number of staff required to be trained per shift in each coordination centre to enable an effective response to a minor⁴ to moderate scale event. Not all events will require this number of staff per shift; however, ensuring each coordination centre maintains sufficient trained personnel is essential for operational readiness.

These numbers do not include liaison staff from other agencies.

This guidance is provided to support workforce planning and capability development needs analysis and is intended as an interim reference until the HB EMO establishes its assurance role, develops a formal framework, and sets minimum standards.

The following figures include:

- staff trained in their specific functions,
- function managers who have completed a function management course, and
- Controllers who have completed the RRANZ Response and Recovery Leadership Programme.

Function	Staffing number
Controller	1
Response Manager	1
Controller's Assistant	1
Iwi Māori Partnerships	2
Safety	3
Intelligence	6
Planning	4
Operations	5
Lifelines	1
Logistics	6
PIM	6
Welfare	9
Strategic Communications	1
Recovery (during response)	1

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⁴ Refer to Schedule 3: Incident Severity

Schedule 3: Incident Severity

Hawke's Bay Emergency Management uses the following levels, as per CIMS, to describe incident severity.

There are no fixed weightings for these factors; however, some descriptors may carry more importance than others depending on the situation. The overall severity is determined at the discretion of the Controller, based on their best judgement at the time.

	Minor (1)	Moderate (2)	Major (3)	Severe (4)
Impacts Deaths, injury, health, uninhabitable buildings, critical infrastructure, social, culture, economic, natural environment, reputation.	A small portion of the population in the area may be affected	Moderate number of the population may be affected.	Many of the population in the area may be affected	Most of the population in the area may be affected.
Response characteristics Containment, stability, location, number of agencies involved, urgency, novelty, decisions required, duration.	Known solutions to familiar, routine, or predictable problems.	Mostly familiar, routine, or predictable, with some degree of irregularity. Known solutions to somewhat irregular problems.	Mostly irregular, with some degree of familiarity and predictability. Predominantly known solutions to irregular and potentially unknown problems.	Unfamiliar, unprecedented, and unpredictable, with unknown solutions to unknown problems.
Resources Capacity and capability to manage, technical expertise, financial ability.	Manageable within available resource and capacity.	Requires some allocation of resource.	Resource limits and capacity are full.	Resource limits and capacity are exceeded.
Public, political and media interest Degree of expected public, political and media interest.	Minimal to no interest. Routinely managed.	Some degree of interest. Senior leadership engaged.	Significant degree of interest. Elected officials and ministers are engaged.	Global interest. Elected officials and ministers are engaged.

Hawke's Bay Civil Defence and Emergency Management Transformation Dashboard



Correct as at: 14 July 2025

PROGRAMME STATUS:



GENERAL NARRATIVE

Overall, the programme remains on track, with key milestones achieved and further work planned to strengthen the region's preparedness and response. Key foundation pieces, including the Service Level Agreement, governance review, Māori Partnerships discussion paper, and Common Operating Picture business case, are progressing well or are ready for approval.

The training programme has significantly increased staff capability, and regional exercises are scheduled, though some design work is slightly behind. Good progress is being made with council engagement and the expansion of community emergency hubs.

Structural changes and recruitment are underway to support a more effective and resilient emergency management system.

STATUS LEGEND

ON TRACK, NO ISSUES

OFF TRACK, SOME
ISSUES

FAILING, MAJOR ISSUES

NOT STARTED

IMPROVED: +

WORSENERD: -

Hawke's Bay Civil Defence and Emergency Management Transformation Dashboard



	MĀORI PARTNERSHIP		STATUS
	Complete hui and kōrero with mana whenua across the region	2025	
	Integrate Māori perspectives into governance and planning (e.g., participation in committees).	2025-2026	
	Develop approaches to embed tikanga and kawa into operational practice.	2025-2026	
	Build and maintain strong relationships and work together to co-design system improvements.	2026-2026	

NARRATIVE







Hui with 10 Māori iwi, PSGEs, Taiwhenua, and key stakeholders across the region have been completed. A Māori Partnerships Discussion Paper has been prepared and will be submitted to CEG and the Joint Committee for consideration.

Five key themes emerged from the hui that will inform plans to strengthen and improve the Hawke's Bay CDEM system:

- Embedding tikanga and kawa in CDEM practice
- Developing marae hubs within CDEM
- Clarifying the design and operation of the CDEM system
- Defining who the CDEM system partners with
- Strengthening connection and communication

Māori governance in Hawke's Bay CDEM has been considered, and the current Joint Committee arrangements with Māori advisors are the most practical solution until legislative changes allow non-council elected representatives to join the committee.

The proposed Emergency Management Office restructure includes a Principal Advisor Māori Partnerships role to lead and advance these activities.

Hawke's Bay Civil Defence and Emergency Management Transformation Dashboard		
 COMMUNITY CONNECTIONS		STATUS
Rebalanced local structure	2025	
Develop a strong regional support structure	2025	
Establish more community emergency hubs (from 40)	2025-2026	
Grow and strengthen the volunteer base	2024-2027	
Strengthen community engagement and partnerships	2024-2027	
NARRATIVE		
Rebalanced local structure The Joint Committee agreed formal transition was subject to key preconditions being met: <ul style="list-style-type: none"> • Approval of the Service Level Agreement and Roles and Responsibilities document by the Joint Committee. • Completion of recruitment of Emergency Management staff at each territorial authority, as advised by the Director Hawke's Bay Emergency Management. • A declaration from the Hawke's Bay CDEM Group Controller confirming that the system is ready to transition. The SLA is expected to be signed at the 28 July Joint Committee meeting. After this, councils will be able to invoice HBRC for the agreed amounts to support local emergency management capability and deliver on the SLA.		
Regional structure Staff received a draft consultation document on 10 July 2025, with the consultation period closing on 30 July 2025. Feedback will be considered and any necessary changes made, with final decisions expected to be communicated to staff from 21 August 2025.		
Community emergency hubs <ul style="list-style-type: none"> • Wairoa: 24 established; 2 in progress (including community-led centres and connected marae) • Hastings: 11 established; 20 in progress with equipment; 11 potentials • Central Hawke's Bay: 10 established; 9 in progress • Napier: 3 established; 6 in progress (aiming for a total of 15 this FY) 		

Hawke's Bay Civil Defence and Emergency Management Transformation Dashboard



	INFRASTRUCTURE AND ASSETS		STATUS
	Review resilient emergency communication	2025	
	Review warning systems	2025	
	Review ICT arrangements	2025	
	Review Common Operating Picture and other digital tools	2025	
	Review local and regional emergency coordination centres	2025	
	Review CDEM fleet	2025	
	Development business cases for 2027 LTP	2025-2027	

NARRATIVE

Review warning systems

The Emergency Mobile Alert (EMA) remains the most effective tool to reach people during an emergency. Expanding to mobile-to-satellite communication would require national infrastructure investment. We have increased our capacity to issue EMAs. We are also working with HBRC, territorial authorities, emergency services, and three pilot communities to develop trigger levels for flood warnings.

Review ICT arrangements

A high-level review of current ICT arrangements has highlighted risks with separate systems, limited support, and key person dependencies. Work is underway to integrate CDEM ICT under one management, strengthen support capacity, and ensure consistent, regionally accessible and secure systems.

Review Common Operating Picture and other digital tools

A nationally led solution is not expected before 2028 and is still in the ideation stage. A procurement plan is in place to develop a business case for a regional COP in 2025–2026, with implementation planned for late 2026 depending on funding.

Review local and regional emergency coordination centres

There are currently no IL4 buildings available for the ECC and Emergency Management Office to move into. Discussions are progressing with HDC, NCC, FENZ, and other organisations on both short- and long-term options. Staff have met with the Christchurch Justice and Emergency Services Precinct team to learn from their experience. Central government funding opportunities are also being explored.

Hawke's Bay Civil Defence and Emergency Management Transformation Dashboard



	TRAINING AND EXERCISING		STATUS
	Train Council CDEM staff, partner agencies, Mana whenua, and volunteers.	2025-2027	
	Develop and deliver local tabletop exercises.	2025-2027	
	Develop and deliver regional scenario-based exercises.	2025-2027	

NARRATIVE

Develop and deliver local tabletop exercises.

Table-top exercises for each council are scheduled for:

- **21 August 2025:** Hastings District Council (EOC)
- **28 August 2025:** Central Hawke's Bay District Council (EOC)
- **5 September 2025:** Napier City Council (EOC)
- **11 September 2025:** Wairoa District Council (EOC)
- **18 September 2025:** Hawke's Bay CDEM Group (ECC)















Train Council CDEM staff, partner agencies, Mana whenua, and volunteers.

Between July 2024 and June 2025, we recorded 926 training attendances for coordination centre roles and welfare needs assessment:

- 509 completed Emergency Management Essentials
- 241 completed Working in a Coordination Centre (April–June 2025)
- 110 completed function-specific courses in Intelligence, Logistics, Operations, PIM, Planning, Safety, and Welfare (April–June 2025)
- 31 completed Managing in a Coordination Centre (May–June 2025)
- 35 completed Assessing Welfare Needs in an Emergency (May–June 2025).

This brings the total number of training attendances since the new programme started to 1,192.

The proposed Emergency Management Office restructure includes two capability development roles to lead and advance training and exercising.

Hawke's Bay Civil Defence and Emergency Management Transformation Dashboard 		
 PERFORMANCE AND ASSURANCE		STATUS
Review governance arrangements.	2025-2026	
Create an Assurance role in the HB Emergency Management Office.	2025	
Develop assurance framework, including minimum standards, monitoring and evaluation processes.	2025	
Conduct assurance review on warning system.	2026	
Quarterly assurance reporting on to the Coordinating Executives Group and Joint Committee.	2025	
Regular public reporting on assurance measures.	2025	
Conduct assurance review on Joint Committee, CEG, Emergency Management Office and regional coordinated emergency management.	2026	
Conduct assurance on review on locally led emergency management.	2027	
Regional continuous improvement and lessons management system.	2026	
NARRATIVE		
Review governance arrangements. A governance review paper has been prepared and is scheduled for discussion at the October CEG meeting and the November Joint Committee meeting.		
 PLANNING		STATUS
Develop the regional emergency management plan (Group Plan).	2025-2026	
Develop local emergency management plans.	2027	
Develop regional hazard risk management, consequence and contingency plans.	2026-2027	
NARRATIVE		
The proposed Emergency Management Office restructure includes a Team Leader Planning role to lead and advance these activities.		

Hawke's Bay Civil Defence and Emergency Management Transformation Dashboard		
 SERVICE LEVEL AGREEMENT		STATUS
Develop Service Level Agreement (SLA), clarify roles and responsibilities	2024-2025	
Approve SLA	2025	
Test and validate SLA	2025-2027	
Review funding arrangements	2027	
Review and finalise SLA	2027	
NARRATIVE		

The CDEM Service Level Agreement is scheduled for endorsement at the 21 July CEG meeting and approval at the 28 July Joint Committee meeting. The SLA will be reviewed in early 2026 to align with local government annual planning processes, and again as part of the 2027-2037 Long-Term Plan process.

Brief | Exercise Activate

1. Introduction

The Hawke's Bay Civil Defence Emergency Management (CDEM) Group are undertaking a comprehensive transformation programme to strengthen its Emergency Management capability and community resilience through the Hawke's Bay CDEM Transformation Strategy¹. There are key areas in this transformation including partnership with Māori to ensure a system that connects with Mana Whenua; re-defining roles and responsibilities at the local, regional and CDEM Group level; and capability development exercising and training to upskill staff with response roles during an emergency. There has been a focus on the implementation of a comprehensive training pathway to support the transformation programme; and now there is a requirement to practise knowledge and skills obtained through the training pathway.

To support embedding capability development training, a staged programme of exercises² is planned for the remainder of 2025 and into 2026³. The first series of exercises (Exercise Activate) are Tabletop⁴ exercises for Emergency Operations Centres (EOCs) - Hastings District Council; Central Hawke's Bay District Council; Napier City Council; Wairoa District Council, and for the Hawke's Bay CDEM Group Emergency Coordination Centre (ECC) (See Figure 1).

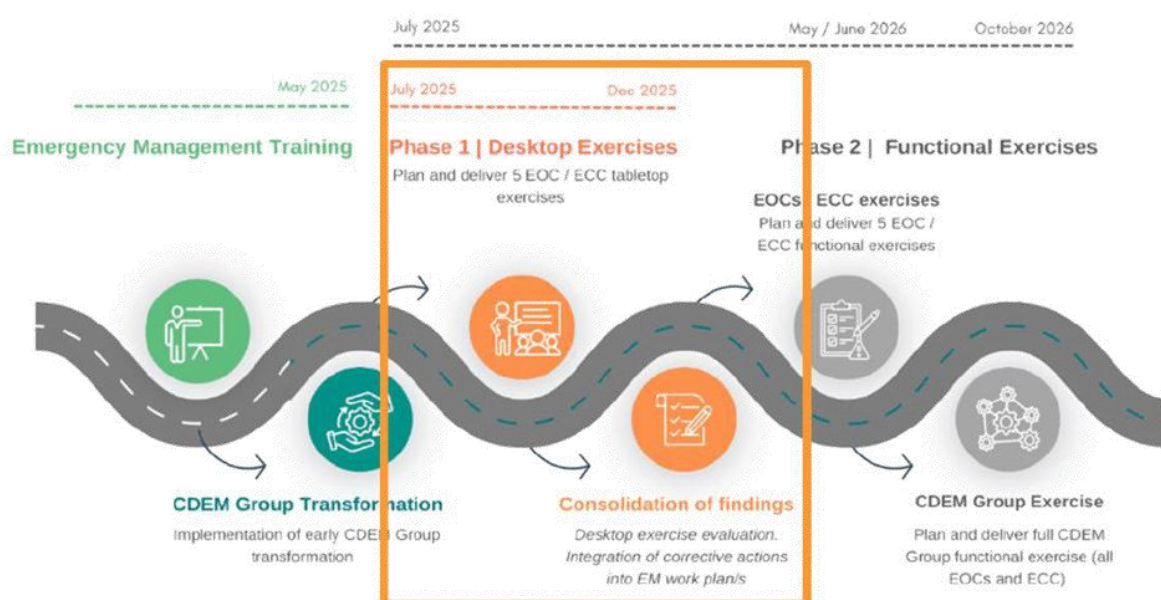


Figure 1. Revised Hawke's Bay CDEM Group Exercise Programme highlighting Exercise Activate (Tabletop exercise series)

The Tabletop exercises will provide an opportunity for local authority staff to consolidate recent training, identify response strengths, and identify areas for improvement ahead of future functional exercising. This will be the first time to participate in an exercise for many Council staff.

¹ [Hawke's Bay CDEM Group | Transformation Strategy](#)

² The staged exercise programme is a revised from the programme originally proposed. The revised exercise programme will allow time for exercise planning aligned to best practice and to effectively identify key actions post-each exercise series to enable implementation of key actions before commencement of subsequent exercises.

³ Within the 2025/2026 Financial Year.

⁴ A Tabletop Exercise is where participants are presented with a situation or problem that they discuss and formulate the appropriate response to. This type of exercise is used to practice gap analysis, problem solving, and coordination of services.

[CDEM Exercises | Director's Guideline for Civil Defence Emergency Management Groups \[DGL 10/19\]](#)

2. Exercise Dates and Phases

Exercise Dates and Phases

Exercise Activate will be conducted over the period August-September 2025 (See Table 1).

EOC/ ECC	Date
Hastings District Council (EOC)	21 August 2025
Central Hawke's Bay District Council (EOC)	28 August 2025
Napier City Council (EOC)	04 September 2025
Wairoa District Council (EOC)	11 September 2025
Hawke's Bay CDEM Group (ECC)	18 September 2025

Table 1: Exercise Activate series | Exercise dates

There will be three phases on each exercise day (See Table 2).

Phase 1 - Preparation	Phase 2 - Conduct	Phase 3 - Debriefing
<ul style="list-style-type: none"> EOC/ECC set-up. 	<ul style="list-style-type: none"> Conduct of Tabletop activities. 	<ul style="list-style-type: none"> Evaluation and Debriefing.

Table 2. Exercise Activate Phases

3. Exercise Aim | Objectives

The aim of the exercise series is to practice the activation and initial response arrangements within Emergency Operations Centres (EOCs), and the CDEM Group Emergency Coordination Centre (ECC), in response to a severe weather event.

The exercise objectives are detailed as follows:

Objective 1	Assess emerging local / regional hazard risk and determine likely impact to community.
Objective 2	Activate Emergency Operations Centres (EOCs), and separately activate the Hawke's Bay CDEM Group Emergency Coordination Centre (ECC), in accordance with standard operating procedures.
Objective 3	Situational awareness is established and embedded into EOC/ ECC processes.
Objective 4	Response actions are identified in EOC/ECC for first 24 hours of the response.

Table 3. Exercise Activate Objectives

Key Performance Indicators (KPIs) relating to the exercise objectives are detailed in Annex A.

4. Exercise Scenario

Exercise Activate will be based on a severe weather event in the Hawke's Bay region. The scenario will be developed to enable practice of initial response arrangements across multiple locations in Hawke's Bay tailored to support each EOC and the ECC. Technical support from Subject-Matter-Experts (SMEs) will be critical for the effectiveness and realism of the exercise scenario.



5. Exercise Concept

Exercise Type and Scope

The Exercise Activate series will be Tabletop exercises at Tier 1⁵ level. The intent of the exercise series is to familiarise Council staff at local and regional level with the practical application of the Coordinated Incident Management System (CIMS)⁶ with the activation of EOCs/ ECC to consolidate training already undertaken.

In-scope

The emphasis of Exercise Activate will be on the practice of activating initial response arrangements and early decision-making, coordination, and management at local (EOC) and regional (ECC) levels in a Tabletop exercise setting. Activities will prompt discussions within in the EOC/ ECC based on the exercise scenario. All support and activation of physical assets will be notional except the activation of EOCs/ECC.

Out-of-scope

The exercise scope will not include physical field activities associated with the on-the-ground local or community response (set-up of Community Emergency Hubs of Civil Defence Centres), testing of processes related to regional duty arrangements, or the testing of processes for a declaration of a State of Local Emergency.

Participation

Exercise Activate will involve staff from Hastings District Council; Central Hawke's Bay District Council; Napier City Council; Wairoa District Council and Hawke's Bay Regional Council).

Hawke's Bay CDEM Group partner agencies will be invited to participate in the exercises at local and regional level. Agency participation will be dependent on agency availability.

6. Evaluation

There will be two types of evaluation for Exercise Activate:

- Evaluation observation and reporting from appointed Exercise Evaluators.
- Evaluation observations from all Exercise Participants. All exercise participants will be asked to complete an individual Exercise Participant feedback form.

There will be an appointed Facilitator (contracted provider) approved by the Exercise Sponsor to facilitate the Tabletop exercise activities across the exercise series. Having the same Facilitator will allow for consistency in delivery across all exercises.

There will be two Exercise Evaluators per EOC/ECC exercise sourced through local authorities and potentially through other agencies (pending availability).

7. Conclusion

Exercise Activate will an opportunity for individuals to consolidate recent training, identify response strengths, and identify areas for improvement ahead of future functional exercising. This will be the first time for many Council staff to participate in an exercise.

Shane Briggs

Exercise Sponsor

Director Hawke's Bay Emergency Management | Hawke's Bay CDEM Group

⁵ Local exercise.

[CDEM Exercises | Director's Guideline for Civil Defence Emergency Management Groups \[DGL 10/19\]](#)

⁶ [Coordinated Incident Management System, 3rd Edition](#)



Annex A | Exercise Activate Objectives and Key Performance Indicators

Objectives	Key Performance Indicators
1. Assess emerging local / regional hazard risk and determine likely impact to community.	KPI 1.1. Processes in place to identify thresholds for an incident to have the propensity to impact a community.
	KPI 1.2. Notification to activate an Incident Management Team.
	KPI 1.2. Processes in place to active early-warning systems to communities.
2. Activate Emergency Operations Centres (EOCs), and separately activate the Hawke's Bay CDEM Group Emergency Coordination Centre (ECC), in accordance with standard operating procedures.	KPI 2.1. Decision to activate Emergency Operations Centres (EOCs) and for the Hawke's Bay CDEM Group Emergency Coordination Centre (ECC) in accordance with standard operating procedures.
	KPI 2.2. Activation of Emergency Operations Centre (EOC) in accordance with standard operating procedures.
	KPI 2.3. Activation of the Hawke's Bay CDEM Group Emergency Coordination Centre (ECC) in accordance with standard operating procedures.
	KPI 2.4. Key stakeholders are identified and informed that the EOC/ECC has been activated.
	KPI 2.5. The EOC/ECC systems, processes and resources are appropriate on activation of EOC/ ECC.
3. Situational awareness is established and embedded into EOC/ ECC processes.	KPI 3.1. Intelligence function processes are activated.
	KPI 3.2. EOC/ECC establishes a shared operating picture.
4. Response actions are identified in EOC/ECC for first 24 hours of the response.	KPI. 4.1. EOC/ECC identifies response actions at function-level.
	KPI. 4.2. EOC/ECC identifies the functional-level outputs required.