



A G E N D A

ADAPTIVE PLANNING AND EMERGENCY MANAGEMENT COMMITTEE MEETING

Monday, 15 May 2023 - 1.00pm

Council Chambers
Hauraki House
1 William Street
PAEROA



Membership

Committee Members:

Cr. Paul Milner (Chair)
Cr. Phillip Buckthought (Deputy Chair)
Mayor Toby Adams
Cr A Spicer
Cr J Martyn
Cr S Crooymans
Cr N Gray
Cr A Rattray
Cr S Holmes

External Advisors:

NZ Police
Fire & Emergency NZ
St. John Ambulance Service
Waikato DHB
Waikato Group Emergency Management Office

Hauraki District Council staff:

Langley Cavers (Chief Executive)
Campbell Moore (Local Controller)
Peter Thom (Local Recovery Manager)
Brett Otto (Emergency Management Officer (Welfare))
John McIver (Response Manager)
Judy Nicholls (Intelligence Manager)
Leigh Robcke (Planning Manager)
Joel Stott (Operations Manager)
Paul Matthews (Logistics Manager)
Annette Jenkinson (Welfare Manager)
Rebecca Jenks (Public Information Manager)
Rebekah Duffin (Senior Communications Advisor)
Peter Smith (Incident Control Point Coordinator)

L D Cavers
Chief Executive



Delegations to Adaptive Planning Emergency Management Committee

Membership	Deputy Mayor Paul Milner (Chairperson) Cr. Phillip Buckthought (Deputy Chairperson) Mayor Toby Adams Cr. Anne Marie Spicer Cr. Josh Martyn Cr. Stephen Croymans Cr. Neil Gray Cr. Austin Rattray Cr. Sarah Holmes
External advisors	1 x representative from NZ Police 1 x representative from Fire & Emergency NZ 1 x representative from St. John Ambulance Service 1 x representative from Waikato Group Emergency Management Office 1 x representative from Waikato DHB
Quorum	3 members present
Meeting frequency	Quarterly meetings (February, May, August and November) or more frequently if required, to be held on the third to last Monday of the month. Commences at 1:00PM.
Purpose	The Adaptive Planning and Emergency Management Committee provides governance and oversight of planning, community readiness, co-ordination, and delivery of the Civil Defence Emergency Management activities within the Hauraki District.
Delegations	<p>The Council delegates to the Emergency Management Committee the following powers, duties and responsibilities:</p> <ul style="list-style-type: none"> • Recommend to Council the adoption of the Waikato Civil Defence Emergency Management Group Plan 2018-2023 and monitor progress against this plan. • Oversee implementation of recommendations that have arisen from the latest Hauraki District Council CDEM Capability Assessment Report. • Oversee and where relevant support, the public awareness raising and preparation of emergency management within the Hauraki District. • Recommend to Council the approval of Community Response and Recovery Plans. • Review (post event) the effectiveness of Community Response and Recovery Plans and make recommendations to Council. • Ensure linkages with district iwi, hapū and marae are in place for emergency management preparedness. • Receive reports regarding the numbers and levels of Council trained staff, to assist with the response and recovery phases to an emergency event, and information regarding forward training program. • To seek assurance that Council has the relevant resources and arrangements in place to manage a response to an emergency event, and make recommendations to Council if required. • To seek assurance that Council's key activities have business continuity plans in place to enable these activities continue even if at a reduced level.

	<ul style="list-style-type: none">• Seek assurances that Council's adaptation planning activities are contemplated by Emergency Services providers.• To seek assurances of alignment between council's adaption planning processes and Council's risk reduction (land use planning) and community readiness and recovery planning (Community Response and Recovery Plans). Receive update reports from district emergency services.• Receive update reports from Waikato Emergency Management Group and the Joint Committee.• Receive update reports from National Emergency Management Agency.
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Summary | Whakarāpopotanga

The CDEM Act requires our Council to co-ordinate planning, programmes and activities related to civil defence emergency management across the "four R's":

Reduction: Identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring.



The Interpretation of risk against hazards must be scientifically based and then communicated to the affected parties. This can be messaged by having up to date information on hazards available to the public and ensuring that our communities understand their risks. The District Plan has a role in risk reduction: it manages the impacts of natural hazards through land use and sub division controls.

Readiness: Developing operational systems and capabilities before a civil defence emergency happens; including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities and other agencies.



There are two distinct but related aspects of readiness:

1. Community readiness relates to individuals, families, businesses and communities to be prepared during and after an emergency, this can be achieved by public education, warning systems and community level response planning.
2. Organisational readiness is the ability for council to have trained staff and systems in place to have a functioning EOC during the response phase. In addition, to have well established relationships with partner agencies with all parties having clear understanding of their roles in an emergency and having plans for it.

Both community and organisational readiness are highly interdependent. Readiness activities are the foundation to having the capability and capacity for the successful response and recovery phases of the 4 R's

Response: Actions taken immediately before, during or directly after a civil defence emergency to save lives and protect property, and to help communities recover.



These are the actions taken immediately prior to, during or immediately after an emergency to save lives and property and to help communities recover. The key role of the EOC is to coordinate the response by partner agencies by utilising the principles and processes of the CIMS structure.

There is also the key deliverables by CDEM of the welfare function, and the public information management, including the management of community volunteers both CDEM trained and spontaneous.

Recovery: Recovery means *the co-ordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.* (CDEM Act). It includes actions taken immediately before, during or directly after a civil defence emergency to save lives and protect property, and to help communities recover. Reporting on our CDEM work area is now structured in accordance with this overall format as outlined in the table below.



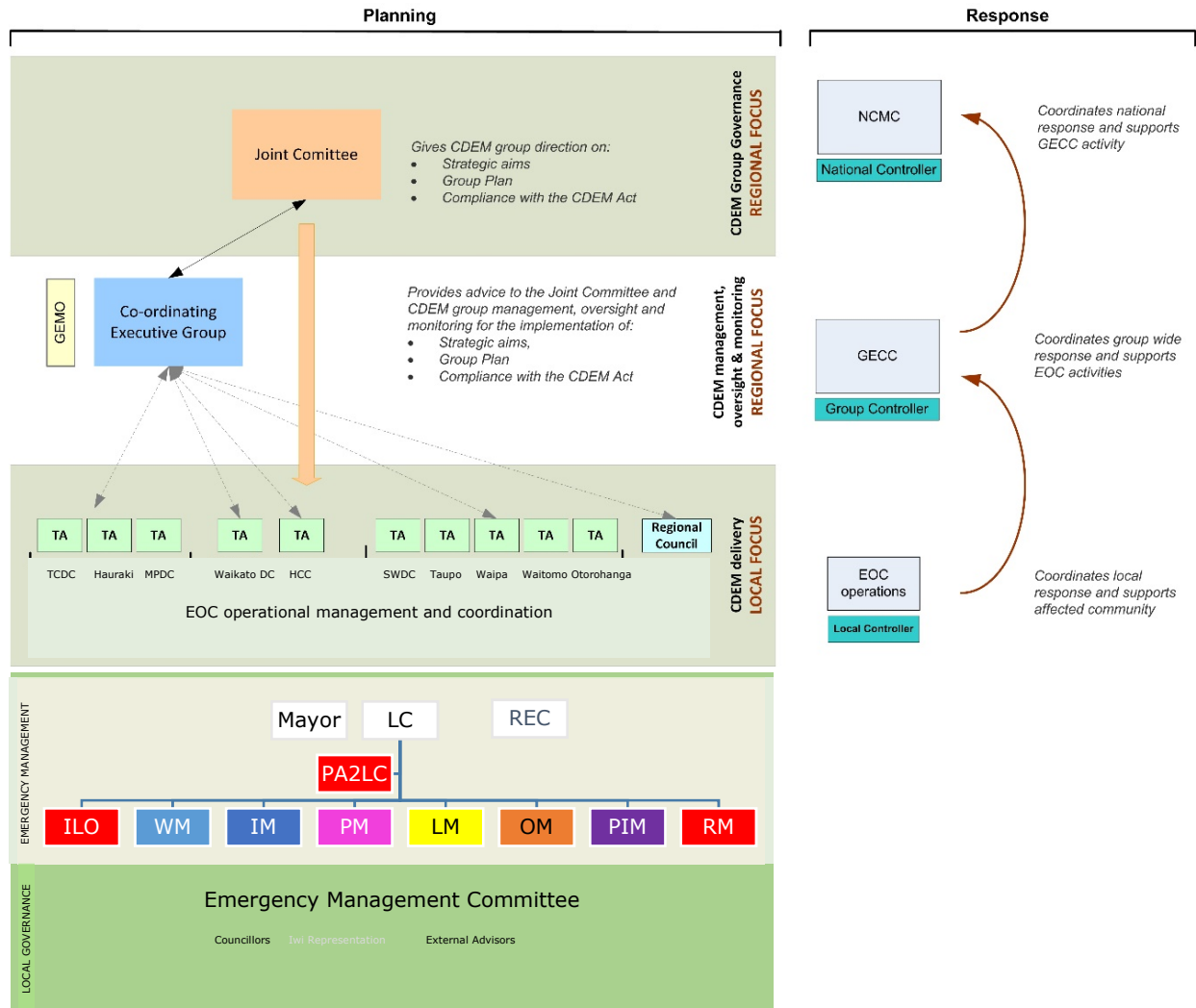
The role of the recovery function runs across all four R's of emergency management as it relates to the minimisation of the escalation of the emergency and then post event,

manage the recovery across all four environments - social, built, economic and natural to allow the community to adjust to the "new normal".
 Reducing the future exposure to hazards or their associated risk should always be an element of recovery, which will then feed back into reduction.

A fifth 'R' – **Resilience** is also taken into account when considering the community's capacity to respond to or self-manage any situation.



EXAMPLE STRUCTURE OF CDEM RESPONSE



Nga Karakia

Timatanga (opening)

(1)

Kia tau te rangimarie
Kia whakapapa pounamu te moana
Hei huarahi ma tatou i te rangi nei
Aroha atu, aroha mai
Tatou i a tatou katoa
Hui e! Taiki e!

(2)

Whakataka te hau ki te uru,
Whakataka te hau ki te tonga.
Kia mākinakina ki uta,
Kia mātaratara ki tai.
E hī ake ana te atākura he tio,
he huka, he hauhunga.
Haumi e! Hui e! Tāiki e!

Whakamutunga (closing)

Kia whakai-ria te tapu
Kia wātea ai te ara
Kia turuki whakataha ai
Haumi e. Hui e. Tāiki e!

*May peace be widespread
May the sea be like greenstone
A pathway for us all this day
Let us show respect for each other
For one another
Bind us all together!*

*Get ready for the westerly
and be prepared for the southerly.
It will be icy cold inland,
and icy cold on the shore.
May the dawn rise red-tipped on ice,
on snow, on frost.
Join! Gather! Intertwine!*

*Restrictions are moved aside
So the pathways is clear
To return to everyday activities
Join Gather Intertwine!*



ADAPTIVE PLANNING AND EMERGENCY MANAGEMENT

AGENDA

Monday, 15 May 2023 – 1.00pm

Order of Business

Pages

Karakia timatanga (*opening of meeting*) Cr Milner

Procedural

1. Apologies
2. Declarations of Late Items
Items not on the agenda for the meeting require a resolution under section 46A of the Local Government Official Information and Meetings Act 1987 stating the reasons why the item was not on the agenda and why it cannot be dealt with at a subsequent meeting on the basis of a full agenda item.
3. Declarations of Interests
Members are reminded to declare and stand aside from decision making when a conflict arises between their role as an elected member and any private or other external interest they may have
4. **Reporting (for decision)**
 - 4.1 Local Controller Q3F23 report (incl. tsunami signage) **9**
 - Appendix A: Infographic Weather Events Q3 FY23 presentation **17**
5. **Reporting (for information)**
 - 5.1 Local Recovery Quarterly Update **20**
 - 5.2 Capability Assessment **25**
 - Appendix A: Capability Assessment **28**
 - 5.3 Welfare Manager's Update **59**
 - 5.4 EMO Quarterly Update **65**
 - 5.5 Waikato GEMO Quarterly Update **73**
 - 5.6 Climate Change Adaptation **79**

Karakia whakamutunga (*closing of meeting*)

FOR DECISION MŌ TE WHAKATAUNGA



TO	Adaptive Planning and Emergency Management Committee
AUTHOR	Campbell Moore – Local Controller John McIver – Response Manager
FILE REFERENCE	Document: 3393787 Appendix A: 3393741 - Infographics
MEETING DATE	Monday 15 May 2023
SUBJECT	Local Controller Quarterly Update

RECOMMENDATION | TE WHAIKUPU

THAT the report be received, and

THAT the Adaptive Planning and Emergency Management Committee recommends to Council unbudgeted expenditure of \$5,457.48 from the Emergency Management budget for the purchase and installation of four (4) tsunami warning signs on the Wharekawa coast line, and

THAT the Council considers these decisions to be insignificant under its Significance and Engagement Policy 2020.

1. PURPOSE | TE ARONGA

This report is to seek the committee’s financial support for the installation of tsunami information/warning signs on the Pūkorokoro/Miranda ~ Wharekawa coastline (western Tikapa Moana); and to inform the Adaptive Planning and Emergency Management Committee on Civil Defence activities carried out by the Local Controller (LC) over the last quarter.

2. BACKGROUND | TE ARONGA

A draft of what the tsunami information/warning signs were to look like was presented to the Emergency Management Committee at the committee meeting of the 23rd August 2022 (M-3252721 p35).

Four sites have been identified for the Wharekawa Coast. These sites have been selected in collaboration with the Wharekawa Community Response Group and Kaiaua Fire Brigade. These sites have been chosen because they are areas where freedom campers and motorhomes generally congregate. The four sites are:

1. Rays Rest,
2. The freedom camping spot by The Bird almost opposite Kaiaua Primary School,
3. Beachfront opposite Pukekereru Lane, and
4. Waharau Regional Park at the end of cul-de-sac by the public toilets

The cost for the four signs are as follows:

Price to supply ACM sign 1200 x 1800 mm with graffiti guard	\$2,277.00
Price to frame, install signs materials, labour, travel, and site supervision.	<u>\$3,180.48</u>
TOTAL including GST	<u>\$5,457.48</u>

There is no budget for this expenditure; it will need to come out of the operational budget.

Staff recommend the unbudgeted expenditure of \$5,457.48 (GST incl.) come from the Emergency Management budget.

3. ACTIVITIES | NGOHE

The Local Controller has been involved in the following activities over the last quarter:

- Cyclone Hale
- Te Aroha Earthquake
- Auckland Anniversary Storm event
- Ex Tropical Cyclone Gabrielle
- NZ Response Team Capability Workshop
- Controllers Quarterly meeting
- Risk Assessment Workshop
- Priority Routes – Waikato Lifeline Utilities Group

Cyclone Hale

Over the Christmas period there were several weather events that were being monitored and river heights did trigger some alarms but emergency management was not required to assist with any needs in the community. Cyclone Hale did create some national interest, there was some roads closed due to flooding and some trees were down but this was handled well by Hauraki-DC as BAU (business as usual) hence anticipating some disruptions and were well prepared for what occurred.

A situation report was required by the Waikato Group Controller due to the National interest in Cyclone Hale. There was not much to report from a local civil defence perspective as it was mostly to do with public information re the weather; everything else was handled by Council's service delivery group.

Te Aroha Earthquake

On the 4th Jan a fairly large 5.1 shake in Te Aroha woke a lot of people in the Hauraki District up. There were no calls for assistance and no requirement for Emergency Management to activate.

Auckland Anniversary Storm event

Auckland Anniversary weekend started with some severe flooding in the Auckland and Coromandel area. On Sunday the 29th Jan 2023 Hauraki Emergency Management was activated into monitoring mode due to this weather event with roads such as Pūkoro/ Miranda's Findlay Road flooded. The weather was exacerbated overnight causing further localised flooding and some further road closures. However the main risk was the mains water supply for Paeroa and Waihi towns as their intake was blocked debris in the river.

This threat to the water supply meant a possible welfare activity for our communities so the Emergency Management Team was activated into monitoring mode so that the PIM team could provide timely messages to the public, create some awareness around the weather that was forecasted to come, and Planning/Welfare functions could prepare planning a response around worst case scenario should the water supply run out. Fortunately, the service delivery group were able to secure appropriate resources to address the/or any failures and response plans were not activated. The communities are also to be congratulated for their response which ensured the supply did not get to a crisis point before blockages were cleared.

Ex-Tropical Cyclone Gabrielle

On Thursday 09th February 11:00am the Regional Flood Coordinator for Waikato Regional Council invited key Hauraki CDEM personnel to an online (MS Teams) meeting to discuss the high probability of an ex-tropical Cyclone Gabrielle impacting the Hauraki District as well as the eastern side of the Coromandel ranges.

Some comments were that gale force winds of 30~40 knots were a possibility along with waves every 12 seconds. The storm tide could create coastal erosion on the Whiritoa coastline. Waikato Group was activating their GECC in coordinate mode.

Metservice had graded the possibility as high confidence and issued a Severe Weather Watch later that day. A summary of activities follows:

On Friday 10 February an IMT (Incident Management Team) Zoom conference call (Hauraki Room) was set up to discuss preparations for the next week's activity. Specific tasks relating to communications (PIMS) and Utilities were identified for immediate action. The CE's 10 Feb blog to staff included reference to this possible event. It had been raining steadily throughout the district.

During the Friday evening, the Mayor and Service Delivery staff delivered a number of sandbags to the Darlington Street Ngatea community in an effort to limit any expected

flooding effects in this area. This activity was captured on the local Ngatea Community Facebook page.

On 12 February (Sunday) the EOC in Council's Hauraki Room was activated and key staff met to be briefed on what had happened to date and to identify any actions needing immediate action. The Mayor and the PIM/Communications team developed and published various informative videos that were posted to Council's Facebook page.

By Monday afternoon the Mayor had declared a 'Local State of Emergency'. The Paeroa-Waihi state highway was to close, floodgates at the Criterion Bridge were to be activated, and various communities were without power impacting on the telecommunications provider not being able to provide cellphone coverage (- namely in the Whiritoa area).

By 01:00am Tuesday 14 February rain had saturated a number of properties in the Paeroa township and a significant downpour upon the hills around Bennett Street/Shaw Avenue/Aorangi Road Paeroa had created severe flooding in the Arney Street to Tower Street catchment resulting in a number of households self-evacuating to the Paeroa War Memorial Hall or some residents relocating to other friends or family homes for the day. During the day the RAPID assessment team (Building Consent Officers (BCO) and Welfare team members) inspected a number of properties within the flooded areas and appropriately 'stickered' a number of buildings.

On Wednesday the Transport Team Leader advised the EOC of a number of residents in the upper Komata Reefs/Goble Road area that were isolated due to a number of slips blocking their road access to town. A helicopter reconnaissance (along with landline conversations where possible) did not identify any major concerns.

The EOC team, BCO's and Service Delivery Group worked through various tasks and by 17 February were focusing on transition to recovery activity.

In general, the EOC team responded extremely well to the event with every member being very committed to their roles; a review of each function will be worked through to identify what improvements to our processes can be made.

Appendix A gives an infographic summary of these events.

NZ Response Team Capacity/Capability Workshop (29 March 2023)

Response teams consist of volunteers who are drawn from, and are representative of, their community. They are supported by and accountable to a specific local authority or parent organisation. They exist, mainly, to provide a response capability during an emergency situation that is relevant to local hazards, risks, and the communities' vulnerabilities and needs.

Whilst there are specialist functions provided through NZRT that may be duplicated by other agencies, such as water rescue, light rescue and USAR: Some of the highest-value roles undertaken by NZRT, for CDEM, include:

- a) Preparing for, and responding to flood events
- b) Preparing for, and responding to severe weather events
- c) Assisting with public notifications and evacuations
- d) Reconnaissance, impact assessment, survey, and information gathering
- e) Coordinating spontaneous volunteers
- f) Assisting with welfare needs assessments for communities

The Waikato CDEM Group has one of the lowest levels of NZRT capability, nationally: There is an opportunity for CEG to commission a report on the potential need for increased NZRT capacity in our CDEM group area; including, where any gaps exist.

Given the requirement to be clear about the need for establishing an NZRT within the Waikato and Bay of Plenty Regions, this workshop is to collaborate as response partners to identify the types of events where NZRT's could be useful; where our current response capacity / capability 'pinch points' are; and consider the types of tasks that NZRT's could be tasked with.

The workshop was structured to consider:

- i What are our greatest hazard risks / hazard impacts to our communities? (*Experience sharing and scenarios*)
- ii What do we have in place now and how would we respond - where are our pinch points? (*Brainstorming on how to manage significant impacts - reflections on current Auckland flooding / cyclone Gabrielle and other major responses*)
- iii What could we have in place in the future to support effective response - how could NZRT's add value? (*how do we move our response capacity / capability from where we are to where we want to be*)
- iv What steps do we need to focus on to get to the future state? (*Prioritisation and sequencing*)

Controllers' Quarterly meeting (14 April 2023)

These quarterly meetings are generally attended by representatives from

- Waikato Regional Council (GEMO)
- Thames-Coromandel District Council
- Hauraki District Council
- Matamata-Piako District Council
- Western Waikato EOA
- Hamilton City Council
- Waipa District Council
- Otorohanga District Council
- South Waikato District Council
- Taupō District Council
- NEMA

Agenda items included:

Group Controller Update: (Julian Snowball)

- 2023 Weather Event – After Action Reviews
- Achieving Iwi/Māori Strategic Priorities

Controller Professional Development

- Consistent Approach - Modes of Activation
- Disaster Relief Funds
- Declarations – The process
- Transition Periods vs Emergency Declarations
- Designating an area for building Management

Risk Assessment Workshop (28 April 2023)

As part of the development of the Group Plan the Waikato CDEM group is holding risk assessment workshops. The workshops focused on the following hazards:

- Earthquake – Onshore fault (Kerepehi fault);
- Wildfire; and
- Either a local volcanic eruption (Tongariro), or caldera unrest.

Waikato Lifeline Utilities Group: Priority Routes Project (6, 28 March 2023)

A local workshop involving local controllers, local road managers, local CDEM staff, Waka Kotahi representatives, and facilitated by a civil engineer consultant (Richard Mowll) was followed up with a combined regional workshop.

The following sets out a purpose, objectives and potential process for creating a mapping of priority routes in a region of New Zealand.

Having a road prioritisation mapping for emergency response helps:

- Set default responses in an emergency (reflecting the Controller's response priorities).
- Helps link up priority facilities/locations in an emergency.
- Helps set expectations of restoration times (where a road vulnerability mapping has been carried out).
- Meets MBIE requirements – understanding where EQ prone buildings are located on priority routes.
- May help with setting 'Planning Emergency Levels of Service'.

A mapping process is greatly helped by having the following information:

- Knowledge of locations of priority sites.
- Knowledge of road vulnerabilities (the Waka Kotahi NZTA site at

_____ covers the State Highways).

The objectives for response priorities that have been successfully used in other areas are:

- Priority 1: Open up regional access/spine and access to the hospital
- Priority 2: Alternate spine and access to some priority sites
- Priority 3: Access into suburbs/settlements and remaining priority sites
- Priority 4: Access to remaining larger populations

4. WORK PLANS | MAHERE MAHI

The Planning, Logistics, PIM and Welfare Function teams have developed their work programmes for 2023.

Over the next quarter the teams will be focusing on:

- Develop procurement plan for portable generators and other technology requirements in the event of power outages
- Exercise Rua
- Work with PIM regarding messaging about winter flooding risks
- Team training
- Develop an inventory of planning resources

- Identify any gaps in terms of planning resources and training
- Team identification and training assessment

- Local messaging session – longer than usual (including flooding)
- Look at feedback from last exercise
- Administration and Forms training
- Web editor training for those who need it
- Media monitoring training
- Media liaison training for those who need it

- Work through the feedback from exercise (or AAR) and establish areas for further improvement
- Walk through CDC setup planning for Waihi and Ngatea

Incident Management Team Managers (IMT)

A monthly IMT Manager Meetings has been scheduled. A discussion has already started with each Function Manager to implement the work plan for their teams. These work plans will help set direction and give the teams tasks to work towards each month that will improve our Emergency Management capability.

5. NEXT STEPS | TE ARA KI MUA

Timeframe	Action	Comments
By 21 July 2023	Capability Assessment Report recommendations review	Function Managers incorporate appropriate recommendations in work plans
	Installation of 4 tsunami signs	
By 19 Oct 2023	Findings from After Action Review progressed	

APPROVAL | TAUTOKO

Prepared by	Campbell Moore Local Controller John McIver Response Manager
Approved by	Peter Thom Group Manager – Planning and Environmental Services

APPENDIX A | M-3393741 - Infographic – Weather events Q3 FY2023

January 2023



HAURAKI DISTRICT
EMERGENCY MANAGEMENT

Cyclone Hale

- 10 Group ECC Activated to support TCDC EOC
- 11 Cyclone Hale eye makes landfall in Coromandel
- 12 Cyclone Hale passes through North Island
- 13 Group ECC Deactivated

Power Outages

856 properties in Waikato
Power outage Landlyst Road Waihi

People Isolated

11,200 with no access via roads in Waikato

Centres Activated

1 ECC with 5 staff 07:00 10 Jan
3 EOC's
1 CLC

HDC EM monitoring weather

Local Roads

9 Roads closed throughout Waikato
Trees down in HDC across roads but cleared quickly
Kaiaua Road flooded assisted WDC with traffic management

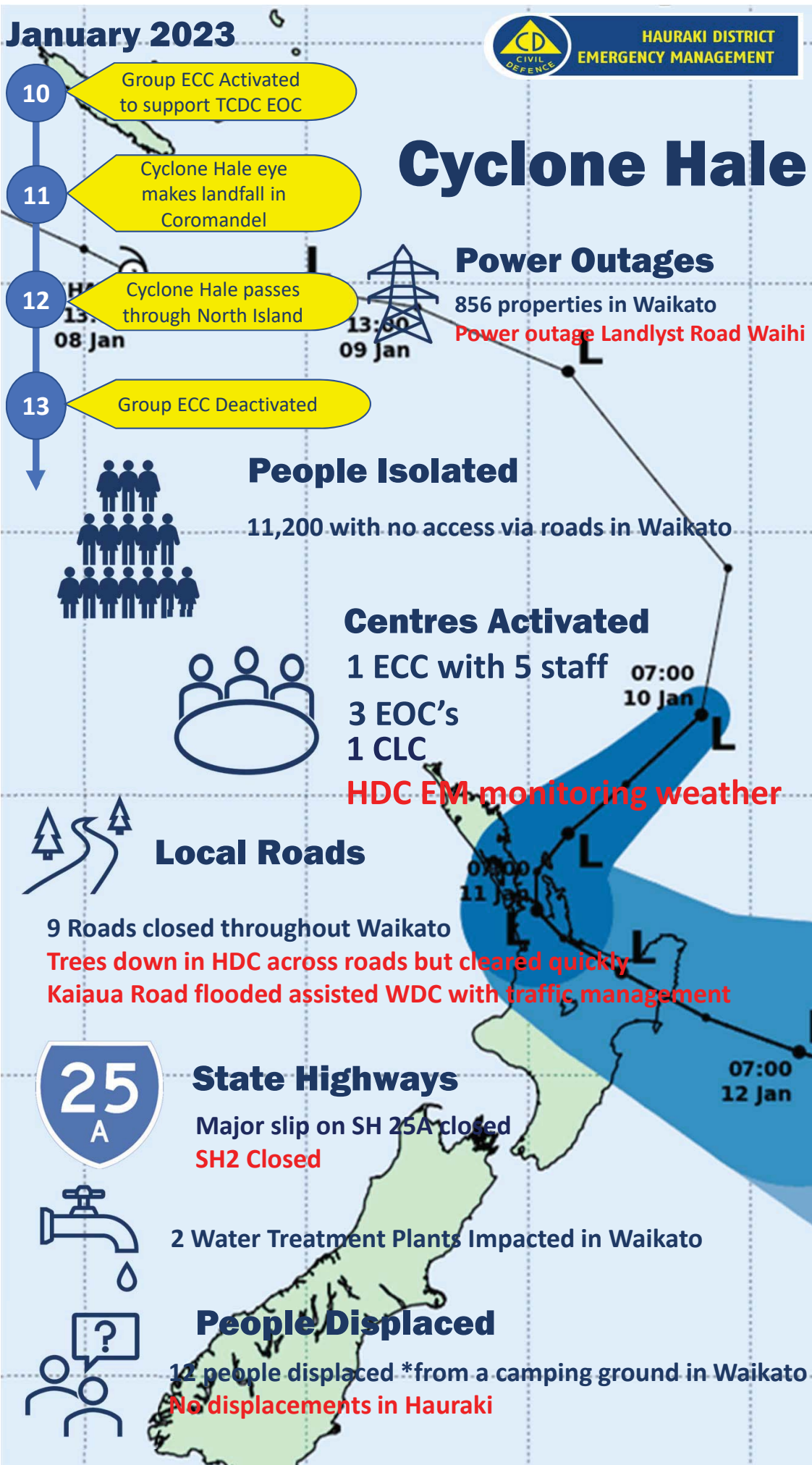
State Highways

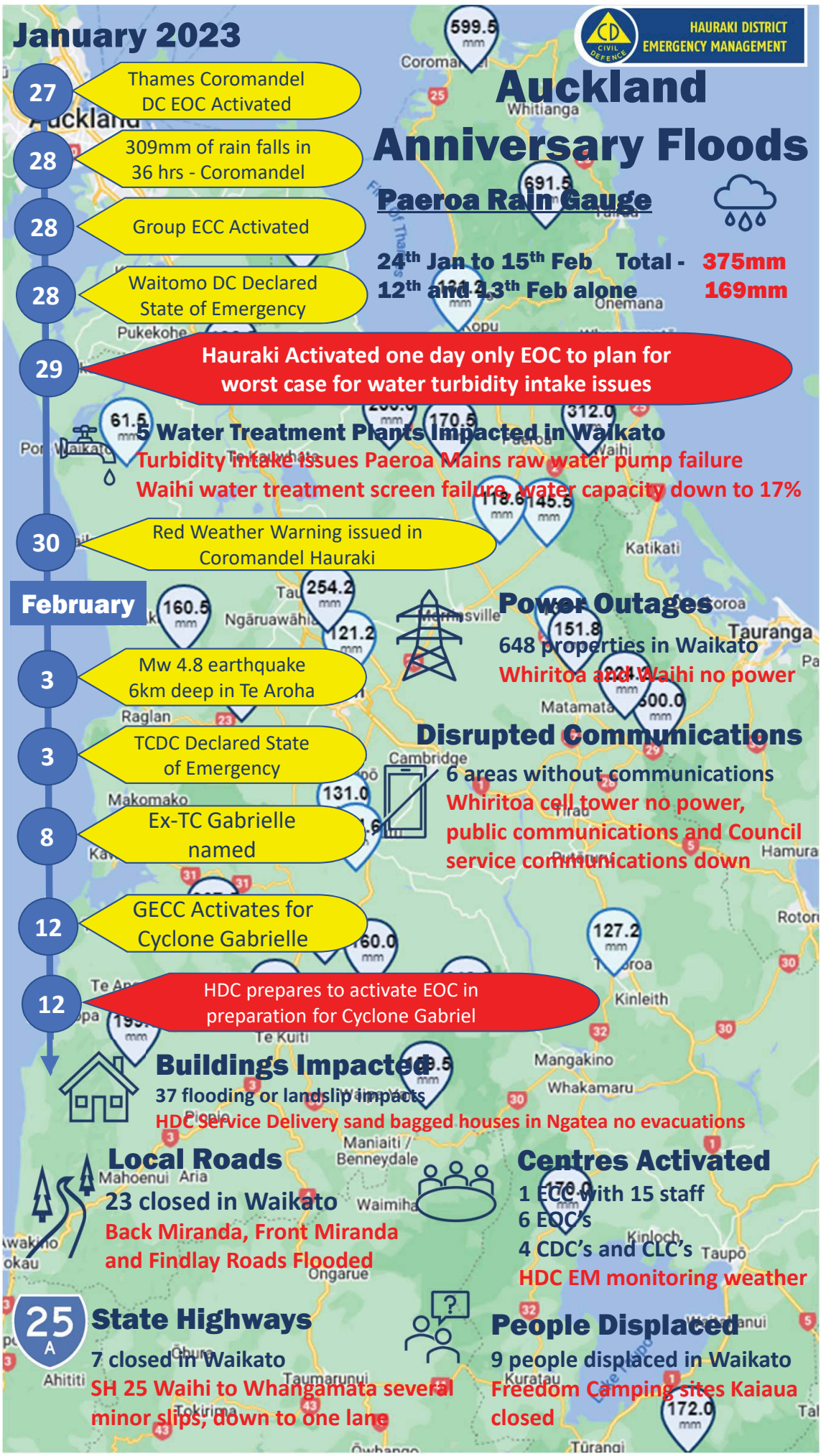
Major slip on SH 25A closed
SH2 Closed

2 Water Treatment Plants Impacted in Waikato

People Displaced

12 people displaced *from a camping ground in Waikato
No displacements in Hauraki





February 2023

Cyclone Gabrielle



Paeroa Rainfall gauge totals

12th Feb 124.4mm
13th Feb 64.4mm

12 Group ECC Activated

13 Local and Group States of Emergency Declared

13 HDC Emergency Operations activates
1539hrs Mayor Toby Declares

13 SH2 Karangahake Gorge closes overnight, new
Criterion Flood Gates Operated for 1st Time

14 National State of Emergency Declared

Power Outages 32,500 properties
1607+ In Hauraki

17 HDC Emergency operations stands down to monitoring mode

People Isolated



34,389 with no access via road

20 National State of Emergency Extended

Centres Activated

25 Second rain event hits Coromandel



1 ECC with 37 staff
8 EOC's incl: **HDC EOC**
33 CDC's and CLC's
1 HDC CDC, 1 CLC

27 National State of Emergency Extended

March

3 Waikato's Recovery Transition Announced



Building Assessment

- 20 Red Placards in Waikato
Nil Red Placards in Hauraki
- 36 Yellow Placards in Waikato
6 Yellow Placards In Hauraki
- 47 White Placards in Waikato
7 White Placards in Hauraki

Local Roads
49 closed in Waikato
5 closed in Hauraki

State Highways
18 closed in Waikato
2 closed in Hauraki:
SH2 and SH 26



Disrupted Communications
68 areas without ability to communicate
Whiritoa Cell tower no power, public phones and council service communications out of service



People Displaced
33 people displaced
8 people in Hauraki



7 Water Treatment Plants Impacted
Paeroa and Waitakaruru no power, Kerepehi operating on a generator



16 Wastewater Treatment Plants Impacted
Ngatea, Paeroa, Kerepehi and Waihi Plants all impacted



Recovery
\$38,582,509 estimated combined cost to repair damaged T/A infrastructure

FOR INFORMATION | NGĀ MŌHIOTANGA



TO	Adaptive Planning and Emergency Management Committee
AUTHOR	Peter Thom – Recovery Manager
FILE REFERENCE	Document: 3393327
MEETING DATE	15 May 2023
SUBJECT	Recovery Manager Function Quarterly Update

SUMMARY | TE WHAKARĀPOPOTANGA

This is an update on the Recovery function for the last quarter when the Recovery activity was triggered after the impact of Cyclone Gabrielle causing flooding impacts across the District.

While Hauraki District did not get as adversely impacted from Cyclone Gabrielle as other areas of the North Island, there was some flooding in houses in Paeroa and pasture damage in some of our rural areas.

RECOMMENDATION | TE WHAIKUPU

THAT the report be received.

PURPOSE | TE ARONGA

The Group Manager Community Development is responsible for the delivery of Council's Recovery activities as the Local Recovery Manager and a report on the Emergency Management Recovery activities will be presented to this committee. The Local Recovery function was implemented on a limited basis after the impact of Cyclone Gabrielle on our District.

BACKGROUND | TE KŌRERO Ā MUA

Met Service had issued a RED Heavy Rain and Wind warning for the Coromandel area from noon Sunday 12 February 2023 to 0900 Tuesday 14 February 2023 due to Ex-Tropical Cyclone Gabrielle. Soil saturation was high following the Auckland Anniversary Weather Event, and there were concerns about further tree falls, slips, flooding and sea inundation around our coastal areas and townships. Hauraki District Council Emergency Operation

Centre (EOC) was activated with key staff members monitoring the situation. The predicted path of the cyclone indicated that the largest impact will be Auckland, the Coromandel and the North of the Waikato District and preparing for the worst was recommended.

Cyclone Gabrielle brought a significant amount of rainfall which primarily affected the township of Paeroa; the higher risk communities of Kaiaua and Whiritoa were not as impacted as was anticipated.

A Local (Hauraki District) State of Emergency was subsequently declared for the Hauraki District at 1539 hours on the 13 February by the Mayor in consultation with the Local Controller and Chief Executive.

The Minister for Emergency Management then declared a national state of emergency at 0843am on the 14 February for the Northland, Auckland, Waikato, Bay of Plenty, Tairāwhiti and Hawkes Bay Regions for 14 days.

The emergency powers were exercised to enable the emergency services and staff to manage any situation that develops in a way that keeps people safe and protects property and out of harm's way.

At the time of transition the Response Team had processed 86 requests for service, 71 houses/garages were inspected with the occupier and of those inspected, 51 had contaminated goods that needed to be dumped. Council, through the Waste Manager authorised the free disposal of goods once the property had been inspected and contamination verified. Occupiers were also advised to seek direction from their insurance broker before arranging disposal of goods.

OTHER MATTERS | ERA ATU MEA

A Local Recovery Action Plan for Cyclone Gabrielle is in progress, where the overall goal for Paeroa and wider area is to minimise the consequences from the storm event for the community and restore as quickly as possible the quality of life for those affected by the event. This includes seeking the regeneration of the community by addressing the social, economic, rural and built environmental effects of the event.

The purpose of this Plan is to outline what actions were undertaken in the response phase and outline what still needs to be undertaken in the recovery phase to facilitate good planning and coordination of actions. This is a working document so will be updated as required.

- Recovery Priorities
 1. To assist displaced people returning to their homes.
 2. To ensure correct and timely communication messages are given to the affected community.
 3. Address outstanding welfare needs from the event.
 4. Engage with Rural Support Trust to ensure support for those adversely affected farmers is delivered.
 5. Establish the Mayoral Relief Fund for those affected residents suffering from hardship from the event.

Recovery Actions to date:

1. Building Control have followed up flood affected stickered houses. Engineering staff undertaking flood levels for affected houses to assist future development.
2. Establish a HDC Mayoral fund with \$76k received from the \$500k Waikato GEC been invoiced and \$10k from a private company. Steve Baker from our Finance team is receiving those applications. The Governance Leadership will process applications based on fund criteria. Terms of Reference, application form and letter to directly affected residents was developed for the fund. Assistance from our Emergency Management Welfare team as to who was facing hardship as a result of the Cyclone flooding; who may need this money was identified so we could post out the Mayoral fund application forms to them.

The fund criteria in order to be eligible – applicants must show hardship.

The fund is open to Hauraki residents who have suffered financially and/or emotionally and require financial support, as a result of the flooding event. Only one application will be considered per household.

In order to be eligible for the grant:

- At the time applicants apply they must be experiencing hardship as a result of the February 2023 cyclone event;
 - Priority will be given to those who were a permanent resident (owner/occupier or occupier) or non-resident owner in the Hauraki District on 10th February 2023;
 - Applicants should not be eligible for funding assistance from any other source for the same item/s, but they may still be eligible if that funding assistance has not substantially reduced the financial loss or hardship suffered.
 - The fund will be open for applications for grants from 11 April and closes on 5 May 2023.
3. MPI has provided recovery grants and funding for Cyclone Gabrielle damage. These include:
 - up to \$10,000 for pastoral and arable farmers to help with initial recovery, such as repairs to water infrastructure for livestock, and fencing
 - up to \$2,000 per hectare (up to a maximum of \$40,000) to remove silt from trees and vines, support clean-up, and minimise future losses.

Applications for the clean-up grants are open until 20 March 2023, but those in hard-to-reach areas have until 3 April 2023. Farmers and growers who have already received MPI clean-up grants are not eligible to apply again.

A number of farmers had pasture damage and storm damage from the Cyclone. Comms have gone out on this to help farmers be aware of this.
 4. TCDC Business Grant from MBIE \$1.42 Million also available for HDC. This is funding from Central Government MBIE that Thames Coromandel are administering on behalf of the Waikato.

Our commercial businesses are able to apply to this but funding is limited.

From Council's communications with businesses, there aren't likely to be more than a few businesses who will require it. We have been contacting businesses to assess any indirect impacts of Gabrielle. This was done through and email to LoveHauraki subscribed businesses, a LoveHauraki Facebook post and reaching out to the Town Promotion Agencies. There were a few responses, mostly positive and for some the change in traffic flows caused by the closure of SH25A has even been positive. However, for businesses on SH25 between SH2 and SH26 there has been a moderate to severe impact due to loss of customers.

5. Three Ward public community meetings held where Brett Otto our Emergency Management Officer has undertaken debrief presentations of the recent event.
6. 22 March RST Farmers BBQ and information meeting at Waitakaruru with various agencies present.
7. Blair Keen, Principal Economist WRC, met with Rebecca - he is keen on helping out with the Waikato CDEM Group Recovery Office in the wake of Cyclone Gabrielle, in particular focusing on the economic recovery.
8. The following information is regarding the MSD Community Support Package for those impacted by the recent North Island Floods and Cyclone Gabrielle.

Community groups and contracted social sector providers of food and other supports, including services for disabled people, have mobilised quickly to support people, families and communities affected by the recent North Island floods and Cyclone Gabrielle. The increase in demand for this support is putting a strain on services and community-led initiatives.

This Community Support Package aims to relieve some of this pressure so community groups and contracted providers can continue to deliver their response and recovery efforts for people, whānau and communities.

Adaptive Planning – we are continuing with adaptive Planning for the Wharekawa coast with finalising the Community Plan 2120 after finalising the risks that community is facing and receiving the Community Panel actions. Now we are also moving towards the adaptive planning process for the Plains.

ENGAGING WITH OUR COMMUNITIES | KIA UIA TE HAPORI WHĀNUI

Taking into consideration the above content, our level of engagement is just to inform the community of what assistance is available to them such as the Mayoral Fund using social media and newspaper adverts.

NEXT STEPS | TE ARA KI MUA

To keep updating the Recovery Action Plan and work through the Mayoral Fund process with the GLT determining who should receive what in financial assistance from the fund based on hardship. Applications for the fund close 5 May 2023.

APPROVAL | TAUTOKO

Prepared by	Peter Thom Local Recovery Manager
Approved by	Peter Thom Group Manager – Community Development

FOR INFORMATION | NGĀ MŌHIOTANGA



TO	Adaptive Planning and Emergency Management Committee
AUTHOR	Campbell Moore Local Controller Emergency Management
FILE REFERENCE	Document: 3337632 Appendix A: 3337633 Capability Assessment
MEETING DATE	Monday 13 February 2023
SUBJECT	CDEM Capability Assessment Report

SUMMARY | TE WHAKARĀPOPOTANGA

In November 2022 a Capability Assessment of Hauraki District Council's CDEM capacity and capability.

This assessment is a tool the Council can use to identify opportunities for ongoing improvement and to identify areas of strength.

A similar assessment was undertaken in 2019. The 2022 assessment shows an increased capability score, improving from 64.3% in 2019 to 70.4% in 2022.

A key output from the assessment is 16 recommendations, which will be integrated into the Emergency Management work plan over coming months.

The capability Assessment is appended in Appendix A

RECOMMENDATION | TE WHAIKUPU

THAT the report be received.

1 PURPOSE | TE ARONGA

This report is to provide the Adaptive Planning and Emergency Management Committee visibility of the Capability Assessment undertaken in late 2022, and to provide the opportunity to monitor progress towards achieving the recommendations at future meetings.

2 BACKGROUND | TE KŌRERO Ā MUA

The Capability Assessment report provides a snapshot of CDEM capability and capacity for Hauraki District Council as of November 2022 based on a review of documentation provided and interviews with key personnel from the Council. The report is produced using the existing monitoring and evaluation processes developed by NEMA in 2009 for the National CDEM Capability Assessments in New Zealand, which are anchored in the prior National CDEM Strategy objectives and KPIs.

3 Recommendations and Actions

The Capability Assessment includes a summary of recommendations (in appendix A), which includes 16 goals, grouped into four Goals and two Enablers.

A number of the recommendations are already underway or ongoing, particularly those that align with the community engagement/involvement.

The recommendations and opportunities for improvement will be reviewed by the Incident Management Team (IMT) and incorporated into function managers work plans as appropriate.

4 NEXT STEPS | TE ARA KI MUA

Timeframe	Action	Comments
March 2022	Function Managers to incorporate appropriate recommendations into Work plans	
Quarterly	Local Controller or EM Professional to report progress to APaEM Committee	

Approval

Prepared by	Campbell Moore Local Controller Emergency Management
Approved by	Peter Thom Group Manager Community Development

APPENDIX A: Capability Assessment



Hauraki District Council
Civil Defence Emergency Management

Capability Assessment Report

November 2022

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Executive Summary

It is important for agencies to continually monitor and measure emergency management progress to know when they are successfully progressing in the delivery of goals and objectives, and to understand if they have the appropriate capacity and capability necessary to perform their emergency management roles and responsibilities.

The purpose of this report is to support emergency management continuous improvement for Hauraki District Council through identification of areas of strength and opportunities for improvement, that combined, can inform improved resilience outcomes for the communities of the District, and the wider achievement of goals and objectives within the [Waikato CDEM Group Plan](#).

Hauraki District Council has improved its emergency management capability compared to a similar assessment undertaken in 2019. At that time, the council had just entered into a service level agreement with the Waikato CDEM Group which placed obligations on the local council for emergency management delivery, while in turn, ensured an emergency management officer would be embedded within the council to support and drive emergency management activity.

The prior report showed an overall emergency management capability score of 64.3% (an advancing capability), while this assessment shows an increase in overall capability of **70.4%** (an advancing capability). Significant gains have been made in some areas (particularly around understanding and managing hazard risk, and engaging with the community in adaptive planning), whereas some other areas have remained largely the same.

Future emergency management efforts for Hauraki District Council could focus on consolidating its planning and preparedness in readiness for response and this is where most recommendations lie. Recovery planning and arrangements should also be a priority.

This report provides a snapshot of CDEM capability and capacity for Hauraki District Council as of November 2022 based on a review of documentation provided¹ and interviews with key personnel² from the council. The report is produced using the existing monitoring and evaluation processes developed by MCDEM (now NEMA) in 2009 for the National CDEM Capability Assessments in New Zealand, which are anchored in the prior National CDEM Strategy³ objectives and KPIs.⁴

¹ See appendix 3

² See appendix 2

³ National Civil Defence Emergency Management Strategy 2007. The 2007 (previous) Strategy has been utilised to ensure the Waikato CDEM Group is able to compare results with previous M&E reports.

⁴ For information on capability assessment processes and linkages to the new National Disaster Resilience Strategy see Appendix 1.

Summary of recommendations

<u>Goal 1 – Increasing community awareness, understanding, preparedness and participation in CDEM.</u>	
1	Identify opportunities to connect existing public education and council community engagement work streams that support a stronger community understanding of key hazard risks
2	Develop and execute planned local public education campaigns that help build community awareness and preparedness for emergencies.
3	Develop planning processes that enable the effective engagement and coordination of local spontaneous volunteers during, and after, an emergency.
<u>Goal 2 – Reducing the risks from hazards</u>	
4	Continue to champion community engagement practices that help communities to understand hazard risk; allow council to be informed by community perspectives; and enable long term sustainable social and economic growth
<u>Goal 3 – Enhancing capability to manage emergencies</u>	
5	Community engagement approaches (including engaging with iwi) could explore if any other methods might be needed to share emergency warning information with hard-to-reach groups.
6	Consolidate existing response planning and procedural actions within the emergency management workplan 2022/23 to focus on an initial stock take of emergency management operational (response) plans and procedures, and review these for currency / alignment with Group level response policy and practice to identify any gaps.
7	Consider how council's emergency management 'readiness' oversight could be best championed and captured in order that priority for EOC training can be reinforced.
8	Consider the implications of a delayed roll-out of MS Teams on the ability to participate in planning and delivery of effective emergency management before, during and after an emergency.
9	Continue to explore local controller options that support an effective leadership, oversight and integration of response planning and capability development.
10	Document processes to assess the need for resources following an emergency (through formalising impact assessment processes); determine and formalise how critical resources might be obtained and procured; and formalise processes to track and return any resources that have been procured.
11	Consider a shared practice session for Waikato region finance managers (potentially supported by NEMA), to discuss financial management processes and approaches during emergencies. (*see footnote 13)
12	Consider the appointment of an additional local welfare manager who has the capacity to dedicate to the role in an emergency.
<u>Goal 4 – Enhancing capability to recover from emergencies</u>	
13	Continue to participate in the CDEM Group led review of recovery with a view to incorporating recommendations within Hauraki District Council recovery planning, arrangements, and recovery capacity and / or capability.
<u>Enabler 1 – Governance and management arrangements</u>	
14	Consider a stronger council ownership of the emergency management workplan to ensure that its focus is meeting local need
15	Re-affirm executive leadership oversight and commitment to the delivery of the emergency management work plan (helping all staff appreciate its importance), and support governance oversight of workplan delivery through the newly formed Adaptive Planning and Emergency Management Committee.
<u>Enabler 2 – Organisational resilience</u>	
16	Consider a stronger integrated council ownership of the emergency management workplan to ensure that its focus is meeting local need

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

This section of the report focuses on the following activities.

- Community awareness and understanding of risk
- Community preparedness
- Community participation in Emergency Management
- Community participation in hazard risk Management

2019				62.9		
2022				74.0		
	unsatisfactory	developing	advancing	mature		

The overall score for Goal 1 is 74% which reflects an advancing capability.

Weighted Score by Key Performance Indicator			2022	2019
G1A-1	Public education programme on hazards and risks is planned, coordinated and given		50.0	44.0
G1A-2	Awareness-building opportunities are proactively pursued		76.0	65.7
G1A-3	Public information management is planned, coordinated and given priority by the		84.0	86.0
G1A-4	Public information manager is appointed and resourced to be able to do the job		86.1	95.3
G1B-1	A deliberate, strategic, and coordinated approach to community resilience is taken		77.1	52.5
G1B-2	Community resilience and related programmes are monitored and reviewed		70.0	60.0
G1B-3	The preparedness message is disseminated using multiple methods		90.0	78.3
G1C-1	Communities are supported to enhance their capacity and capability		65.7	62.2
G1C-2	Social capital is invested in as a method of enhancing community resilience		80.0	68.0
G1C-3	Volunteer participation in CDEM is supported and encouraged		46.7	68.6
G1D-1	Information on hazards and risks is readily available to the public		90.0	35.0
G1D-2	Community input on hazard risk management is sought, and 'acceptable levels of risk'		84.0	40.0
Weighted Score by Objective				
G1A	Increase the level of community awareness and understanding of the risks from hazards		72.8	72.1
G1B	Improve individual and community preparedness		80.6	62.7
G1C	Improve community participation in CDEM		61.2	65.3
G1D	Encourage and enable wider community participation in hazard risk management		87.0	37.5
Weighted Score by Goal				
G1	To increase community awareness, understanding, preparedness and participation in civil		74.0	62.9

Goal 1 scores by Key Performance Indicator and Objective

Overview

The overall score for Goal 1 is 74% which reflects an advancing capability and is a slight improvement on the 2019 score for this goal. The areas of hazard information being available to the public and community input into acceptable levels of risk are significant improvements. Scores reflects the focus on community engagement on risk reduction through work such as the [Wharekawa 2120 coast project](#), further work planned for the Hauraki Plains, and also planned work in the town centre areas taking a 'placemaking' approach. Public information management is currently in a re-stabilisation

phase while bringing on an alternate Public Information Manager, and Public Education is about to enter a redevelopment phase with the introduction of Group-wide resources to support targeted awareness raising⁵.

Areas of Strength

Investing in communities and developing social capital, and wider community participation in hazard risk management.

Hauraki District Council has embarked on the Wharekawa 2120 coastal project to help plan for current and future risk from natural hazards including the impacts of climate change. The communities of the Wharekawa coast are most at risk from river flooding, coastal inundation, coastal erosion, and sea level rise. The programme aims to support managing the effects of these hazard risks, examine future land use and development; future economic opportunities and how to plan for community infrastructure such as schools, roads, utilities, and the natural environment. This work has involved a range of council functions; leveraged scientific input, and been supported by a community panel who have created their [own recommendations for the future](#) and articulated their tolerance for particular emergencies.

The engagement approach has been informed by the Ministry of the Environment guidance for Local Government on Coastal Hazards and Climate Change⁶ and the same approach is planned for work within the Hauraki Plains communities who are at risk of drought, land subsidence, sea level rise and saltwater ingress within the water table. Work within town centre areas is also planned with a Place-making approach to engage communities on what matters to them.

The council has a good understanding of its hazard risk and has actively sought to engage communities in a way that informs wider council decision making (including infrastructure upgrades to support managing the effects of key risk i.e., Waihi Wastewater treatment plant upgrade and stormwater management in Paeroa). Council's recent '[Manaaki Toiora Strategy](#), enhancing the wellbeing of people and our communities', outlines community priorities over the next ten years supporting social and economic wellbeing. The council has also secured Tranche one funding from the Three Waters Package to undertake community planning (e.g. Ngatea) to investigate hazard risk and determine appropriate approaches to more effectively managing them.

The approaches taken by Hauraki District Council in engaging with its communities and helping them understand and articulate their own risk tolerances have resulted in mature scores within this assessment. This work gives effect to the Local Government (community wellbeing) Amendment Act 2019 (which did not exist when the Capability Assessment tool was developed in 2009), and also has a stronger alignment with objectives within the [National Disaster Resilience Strategy](#) under the Goal of 'Enabling, Empowering and Supporting Community Resilience'.⁷(see also Appendix 1).

⁵ Through the Public Awareness and Community Educations (PACE) resources.

⁶ <https://environment.govt.nz/publications/coastal-hazards-and-climate-change-guidance-for-local-government/>

⁷ Specifically, objectives 14 and 15.

(14) 'Cultivate an environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience'

(15) 'Take a whole of city/district/region approach to resilience, including to embed strategic objectives for resilience in key plans and strategies'

Stable performance

Public information management

The public information management (PIM) function is led by an experienced communications specialist. The CDEM Group PIM network has a shared duty roster ensuring breadth and depth for on call, and support during an emergency. The council's current PIM has stepped back from duty PIM functions for a period but is in the process of re-joining the duty PIM pool. The wider CDEM Group PIM community meet regularly and have formalised shared resources, prepared messaging, and tools stored in a shared drive that will enable critical information to be shared with the community for a range of hazard events. This includes having the digital assets needed for the duty PIM to be able to create content on behalf of any of the local authorities within the CDEM Group.

The council also has an alternate PIM manager who is currently getting up to speed. PIMs within the council have undertaken training and have a workplan that supports PIM activity. The plan outlines key PIM functions to be undertaken during an emergency and the wider team are strengthening their capability to ensure each can confidently perform each all the PIM functions.

The recent Exercise Tahi identified some areas for improvement – namely around provision of adequate PIM space within the EOC and the use of IT. EOC space is always at a premium, but the PIM function needs separate space as they can be noisy and distracting for other EOC functions. Another growing theme during the interviews was that IT policy and practice is impeding integration with wider Group emergency management functions. This is particularly the case for the PIM function where most of the communication assets for the wider PIM team are housed within a shared drive accessed via MS Teams. [see also Goal 3]. A lack of access to collateral in the MS Teams shared drive is making it difficult for the PIM function within the EOC, or when fulfilling the PIM role as part of Group wide duty arrangements.

Opportunities for improvement

Volunteers.

Although there is a CDEM Group Volunteer Management Plan there is very little activity at a local level to understand how the council might engage with local volunteer groups during an emergency. While the council has relationships through several community response planning groups, there has been little overt consideration of how volunteers might add value during a response, whether as part of an organised association (i.e., under the Group volunteer management plan), or through spontaneous volunteering during an emergency (i.e Student Volunteer Army or the beach clean-up operation following the RENA grounding in 2011). The council's engagement approach with its communities as part of the Wharekawa 2120 coast project, and those planned for the future brings to the fore for communities the possibility that they could be impacted by an emergency. Should this occur, it is likely to result in a community desire to work together and support each other. Having formalised processes in place to support coordination of spontaneous volunteers will help minimise the risk of the communities' desire to help during an emergency, placing an additional strain on an already busy EOC.

Public Education, awareness, and preparedness.

The Council's communications manager is well connected with other CDEM Group communication managers as part of developing consistency in public education. This community of practice has recently prepared the PACE (public awareness and community engagement) tool which includes resilience indicators, to help measure progress around community hazard and risk awareness. There is also a component of public education wrapped into the Wharekawa 2120 coast project.

Although Hauraki District leverages national emergency management public education campaigns such as Shake Out, and the emergency management officer engages in community activity where requested (i.e., shared projects with FENZ and NZ Police; talks with scouts), this tends to be ad-hoc rather than part of any structured plan. The PIM team use existing social media channels to share just-in-time messaging to the public ahead of any forecasted weather events advising on good practice actions such as clearing gutters and securing trampolines, and the team has plans for a 'when you're on holiday' public education campaign reminding people of tsunami risk and the value of having a prepared "go-bag". During the interviews however, there seemed to be a lack of clarity on who 'leads' public education planning and delivery.

There are actions in the Hauraki District Council Emergency Management Workplan⁸ around engaging with the community and community response planning, but these are not wrapped up in a wider goal around public education. It may be helpful to review current public education activities, and plan how the PACE tool and other council engagement programmes might be most effectively leveraged for the communities of Hauraki District.

Recommendations

The following recommendations should be considered to help strengthen and support arrangements for community awareness, understanding, preparedness and participation in CDEM:

- Identify opportunities to connect existing public education and council community engagement work streams that support a stronger community understanding of key hazard risks
- Develop and execute planned local public education campaigns that help build community awareness and preparedness for emergencies.
- Develop planning processes that enable the effective engagement and coordination of local spontaneous volunteers during, and after, an emergency.

⁸ Hauraki District Council 2022/23 Emergency Management Workplan has activities structured under Administration; Communications/ICT; Iwi/Māori; Readiness for response; Recovery; Resilience; Training & Exercising and Welfare that are reported quarterly to the Emergency Management Committee.

Goal Two - Reducing the risks from hazards

This section of the report focuses on the following activities;

- Understanding local hazard risk through research, analysis, and monitoring
- Reducing risk to acceptable levels through risk reduction programmes

2019				63		
2022					83.8	
	unsatisfactory	developing	advancing	mature		

The overall score for Goal 2 is 83.8% which reflects a mature capability.

Weighted Score by Key Performance Indicator		2022	2019
G2A-1	EM research is undertaken, assessed, and analysed	N/A	46.7
G2A-2	EM research is applied	N/A	52.0
G2B-1	Hazard risks are understood through ongoing research	86.7	67.7
G2B-2	Hazard risks are analysed to determine local impact	80.0	70.0
G2B-3	Hazard risk information informs organisational plans, priorities, and expenditure	88.0	72.0
G2C-1	Viable risk reduction options are identified, evaluated, and used to inform planning	86.7	66.7
G2C-2	Implementation of risk reduction programmes is inclusive and coordinated	80.0	52.0
G2C-3	Hazards, vulnerabilities, and risks are monitored on an ongoing basis	80.0	60.0

Weighted Score by Objective		2022	2019
G2A	Improve the coordination, promotion and accessibility of CDEM research		49.3
G2B	Develop a comprehensive understanding of New Zealand's hazardscape	84.9	69.6
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels	82.7	59.5

Weighted Score by Goal		2022	2019
G2	To reduce the risks from hazards to New Zealand	83.8	63.0

Goal 2 scores by Key Performance Indicator and Objective

Overview

The overall score for Goal 2 is 83.8% which reflects a mature capability and is a significant increase on the 2019 score for this goal. Hauraki District understands its hazards and risks and has taken deliberate approaches to address the pending impacts of climate change on its coastal communities. While there are still uncertainties from regulatory reforms (particularly Three Waters), the need to invest in infrastructure to protect local communities remains and is informing decision making now, despite any potential changes in asset ownership.

Areas of Strength

Understanding local hazard risk through research, analysis, and monitoring

The previous capability assessment report in 2019 outlined a range of hazard research that Hauraki District has undertaken relating to Tsunami risk. Work undertaken as part of the Wharekawa 2120 coastal project has included additional research to understand the current and future context for river flooding; coastal inundation; coastal erosion; and sea level rise, with analysis informing impact

assessments for the project. Ahead of the initiation of this project, council teams visited parts of Aotearoa New Zealand to see how other councils had addressed the impacts from emergencies arising from increased hazard risk. Additionally, the council is recognising that population assumptions for the district are lower than is being realised, which is also informing strategic consideration of how development might be sustained given increasing hazard risk.

Recognising the likely impacts of climate change on the district and its broader growth aspirations is driving much of the hazard research undertaken. The council does not have a formal strategy on climate change but has recently adopted a 'Zero Carbon Promise'⁹ setting out how the council will offset its organisational greenhouse gas emissions. During interviews it was clear that councils' adaptive planning approach is informing decision making through its strategic asset management and long-term planning funding considerations. This is a very strong score area.

Reducing risk to acceptable levels through risk reduction programmes

The Wharekawa 2120 coast project [community panel recommendations report](#) highlights broad themes relating to community tolerance to natural hazard events, which in turn inform the recommendations for the Wharekawa 2120 coast Community Plan. As part of the ongoing work a technical advisory group has collated feedback from the community and asset managers / emergency managers, to define risk thresholds for key assets (such as homes; road access / conditions / bridges; recreational facilities/tourism; rural land and stormwater / stop banks). Work has highlighted the different perspectives between council and its communities and which assets are considered most important. Information has been used to create posters and inform actions for different parties over a short, medium, and long-term timeframe. This work has now formed a repeatable blueprint for the approach that will be taken in similar project for the Hauraki Plains communities. This is a very strong score area.

The goal and supporting objectives within the National Disaster Resilience Strategy for "Managing Risks"¹⁰ provide a better framework for contextualising the performance of Hauraki District Council (see appendix 1). Scores in goal 2 are some of the highest ever observed during the monitoring and evaluation programme and the council are to be commended on its holistic approach to understanding and managing hazard risk.

Recommendation

The following recommendations should be considered to help strengthen and support arrangements for reducing risk from hazards:

- Continue to champion community engagement practices that help communities to understand hazard risk; allow council to be informed by community perspectives; and enable long term sustainable social and economic growth.

⁹ Adopted by Council June 2021

¹⁰ There are 6 objectives under the goal 'Managing Risks' in the National Disaster Resilience Strategy and work undertaken by Hauraki District Council in this goal area align well with objectives 1,2 and 5.

(1) 'Identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision making'

(2) 'Put in place organisational structures and identify necessary processes – including being informed by community perspectives – to understand and act on reducing risks'

(5) 'Ensure development and investment practices, particularly in the built and natural environments, are risk-aware, taking care not to create any unnecessary or unacceptable new risk'

Goal Three - Enhancing capability to manage emergencies

This section of the report focuses on the following activities;

- Professional development in emergency management
- Preparation for and management of emergencies

2019				70.2		
2022				68.9		
	unsatisfactory	developing	advancing	mature		

The overall score for Goal 3 is 68.9% which reflects an advancing capability.

Weighted Score by Key Performance Indicator		2022	2019
G3A-1	Capability development strategy and programmes are developed according to organisational needs	74.0	44.0
G3A-2	Capability development programmes are comprehensively implemented and evaluated	62.9	64.3
G3A-3	Exercising is effective in improving capability	75.6	31.1
G3A-4	Exercising is integrated across organisations and levels	94.0	24.0
G3B-1	Local CDEM planning is integrated and aligned across agencies	74.3	55.0
G3B-2	CDEM Group member agencies work together cooperatively and collaboratively		N/A
G3B-3a	Emergency operating centres (EOC/ECC) have appropriate facilities	57.1	85.7
G3B-3b	Emergency operating centres (EOC/ECC) are staffed adequately	78.0	78.9
G3B-3c	Emergency operating centres (EOC/ECC) are resourced and operated efficiently	62.5	75.0
G3B-4	Warning systems are in place and are maintained and effective	73.7	96.3
G3B-5	Communication with partner agencies is able to be maintained in an emergency	80.0	92.0
G3B-6	Controllers are able to provide effective leadership	75.0	93.8
G3B-7	Critical resources can be sourced rapidly in response to an emergency	40.0	56.0
G3B-8	Logistics processes are in place to manage resources effectively in an emergency	56.7	60.0
G3B-9a	Group welfare planning is comprehensive and coordinated		N/A
G3B-9b	Local welfare planning is comprehensive and coordinated	64.4	44.4
G3B-9c	Welfare is able to be provided to affected communities in a timely, effective manner	64.0	72.0
G3B-10	Lifeline utilities are coordinated in response		N/A
Weighted Score by Objective			
G3A	Promote continuing and coordinated professional development in CDEM	75.1	42.2
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies	67.8	75.2
Weighted Score by Goal			
G3	To enhance New Zealand's capability to manage civil defence emergencies	68.9	70.2

Goal 3 scores by Key Performance Indicator and Objective

Overview

The overall score for goal 3 is 68.9% which reflects an advancing capability and is about the same as the 2019 score. While there are several Group wide processes that strengthen the ability to effectively manage a response, and the HDC has embedded response responsibilities within staff position descriptions, the strategic oversight needed to drive consistent engagement and keep capability as an integrated part of council business has faced some challenges. Broadly, the right people are in the right roles, but some have less time to dedicate to ensuring response capability and capacity remains embedded across the council. A fresh look at where emergency management leadership roles and responsibilities should sit for HDC may help provide direction to the team and give the Executive Leadership the confidence that HDC could manage the demands of an emergency, and any potential recovery.

Strengths

Exercises

There is an annual target for one exercise each year, and the council has recently held Exercise Tahī to test its arrangements. Although it was understood ahead of the exercise that EOC staff experience and capability was a work in progress, it has provided the opportunity to review and now target building its response capability going forward. The exercise was held in a hybrid environment allowing the council to test both its in-person and remote working arrangements. A debrief was held after the exercise¹¹ and corrective actions have been noted. The score for this area is high and reflects adherence to CDEM Group policy.

Stable performance

Emergency Management Planning, EOC operations, and warning systems.

The 2022/23 Emergency Management Workplan has a suite of actions that will help consolidate an understanding of HDC response planning (actions include a stocktake of SOPs; developing a debrief process; aligning HDC EM plans to Waikato Group operational documents; and development of emergency management documentation specifically for the HDC). Documents reviewed ahead of the interviews focused more on EOC layout than guidance on EOC operation or processes. The SOP provided (District Operating Procedures), was last updated in 2008.

The after-action report (functional assessment) from exercise Tahī noted an absence of SOP's on the day and an absence of practices that should be more formalised during a response (i.e. the use of an operational schedule; central recording of critical tasks). While corrective actions for these deficiencies are noted as 'training', robust documentation would also provide surety that operational practices have been considered and documented. Given some EOC staff are still developing in their roles, it may be helpful to have function guidance available in the EOC to support them. It may be helpful to consolidate some of the actions within the current emergency management workplan and focus on an initial stock take of what documentation is in place now, and then review for currency / alignment with Group level policy and practice. Gaps in documentation can then be addressed with the local controller which will support the controller understanding what procedures and processes are in place to support effective management of an emergency.

The council has an EOC located at its primary site in Paeroa that was used during exercise Tahī and it is supported by a number of alternate sites some of which are supported by generator back up. Alternate sites remain largely untested, but a hybrid working environment was tested as part of the recent exercise. Although there are laptops and communication devices identified as part of the response cache, interoperability with the Group Emergency Coordination Centre (GECC) would be curtailed in the current technical set up (see areas for improvement).

Since the initial development of the capability assessment tool in 2009 and its revision in 2014, the National Emergency Management Agency (NEMA) has developed the Emergency Management Alerting tool (EMA) to promulgate emergency messaging and warnings to communities. This was used in the early part of the response to Covid. The council communications team use a variety of channels

¹¹ In line with the CDEM Group After Action Report Policy

to alert the public to emergencies (including the council website and Facebook). What is less clear and was highlighted during the interviews, is how messaging might reach 'hard to access' groups who don't necessarily engage with the pre identified channels. Community engagement approaches (including engaging with iwi) could explore if any other approaches might be needed to share emergency warning information with hard-to-reach groups.

Capability development programmes.

There is a Group wide approach to capability development including a training assessment framework that outlines the expectations for exercising and development. The Group office coordinates training opportunities through a training calendar that each local authority can participate in. Staff are encouraged to record their training in the national Takatu system to capture completed training. While staff who were interviewed could talk about the respective training they had individually completed, there appeared to be no consolidated picture of Hauraki District Council emergency management capability development, and no single owner for that information. Some noted that the previous local controller had a good oversight of the councils' trained state, but since he had moved on, this had progressively become less of a priority. Some interviewees noted that it was not always easy to get time away from their normal roles to undertake training. Given the timing of these interviews, the issue of Christmas cover was also raised with no clear understanding of this planning. It could be beneficial for the executive leadership to consider how council's emergency management 'readiness' oversight could be best championed and captured, in order that priority to training can be reinforced. Potentially a discussion with Matamata-Piako District Council could leverage approaches that seem to be working for them¹².

Opportunities for improvement

Emergency management / EOC technical capability

During the interviews it was noted by many that cyber security risk is a key focus for the council. It was also noted that while MS teams is planned for roll out across council, there was no timeframe attached to that. During exercise Tahi, participants were not able to use MS teams which impeded interoperability for the HDC EOC with partner organisations (including neighbouring TAs) and the wider Waikato CDEM Group, and in a real event, would likely reduce access to the Group Emergency Coordination Centre, and NEMA (should it be activated). Key Group and national level response documents are stored in the MS Teams / SharePoint cloud for access by many across New Zealand. Reduced access to this collateral and communities of practice is having an impact on emergency management planning and delivery (i.e., collaborative planning; shared resources such as PIM templates and consistent messaging; joining virtual meetings and development opportunities; and general information management). Additionally, integrated relationships between emergency management and ICT staff have not yet been established, so it has not been possible to engage and articulate the unintended consequences of the current 'technical' state on emergency management planning and delivery.

¹² Emergency management capability development is overseen by the HR Manager.

As noted in Goal 1, HDC should consider the implications of a delayed roll-out of MS Teams on the ability to participate in planning and delivery of effective emergency management before, during and after an emergency.

Local Controller

The council has a local controller who is undergoing the RRANZ leadership and development programme. He connects regularly with the wider controller pool (particularly those within the eastern Waikato region), and he has regular check ins with the Group Controller. There are delegations in place for expenditure by the controller in an emergency. The controller has relationships with key emergency management partners through the Hauraki Emergency Management Committee and has previously attended the local welfare committee.

The controller acknowledged that the tension between his normal council role and the role of controller means he is unable to dedicate the time to the role that his predecessor did. That said, his normal council role allows him to have a strong sense of the risks and vulnerabilities faced by the respective communities of the district, which he brings to decision making in his controller role. His reflections from exercise Tahi were that while some people were new and developing in their EOC roles, their enthusiasm for emergency management was valuable. Discussions are underway between the councils that are part of the service level agreement with the Waikato Group Office to consider a shared, dedicated controller role. While this may give the horsepower needed to drive response capability and capacity, it may require some additional attention to understand community risks and vulnerabilities, however it is certainly an option worth exploring.

Critical resources and logistics

This area has remained largely the same compared with the 2019 capability assessment report except for financial arrangements in an emergency, which are a strength. It was not clear from the documentation or interviews whether there are arrangements in place to understand the need for and sourcing of critical resources for an emergency. Guidance issued by the National Emergency Management Agency on [Rapid Impact Assessments](#) in 2020, and also by the MBIE on [Managing Buildings in an Emergency](#) (including [responsibilities for territorial authorities](#)¹³), will help towards determining the impact of a significant emergency, and what critical resources could be needed to support response and recovery efforts. Financial arrangements to procure and track expenditure are improved with the response to Covid providing an opportunity to test these processes. The recent exercise Tahi however, highlighted low levels of understanding for EOC staff around the constraints of [section 33](#) of the Guide to the National Plan, which results in decision-making on response expenditure without necessarily considering who pays (or whether items are reimbursable). It may be helpful for finance managers across the Waikato to connect and share practice around financial management and finance policies in emergencies¹⁴.

¹³ Guidance to support territorial authorities rapidly mobilise the right resources to protect lives, buildings, public thoroughfares and critical infrastructure.

¹⁴This action was suggested by the HDC Finance Manager as an opportunity but may be better stewarded by the Group office - It may also be appropriate to engage with the Financial Assurance team from NEMA in this discussion.

There is opportunity for improvement within this area by documenting the processes to assess the need for resources following an emergency (through formalising impact assessment processes); determining and formalising how critical resources might be obtained and procured; and formalising processes to track and return any resources that have been procured.

Local welfare

The emergency management officer is also responsible for welfare planning and acting as the local welfare manager under the arrangements of the service level agreement. The council participates as part of the Eastern Waikato Local Welfare Committee and has a local welfare work plan to guide activity that consolidates welfare related activity within the HDC Emergency Management workplan 2022/23. Many of the emergency management partner agencies have jurisdictional boundaries that are larger than the HDC area, so relationships work well within this shared welfare committee. The council has three welfare centres identified – one in each of the town areas, with the Waihi Civic Centre able to accommodate people overnight should this be required. There are welfare staff that could operate each centre, but many have not completed training, and the Local Welfare Manager also has some further training to complete. There is a desire to establish a welfare response team to support welfare centre activation in any of the town areas, but this has not been progressed yet. While the role of Local Welfare Manager sitting with the emergency management officer makes sense in a capability development capacity, there are concerns as to how this might work during an emergency given other responsibilities. It may be helpful for the council to consider the appointment of an additional local welfare manager who has the capacity to dedicate to the role.

Recommendations

The following recommendations should be considered to help strengthen and support the ability to manage emergencies:

- Community engagement approaches (including engaging with iwi) could explore if any other methods might be needed to share emergency warning information with hard-to-reach groups.
- Consolidate existing response planning and procedural actions within the emergency management workplan 2022/23 to focus on an initial stock take of emergency management operational (response) plans and procedures, and review these for currency / alignment with Group level response policy and practice to identify any gaps.
- Consider how council's emergency management 'readiness' oversight could be best championed and captured in order that priority for EOC training can be reinforced.
- Consider the implications of a delayed roll-out of MS Teams on the ability to participate in planning and delivery of effective emergency management before, during and after an emergency.
- Continue to explore local controller options that support an effective leadership, oversight and integration of response planning and capability development.
- Document processes to assess the need for resources following an emergency (through formalising impact assessment processes); determine and formalise how critical resources might be obtained and procured; and formalise processes to track and return any resources that have been procured.

- Consider a shared practice session for Waikato region finance managers (potentially supported by NEMA), to discuss financial management processes and approaches during emergencies. (* see footnote 13)
- Consider the appointment of an additional local welfare manager who has the capacity to dedicate to the role in an emergency.

Goal Four - Enhancing capability to recover from emergencies

This section of the report focuses on the following activities;

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

2019				64.7		
2022				61.0		
	unsatisfactory	developing	advancing	mature		

The overall score for Goal 4 is 61% which reflects an advancing capability.

Weighted Score by Key Performance Indicator			2022	2019
G4A-1	Structures, roles and responsibilities for recovery are pre-determined and documented		44.0	56.0
G4A-2	Recovery Managers are identified, trained, supported and ready to perform the role		97.0	68.0
G4A-3	Recovery Plan outlines arrangements for holistic recovery management		60.0	82.0
G4A-4	Recovery planning is integrated with risk reduction and other community planning		73.3	55.0
G4A-5	Arrangements for the transition from response to recovery are pre-defined		62.5	82.5
G4B-1	Impact assessments are conducted before, during and after events in order to inform recovery planning and management		42.9	45.7
G4B-2	Plans and procedures for establishing a recovery centre or 'one-stop shop' are in place		48.0	44.0
G4B-3	The community is an integral part of recovery planning and management		70.0	53.3
G4B-4	Information management systems are effective in supporting recovery management		40.0	80.0
G4B-5	Processes for learning from emergencies are embedded in the organisation		72.0	80.0
Weighted Score by Objective				
G4A	Implement effective recovery planning activities		67.4	68.7
G4B	Enhance the ability of agencies to manage the recovery process		54.6	60.6
Weighted Score by Goal				
G4	To enhance New Zealand's capability to recover from civil defence emergencies		61.0	64.7

Goal 4 scores by Key Performance Indicator and Objective

Overview

The overall score for goal 4 is 61% representing an advancing capability. This is broadly the same as the 2019 capability assessment, except for recovery managers which is a strength. There were several recommendations made during the previous capability assessment around recovery. Combined with capacity shortages at the CDEM Group level and efforts to manage Covid, traction to improve recovery across the Group has stalled. There is a current project to gauge a 'current state' for recovery across the Waikato with the intent that this will inform a future recovery work programme. While HDC has recovery documents and plans in place for recovery, it is readily acknowledged that these may be difficult to follow and do not reflect the revised Directors Guideline for [Recovery Preparedness and Management](#) released in 2020. That said, Hauraki District Council has experience in managing a recovery (following the storm event in Kaiaua) and has institutional knowledge that would support a similar recovery should that occur.

Strengths

Integration of the community in recovery processes.

Work undertaken by council staff to engage with communities (see Goal 1), is establishing the much-needed community connections that would support an effective recovery process. While this work is more aligned to longer term hazard management, it has additional benefits in supporting Strategic planning for recovery¹⁵, and alignment with the National Disaster Resilience Strategy (specifically objective 17)¹⁶. This approach whilst not specifically targeted to recovery does provide opportunity to consider how Hauraki District could embed the principles of strategic recovery planning within its existing projects.

Local recovery managers

The Council has an experienced senior leader appointed as its recovery manager and has recently started involving another staff member as an alternate recovery manager- although formal appointment is yet to occur. The recovery manager is in the process of completing the RRANZ Response and Recovery Leadership Development course and has extensive experience gained through the recovery from the storm event at Kaiaua, and involvement and leadership in the Wharekawa 2120 project. The score in this area reflects experience of the current local recovery manager and intention to deepen exposure and recovery capability in the local recovery manager pool. This is a very strong score area.

Opportunities for improvement

Recovery planning, structures, and arrangements (including impact assessments, information management and transition to recovery).

There was an acknowledgement from the local recovery manager that the current plans and processes in place have not been reviewed to take into consideration the two Directors Guidelines released around recovery (see overview and footnote 14), and that there are opportunities to build on recovery arrangements. Hauraki District Council are engaged as part of a Group-led recovery project to understand where Group-wide recovery improvements could be made. While there is information in the CDEM Group Plan, and the council has a local recovery plan, it may not necessarily provide the operational guidance on how to initiate, manage and sustain a local recovery. It was noted that while the relationships and development of recovery practice is the responsibility of the recovery manager, should the district be faced with a large recovery in the future, the council may seek an external project manager to coordinate recovery efforts. These are challenges that other local authorities are likely to be facing and the Group wide recovery review work had this issue as one of its objectives to uncover.

¹⁵ [The Directors Guideline for Strategic Planning for Recovery](#) outlines the need for local authorities to engage with their community about their values and priorities for recovery from the hazards they face prior to an emergency. The work undertaken by HDC as part of the Wharekawa 2120 Coastal project is capturing community values, aspirations and community risk tolerances that would inform any potential future recovery work in that area.

¹⁶ NDRS objective 17: 'Embed a strategic, resilience approach to recovery planning that takes account of risks identified, recognises long-term priorities and opportunities to build back better, and ensures the needs of the affected are at the centre of recovery processes'

Once complete, the Group recovery review project will provide direction on how to strengthen recovery capability (before, during and after an emergency) that will enable better outcomes for the community. For the purposes of this capability assessment, HDC's future focus should be on continuing to acknowledge that the Wharekawa 2120 Coastal Project contributes significantly towards strategic planning for recovery (what can be done now that strengthens community connection and informs what is important in a community); recovery arrangements and capacity; and operational recovery planning (i.e., the processes and thinking that will inform how recovery would operate within the district and which organisations would be involved).

Recommendations

The following recommendations should be considered to help strengthen and support recovery arrangements:

- Continue to participate in the CDEM Group led review of recovery with a view to incorporating recommendations within Hauraki District Council recovery planning, arrangements, and recovery capacity and / or capability.

Enabler One - Governance and management arrangements

This section of the report focuses on the following activities;

- Work planning
- Funding
- CDEM culture

2019				62		
2022				70.6		
	unsatisfactory	developing	advancing	mature		

The overall score for Enabler 1 is 70.6% which reflects an advancing capability.

Weighted Score by Key Performance Indicator			2022	2019
E1A-1	CDEM Group Plan provides the platform for comprehensive, coordinated CDEM across its area		N/A	N/A
E1A-2	CDEM Group Joint Committee includes appropriate level representation and has formalised procedures		N/A	N/A
E1A-3	Coordinating Executive Group includes appropriate level representation and has formalised procedures		N/A	N/A
E1A-4	CDEM Group's CDEM activity is planned, monitored, and effective in achieving CDEM objectives		N/A	N/A
E1A-5	Local authority CDEM activity is planned, aligned, monitored, and effective in achieving CDEM objectives		68.0	56.7
E1B-1	CDEM leadership (see note) is effective in directing and managing CDEM outcomes		N/A	N/A
E1B-2	The Emergency Management Community shares collective responsibility for championing CDEM outcomes		N/A	N/A
E1B-3	CDEM organisations demonstrate behavioural attributes that contribute positively to CDEM delivery		68.0	66.7
E1C-1	CDEM Group funding arrangements are identified and reported		N/A	N/A
E1C-2	Organisation's emergency management funding arrangements are identified and reported		96.7	100.0
E1C-3	Organisation's hazard reduction funding is prioritised to risk		90.0	60.0
Weighted Score by Objective				
E1A	Implement effective organisational structures for CDEM		68.0	56.7
E1B	CDEM Group culture positively influences the effective delivery of CDEM		68.0	66.7
E1C	Ensure agencies have funding for civil defence emergency management		93.3	80.0
Weighted Score by Goal				
E1	Governance and management arrangements support and enable civil defence emergency management		70.6	62.0

Enabler 1 scores by Key Performance Indicator and Objective

Overview

The score for Enabler 1 is 70.6% reflecting an advancing capability which is a slight improvement on the 2019 Capability Assessment score of 62%. Emergency Management funding and the prioritisation of hazard risk reduction funding to risk are both strengths – with a noticeable improvement in the latter compared to 2019. There was a general disconnect between the layers of emergency management observed within the council.

Strengths

Emergency Management funding / Hazard risk reduction funding prioritised to risk

The commitment to emergency management through the service level agreement with Waikato CDEM group cements emergency management as a priority for the council. Coupled with the significant effort invested in the Wharekawa 2120 coastal project, and other similar projects planned for the future, a focus on reducing the exposure to hazard risk, preparing for the management of, and recovery from an emergency, will support its community resilience in the longer term. These are strong scores.

Emergency Management Committee

The council has historically had an emergency management committee to monitor progress of emergency management, but this has focused more on readiness for response. Following recent local government elections, this committee is to be refocused and called the 'Adaptive Planning and Emergency Management Committee'. Its purpose is to provide governance and oversight of planning, community readiness, co-ordination, and delivery of the Civil Defence Emergency Management activities within the Hauraki District, which also includes alignment of the councils adaptive planning process, council risk reduction, community readiness and recovery planning¹⁷. This committee has the potential to draw a line between the investment in reducing hazard risk and the resilience of its communities to prepare for, respond to and recover from emergencies. Although not scored as part of this capability assessment, this governance structure could form the basis of emerging practice for other local authorities – certainly something to watch!

Opportunities for improvement

Work planning

There is an Emergency Management workplan for 2022/23 (see footnote 7) that outlines activities under a range of headings. It was not apparent from the interviews however, how these activity areas might relate specifically to the priorities of Hauraki District Council and what opportunity the executive has in influencing these actions. There is real value in having a consistent work plan across the CDEM Group, but only if those priorities align with local need. Interviews suggested that there may be an absence of collective ownership and integration of emergency management in several areas (capability oversight; work planning and direction), resulting in an overall feeling that emergency management has fallen 'into a crack'. There is opportunity to strengthen ownership of the workplan to ensure that its focus is meeting local need, and to re-affirm executive leadership oversight and commitment, which could help staff appreciate its importance. With the establishment of the Adaptive Planning and Emergency Management Committee, this could present the opportunity for a bit of a refresh in approach to cement and strengthen what is currently in place.

CDEM / Management Culture

The SLA with the Waikato CDEM Group has placed 2 obligations on Hauraki District Council;

- (i)..... integration of the CDEM Work Programme across all applicable programmes .. through senior management sponsoring, championing and facilitating such integration
- (ii)provisioning appropriately trained and exercised EOC personnel to meet minimum CDEM capability.

While there are deliberate efforts to build the capability and capacity of EOC personnel, a lack of integrated leadership oversight means this could easily fall into a slightly lower priority for staff when balancing the commitments of their normal roles. Interviews showed that the connection between adaptive planning and emergency management work (particularly community response planning) is

¹⁷ Informed from the Council Agenda 9 November 2022 item 7 (appendix A draft delegations to committee and working parties).

yielding benefit. A focus on reconnecting relationships as outlined in the service level agreement could support engendering a shared ownership in the delivery of emergency management. Possibly resulting from the work pressures of Covid, and restructuring work within the Group office, taking the opportunity to reinvigorate periodic service progress and oversight meetings between the Group Manager/Controller and HDC executive leadership could help reinforce the connection between group and local priorities.

Recommendations

The following recommendations should be considered to help strengthen and support governance and management arrangements:

- Consider a stronger integrated council ownership of the emergency management workplan to ensure that its focus is meeting local need.
- Re-affirm integrated executive leadership oversight and commitment to the delivery of the emergency management work plan (helping all staff appreciate its importance), and support governance oversight of workplan delivery through the newly formed Adaptive Planning and Emergency Management Committee.

Enabler Two - Organisational resilience

This section of the report focuses on the following activities;

- Organisational resilience through risk management and planned strategies
- Organisational resilience through adaptive capacity.

2019			56.3		
2022				66.5	
	unsatisfactory	developing	advancing	mature	

The overall score for Enabler 2 is 66.5% which reflects an advancing capability.

Weighted Score by Key Performance Indicator		2022	2019
E2A-1	Risk management is comprehensive and integrated throughout the organisation	85.7	74.3
E2A-2	Business Continuity Management has a formalised programme with high-level commitment	44.0	44.0
E2A-3	Critical business functions and processes, and potential impacts on them are defined	46.7	43.3
E2A-4	Business continuity strategies and arrangements are developed and implemented	68.6	57.1
E2B-1	Leadership and culture are enabling of a forward-looking, agile organisation	72.5	71.3
E2B-2	Effective relationships, partnerships and networks are developed	80.0	56.7
E2B-3	Adaptive capacity is fostered through active learning and capability development	62.9	45.7
Weighted Score by Objective			
E2A	Organisational resilience is developed through risk management and planned strategies	61.2	54.7
E2B	Organisational resilience is developed through adaptive capacity	71.8	57.9
Weighted Score by Goal			
E2	Organisational resilience supports effective crisis management	66.5	56.3

Enabler 2 scores by Key Performance Indicator and Objective

Overview

The overall score for enabler 2 is 66.5% which reflects an advancing capability and is an improvement on the 2019 score of 56.3% (a developing capability). The Council has a strong focus on managing risk with a similar focus for critical business functions – largely honed during the response to Covid. While processes are robust in managing disruption to service delivery, there is opportunity to wrap this into a wider business continuity programme. Relationships, partnerships, and networks are another strong area with a marked improvement since the last capability assessment review.

Strengths

Risk Management

The council’s risk register is a live document documenting 10 – 12 risks, with key risk owners and regular opportunity for scrutiny by the Audit and Risk Committee. There are regular deep dives into these risk areas determine if things have changed, and whether existing measures to manage the risk are effective. The council examines its context change and has noted that regulatory reforms (Three Waters), and the response to Covid have changed some of its focus.

Risk levels inform decision making, with some noted examples being the ability to service a significant emergency response and exposure to cyber security disruptions. Recognition of climate change impacts have driven natural hazard adaptation approaches such as the Wharekawa 2120 Coastal Project and a similar one planned for the Hauraki Plains communities. The council has a good understanding of its key risks, and the implications should these materialise. Some risk management strategies are having unintended consequences (such as IT measures to reduce the risk of cyber security disruption – see goal 3), but generally there is a clear understanding of the interdependencies between hazard risk, strategic asset management and emergency management. This is a strong scoring area.

Relationships, partnerships, and networks

In addition to the wide-ranging relationships and partnerships formed within emergency management, the council has a range of community-based relationships, partnerships, and networks (that are at varying degrees of maturity) and add enormous value to emergency management work. This includes networks formed through its community engagement work. These engagement avenues enable council to have a good understanding of its communities and how they could be impacted during an emergency. This area is also a strong and much improved score compared to the 2019 capability assessment.

Opportunities for improvement

Business continuity

While there are robust contingency plans in place for the management of critical infrastructure following a disruption, these do not form part of a council wide business continuity programme. During interviews it was clear that the operational side of the business has a more mature approach to business continuity management than other council functions. This makes sense given the recent response to covid but provides a great opportunity to consolidate what was learned and embed practice more consistently across the council. There are no documented processes for transitioning a response to a disruption from normal service delivery to crisis or emergency management, but informal practices developed during Covid in the form of an Incident management team would likely be repeated for any other un-rehearsed disruption. A similar recommendation was made in the last capability assessment report – HDC could consider the development and implementation of an organisation wide approach/framework and supporting work plan to improve business continuity assessment and management – including exercising.

Recommendations

The following recommendations should be considered to help strengthen and support organisational resilience arrangements:

- Development and implementation of an organisation wide approach/ framework, and a supporting work plan to improve business continuity assessment and management – including exercising.

Summary of Scores

The table below summarises the suite of scores for Hauraki District Council at objective level¹⁸.

SUMMARY OF RESULTS			LOCAL OUTCOMES ONLY
Results for Goal 1			SCORE
G1A	Increase the level of community awareness and understanding of the risks from hazards		72.8
G1B	Improve individual and community preparedness		80.6
G1C	Improve community participation in CDEM		61.2
G1D	Encourage and enable wider community participation in hazard risk management decisions		87.0
Results for Goal 2			SCORE
G2A	Improve the coordination, promotion and accessibility of CDEM research		
G2B	Develop a comprehensive understanding of New Zealand's hazardscape		84.9
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels		82.7
Results for Goal 3			SCORE
G3A	Promote continuing and coordinated professional development in CDEM		75.1
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies		67.8
Results for Goal 4			SCORE
G4A	Implement effective recovery planning activities		67.4
G4B	Enhance the ability of agencies to manage the recovery process		54.6
Results for Enabler 1			SCORE
E1A	Implement effective organisational structures for CDEM		68.0
E1B	CDEM Group culture positively influences the effective delivery of CDEM		68.0
E1C	Ensure agencies have funding for civil defence emergency management		93.3
Results for Enabler 2			SCORE
E2A	Organisational resilience is developed through risk management and planned strategies		61.2
E2B	Organisational resilience is developed through adaptive capacity		71.8
Results by Goal			SCORE
G1	To increase community awareness, understanding, preparedness and participation in civil defence emergency management		74.0
G2	To reduce the risks from hazards to New Zealand		83.8
G3	To enhance New Zealand's capability to manage civil defence emergencies		68.9
G4	To enhance New Zealand's capability to recover from civil defence emergencies		61.0
E1	Governance and management arrangements support and enable civil defence emergency management		70.6
E2	Organisational resilience supports effective crisis management		66.5
OVERALL SCORE			70.4

Summary of results: Scores for Hauraki District Council at objective level

¹⁸ Objectives underpin the Goals set out in the National CDEM Strategy

Appendix 1 | Capability Assessment process and scope

Capability Assessment Tool and Process.

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

The tool consists of a set of key performance indicators and performance measures ('capability criteria') against which organisations can assess themselves or be externally assessed. Indicators span the 4Rs and are organised in a framework based on the [prior National CDEM Strategy](#). There are six main sections - four based on the four goals of the National CDEM Strategy, and two 'enabler' sections. They cover topics as follows:

- Goal 1: Public education, public information, community resilience, community participation in hazard risk management
- Goal 2: Research, hazard risk profile, integrated planning, risk reduction
- Goal 3: Capability development, exercising, planning, coordination, operating facilities, warning systems, communications, controllers, resources, logistics, welfare, lifelines
- Goal 4: Recovery planning and management
- Enabler 1: CDEM Group governance, management, culture, funding
- Enabler 2: Risk management, business continuity management, organisational resilience

For Hauraki District Council some KPIs have not been rated for the purpose of this report as these related to CDEM Group level activity.

Interviews have been undertaken with key personnel from Hauraki District Council with accountabilities and responsibilities for the effective delivery of CDEM and the list of interviewees is outlined in Appendix 2. Interviews were undertaken on 10th November 2022 by the assessment panel comprising of Jane Röllin ([Simplexity](#)), and Suzanne Vowles (as the prior Regional Emergency Management Advisor for the Waikato CDEM Group). Documents reviewed as part of this assessment are listed in Appendix 3 to this report.

Scoring

Each Goal within the Capability Assessment tool is underpinned by a suite of key performance indicators, which are in turn supported by a suite of performance measures. Following a review of documents provided and conducting the interviews, the assessment panel completed the capability assessment tool based on the information provided. A scoring guide forms part of the tool which considers the frequency, achievement level, and arrangements in place which helps define the level of capability for each performance measure.

A 'maturity index' was introduced in the first National Capability Assessment report, which categorised performance as 'unsatisfactory', 'developing', 'advancing' or 'mature'. These categories describe achievement across measures, indicators, objectives, and goals in the Capability Assessment Tool.

Aggregated scores for performance measures, KPIs, objectives (that relate to local council delivery), and goals / enablers contribute to the overall score for Hauraki District Council. The scoring guide used can be seen in figure (a) below.

The Capability Assessment Tool was revised in 2014 before its use in the second round of national capability assessments. In the intervening years, much has been learned following a number of significant emergencies, and emergency management practice has evolved. Where measures feel less relevant or have evolved, the assessment panel has focused more on the evidence from interviews and may have chosen to score this as n/a in order that the overall score for that KPI is not disadvantaged by a lack of evidence which is considered ‘older practice’ or, is not captured in the tool at all as this is newer practice (e.g. strategic recovery planning).

Performance score	% Range	Frequency scale	Achievement scale	Arrangements scale
Unsatisfactory	0% (no)	Never	Not achieved, no progress, no sign of forward action	No arrangements in place
Developing	20 - 39%	Infrequently	Minor progress, with few signs of forward action in plans or policy	Arrangements are either old, in the early stages of development, or have considerable doubts about their current viability
	40 - 59%	Sometimes	Some progress, but without systematic policy and/or organisational commitment	Some work completed but requires further work to develop, test, verify and/or embed in the organisation
Advancing	60 - 79%	Often	Organisational commitment attained or considerable progress made, but achievements are not yet comprehensive of needs or requirements	Informal and/or untested arrangements in place, but with a high degree of confidence they will be effective, OR, formal and/or tested arrangements but with further work identified as needed
Mature	80 - 89%	Mostly	Substantial achievement but with some recognised limitations in capacities, capabilities and/or resources	Formalised arrangements, tested, mostly effective, mostly reliable, and largely embedded within the organisation
	90 - 100%	Always	Comprehensive achievement with sustained commitment and capacities at all levels	Formalised arrangements, tested, effective, reliable, and embedded within the organisation

(a) Scoring Guide.

Alignment of this capability assessment with the National Disaster Resilience Strategy

The prior National CDEM Strategy was replaced in April 2019 with the [National Disaster Resilience Strategy](#) (NDRS). Although the Capability Assessment Tool is anchored to the old CDEM strategy, broadly the outcome areas translate into the NDRS Goal areas and objectives. Figure (b) shows a high-level mapping of the goals and objectives of the old CDEM strategy (and hence the Capability Assessment tool), with the goals and objectives of the NDRS.

This should provide some assurance for Hauraki District Council that recommendations within this report will enhance emergency management capability over the long term and support meeting some of the objectives of the NDRS - i.e., investment in improving emergency management capability and capacity now will likely map into any future capability assessment process that is more specifically aligned to the NDRS.

National Disaster Resilience Strategy Goals and Objectives

1 Managing Risks	2 Effective Response to and Recovery from Emergencies	3 Enabling, Empowering, and Supporting Community Resilience
OUR OBJECTIVES		
<ol style="list-style-type: none"> Identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making Put in place organisational structures and identify necessary processes – including being informed by community perspectives – to understand and act on reducing risks Build risk awareness, risk literacy, and risk management capability, including the ability to assess risk Address gaps in risk reduction policy (particularly in the light of climate change adaptation) Ensure development and investment practices, particularly in the built and natural environments, are risk-aware, taking care not to create any unnecessary or unacceptable new risk Understand the economic impact of disaster and disruption, and the need for investment in resilience; identify and develop financial mechanisms that support resilience activities 	<ol style="list-style-type: none"> Ensure that the safety and wellbeing of people is at the heart of the emergency management system Build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/Māori perspectives and tikanga in emergency management Strengthen the national leadership of the emergency management system to provide clearer direction and more consistent response to and recovery from emergencies Ensure it is clear who is responsible for what, nationally, regionally, and locally, in response and recovery; enable and empower community-level response, and ensure it is connected into wider coordinated responses, when and where necessary Build the capability and capacity of the emergency management workforce for response and recovery Improve the information and intelligence system that supports decision-making in emergencies to enable informed, timely, and consistent decisions by stakeholders and the public 	<ol style="list-style-type: none"> Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters Cultivate an environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience Take a whole of city/district/region approach to resilience, including to embed strategic objectives for resilience in key plans and strategies Address the capacity and adequacy of critical infrastructure systems, and upgrade them as practicable, according to risks identified Embed a strategic, resilience approach to recovery planning that takes account of risks identified, recognises long-term priorities and opportunities to build back better, and ensures the needs of the affected are at the centre of recovery processes Recognise the importance of culture to resilience, including to support the continuity of cultural places, institutions and activities, and to enable the participation of different cultures in resilience

Capability Assessment Tool Goals and KPI's

Goal 1 – To increase community awareness, understanding, preparedness and participation in civil defence emergency management
G1A Increase the level of community awareness and understanding of the risks from hazards
G1B Improve individual and community preparedness
G1C Improve community participation in CDEM
G1D Encourage and enable wider community participation in hazard risk management decisions
Goal 2 - To reduce the risks from hazards to New Zealand
G2A Improve the coordination, promotion, and accessibility of CDEM research
G2B Develop a comprehensive understanding of New Zealand's hazardscape
G2C Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels
Goal 3 - To enhance New Zealand's capability to manage civil defence emergencies
G3A Promote continuing and coordinated professional development in CDEM
G3B Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies
Goal 4 - To enhance New Zealand's capability to recover from civil defence emergencies
G4A Implement effective recovery planning activities
G4B Enhance the ability of agencies to manage the recovery process
<i>Enabler 1 – Governance and Management arrangements support and enable civil defence emergency management</i>
E1A Implement effective organisational structures for CDEM
E1B CDEM Group culture positively influences the effective delivery of CDEM
E1C Ensure agencies have funding for civil defence emergency management
<i>Enabler 2 – Organisational resilience supports effective crisis management</i>
E2A Organisational resilience is developed through risk management and planned strategies
E2B Organisational resilience is developed through adaptive capacity

(b) High level mapping of the goals and objectives of the old CDEM strategy with the goals and objectives of the NDRS.

Appendix 2 | Capability Assessment Interviewees

Name / Role	Council Role	CDEM Role
Langley Cavers	Chief Executive	CEG Representative
Adrian de Laborde	Group Manager Service Delivery	
Duncan Peddie	Group Manager Business Support	
Peter Thom	Group Manager Community Development	Local Recovery Manager
Toby Adams	Mayor	
Steve Baker	Finance Manager	Logistics / Finance
John McIver	Community Growth Manager	Response Manager
Nina Murphy	Strategic Planning Manager	
Rebecca Jenks	Community Development Advisor (Economic)	PIM
Rebekah Duffin	Senior Communications Advisor	PIM
Campbell Moore	Manager Projects & Operations	Local Controller
Brett Otto	Emergency Management Officer	Local Welfare Manager
Larn Wilkinson	Iwi / Māori Liaison Officer	

Appendix 3 | Document review list

Waikato CDEM Group level Documents

1. Civil Defence Centre Project working doc Feb 19 (3576157) (1).doc
2. Waikato CDEM Group PIM Plan (2).doc
3. WCDEM Group Deployment Policy (1).docx
4. 2022-04-06 COP Presentation.pptx
5. COP Guidelines.docx
6. Whispir Newsletter Issue 8.pdf
7. Whispir Newsletter Issue 12.pdf
8. Weekly Whispir Issue 3.pdf"
9. Waikato CDEM Concept of Operations June 2021 (3).docx
10. WRC Whispir Contract.pdf
11. Waikato Lifelines Report v1.0 June 2022.pdf
12. PACE E version 2022 October 07V1.pdf
13. PACE Pilot V1.pdf
14. Waikato Recovery Review - draft report Sept 2022.pdf
15. 2023 Ops Team Strategy - Training and Planning Calendar v1.pub
16. Waikato CDEM Training 2022 Calendar (1).xlsx
17. CDEM Training Assessment Framework.docx
18. CDEM Training Pathway Brochure 2022 - Adjustment Needed.pdf
19. 20221110_Waikato_CDEM_Training and Exercise Strategy.docx
20. CDEM Volunteer Administration Notes.docx
21. CDEM_Volunteer_Management_Plan_(3206857) (1).docx
22. Welfare_Manager_Response_Manual_Unbranded_-_printable_booklet_.pdf
23. 20220829 Weekly Hazard Assessment.pdf
24. Waikato Recovery Review Report final draft v1.0 Oct 2022.pdf

Hauraki District Council Documents

1. Kaiaua Emergency Community Guide (Being reviewed)
2. Whiritoa Community Guide
3. CRP Turua
4. CRP Kerepehi
5. CRP Waitakaruru
6. CRP Whiritoa
7. CRP Wharekawa 2022
8. Ngatea Evacuation Plan
9. Emergency Response Plan Waihi Water Treatment Plant
10. Emergency Response Plan Kerepehi Treatment Plant
11. Emergency Response Plan Paeroa Treatment Plant
12. Emergency Response Plan Waihi Sewer Treatment Plant
13. Emergency Response Plan Waitakaruru Water Treatment Plant
14. Tele- communications Response Plan
15. EOC Paeroa Floor Plans
16. Message Management 2020
17. Hauraki District Operating Procedures

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18. Standing Operating Procedures
 19. Exercise Tahi Coordinating Instructions
 20. Exercise Tahi After Action Report 2022
 21. Hauraki District Growth Strategy 2050
 22. Companion Report to the Wharekawa 2120 coast Community Panel Recommendation Report
 23. Wharekawa 2120 coast Website
 24. 2024 LTP Sub-Activity Plan Emergency Management
 25. LTP-2021-31-District.pdf
 26. 2022 Pim work program
 27. Hauraki District Recovery Plan 2020 Pandemic/Drought
 28. Hauraki District Council Local Recovery Plan
 29. Emergency Management Officer Quarterly Update Aug 2022
 30. Induction Civil Defence Emergency Management PP
 31. Intelligence Function Workshop PP
 32. Logistics Function Workshop PP
 33. Operations Function Workshop PP
 34. Indication of Staff Training hours breakdown
 35. Planning Function Workshop PP
 36. CD staff training and structure sheet.xlsx
 37. River Flood Alarms and Actions
 38. Eastern Waikato Local Welfare Committee Terms of Reference
 39. Welfare Business Plan 2022 - 2023
 40. HDC Public Website CD
 41. Section 3 DP_significant Res Mgmt issues and role of DP.pdf
 42. Wharekawa TAG Agenda 15.11.2022.pdf
 43. HDC workplan - 2021-22 - including Group PPlan and ME recommendations (2).xlsx

Past CDEM Capability Assessment Reports

1. Final Hauraki District Council - CDEM Capability Assessment Report - July 2019.pdf

FOR INFORMATION NGĀ MŌHIOTANGA



TO	Emergency Management Committee
AUTHOR	Brett Otto – Emergency Management Officer/Welfare Manager Annette Jenkinson – ZIC Welfare Manager
FILE REFERENCE	Document: 3393192 Appendix A:
MEETING DATE	Monday 15 May 2023
SUBJECT	Welfare Manager Quarterly Update

RECOMMENDATION | TE WHAIKUPU

THAT this report be received.

PURPOSE | TE ARONGA

The purpose of this report is to provide the Emergency Management Committee with an update on welfare related activities that have occurred over the last quarter and present information on plans going forward.

BACKGROUND | TE KŌRERO Ā MUA

The Welfare function is responsible for:

- ensuring the welfare needs of affected people and animals are identified and met through response and into recovery, as appropriate;
- coordinating with other organisations on the provision of welfare services to ensure delivery is integrated, timely and aligned to the needs of people and animals;
- planning, coordinating and integrating welfare activities with other CIMS functions and activities, including Logistics for the establishment of facilities to support affected communities (e.g. Civil Defence Centres and animal welfare shelters);
- providing timely and accurate welfare services information, through Public Information Management (PIM), to affected individuals, families/whānau and communities;
- identifying welfare priorities and providing strategic and operational advice to the Controller;

- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the Welfare aspects of the response

Any agency represented on the local welfare committee needs to have:

- A good knowledge of the community, and
- A role in meeting the needs of the community in an emergency.

Community-based, volunteer, and other local organisations can be represented on a local welfare committee.

As resourcing allows, the local welfare committee may include representation from:

- Local authority CDEM
- Police
- Ministry of Social Development
 - Oranga Tamariki
 - Work and Income
- Ministry of Health/DHB/Primary Health Organisation
- Ministry of Business, Innovation and Employment
- Ministry for Primary Industries, and
- Local providers of household goods and services

All representatives of member agencies must be able to actively represent and make decisions on behalf of their agency, provide information and expertise, and participate fully in local welfare committee meetings and activities. Where possible, representatives should be from the senior management level of the agency.

WELFARE FUNCTION PLANS | MAHI A ORANGA

Welfare work plan

The Welfare team meet every month to discuss welfare issues which come out of the Local Welfare Committee meetings and to discuss training etc.

The Welfare Team has developed a work programme which will be presented to the Committee by the Local Controller. The work plan focuses on actions that came out of the Hauraki Welfare Business Plan¹. This programme will help organise ourselves and to take small bites of the elephant which is welfare service. The Welfare team is excited about this work plan as it will be able to help not only plan activities but also training in the welfare team space. It will also help to improve our capability and increase our ability to respond to our communities during an event.

Animal Welfare Plan

One of the plans that need to be developed by the Welfare Team in 2023 is an Animal Welfare Plan. This plan acknowledges that companion animals are a big part of people's lives and are part of our families. There have been instances in the past where people's lives have been put in danger because they would not leave their pet(s) or were trying to save them. It's important that Hauraki-DC has an animal welfare plan so that we can accommodate people who will turn up at our Civil Defence Centres to receive support with their companion animals.

Civil Defence Centre Planning

¹ The Welfare Business Plan was presented to the Emergency Management Committee on 23 August 2022

In December 2022 the Welfare team conducted a walk through setup of the Paeroa War Memorial Hall and other outlying buildings. The team spent some time working out how they would receive people into this facility and how it would be setup for the different sub-functions and for our partner agencies. Welfare have it in mind to conduct similar walkthroughs in the other main centres in the district this year.

Hauraki Capability Assessment

Capability Assessment Interviews conducted with Hauraki Emergency Management in November show that Local Welfare planning has improved from the 2019 assessment from 44.4 points to 64.4 points however the welfare to effected communities has fallen from 72.0 points to 64.0 points.

The overall score for enhancing capability to manage emergencies however is 68.9 points which although down 1.3 points is still in the advancing category. Some of the recommendations to help strengthen and support our ability to manage emergencies have already been started.

- Hauraki Communications Team have included a public engagement strategy into their work plan for 2023
- A stocktake of Hauraki Emergency Management Plans and Procedures has been started by the Hauraki EMO with help from the Response Manager.
- A mapping meeting to work out the functionality needed from MS Teams and Office 365 was had with the IT and IM departments. Recently the IT Manager has come onto the Incident Management Team (IMT) meetings to gain some awareness of EM.
- Hauraki have recognised the need to train additional Welfare personnel to support the response and strengthen capability to effected communities in a timely and effective manner.

The rest of the assessment results will be in the Capability Assessment Report submitted to the Committee and socialised by the Local Controller.

Local Welfare Committee Meetings

There have been three Eastern Waikato Welfare Committee Meetings since the last committee meeting.

The first was held last year at Hauraki's Council Chambers on the 8th of December. There were quite a few members present however a lot were away or had declined the meeting - Christmas is a very busy time of year. However, probably one of the main reasons for lack of attendance is the current spike in COVID numbers. As a result, the support of people isolating is still on the radar and something that the committee wanted to continue to highlight through the welfare agencies around the table.

The Waikato Group Welfare Manager reported that a Welfare Community of Practice (COP) Meeting organised by the Group Welfare Office was established inviting all staff that work in the Welfare function in an EOC (Emergency Operating Centre) and at the Group Emergency Coordination Centre.

The intention of the COP - which is an hour meeting per month - is to look at a more practical hands-on approach to the roles and sharing best practices and experiences so that staff across the Waikato Region can have a better understanding of the role and what is expected during an event.

Some other concerns the welfare committee had which were common across the board as we head into summer, were the potential for a weather events and drought. We were reminded that we have a number of vulnerable areas across the three bordering councils of communities that rely on rainwater for supply of fresh water for their families. Now

that the government funding of water in this respect had finished the question around who could step into this gap was answered by MSD. MSD reinforced to the committee that they can step into the gap in this case. However it was recognised some families would still be at risk of no supply as they would potentially choose to refuse to engage with MSD. This was a problem that the committee could not easily provide a solution and one that will need some thought.

A new member to the welfare committee - the Rapid Response Team (RRT) Thames Team Leader - was at this meeting. He spoke about several ways that they can assist Civil Defence. One of which is a sand bagging machine that they have which can rapidly fill and seal sand bags. This machine is portable and can be moved around the North Island; currently stored in Palmerston North (a five hour drive). An advanced warning of potential flooding would be required so that the machine could be transported to where it is needed. The RRT was invaluable during the COVID response as they assisted the three Councils by packing food parcels for distribution at the very beginning of the response.

A Local Welfare Committee (LWC) Meeting was convened at haste on the 31st Jan 2023 due to the weather events which had effected the upper North Island, Auckland and the Waikato Region. The LWC was advised that the situation discussed in the last meeting had changed somewhat, from a potential drought type situation to a deluge or rain causing saturation. The Hauraki Emergency Management Team including Welfare has input into contingency planning for a worst case scenario type situation to assist and coordinate a response should one be required.

The last LWC Meeting was held on the 27th of March 2023 in Thames.

This meeting focussed on the aftermath to the recent weather events, and an update and debrief from all on how they coped. A small discussion was held on recovery activities but this was still a bit early to fully understand the implications. The most common issue regarding recovery was the difficulty to travel around the area due to the impact that was had on our roads especially for those agencies that worked across districts delivering health and wellbeing services.

The next LWC Meeting is on the 22nd June at MPDC.

Welfare Manager Role

The Welfare Manager role currently sits with the Emergency Management Officer (EMO); this is the arrangement with the current service level agreement. The Welfare Manager role is a key role in the emergency operations/coordination centre during a response and is an appointed position.

It has become obvious not only in this service level agreement but other service level agreements within the Waikato group who have the same arrangement, that the welfare role is best held by a staff member rather than a contracted EMO. This is due to the EMO generally ending up filling gaps in the response phase as well as an advisor and problem solver rather than just the Welfare Manager. Plus, it is better for Council that those key community relationships to be held in-house rather than with a contractor. A potential Welfare Manager has been identified and could be trained to take up this position. This doesn't mean that the EMO will not still be involved in Welfare, it just means the EMO will not be the Welfare Manager during the response phase.

OTHER MATTERS | ERA ATU MEA

Hauraki Welfare Response Team

The welfare response and volunteer coordination was an area of improvement noted in the capability assessment. There is a plan to work on a process for this but it has a low priority so will be looked into after higher priority activities have been sorted first.

Welfare Needs Assessment

Firstly just to clarify, any current welfare needs for the COVID response are still being handled by the Ministry of Health (via DHB's) and Ministry Social Development; this is because the DHB are the lead agency for a pandemic.

There are a couple of welfare needs assessment tools one of which is the "Here to Help" app. This is a needs-delivery tool developed by the Wises Group working across the Waikato. This was the mechanism TCDC used during the recent weather events. The Waikato Region CDEM Group are also looking into "Here to Help" as a mechanism to assist with registering needs assessments across all types of disaster events. Some of the Hauraki welfare team have already undertaken online "Here to Help" facilitator training in this space. "Here to Help" could be a mechanism Hauraki-DC could use as well once we have enough staff trained on the system.

Hauraki-DC is ready in the meantime to deliver any welfare needs. The Waikato Assessment Tool developed by the Waikato Region CDEM Group is another resource for doing needs assessment; Hauraki-DC Welfare have access to this application. Another option could be that Hauraki-DC use their own system to capture needs assessment however this would need to be something that is created in partnership with the Hauraki-DC IT Department.

ENGAGING WITH OUR COMMUNITIES | KIA UIA TE HAPORI WHĀNAU

The Hauraki Public Information Management Team (PIM) have a 2023 work program which will be presented to the Emergency Management Committee. In this program they have plans to engage with the community with a Community Preparedness Campaign.

A refresh of the Wharekawa Community Response Plan and Community Guides were completed at the end of last year and a plan to look at a refresh of the Whiritoa Community Response Plan and Community Guides are planned for early this year. As part of this, visitor tsunami signs for each of these coastal areas is also in the pipeline. The Resilience Handbook for the Wharekawa Residents as part of the Focus Group for the Wharekawa 2120 Project is 99% complete. It is with the Communications Team who are doing final edits and it should be complete by end of June.

The Te Aroha earthquakes have had some residents reach out to Emergency Management in regards to Community Response Plans for their lifestyle and rural communities. As it so happened NEMA have just released a Lifestyle Block Emergency Handbook which the Group Office are looking to develop to suit the Waikato as it is currently an Auckland resource. This will be a great way to engage our rural communities once completed.

NEXT STEPS | TE ARA KI MUA

The next steps for Welfare are to look at growing our team and looking at a process for volunteers with the operations and logistics team external to the EOC. Volunteers

assisted during the recent weather event to help fill and position sandbags in Ngatea - it's just something that happens. However a process to help coordinate and ensure these resources are in the right place doing the right thing is prudent.

APPROVAL | TAUTOKO

Prepared by	Brett Otto / Annette Jenkinson Emergency Management Officer / Welfare Manager
Reviewed by	Campbell Moore Local Controller
Approved by	Peter Thom Group Manager - Community Development

FOR INFORMATION NGĀ MŌHIOTANGA



TO	Adaptive Planning and Emergency Management Committee
AUTHOR	Brett Otto - Emergency Management Officer
FILE REFERENCE	Document: 3324585
MEETING DATE	Monday 15 th May 2023
SUBJECT	Emergency Management Officer Quarterly Update

RECOMMENDATION | TE WHAIKUPU

The report be received

PURPOSE | TE ARONGA

This report is to inform the Adaptive Planning and Emergency Management Committee on Civil Defence activities carried out by the Emergency Management Officer (EMO) that is relevant to or could affect the way Hauraki District Council delivers Emergency Management to our community.

1. ACTIVITIES | NGOHE

The EMO has been involved in the following activities over the last quarter:

- After Action Report Exercise Tahī
- First Aid Training
- Hauraki Emergency Management Capability Assessment Interviews
- Operations Course
- Incident Management Team Course
- NZ Response Team Capability Workshop
- Risk Assessment Workshop

Engaging with our communities

1. Waitakaruru CRP Refresh Meeting
2. Wharekawa Community Guide Refresh and tsunami signs
3. Hauraki Ward Community Meetings
4. Waihi Neighbourhood Support Meeting
5. Turua Community Response Committee Meeting
6. Longridge Estate Community Meeting
7. Whiritoa Community Response Meeting
8. Wharekawa Marae Whanau hauora day

2. EVENT(S) | HUIHUINGA

The EMO has been involved in the following events in the last quarter:

- Cyclone Hale
- Auckland Anniversary Storm event
- Ex Tropical Cyclone Gabrielle

An infographic will be presented to the committee to give insight into the recent weather events by the Local Controller.

3. ENGAGING WITH OUR COMMUNITIES | KIA UIA TE HAPORI WHĀNUI

The CRP refresh was completed for Wharekawa in December along with Community Guides which were printed and given to the CRP Committee. A Resilience Handbook is with the Hauraki Communications Team for final edits.

Life Style Block Community Preparedness

Two years in the development by Auckland Emergency Management with MPI, FENZ and FMG, a new lifestyle block emergency handbook has been released. Auckland have kindly offered these to The Waikato Group to develop a Waikato version. Once this has been completed we may be able to use this resource to reach into our rural communities in Hauraki.

Below is a link to the YouTube Video that explains this resource and a link to the webpage where you can download a handbook.

<https://youtu.be/dh8ysDwrUIU>

www.aucklandemergencymanagement.org.nz/lifestyle-block

4. PLANS | MAHERE

Community Response Plans (CRP'S):

Progress on CRP's:

Community	Plan owners	Plan update by
Wharekawa– East Coast Road on the Firth of Thames, north of Miranda Including Kaiaua School, and Whakatiwai~Waharau; Extending from the foot of the Hunua Ranges to the coast and inland towards Mangatangi; Including Kaiaua Road and Miranda Road to the coast.	Tessa Watts	CRP Refresh completed December 2023
	Activities to progress include:	
	The response plan is completed, a draft of the tsunami signs was presented for the committee’s information at the August Meeting. Details of costs to complete the manufacturing and install the signs are in this report to the committee.	
Turua – Between stopbanks of the Waihou and Piako Rivers; from junction of SH2 and Hauraki Road; To junction of SH25 and Hauraki Road	Susan Taipari Brian Wigmore	Turua Hall Committee
	Activities to progress include:	
	No updates from Turua there is funding being applied for modelling to be done on the Hauraki Plains and it is expected that this will benefit a CRP refresh	
Kerepehi – Between Waihou and Piako stop banks; From Puhunga Island Rd Bridge in the North to intersection of SH2 and Hauraki Road in the South NOTE Ngatea Group to start NORTH of Puhunga Road Bridge, Turua Group runs along Hauraki Road (between stop banks) and Netherton Group to commence intersection of SH2 and Hauraki Road, running SOUTH	Ian Sarah	
	Activities to progress include:	
	We have been working with the Bowling Club Committee to try to reinvigorate a CRP Committee for Kerepehi. A generator plug has been installed at the bowling club. Now that Christmas is over another attempt to contact the committee to arrange a time to talk about EM can be progressed in 2023.	
Whiritoa – Village	Errol Smith (Chief Fire Officer) Chris Hannah Darren Hannah	Murray Sanson
	Activities to progress include:	
	Whiritoa will be the next CRP refresh and tsunami signs developed in the new Year 2023. This community has been without power on several occasions during recent weather events which has affected their ability to communicate out of the area. The Whiritoa Surf Life Saving Club has reached out to support the CRP committee to refresh their Plan. They have also asked if the club could be	

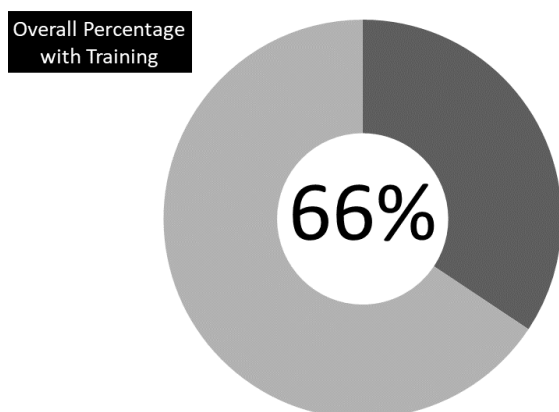
	recognised as a Civil Defence Centre. This is not likely due their proximity to the sea and risk of tsunami. However they could become a Community lead Centre for other events where Tsunami is not a factor.
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Work has also started on the following communities CRP’s:

Community	Plan owner	Plan update by
Waitakaruru –	Peggy Bariball Mike Davis Andrew Williams	2023
	Activities to progress include: The Hauraki Communications Manager has been asked to join the Committee which will greatly assist this CRP. This is another community which will benefit once modelling is done on the Hauraki Plains.	
Ngatea –	Unidentified	
	Activities to progress include: No updates since the last report.	
Kaihere/Patetonga – Pipiroa/Kopuarahi –	Unidentified	TBA
	Activities to progress include: No updates since the last report	

5. TRAINING | WHAKANGUNGU

Staff Training:



We had seventeen staff attend the October 2022 Foundation Training. We have three more Foundation Trainings organised in-house in 2023 they will be in February, June and October. Currently we have 66% of staff who have a minimum of two Emergency Management Training modules - this is a fabulous improvement.

The 2023 calendar of training has been developed by the Group Emergency Management Office (GEMO) before Christmas. There are a number of staff looking to train before Exercise Rua which for Hauraki is on the

25th of May. The calendar is has been adapted to cover all functions before the May exercise. We have 6 staff booked in to do an Operations Course on the 2nd of February. GEMO are doing monthly Communities of Practise seminars for an hour for most of the functions and we are supporting staff to attend these as they can.

Incident Management Team Training

To be an Incident Management Team (IMT) Manager staff need to have undertaken relevant ITF Foundation and Intermediate Course followed by functional training in either Welfare/ Intelligence/ Operations/ Logistics/ Planning or PIM then completing a Coordinated Incident Management System 4 (CIMS4) course.

A leadership programme relevant to Emergency Management is also advantageous. It is not always going to occur that managers will have all of this training under their belt but they may bring skills learnt from previous experiences and or employment to an event especially at this manager level. We will look at training in other functions as well with these managers; they will gain better understanding of their role when they understand how they fit and how their function works with the others.

Training #	Hauraki-DC
Number of IMT roles identified	9
IMT in 'activated' event	8
IMT requiring ITF Intermediate	0
IMT requiring CIMS4	1
IMT requiring ITF functional*	0
Total Days training currently outstanding for IMT	16 hours

Foundation Training:

The number of Hauraki-DC staff trained to Integrated Training Framework (ITF) Foundation level are:

FOUNDATION	Hauraki-DC
Completed online or face to face course	122 staff
Percentage	51%
Completed online assessment to complete training	72 staff
Percentage	30%

Intermediate Training:

- The number of HDC Staff trained to ITF Intermediate level are:

Intermediate (including done online assessment)	34
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The next Intermediate Course is in Thames on the 12th and 13th July we have only 1 staff member booked on this currently - scoping of staff is required to get this number up.

Staff exercises

All staff trained in ITF Intermediate and above need to participate in a relevant CDEM exercise at least once per year (July – June reporting year). The next exercise was due to be conducted on the 25th May but due to the recent ‘activations’ this may no longer be required. Instead an After Action Report is being compiled and an independent assessor will be assigned to assess our ‘activation’ response based on that report and other documents, status board data and other records gathered during the activation.

Emergency Operations Centre (EOC) Team:

This following table gives EOC staff numbers.

Local Controller (LC)	1 trained controller (RRANZ face to face training required to complete training)
PA to Local Controller	1 trained 2 further Controllers trained if needed (can use Group Controllers but will need access and training in Hauraki systems)
Response Manager	1 trained manager (can manage any function) 1 other manager trained but in another function (intel manager) 1 manager in training in another function (welfare manager trained)
Planning Manager	1 trained manager 1 officer in training but trained in another function (logs officer)
Intelligence Manager	1 trained manager (remote working only) 1 officer training to intel manager trained manager (also trained welfare and response manager) 2 officers in training

GIS	1 GIS Support Contractor
Message Management	None identified
Logistics Manager	1 trained manager
Finance	1 officer trained (intermediate training required)
Personnel	2 officers trained 1 officer in training (intermediate required)
Supply	1 officer trained (intermediate required) 1 officer in training
Facilities	1 officer in training (intermediate assessment required)
Operations Manager	1 manager in training (ops function specific, lifeline utilities, CIMS) 1 officer in training (Ops function)
Lifeline Utilities coordination	1 officer (some more training required)

Incident Coordinator	1 trained
PIM	1 trained manager (Comms manager) 1 manager in training (PIM manager training) 4 officers
Welfare in EOC	1 manager trained 1 other manager trained but in another function (Intel Manager) 1 manager in training (sign off required)
Welfare Support in EOC	2 officers manager potential 1 officer (Waihi service centre)
Civil Defence Centre Supervisor	1 supervisor trained (alternate welfare manager in EOC)
Needs assessment	1 officer (to be trained to manager level)
Animal welfare @ CDC	1 officer 2 contractors
Recovery Manager	1 trained (RRANZ face to face training required to complete training)

6. RESOURCES | RAUEMI

Work is still being done on determining a collaboration platform for Emergency Management however progress has been made in that the Manager of the Hauraki-DC IT Department has signalled that he will come to the IMT Meetings for the time being to be the advocate to assist with this process.

Emergency Management have communicated what applications and resources they need to be able to coordinate a response. Now that Hauraki-DC IT have a good idea of what is needed, they are currently looking into what applications Hauraki-DC currently have to see if they will be fit for purpose for EM needs.

Volunteers:

The welfare response and volunteer coordination was an area of improvement noted in the capability assessment. There is a plan to work on a process for this but it has a low priority so will be looked into after higher priority activities have been sorted first.

7. IWI ENGAGEMENT

Its early stages as yet but some initial engagement has started with The Wharekawa Marae with the Community engagement team from the GEMO and Auckland EM. If this engagement is successful it will be a good model to use to be able to engage with the other Marae in the district.

8. OTHER MATTERS | ERA ATU MEA

Alternate Emergency Operations Centre

There is no change from the last report an alternate Operations Centre is something that needs attention, at this stage the alternate venue would still be the Paeroa War Memorial Hall. However we know this could be effected by flooding which is the same reason the current coordination centre would be out of commission. An alternate EOC is still yet to be determined and should be something to be kept in mind with Council should any further Council facilities be planned.

9. NEXT STEPS | TE ARA KI MUA

A work plan has been developed by the Waikato Group Service Level Manager for the Hauraki District Council. Hauraki Executive direction and input into this EM work plan is important otherwise it will be the Group managing and directing EM priorities for Hauraki-DC. This was an observation made in the latest capability report done in November 2022 that direction from the Hauraki-DC executive level is needed.

10. APPROVAL | TAUTOKO

Prepared by	Brett Otto Emergency Management Officer Āpiha Whakahaere Ohotata
Reviewed by	Campbell Moore Local Controller
Approved by	Peter Thom Group Manager Community Development

FOR INFORMATION | NGĀ MŌHIOTANGA



TO Adaptive Planning and Emergency Management Committee

AUTHOR Mark Bang
Partnerships Team Leader –
Waikato Group Emergency Management Office

FILE REFERENCE Document: 3392384

MEETING DATE 15 May 2023

SUBJECT **Waikato GEMO ~ Hauraki-DC Quarterly Report – Q3
(January to March 2023) FY2022/23**

SUMMARY | TE WHAKARĀPOPOTANGA

The Waikato Group Emergency Management Office (GEMO) present an update of activities carried out during quarter three of the financial term. The activities include management of various work plans, projects and the intended activities looking forward.

RECOMMENDATION | TE WHAIKUPU

THAT the report be received.

1 PURPOSE | TE ARONGA

To inform the Emergency Management committee about activities the Waikato Group Emergency Management Office (GEMO) have been involved in with Hauraki District Council.

2 PRIORITY WORK PROGRAMME 2022/2023 | HŌTAKA

The work-plan for the 2022/2023 financial year has been structured to incorporate and align the actions and recommendations of the:

- a. Hauraki-DC monitoring and evaluation (Capability Assessment) report recommendations (2019 and 2022)
- b. Waikato CDEM Group¹ Plan actions prioritised by Coordinating Executive Group (CEG)²
- c. COVID-19 after action report recommendations (2020) prioritised by CEG

All actions in the CDEM work-plan have been prioritised as High, Medium or Low. The GEMO³ and Hauraki-DC’s current focus is on high priority actions and these work areas focus on response capability. Below is an aggregated report on those work areas.

The plan identifies where Council units other than “emergency management” take a lead or support activities. Through this a whole-of-Council approach to emergency management will develop.

Key activity since last report:

Since the last report in February 2023 parts of the CDEM Group area have been at various levels of response to weather events. This has included Cyclone Hale, The Auckland Anniversary Weekend storm and Cyclone Gabrielle. Some Councils are currently active in Recovery and the Group has a Recovery Organisation established in support.

Hauraki-DC was directly involved in activating its Emergency Operations Centre (EOC) during Cyclone Gabrielle and declared a state of local emergency on 13 Feb (along with three other councils). A state of emergency was then declared for the whole of the Waikato Region and this was followed by a National state of emergency. The implications of this has involved multiple units of Hauraki-DC and their staff and fair to say has been a significant disruptor to planned work and relevant comment is made in the table below.

Following activation of the Hauraki-DC EOC a debrief was held and an independent assessment of the EOC is yet to be conducted. Separate reporting will identify what went well along with recommendations for improvement.

Key:

Status	Description
Green	On track
Orange	Off track in respect of timing and / or scope. No risk to the work area
Red	Off track in respect of timing and / or scope. Help needed or has been requested

¹ The Waikato CDEM Group has overall responsibility for the governance of CDEM including establishment and oversight of the CEG and GEMO. The CDEM Group (-Joint Committee) functions and general powers are covered in the CDEM Act 2002 s17 & 18.

² The CEG is responsible to the CDEM Group for functions detailed in CDEM Act 2002 s20 (2).

³ The GEMO supports the delivery of the Waikato CDEM Group strategy and work programme (Group Plan p82)

Table 1: Work Plan FY2022/23

Non-Financial Performance Targets		Community Protection: You can expect that the Council and the community will be ready for a Civil Defence emergency.
Community response and recovery plans are developed and maintained as measured by reports to the Council.		<ul style="list-style-type: none"> • Installation of Tsunami signs along the Wharekawa coast are delayed due to response activity. The objective is to have them installed this financial year. • "Community Response Plans" continue to be developed with focus on 19 communities. As a result of the weather events this year there are high levels of interest from rural community groups and the EMO has filled several speaking engagements around the District. • We will lean on the GEMO and their development of a Public Awareness & Community Engagement (PACE) strategy and accompanying tools especially as we begin to work with Marae and Māori communities on the Wharekawa Coast.
We will have a sufficient number of key management civil defence emergency positions filled by trained staff, as measured by staff training records.		<p>90% positions filled by trained staff.</p> <ul style="list-style-type: none"> • The debrief to the recent EOC activation along with the independent assessment of the EOC will give a good indicator of staff numbers (capacity) and the quality of their training (capability). It will not make judgement of individual performance but will look at the efficient functioning of the EOC.
LTP Measures	Status	Comments
The evaluation of annual exercise as a measure of effectiveness of training.		<ul style="list-style-type: none"> • Prior to the EOC activation planning for the FY2022/23 exercise was underway and was scheduled to be conducted in May 23. • In accordance with the exercise assessment framework where an EOC has been activated in the previous six months an exercise is not required. • As mentioned above we will have independent assessors review the evidence from the activation (and interview personnel as required) against the exercise assessment tool. This will be done in May and reported via the Hauraki-DC annual plan.
Work area	Status	Comments
Welfare		<ul style="list-style-type: none"> • See separate welfare report for details
Training & exercising		<ul style="list-style-type: none"> • The target for 22/23 exercise was to be in the "late developing" category (41 - 60%) and see above for activation assessment comments. • The Group training programme has been affected by the series of weather events extracting staff from BAU and courses have been cancelled. Since early March courses have re-commenced and are available to Hauraki-DC staff.
Recovery		<ul style="list-style-type: none"> • In December the Groups' Recovery Managers have agreed a work-plan which they can collectively contribute to.

		<ul style="list-style-type: none"> • Progress on the work-plan has been delayed due to response and now recovery activity across the region.
<p>Operational readiness (staff, facilities & functions)</p>		<ul style="list-style-type: none"> • Community of Practice (COP) sessions for Function Managers have been interrupted, however the Hauraki-DC Incident Management Team have maintained regular monthly meetings. The EMO is supporting them to develop work plans for their own functions and be self-managing as much as possible. • Activation planning is underway. Plans will include communications channels, decision making mechanisms and IMT make-up for the four levels of EOC activation (from “monitoring” to “direct”) <ul style="list-style-type: none"> ▪ Interruptions to BAU activity has meant the progress in this area has been delayed. On the other hand lessons learnt from recent events will contribute to the quality of operational readiness
<p>Communications / ICT</p>		<ul style="list-style-type: none"> • Prior to the December break a meeting with IT staff was held and it was agreed to do a mapping exercise to fully understand the needs / requirements of the CDEM Information Management system. • There has been little progress in deciding how Information Management will be managed in the Hauraki-DC EOC and developing training and information to support staff.

3 GROUP and GEMO ACTIVITY | HINGONGA

Other matters of note during the quarter:

New Zealand Response Team [NZRT]:

CEG asked the Emergency Service Coordination Committee (ESCC) to conduct a needs assessment for accredited NZRT in the Group area.

On 29 March a workshop was held to assess the needs between both Waikato CDEM Group and Emergency Management Bay of Plenty. This was a multi-agency workshop and the results of the needs analysis will be reported to CEG by the ESCC. We will continue to collaborate with our Bay of Plenty neighbours as they develop a business case for their existing NZRT in Tauranga.

The timing of the workshop on the heels of multiple storm events which have seen activation of NZRTs from around the country couldn't have been better.

CDEM Trifecta & Waikato CDEM Group Plan

The review of the CDEM Act, National CDEM Plan and creation of a National Disaster Resilience Strategy Road Map is colloquially known as the “trifecta.”

1. The Group Manager has been advised that it is unlikely that the new Emergency Management Bill will be introduced to Parliament before the election. Its progress has been severely hampered by the responses to weather events this year by NEMA.
2. Likewise there will not be a review of the National Plan completed in 2023.
3. Progress will continue on the risk and impact analysis for Group level hazards and then pause. Despite the Group Plan being beyond its due date for review (May 2023) it will continue to have effect.

The Group made submissions on the Natural and Built Environment Bill, Spatial Planning Bill and Review into the Future for Local Government. These submissions are available in the Joint Committee [Agenda](#) for their 27 March meeting.

GEMO work-plan delivery

The GEMO has supported multiple activations both within the region and to other Group areas. Multiple staff from both GEMO and local councils have been deployed and often this has involved the Emergency Management Professionals from the region. Current focus is on management and leadership of the regional recovery organisation, and this involves several of the GEMO team.

Like local work planning the response and recovery work has seen an impact on our BAU work plan delivery, and continues to do so. On the plus side we learn so much from response and recovery that feeds into the quality outcomes of our work plan that the benefits cannot be overstated - especially in readiness, response and recovery work.

Coordinating and Executive Group [CEG]

The CEG are the executive group who oversee the work of GEMO and Local Authorities and recommend policy decisions to Joint Committee. Langley Cavers is the Hauraki-DC member.

CEG met on 10 March and amongst other matters elected a new Chair. The departing Chair is Gareth Green who is CEO of Taupō District Council and has resigned to move to New Plymouth. The Chair elected is Susan Law, CEO of South Waikato District Council. Her election has meant that current CEG member for SWDC, Sharon Robinson's long service has come to an end.

CEG recommended to the Joint Committee that they have workshops with Iwi Chairs to co-design a strategic work programme that sits outside the current Group plan. In this proposal, Iwi Chairs would have the opportunity to sit on Joint Committee to provide governance and oversight to the agreed Group-wide strategic work programme. CEG acknowledged the work programme in the current Group Plan is out of date and is not inclusive of Māori.

CDEM Group Joint Committee [JC]

The last meeting of JC was 27 March and the agenda and unconfirmed minutes (and meeting recording) can be found here: [Waikato CDEM Joint Committee | Waikato civil defence and emergency group \(waikatoregioncdem.govt.nz\)](#)

The Chair of the JC is Councillor Anna Park from Taupō District Council; the Hauraki-DC representative is Councillor Buckthought (delegated by the Mayor).

Service Level Agreement

CDEM for Hauraki-DC is delivered through a service level agreement with Waikato Regional Council (delivered through GEMO). The term of agreement finishes in June 2024 and Hauraki-DC will need to decide if it wishes to renew the arrangement of take CDEM Service "in house".

The cost of the service for FY 23/24 is expected to remain the same as for F22/23 plus any CPI adjustment.

4 Approval

Prepared by	Mark Bang Partnerships Team Leader – Group Emergency Management Office [GEMO]
Reviewed by	Campbell Moore Local Controller
Approved by	Peter Thom Group Manager – Community Development

FOR INFORMATION | NGĀ MŌHIOTANGA



TO	Adaptive Planning and Emergency Management Committee
AUTHOR	Nina Murphy Strategic Planning Manager
FILE REFERENCE	Document: 3339447
MEETING DATE	13 February 2023
SUBJECT	Climate change adaptation

SUMMARY | TE WHAKARĀPOPOTANGA

Climate change is one of the most pressing issues of today, and there are many approaches people and councils are taking to manage it. This report details an adaptive planning approach, which ensures flexible decision making in the future regardless of the hazard/risk outcome by choosing adaptive policies and pathways.

Hauraki District Council has two areas currently being managed by an adaptive planning approach. The first is the Wharekawa Coast, and this project has currently progressed through to the Community Plan stage, which is being developed by consultants.

The second area is the Hauraki Plains which has been scoped for an adaptive planning approach by consultants.

RECOMMENDATION | TE WHAIKUPU

THAT the report be received.

1 PURPOSE | TE ARONGA

The purpose of this report is to provide an update to the Committee on staff's work to date on our two main adaptive planning projects, Wharekawa Coast 2120 and the Hauraki Plains. The report also outlines what adaptive planning is, and the difference between climate change adaptation and mitigation.

2 BACKGROUND | TE KŌRERO Ā MUA

Driving the need for adaptive planning is the concept of climate change adaptation, which is not to be confused with climate change mitigation. Mitigation is actively trying to mitigate, or reduce, climate change. This primarily involves reducing the amount of greenhouse gases entering the atmosphere. Mitigation of this is done via either reducing the burning of fossil fuels that emit these gases (e.g. for transport), or by enhancing the sinks (oceans, forests, soils) that accumulate and store gases.

Adaptation involves adjusting to actual or expected future climate. Adaptation aims to reduce risk to humans and infrastructure from the harmful impacts of climate change (e.g. sea level rise/inundation risk, increased numbers of extreme weather events, food insecurity). Adaptation requires changes to systems, behaviours, and plans in order to manage changing climate conditions and the effects they bring.

Actions taken to mitigate climate change will take decades to have an effect on environmental systems, and therefore adaptation is needed for the change that is already occurring/predicted to occur in the near future.

Adaptive planning is a method to use to help us with adapting to the impacts of climate change. It is a planning response to hazards or risk that enables flexible decision making in the future, regardless of what impacts evolve from the risk. In order to do this, adaptive climate policies and pathways need to be chosen. This involves planning and risk management, engaging with stakeholders and communities, all with a focus on planning to reduce the consequences for a range of potential futures. It is a useful tool as for those exposed to the risk, waiting for uncertainties to be reduced before making decisions, or doing nothing, is simply not viable or acceptable.

Adaptive planning is particularly useful for dealing with the uncertainties around the likely timing and scale of the impacts of climate change. We are using an adaptive planning approach for developing the community plan for Wharekawa Coast, refer below for more details on this project. We will also be applying this approach to the Hauraki Plains.

For detail on developing an adaptive planning strategy, refer to Appendix A (the 10-step decision making cycle from the Ministry for the Environment's Coastal Hazards and Climate Change Guidance 2017).

3 HAURAKI PLAINS ADAPTATION PLANNING

Council applied to the Three Waters Better Off Fund for a number of projects, one of these being Hauraki Plains adaptation planning. The application was successful and we received \$1,070,000 to go towards this project over the next five years.

Consultants (Traverse Environmental) prepared a scoping document for the project, outlining several potential options for tackling the project. Once this document had been presented to HDC staff, the Technical Advisory Group (TAG) consisting of HDC and WRC staff members was formed. The TAG had their first meeting on 19 April 2023, to discuss the scope and project initialisation.

A decision on where the project will start has not been made yet. The scope presented three options:

1. Starting work in the Pouarua Basin
2. Expanding the Pouarua Basin area to also include Ngatea
3. Using the already established Land Drainage Districts as area boundaries

The recommended approach in the scope was option two, however at the TAG meeting there was much discussion around where to start and it was decided further research into the options and the project area as a whole will be needed before a firm decision can be made.

Staff have begun work on the procurement process. We will appoint consultants to carry out much of the technical work on this adaptive planning project.

4 WHAREKAWA COAST 2120

The Wharekawa Coast 2120 project aims to use a community led, adaptive planning approach to better plan for the effects of climate change in the area in the future. We know that the Wharekawa area will be impacted by sea level rise and changes in storm intensity due to climate change, and this project seeks to ensure the area has a resilient and prosperous future.

Planning for this project has occurred using the 10-step decision cycle in Appendix A. The Community Panel has worked through steps 1-6, with the Councils involved (HDC, WRC, Waikato District Council) now expected to pick up the next steps. The Recommendation Report from the Community Panel was released in July 2022 with their recommendations based on the first six steps. Read the Community panel’s report [here](#), and an overview report [here](#).

This project has not previously been reported to the Emergency Management Committee, but will now as the new Committee is for Adaptive Planning and Emergency Management. The project has been reported to Council and governed by a Joint Working Party (JWP), which consists of elected members from the three councils and Iwi representatives of Ngāti Pāoa and Ngāti Whanaunga.

The Wharekawa Coast 2120 JWP was re-established after the triennial election and had its first meeting on 14 March 2023. At this meeting, the re-established JWP appointed two new Co-chairs, namely Cllr Jennifer Nickel (WRC) and Frank Rawiri (Ngāti Pāoa). It also accepted the amended JWP Terms of Reference and considered an outline of how to develop the community plan (based on the recommendations in the Community Panel’s report) and the timing of said plan. The next JWP meeting is scheduled for 3 May 2023.

Development of the community plan is continuing through work with consultants from Traverse Environmental Ltd.

5 NEXT STEPS | TE ARA KI MUA

Timeframe	Action	Comments
May 2023	Hauraki Plains TAG meeting (date TBC)	Determine study area of project.

Undertake procurement process following finalising of the scope.

3 May 2023 Wharekawa Coast 2120 JWP meeting

Approval

Prepared by	Aoife Hennessy Assistant Strategic Planner
Approved by	Peter Thom Group Manager Community Development

APPENDIX A

The following 10-step decision cycle is used in adaptive planning. It is grouped around 5 questions and intended to include elements to secure and implement a long-term strategic planning and decision-making framework.

Note that this framework was designed for coastal areas that are or will be affected by coastal hazards or climate change effects e.g, sea level rise.

Here’s a link to the Ministry for the Environment’s Coastal Hazards and Climate Change Guidance: [coastal-hazards-guide-final.pdf](https://www.environment.govt.nz/coastal-hazards-guide-final.pdf) ([environment.govt.nz](https://www.environment.govt.nz))

