

Taranaki Civil Defence Emergency
Management Group

Tuesday 16 June 2015

10.30am

Taranaki Regional Council, Stratford

**Agenda for the meeting of the Taranaki Civil Defence
Emergency Management Group [Joint Committee] to be
held in the Taranaki Regional Council chambers, 47
Cloten Road, Stratford, on Tuesday 16 June 2015
commencing at 10.30am.**



Members	Councillor	B R Jeffares	(Taranaki Regional Council)
			(Chairperson)
	Mayor	A Judd	(New Plymouth District Council)
	Mayor	N Volzke	(Stratford District Council)
	Mayor	R Dunlop	(South Taranaki District Council)
Attending	Messrs	G K Bedford	(Taranaki Regional Council)
		S Briggs	(Senior Emergency Management Officer)
		B Ingram	(Emergency Management Officer)
	Mr	D L Lean	(Taranaki CDEM Group Controller)
	Ms	A Kemp	(Chairperson Taranaki CDEM CEG)
	Mr	P Ledingham	(Taranaki Regional Council)
	Mrs	K van Gameren	(Taranaki Regional Council)
	Mrs	J Ritchie	(Taranaki Regional Council)
	Mr	I Wilson	(Ministry of Civil Defence and Emergency Management)

Apologies

Notification of Late Items

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Agenda Memorandum

Date 16 June 2015



Memorandum to
Chairperson and Members
Taranaki Civil Defence Emergency Management Group

Subject: Confirmation of Minutes – 3 March 2015

Item: 1

Approved by: G K Bedford, Director-Environment Quality

B G Chamberlain, Chief Executive

Document: 1521945

Resolve

That the Taranaki Civil Defence Emergency Management Group:

1. takes as read and confirms the minutes and resolutions of the Taranaki Civil Defence Emergency Management Group meeting held at the Taranaki Regional Council chambers, 47 Cloten Road, Stratford, on Tuesday 3 March 2015 at 10.30am
2. notes that the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Group meeting held in the Taranaki Regional Council chambers, 47 Cloten Road, Stratford, on Tuesday 3 March 2015 at 10.30am, have been circulated to the Taranaki Regional Council, New Plymouth District Council, Stratford District Council and South Taranaki District Council for their receipt and information.

Matters arising

Appendices

Document #1476898 – Minutes Taranaki Civil Defence Emergency Management Group
Tuesday 3 March 2015

**Minutes of the Taranaki Civil Defence
Emergency Management Group meeting held
in the Taranaki Regional Council Chambers,
47 Cloten Road, Stratford on Tuesday 3
March 2015 commencing at 10.30am.**



Present	Mayor	N Volzke	(Stratford District Council)
	Mayor	R Dunlop	(South Taranaki District Council)
	Mayor	A Judd	(New Plymouth District Council) 10.45am
Attending	Councillor	K Squires	(Stratford District Council)
	Mr	G K Bedford	(Taranaki Regional Council)
	Mrs	B McKerrow	(New Plymouth District Council) 10.45am
	Mr	S Briggs	(Senior Emergency Management Officer)
	Mr	B Ingram	(Emergency Management Officer)
	Ms	A Kemp	(Taranaki CDEM Co-ordinating Executive Group Chairperson)
	Mrs	K van Gameren	(Taranaki Regional Council)
	Mrs	J Ritchie	(Taranaki Regional Council)
	Mr	D L Lean	(Taranaki CDEM Group Controller)

Apologies The apology from Councillor B R Jeffares (Taranaki Regional Council) was received and sustained.

Notification of

Late Items General Business – Resilience Fund Projects

Election of Group Chairperson

In the absence of the Group Chairperson (Councillor B R Jeffares – Taranaki Regional Council), Mr G K Bedford, Taranaki Regional Council, opened the Taranaki Civil Defence Emergency Management Group meeting and outlined the procedure to elect a Chairperson for the Group meeting. Mayor N Volzke, Stratford District Council was appointed Chairperson for the duration of the meeting.

1. Confirmation of Minutes – 9 December 2014

Resolved

THAT the Taranaki Civil Defence Emergency Management Group

1. takes as read and confirms the minutes and resolutions of the Taranaki Civil Defence Emergency Management Group meeting held at the Taranaki Regional Council chambers, 47 Cloten Road, Stratford, on Tuesday 9 December 2014 at 10.30am
2. notes that the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Group meeting held in the Taranaki Regional Council chambers, 47 Cloten Road, Stratford, on Tuesday 9 December 2014 at 10.30am, have been

circulated to the Taranaki Regional Council, New Plymouth District Council, Stratford District Council and South Taranaki District Council for their receipt and information.

Volzke/Dunlop

Matters arising

Resourcing of civil defence emergency management for 2015-2016

It was confirmed that the cost-sharing allocations for 2015-2016 for each council has been incorporated into their Long-Term Plans for public consultation.

2. Taranaki Civil Defence Emergency Management Co-ordinating Group Minutes – 10 February 2015

Resolved

THAT the Taranaki Civil Defence Emergency Management Group

1. receives the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group meeting held in the Taranaki Regional Council chambers, 47 Cloten Road, Stratford on Tuesday 10 February 2015 at 10.30am
2. adopts the recommendations therein.

Volzke/Dunlop

Matters Arising

Ms A Kemp, Taranaki Civil Defence Emergency Management Co-ordinating Executive Group (CEG) Chairperson provided a verbal report and update to the Group on matters and business discussed at the CEG meeting (10 February 2015) to which the aforementioned minutes relate to, including:

- Emergency Operations Centre (EOC) staffing and training – subject to further discussion by the Group later in the meeting
- significance of the Mt Taranaki Volcanic Unrest Response Plan
- progress on Exercise Pahu – still ongoing

3. Report from Taranaki CDEM Co-ordinating Executive Group Chairperson

- 3.1 Ms A Kemp, CEG Chairperson, spoke to the memorandum introducing her report, as Chairperson of the Taranaki Civil Defence Emergency Management Group Co-ordinating Executive Group, for information and discussion purposes.

Resolved

THAT the Taranaki Civil Defence Emergency Management Group

1. receives the report from the Chairperson of the Taranaki Civil Defence Emergency Management Group Co-ordinating Executive Group for information and discussion purposes.

Dunlop/Volzke

4. Mt Taranaki Volcanic Unrest Response Plan

- 4.1 Mrs J Ritchie, Taranaki Regional Council, spoke to the memorandum to receive the Mt Taranaki Volcanic Response Plan (the Plan), an operational plan within Taranaki civil defence emergency management.
- 4.2 Mrs Ritchie outlined to the Group the key changes to the Plan since the Taranaki Volcanic Response Plan was first drafted and presented to the Group. The Plan has a new title (Mt Taranaki Volcanic Unrest Response Plan), inclusion of a new hazard map and an eruption forecast updated based on new research undertaken by GNS in 2013. The Plan was approved by the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group at their meeting on 10 February 2015.
- 4.3 Mr S Briggs, Senior Emergency Management Officer, advised the Group that the Plan will help feed into the Taranaki Civil Defence Emergency Management Plan when it is next reviewed.
- 4.4 The Hazards Advisory Group has been presented with the Plan. It is intended to prepare a submission to the Ministry for Business, Innovation and Employment in the future to seek amendment to the Building Act 2004 to make buildings with flat roofs or large span roofs to be strengthened to allow for ash fall loading.

Resolved

THAT the Taranaki Civil Defence Emergency Management Group

1. receives the memorandum and *Mt Taranaki Volcanic Unrest Response Plan*
2. notes that the *Mt Taranaki Volcanic Unrest Response Plan* has been subject to consultation and review
3. notes that the *Mt Taranaki Volcanic Unrest Response Plan* has been agreed to and adopted by the Taranaki CDEM Co-ordinating Executive Group as an operational plan on 10 February 2015
4. notes that the *Mt Taranaki Volcanic Unrest Response Plan* provides the basis for risk reduction and readiness actions by various parties and agencies.

Dunlop/Judd

5. EOC staffing and training

- 5.1 Mr S Briggs, Senior Emergency Management Officer, spoke to the memorandum providing the Group with a status report on current and intended Emergency Operations Centre (EOC) staffing levels and training programmes.

Resolved

THAT the Taranaki Civil Defence Emergency Management Group

1. receives the report on the Taranaki Emergency Operations Centre staffing levels and training programme
2. notes that the report provides background material on the current staffing and resourcing of the Taranaki EOC that can assist the Taranaki Civil Defence Emergency Management Group in their future considerations on financial resourcing of civil defence emergency management in Taranaki.

Dunlop/Judd

6. Annual report of the Taranaki CDEM Group Controller for 2014

- 6.1 Mr D L Lean, Taranaki CDEM Group Controller spoke to the memorandum presenting his Taranaki CDEM Group Controller Annual Report for 2014.

Resolved

THAT the Taranaki Civil Defence Emergency Management Group

1. receives and notes the annual report from the Group Controller of the Taranaki Civil Defence Emergency Management Group, Mr D L Lean, for 2014.

Judd/Dunlop

7. General Business

Mr S Briggs, Senior Emergency Management Officer, and Mr B Ingram, Emergency Management Officer/Welfare Manager, presented to the Group for information purposes three short DVD videos developed as part of an education and outreach programme for the Whanau Resilience Project. The DVD's are designed to support the communication of civil defence emergency messages to Taranaki's Māori community. They will be available through social media and used on Maori Television.

There being no further business, the meeting Chairperson, Mayor N Volzke (Stratford District Council), declared the Taranaki Civil Defence Emergency Management Group meeting closed at 11.30 am.

Confirmed

Group Chairperson: _____
B R Jeffares

Date: **16 June 2015**

Agenda Memorandum

Date 16 June 2015



**Memorandum to
Chairperson and Members
Taranaki Civil Defence Emergency Management Group**

**Subject: Taranaki Civil Defence Emergency
Management Co-ordinating Group
Minutes – 14 May 2015**

Item: 2

Approved by: G K Bedford, Director-Environment Quality
B G Chamberlain, Chief Executive

Document: 1521952

Purpose

The purpose of this memorandum is to receive the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group meeting held on Thursday 14 May 2015, and to adopt the specific recommendations contained therein.

Recommendations

That the Taranaki Civil Defence Emergency Management Group:

1. receives the minutes of the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group meeting held in the Taranaki Regional Council chambers, 47 Cloten Road, Stratford, on Thursday 14 May 2015 at 10.30 am
2. adopts the recommendations therein.

Decision-making considerations

Part 6 (Planning, decision-making and accountability) of the Local Government Act 2002 has been considered and documented in the preparation of this agenda item. The recommendations made in this item comply with the decision-making obligations of the Act.

Financial considerations—LTP/Annual Plan

This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Council Community Plan and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

Policy considerations

This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks

including, but not restricted to, the Local Government Act 2002, the Resource Management Act 1991 and the Civil Defence Emergency Management Act 2002.

Legal considerations

This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

Appendices/Attachments

Document #1509853 – Minutes Co-ordinating Executive Group Meeting Thursday 14 May 2015

**Minutes of the Taranaki Civil Defence
Emergency Management Co-ordinating
Executive Group held in the Taranaki
Regional Council chambers, 47 Cloten
Road, Stratford on Thursday 14 May 2015
commencing at 10.30 am.**



Members	Ms	A Kemp	(Chairperson)
			(Taranaki District Health Board)
	Messrs	G K Bedford	(Taranaki Regional Council)
			(Hazards Advisory Group)
		C Stevenson	(South Taranaki District Council)
		M O'Mara	(Stratford District Council)
		L Dagg	(Stratford District Council)
		L Wee	(New Plymouth District Council)
		R Karaitiana	(New Zealand Fire Service)
		G Hight	(Rural Advisory Group)
		D Rogers	(Taranaki Seismic & Volcanic Advisory Group)
	Mrs	G Campbell	(Welfare Co-ordination Group)
	Snr Sgnt	R O'Keefe	(New Zealand Police)
	Mr	D L Lean	(Taranaki CDEM Group Controller)
In attendance	Mayor	R Dunlop	(South Taranaki District Council)
	Mr	S Briggs	(Senior Emergency Management Officer)
	Mr	B Ingram	(Emergency Management Officer)
	Mrs	K van Gameren	(Taranaki Regional Council)
	Mrs	J Ritchie	(Taranaki Regional Council)
	Mr	P Ledingham	(Taranaki Regional Council)
	Mr	R Ritchie	(Taranaki Regional Council)
	Mr	I Wilson	(Ministry of Civil Defence Emergency Management)
	Ms	F Greenhill	(Recovery Manager)
	Mr	C Killeen	(Ministry of Civil Defence Emergency Management)
	Mr	J Sutton	(Lifelines Utility Co-ordinator)
	Mr	D Leask	(Alternate Taranaki CDEM Group Controller)
	Ms	S Kelly	(Alternate Taranaki CDEM Group Controller)
Apologies	The apologies from Mrs B McKerrow (New Plymouth District Council), and Mr P Fitzell, New Zealand Fire Service) were received and sustained.		
Notification of Late Items	There were no items of general business.		

1. Ministry of Civil Defence Emergency Management EMIS presentation

- 1.1 Mr C Killeen, Emergency Management Advisor, Ministry of Civil Defence Emergency Management, provided a presentation to the Group on the current working capability of EMIS and discussions on future intentions.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the EMIS presentation from the Ministry of Civil Defence Emergency Management.

Kemp/Campbell

2. Fuel Plan presentation

- 2.1 Mr John Sutton, Lifelines Utility Co-ordinator, and Mr D Leask, Alternate Taranaki CDEM Group Controller and Lifelines Advisory Group Member, provided a presentation to the Group on the progress of the Taranaki Fuel Plan and the next steps that need to be undertaken going forward.
- 2.2 Mr Sutton and Mr Leask noted a number of critical issues in developing a fuel Plan and the Group agreed that further workshops/meetings be held with 'critical customers' and key stakeholders as required. The Group requested to be kept informed as to progress.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the presentation from Mr John Sutton, Lifelines Utility Co-ordinator, and Mr D Leask, Alternate Taranaki CDEM Group Controller and Lifelines Advisory Group Member, on a fuel plan for Taranaki
2. agrees to the approach being taken to develop a fuel plan for Taranaki
3. provides guidance on the issues raised.

Kemp/Rogers

3. Confirmation of Minutes - 10 February 2015

Resolved

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. takes as read and confirms the minutes and recommendations of the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group meeting held in

the Taranaki Regional Council chambers, 47 Cloten Road, Stratford on Tuesday 10 February 2015 at 10.30 am.

Bedford/Stevenson

Matters Arising

There were no matters arising.

4. Minutes of the Taranaki Civil Defence Emergency Management Group

- 4.1 The unconfirmed minutes of the Taranaki Civil Defence Emergency Management Group's meeting held on Tuesday 3 March 2015 were received for information.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the unconfirmed minutes of the meeting of the Taranaki Civil Defence Emergency Management Group held on Tuesday 3 March 2015.

Kemp/Campbell

5. Rural Advisory Group

- 5.1 The minutes of the meeting of the Rural Advisory Group held on Monday 23 February 2015 were received and noted.
- 5.2 Rural Advisory Group Chairperson, Mr G Hight noted, that due to lack of attendance, the Advisory Group meeting did not proceed. Mr Hight noted that the next scheduled Group meeting will be held at Fonterra in which it is anticipated that there will be higher attendance.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the unconfirmed minutes of the Rural Advisory Group meeting held on Monday 23 February 2015.

Campbell/Hight

6. Lifelines Advisory Group

- 6.1 The minutes of the meeting of the Lifelines Advisory Group held on Tuesday 24 February 2015 were received and noted.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the unconfirmed minutes of the meeting of the Lifelines Advisory Group held on Tuesday 24 February 2015.

Kemp/Stevenson

7. Welfare Co-ordination Group

- 7.1 The minutes of the meeting of the Welfare Co-ordination Group held on Wednesday 25 February 2015 were received and noted.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the unconfirmed minutes of the Welfare Co-ordination Group held on Wednesday 25 February 2015.

Kemp/O'Keefe

8. Hazards Advisory Group

- 8.1 The minutes of the meeting of the Hazards Advisory Group held on Thursday 26 February 2015 were received and noted.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the unconfirmed minutes of the meeting of the Hazards Advisory Group held on Thursday 26 February 2015.

Rogers/O'Keefe

9. Submissions made on behalf of the Taranaki CDEM Group

- 9.1 Mrs J Ritchie, Taranaki Regional Council, spoke to the memorandum presenting for Members' information, a summary of submissions made on behalf of the Taranaki Civil Defence Emergency Management Group. Submissions were made to the Ministry of Building, Innovation and Employment (Revised National CDEM Plan: Temporary Accommodation Coordination), the Ministry of Civil Defence Emergency Management (Emergency Movement Control Guidance for Controllers and CDEM Operational Planning Director's Guideline), the New Zealand Transport Agency (State Highway 3) and the South Taranaki District Council (District Plan Review).

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the memorandum *Submissions made on behalf of the Civil Defence Emergency Management Group*
2. endorses the submissions made on behalf of the Taranaki Civil Defence Emergency Management Group outlined in the memorandum.

Stevenson/Rogers

10. CEG work priorities Subcommittee report

- 10.1 Ms A Kemp, Chairperson, spoke to the memorandum providing a report on the progress of the Co-ordinating Executive Group subcommittee, established in 2014 with the aim of determining work priorities and targets for the 2015/2016 year.
- 10.2 Mrs Kemp noted to the Group that the Service Level Agreements (SLA's) that have been developed should be brought back to the Group for review. The SLA's may identify wider responsibilities for the Group that may be incorporated into the annual business plan and it is prudent that the Group agrees and 'signs-off' the agreements before these are endorsed.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the Coordinating Executive Group Subcommittee report
2. agrees to the identified priorities presented in the agenda memorandum
3. agrees that the Service Level Agreements being developed be presented to the Group for review and adoption.

Kemp/Stevenson

11. Taranaki Emergency Management Office Report 2014/2015

- 11.1 Mr S Briggs, Senior Emergency Management Officer, spoke to the memorandum providing the Group with a summary of the implementation of the *Taranaki Civil Defence Emergency Management Group Annual Business Plan 2014-2015*.
- 11.2 Mr C Stevenson, South Taranaki District Council, noted that the Taranaki Emergency Management Office Report provided clear indicators of KPI indicators and financial information, but suggested that the next report include an additional 'marker' that shows when task are completed and the date of completion.
- 11.3 Mr Briggs provided a brief update to the Group on recent incidents (including the Nepal Earthquake event, flooding of Lower Waiwhakaiho River, tornado strike at

Urenui) and response by the Taranaki Emergency Management Office, including the public information responses to social media comments/posts during the events.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the *Taranaki Emergency Management Office Report (2014-2015)* on the implementation of the *Taranaki Civil Defence Emergency Management Group Annual Business Plan 2014-2015*.

Kemp/Hight

12. Taranaki CDEM Annual Business Plan 2015/2016

- 12.1 Mr G K Bedford, Taranaki Regional Council, spoke to the memorandum presenting the finalised draft Taranaki Civil Defence Emergency Management Business Plan 2015/2016.
- 12.2 Mr C Stevenson, South Taranaki District Council, sought discussion on the format of the Business Plan, suggesting it be simplified for ease of reading. It was noted that the Business Plan is designed to report on the deliverables from the Taranaki CDEM Group Plan and that the Business Plan is required to contain certain information. It was agreed that other CDEM Group Business Plans would be looked at as to their format and that the 2016/2017 Business Plan for Taranaki may be prepared differently.
- 12.3 The discussion as outlined in the aforementioned paragraph created wider discussion around the Group on the KPI's within the Business Plan and how achievable they are to complete/progress in 2015/2016, taking into account resource and financial impediments. The Group expressed a desire to provide input into the development of the Business Plan before being finalised. For 2016/2017, it was agreed that the Group's sub-committee continue to work to identify a list of priorities for the deliverance of civil defence functions/activities in Taranaki in the early planning stages and for those to be subject of wider debate/discussion by the wider Group before forwarding to the Taranaki CDEM Group for approval. The Group agreed that having a clear strategic direction for TEMO staff to achieve in a financial year was important.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. adopts the draft Taranaki Civil Defence Emergency Management Business Plan 2015/2016.

Kemp/Hight

13. Schedule of annual reports and agenda items for CEG

- 13.1 Ms A Kemp, Group Chairperson, spoke to the memorandum identifying set agenda items and their timing over the four Co-ordinating Executive Group meetings during a twelve month period, including annual reoccurring events.
- 13.2 Annual Reports are required from each Member organization, including the Taranaki CDEM Group Welfare Manager and Recovery Manager. Each report will describe activities that contribute to civil defence emergency management over and above what is already reported as well as any other matters of interest. Email reminders will be sent to Members. The first 'set' of annual reports will be required for the next Group meeting scheduled for August 2015.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the memorandum
2. notes that the next annual reports will be due in August 2015
3. adopts the schedule of annual reports and agenda items for meetings.

Kemp/Dagg

14. ShakeOut 2015

- 14.1 Mr B Ingram, Emergency Management Officer, spoke to the memorandum advising the Group of the national event ShakeOut 2015 being held at 9.15am, Thursday 15 October 2015 and supporting the national initiative.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the memorandum on ShakeOut 2015.

Kemp/Campbell

15. Report from the Ministry of Civil Defence Emergency Management

- 15.1 Mr I Wilson, Ministry of Civil Defence and Emergency Management, spoke to the memorandum introducing an MCDEM update report (March 2015) on matters of interest to the Group and civil defence emergency management in Taranaki.

Recommended

THAT the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group

1. receives the Ministry of Civil Defence Emergency Management update report March 2015.

Dagg/Rogers

16. General Business

Induction material for Members of the Group has been finalised and published.
Copies of the material will be sent out to all Members of the Group for their records.

There being no further business, the Chairperson, Ms A Kemp, declared the meeting of the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group closed at 12.40pm.

Confirmed

Chairperson: _____
A Kemp

Date: **13 August 2015**

Agenda Memorandum

Date 16 June 2015



Memorandum to
Chairperson and Members
Taranaki Civil Defence Emergency Management Group

Subject: Ministry of CDEM – Capability Assessment Report for Taranaki

Item: 3

Approved by: G K Bedford, Director-Environment Quality
B G Chamberlain, Chief Executive

Document: 1513162

Purpose

The purpose of this memorandum is to present a report from the Ministry for Civil Defence and Emergency Management (MCDEM) on its finding arising from its evaluation of Taranaki CDEM in 2015. The report was accompanied by a letter from the Director of MCDEM congratulating the Taranaki CDEM Group on its accomplishments and progress since the last audit.

Mr Ian Wilson, MCDEM's Regional Emergency Management Advisor for the Taranaki region, will give a presentation at today's meetings on the evaluation's findings.

Recommendation

That the Taranaki Civil Defence Emergency Management Group:

1. receives the audit report and accompanying letter from the Director of MCDEM presenting the findings of MCDEM's evaluation of Taranaki CDEM, 2015.

Decision-making considerations

Part 6 (Planning, decision-making and accountability) of the Local Government Act 2002 has been considered and documented in the preparation of this agenda item. The recommendations made in this item comply with the decision-making obligations of the Act.

Financial considerations—LTP/Annual Plan

This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

Policy considerations

This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the Local Government Act 2002 and the Civil Defence Emergency Management Act 2002.

Legal considerations

This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

Attachments

Document: 1513455 Letter from Director of MCDEM

Document: 1514838 Taranaki Report 2015



Ministry of Civil Defence & Emergency Management

Te Rākau Whakamarumaru

15 May 2015

Mrs Anne Kemp
Chair Coordinating Executive Group
C/- Taranaki District Health Board
23 David Street
Private Bag 2016
New Plymouth 4342

Dear Anne,

Capability Assessment Report for Taranaki CDEM Group

Please find attached the Ministry of Civil Defence & Emergency Management capability assessment report for the Taranaki CDEM Group. This report was prepared following the assessment conducted in April 2015.

The report highlights the gains that the Taranaki CDEM Group has made. The Taranaki CDEM Group score of 60.9% (an increase of 14.6% on the 2010 result) moves the Group into the 'advancing' category. The Group is to be congratulated on the steady improvement it has made in all areas; with the greatest increase in 'Governance and management arrangements' – 30.3%.

The suite of local authority data provides the Group with some context around local CDEM performance, and highlights where support may be required or where good practice exists that could be leveraged in other areas of the Group.

On behalf of the Ministry of Civil Defence & Emergency Management I would like to take this opportunity to thank the Taranaki CDEM Group for its transparent, honest and self-reflective engagement with this process.

I would like to emphasise that the central regional office of the Ministry of Civil Defence & Emergency Management is able to assist the Taranaki CDEM Group with its continued achievement and improvement.

I look forward to receiving the Taranaki CDEM Group's corrective action plan to address areas for improvement identified in the report.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Sarah Stuart-Black'.

Sarah Stuart-Black

Director Civil Defence Emergency Management



Taranaki

Civil Defence Emergency Management

Capability Assessment Report 2.0

April 2015

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Executive Summary

This report presents the results of the capability assessment of the Taranaki CDEM Group undertaken April 2015. The report is informed through the data provided by member agencies through the self- assessment tool, a review of key CDEM doctrine provided by the Group and through a qualitative interview and workshop component.

The Taranaki Group provided extensive documentation and access to a full range of roles across all councils and Group stakeholders, all of whom participated enthusiastically. Coordination of the information gathering and interview process was comprehensive. MCDEM is very appreciative of the reflective engagement of the Group's member agencies in the capability assessment process.

The Group is to be congratulated on their significant improvement since 2010. There has been a clear commitment at all levels to engage deliberately in CDEM activity and to move the Group forward. A measured approach to improving understanding of roles and responsibilities and addressing capability whilst maintaining existing strengths now places the Taranaki Group in the advancing stage. Taranaki has achieved some noteworthy momentum and is poised to make meaningful further change which will be of benefit to its communities.

This report makes only one recommendation for the Group to assess its position and develop an appropriate corrective action plan that will enable its continuous improvement. It is intended that the process of corrective action planning should benefit the whole Group through a collaborative process that supports improvements across its member agencies, and levers from existing local good practice. Whilst not a requirement of this capability assessment process, local authorities and shared service arrangements may also benefit from corrective action planning. The process is likely to inform annual work plans and Group Plan development where appropriate.

Scores:

The comparison score makes a direct correlation to the content of the 2010 tool and is provided to the Group to enable a direct comparison with the 2010 score. The Taranaki Group score reflects the content of the new tool (which includes revisions in Goal 2, the addition of community resilience in Goal 1, revision of content around volunteers in Goal 1, and the addition of Enabler 2). The Taranaki Group score is comprised of each of the member agencies (local and Group level) with the weighted combination forming the new score for the Taranaki Group.

Scores that have been provided directly to local authorities on its CDEM performance are not moderated by MCDEM and reflect the combined self-assessment scores provided by representatives of that local authority. Local scores are not specifically examined in this report.

2010 Taranaki Group score	46.3
2013 Target set by Director MCDEM	60.0
2015 Taranaki comparison score	58.4
2015 Taranaki Group score	60.9

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

This section of the report focuses on the following activities;

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

2015			63.4		
2010		53.5			
	unsatisfactory	developing	advancing	mature	

The overall score for goal one is 63.4% which indicates an advancing state for the Group. This is an increase on the 2010 score of 53.5%. Detailed score breakdown by key performance indicator is in table 1.

Goal 1: To increase community awareness, understanding, preparedness and participation in CDEM				MCDM SCORE	CDEM GROUP SCORE
Capability Criteria					
#	Key Performance Indicators	#	Performance Measures		
Results For Goal 1					
Weighted Score by Key Performance Indicator					
G1A-1	Public education programme on hazards and risks is planned, coordinated and given priority by the			70.0	76.4
G1A-2	Awareness-building opportunities are proactively pursued			75.0	75.1
G1A-3	Public information management is planned, coordinated and given priority by the organisation			95.0	94.8
G1A-4	Public information manager is appointed and resourced to be able to do the job			96.0	96.7
G1B-1	A deliberate, strategic, and coordinated approach to community resilience is taken			50.0	53.1
G1B-2	Community resilience and related programmes are monitored and reviewed			40.0	41.8
G1B-3	The preparedness message is disseminated using multiple methods			80.0	80.6
G1C-1	Communities are supported to enhance their capacity and capability			75.0	78.4
G1C-2	Social capital is invested in as a method of enhancing community resilience			25.0	23.3
G1C-3	Volunteer participation in CDEM is supported and encouraged			30.0	38.8
G1D-1	Information on hazards and risks is readily available to the public			60.0	58.0
G1D-2	Community input on hazard risk management is sought, and 'acceptable levels of risk' defined			25.0	29.9
Weighted Score by Objective					
G1A	Increase the level of community awareness and understanding of the risks from hazards			83.8	85.9
G1B	Improve individual and community preparedness			59.0	61.0
G1C	Improve community participation in CDEM			51.8	56.3
G1D	Encourage and enable wider community participation in hazard risk management decisions			42.5	43.9
Weighted Score by Goal					
G1	To increase community awareness, understanding, preparedness and participation in civil defence			63.4	66.0

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

Areas of strength

Public Information Management (PIM)

Public Information Management remains a strength for the Taranaki Group. Since 2010 the Group PIM has expanded its membership to include multi-agency membership that meets regularly, has developed hazard specific templates and has developed a digital media capability. Whilst digital media is in its early stages for CDEM it is evident that significant consideration is being given to how it might be used as both a “push and a pull” mechanism and how that might benefit intelligence gathering for EOC use and verification. Capacity was tested during the Patea storm event and this demonstrated that the PIM model for Taranaki is effective in meeting the needs of the Taranaki CDEM community.

The preparedness message is disseminated using multiple methods

Taranaki has a multi-layered approach to disseminating the preparedness message. It has embraced the national resources such as the ‘Get Ready, Get Thru’ and ‘What’s the Plan Stan’. Twitter and Facebook are used by the Taranaki Emergency Management Office (TEMO) to promote CDEM activity and lever national and international events to promote awareness. Whilst there is a Regional Council staff member who is tasked with public education activity, the Group has also begun taking an integrated approach between CDEM professionals and some council’s community development teams to build capacity in message delivery through business as usual activity. During the interviews it was evident that a strong indicator as to how successful Taranaki CDEM was going to be in an activity was the identification of a “lead” or “champion” who is tasked with coordination or oversight. This component is missing for public education and this is a matter that the Coordinating Executive Group may wish to consider.

Areas for improvement

Community Resilience

The community resilience discussion is in its early stages in the Taranaki Group and this is recognised by the Group in its assessment of itself across these KPIs. The appointment of a CDEM professional with a community development background is a demonstration of the consideration that is being given to community resilience. During interviewing participants gave considered thought to opportunities for the support and maintenance of resilience building activities, with clear future opportunities and direction being demonstrated. Whilst it is still early in the journey for Taranaki across these KPI’s it is clear that sound thought leadership and commitment to taking an integrated approach exists.

Volunteers

Whilst the self-assessment of the Group recognises that there are improvements to be made in this area, interviewing revealed a mixture of conversations about volunteers. The CDEM Act 2002 requires the delivery of two streams of activity for local authorities;

64 Duties of local authorities

- (1) A local authority must plan and provide for civil defence emergency management within its district.
- (2) A local authority must ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency.

In order for the local authorities to be able to fulfil both these requirements its first recourse is to use the people it employs to provide its business as usual service delivery. To describe the Council employee's as volunteers, who deliver statutory requirements, confuses discussions between Group participants about responsibilities (i.e. what is in their job description). The lack of resolution of this basic premise also affects conversations about capability development and capacity building and the CEO's of the local authorities would assist these matters to move forward considerably if this issue was addressed in the short term. Consistency of language and commitment to fulfilling section 64 of the CDEM Act would then also allow a considered discussion about volunteers who do not have obligations through local authority affiliation.

Community input on hazard risk management is sought, and 'acceptable levels of risk' defined

The data demonstrates that this KPI is an area in which Taranaki views itself as needing attention. During the interview process it was evident that the Group members are beginning to collectively turn their minds to this in conjunction with community response planning and overall management of hazards. Whilst it appears that most organisations have a 'process' to engage with communities, the implementation of it and the active uptake by communities in terms of defining what is acceptable and what isn't is patchy. Where specific hazard risks are identified, communities may be engaged to some extent, but not necessarily in providing input to risk management options, or afterwards in terms of project feedback or advice on any residual risk. This is reflected further in Goal 2, risk reduction. Having a deliberate approach to engaging with communities on acceptable risk should cover the full spectrum of risk reduction interventions, and not focus only on initial conversations with communities.

Goal Two: Reducing the risks from hazards

This section of the report focuses on the following activities;

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

2015			41.9			
2010		38.2				
	unsatisfactory	developing			mature	

The overall score for goal 2 is 41.9% reflecting a developing state for the Group. This is a slight improvement on the 2010 score of 38.2%. Detailed score breakdown by key performance indicator is shown in table 2. .

Goal 2: To reduce the risks from hazards to New Zealand				MCDM SCORE	CDEM GROUP SCORE
Capability Criteria					
#	Key Performance Indicators	#	Performance Measures		
Results for Goal 2					
Weighted Score by Key Performance Indicator					
G2A-1	EM research is undertaken, assessed, and analysed			85.0	60.1
G2A-2	EM research is applied			45.0	51.3
G2B-1	Hazard risks are understood through ongoing research			50.0	60.3
G2B-2	Hazard risks are analysed to determine local impact			55.0	63.7
G2B-3	Hazard risk information informs organisational plans, priorities, and expenditure			35.0	38.6
G2C-1	Viable risk reduction options are identified, evaluated, and used to inform planning			35.0	39.3
G2C-2	Implementation of risk reduction programmes is inclusive and coordinated			25.0	37.8
G2C-3	Hazards, vulnerabilities, and risks are monitored on an ongoing basis			40.0	48.3
Weighted Score by Objective					
G2A	Improve the coordination, promotion and accessibility of CDEM research			65.0	55.7
G2B	Develop a comprehensive understanding of New Zealand's hazardscape			46.7	54.2
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels			32.0	40.5
Weighted Score by Goal					
G2	To reduce the risks from hazards to New Zealand			41.9	48.2

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

Areas of strength

EM research is undertaken, assessed, and analysed

In the self-assessment there is disparate scoring which appears to be a reflection of a lack of exposure to this area of expertise by Group members. The Taranaki Emergency Management Office (TEMO) are the CDEM professionals for the Taranaki Group and as such those staff are diligent in their efforts to remain abreast of both current and emerging emergency management practice. TEMO staff have a strong focus on ensuring a first principles approach to emergency management needs and clearly understand that emergency management research is vital to the efficacy of delivering CDEM activity. Further they are connected to and collaborate with the wider national emergency management community to maintain the currency of their knowledge and apply learning to the delivery of emergency management outcomes for Taranaki. Given the resourcing constraints that TEMO has, this is a particularly commendable outcome.

Areas for improvement

Reduction activity

The self-assessment scoring reflects that there are essentially two levels of reduction activity within the Group with the Taranaki Regional Council scoring in the higher end of the advancing bracket and the territorial authorities with most scores in the developing bracket. Taranaki Regional Council has used its expertise to quantify and address not only water related risk reduction activity (floods, coastal inundation, and tsunamis) but also other hazards such as liquefaction, volcanic activity and earthquake risk. This has provided a broad brush framework for the territorial authorities to receive and factor into their risk reduction activity. Local authorities have self-identified that there is work to do in the further local analysis of that information, the collation of other relevant data that they have, and deliberate conversations with their communities about risk options and risk acceptance.

Goal Three: Enhancing capability to manage emergencies

This section of the report focuses on the following activities;

- Capability development and exercising
- CDEM planning
- Collaboration and cooperation
- Emergency operation centres
- Warning systems
- Multi agency communications
- Controllers
- Critical resources and logistics
- Group and local welfare
- Coordination of Lifelines.

2015			59.1			
2010			52.3			
	unsatisfactory	developing		advancing		mature

The overall score for goal 3 is 59.1% reflecting a developing state for the Group. This is an increase on the 2010 score of 52.3%. Detailed score breakdown by key performance indicator is shown in table 3.

Goal 3: To enhance New Zealand's capability to manage civil defence emergencies				CDEM SCORE	CDEM GROUP SCORE
Capability Criteria					
#	Key Performance Indicators	#	Performance Measures		
Weighted Score by Key Performance Indicator					
G3A-1	Capability development strategy and programmes are developed according to organisational needs			55.0	58.0
G3A-2	Capability development programmes are comprehensively implemented and evaluated			55.0	65.6
G3A-3	Exercising is effective in improving capability			75.0	73.9
G3A-4	Exercising is integrated across organisations and levels			88.0	88.4
G3B-1	Local CDEM planning is integrated and aligned across agencies			50.0	55.4
G3B-2	CDEM Group member agencies work together cooperatively and collaboratively			60.0	70.1
G3B-3a	Emergency operating centres (EOC/ECC) have appropriate facilities			80.0	83.8
G3B-3b	Emergency operating centres (EOC/ECC) are staffed adequately			45.0	56.3
G3B-3c	Emergency operating centres (EOC/ECC) are resourced and operated efficiently			60.0	62.7
G3B-4	Warning systems are in place and are maintained and effective			95.0	94.5
G3B-5	Communication with partner agencies is able to be maintained in an emergency			65.0	70.0
G3B-6	Controllers are able to provide effective leadership			60.0	68.9
G3B-7	Critical resources can be sourced rapidly in response to an emergency			20.0	20.2
G3B-8	Logistics processes are in place to manage resources effectively in an emergency			28.0	28.3
G3B-9a	Group welfare planning is comprehensive and coordinated			80.0	86.4
G3B-9b	Local welfare planning is comprehensive and coordinated			25.0	24.8
G3B-9c	Welfare is able to be provided to affected communities in a timely, effective manner			35.0	33.9
G3B-10	Lifeline utilities are coordinated in response			75.0	83.0
Weighted Score by Objective					
G3A	Promote continuing and coordinated professional development in CDEM			67.6	71.1
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies			57.6	61.6
Weighted Score by Goal					
G3	To enhance New Zealand's capability to manage civil defence emergencies			59.1	63.0

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

Areas of strength

Exercising is integrated across organisations and levels

Exercising is a strong feature of the Taranaki CDEM Group. Its strength lies not only in the calibre of the exercise arrangements but also in the esteem in which this activity is held by participants at all levels throughout the Group. Exercises Pahu, Shakeout and Blowout were all referenced frequently and unprompted in interviews, with interviewees able to demonstrate not only the competence of the planning of these exercises but also the lessons and subsequent implementation of improvements. Participants were also enthusiastic about desktop exercises and other activities which test capability.

Warning systems are in place, are maintained and effective

The Group has a deliberate approach to warning systems using a number of platforms and methodologies. Traditional mechanisms such as media releases and radio announcements are reliable and tested in promulgating warning messages to the public. Taranaki also effectively encompasses social media and text messaging to widen audience reach. The Taranaki Emergency Management Office tracks its warning system reach and uptake and analyses this information to determine the effectiveness of its messaging. This is a mature practice which allows the Group to understand its audience and to ensure that both those with EOC responsibilities and members of the public can access timely information.

Group welfare planning is comprehensive and coordinated

The Welfare Coordination Group is reported as having a consistent membership representation that understands its roles and responsibilities. Consistent representation combined with collaborative inter-agency thought leadership allows Taranaki to have robust discussions which lead to meaningful preparation at a Group level. Impending changes to welfare via the National CDEM Plan are being planned for and Taranaki is well placed to ensure that these changes will occur seamlessly.

Areas for improvement

Local welfare planning is comprehensive and coordinated

As described above, the Group level welfare arrangements in conjunction with planning undertaken by the Taranaki Group Emergency Management Office (TEMO) are robust. However the breadth of local welfare activity is not well understood across the Taranaki CDEM Group. This is reflected in the scoring by the local authorities with regard to their planning for, understanding of and ability to deliver welfare to communities in an emergency. This area would benefit from deliberate conversations between the TEMO, the local authorities and the Coordinating Executive Group as to roles, responsibilities, expectations and capacity with regard to how welfare will be delivered locally.

Critical resources can be sourced rapidly in response to an emergency

This area has been self-identified by the Taranaki Group as needing attention. This key performance indicator covers the measures which manage resources (namely assets, trained staff and specific processes) that are needed to support response activity in an emergency. These measures describe pre planning activity which specifically contributes to the ability of the Group to understand how it will ascertain levels of damage (rapid impact assessment and post disaster building inspection) and escalate its resourcing needs.

Logistics processes are in place to manage resources effectively in an emergency

This area has also been self-identified by the Taranaki Group as needing attention. This key performance indicator covers the measures which ensure that an Emergency Operating Centre can acquire, deploy and account for goods and services to communities who are experiencing an emergency. The skill sets required for this work already sit within the CDEM Group member organisations and their partner agencies during their business as usual activity (e.g. procurement). Consideration of using key staff to take ownership of these processes as part of the capability development conversation that Group is currently having would provide an efficient mechanism to address this issue.

Goal Four Enhancing capability to recover from emergencies

This section of the report focuses on the following activities;

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

2015		50.1		
2010		37.7		
	unsatisfactory	developing	advancing	mature

The overall score for goal 4 is 50.1% reflecting a developing state for the Group. This is an increase on the 2010 score of 37.7%. Detailed score breakdown by key performance indicator shown in table 4.

Goal 4: To enhance New Zealand's capability to recover from civil defence emergencies				MCDM SCORE	CDEM GROUP SCORE
Capability Criteria					
#	Key Performance Indicators	#	Performance Measures		
Results for Goal 4					
Weighted Score by Key Performance Indicator					
G4A-1	Structures, roles and responsibilities for recovery are pre-determined and documented			45.0	51.7
G4A-2	Recovery Managers are identified, trained, supported and ready to perform the role			55.0	61.6
G4A-3	Recovery Plan outlines arrangements for holistic recovery management			69.0	69.2
G4A-4	Recovery planning is integrated with risk reduction and other community planning			30.0	37.0
G4A-5	Arrangements for the transition from response to recovery are pre-defined			50.0	60.6
G4B-1	Impact assessments are conducted before, during and after events in order to inform recovery planning a			30.0	31.4
G4B-2	Plans and procedures for establishing a recovery centre or 'one-stop shop' are in place			55.0	66.4
G4B-3	The community is an integral part of recovery planning and management			40.0	41.3
G4B-4	Information management systems are effective in supporting recovery management			40.0	42.4
G4B-5	Processes for learning from emergencies are embedded in the organisation			87.0	87.6
Weighted Score by Objective					
G4A	Implement effective recovery planning activities			49.8	56.0
G4B	Enhance the ability of agencies to manage the recovery process			50.4	53.8
Weighted Score by Goal					
G4	To enhance New Zealand's capability to recover from civil defence emergencies			50.1	54.9

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

Areas of strength

Processes for learning from emergencies are embedded in the organisation

As described under exercising, the Taranaki CDEM Group understands the value of the learning process post emergency events. This is demonstrated by their self-assessment. The Group applies a strong degree of rigour to debriefing after emergencies and ensuring that all partners are included in the debriefs. Similarly, the development of corrective action plans post debriefings are considered to be a vital mechanism to ensure that there is a continuous cycle of improvement. These are reported to the Coordinating Executive Group for their consideration and oversight with corrective actions built into the Group's work plan.

Area for improvement

General recovery activity

Most of the remainder of the key performance indicators for recovery have been scored in the lower advancing phase with a few still in the developing bracket.

The Group has recently appointed a Recovery Manager who is enthusiastic and well supported by the Group Controller, TEMO, CEG and her employer to begin acquiring the knowledge that she needs to fulfil the role. There is a Group Recovery Plan dated 2008 and some arrangements in place to fulfil that planning. Like local welfare arrangements, the roles, responsibilities, expectations and capacity between the CEG, TEMO and local authorities is not well understood with regard to recovery and would benefit from further discussion. As the Group Recovery Manager has a significant interest in the preparedness of the Group, the Coordinating Executive Group should consider appointing that role to their membership similar to the Chair of the Welfare Coordinating Group and the Chair of the Lifeline Advisory Group.

This is an area that Taranaki has begun to focus on and has the right foundations in place to make good progress on.

Enabler One: Governance and management arrangements

This section of the report focuses on the following activities;

- The Group Plan
- CEG and the Joint Committee
- Work planning
- CDEM leadership
- CDEM Group identity
- CDEM culture
- Funding.

2015				74.7		
2010			44.4			
	unsatisfactory	developing	advancing		mature	

The overall score for enabler 1 is 74.7% reflecting an advancing state for the Group. This is a high point for the Group as this is a significant improvement on the 2010 score of 44.4%. Detailed score breakdown by key performance indicator is shown in table 5.

Enabler 1: Governance and management arrangements support and enable CDEM				MCDEM SCORE	CDEM GROUP SCORE
Capability Criteria					
#	Key Performance Indicators	#	Performance Measures		
Results For Enabler 1					
Weighted Score by Key Performance Indicator					
E1A-1	CDEM Group Plan provides the platform for comprehensive, coordinated CDEM across its area			87.0	87.3
E1A-2	CDEM Group Joint Committee includes appropriate level representation and has formalised procedures			75.0	88.4
E1A-3	Coordinating Executive Group includes appropriate level representation and has formalised procedures			75.0	85.4
E1A-4	CDEM Group's CDEM activity is planned, monitored, and effective in achieving CDEM objectives			70.0	83.8
E1A-5	Local authority CDEM activity is planned, aligned, monitored, and effective in achieving CDEM objectives			55.0	55.4
E1B-1	CDEM leadership is effective in directing and managing CDEM outcomes			80.0	90.2
E1B-2	The Emergency Management Community shares collective responsibility for championing CDEM			75.0	84.8
E1B-3	CDEM organisations demonstrate behavioural attributes that contribute positively to CDEM delivery			80.0	83.3
E1C-1	CDEM Group funding arrangements are identified and reported			94.0	94.5
E1C-2	Organisation's emergency management funding arrangements are identified and reported			88.0	96.6
E1C-3	Organisation's hazard reduction funding is prioritised to risk			50.0	51.6
Weighted Score by Objective					
E1A	Implement effective organisational structures for CDEM			72.4	80.1
E1B	CDEM Group culture positively influences the effective delivery of CDEM			78.3	86.1
E1C	Ensure agencies have funding for civil defence emergency management			77.3	81.6
Weighted Score by Goal					
E1	Governance and management arrangements support and enable civil defence emergency management			74.7	82.0

Table 5: Enabler 1 scores by Key Performance Indicator and Objective.

Areas of strength

CDEM leadership is effective in directing and managing CDEM outcomes

The Coordinating Executive Group (CEG) and the Taranaki Emergency Management Office (TEMO) in particular featured strongly in the assessment of the measures in this key performance indicator. Since 2010 the CEG has undergone a step change in terms of its understanding of its role and responsibilities, its stewardship of CDEM activity and the promulgation of CDEM accountability back to its member organisations. The CEG Chair in particular is to be commended for the clarity of her vision for the CEG and her consistency in the role. The Chair is well regarded by the Taranaki CDEM community and this is a testament to her commitment in moving the CDEM Group forward. Equally the two TEMO staff members are both highly regarded and recognised by the Taranaki CDEM community for their competence in their roles.

Whilst the Joint Committee has confidence in the structures that support it and consider CDEM to be important, members still find it challenging to engage as fully in their collective role as they would like. This is recognised by CEG members and CEO's and consideration is being given to how to improve this engagement particularly with the advent of the next Group Plan. Whilst emergency service partners are well regarded as professionals in their fields it is apparent that it is a struggle for the NZ Police, NZ Fire Service and St John Ambulance to resource their commitment to CDEM leadership activity (i.e. through meaningful engagement at a CEG level). This is an issue that the senior management of these Emergency Services need to address.

CDEM organisations demonstrate behavioural attributes that contribute positively to CDEM delivery

A collegial and collaborative culture is the hallmark of the Taranaki region. This was evident in all organisations in 2010 and remains evident in 2015. This culture blends into CDEM activity and as organisations within the Taranaki CDEM framework have progressed their understanding of their roles and responsibilities, this culture has supported the changes that have taken place. CDEM is in the process of being an important aspect of business as usual for all participants and this collective effort is driving the progress that the Group is making.

CDEM Group funding arrangements

Taranaki is to be commended for the reporting of funding arrangements and the improvement in this area since 2010. Robust discussions are also taking place about service delivery for contracted services and this is being supported by all parties in the interests of ensuring that there is clarity. Interviewees indicated that this discussion could include consideration of resourcing which is discussed below.

Areas for improvement

Group and Local CDEM activity

The Taranaki Group has some excellent metrics, work plans and reporting which demonstrates the activity of TEMO and progress towards Group Plan outcomes. Whilst Group CDEM activity is self-assessed by Taranaki at the higher end of the advancing phase, local CDEM activity scores lower and sits within the developing bracket. Examining this score in conjunction with interviewing it was apparent that the roles and responsibilities and delineation between TEMO CDEM activity and local authority CDEM activity is not well understood or defined. Who does what and how that is accounted for are conversations that the Taranaki Group is currently undertaking and this is a positive step to achieving clarity. It is also evident that given the outcomes that the Group needs to achieve, particularly in terms of the new national welfare arrangements, community resilience activity and significant capability development shortfalls, the Group must consider whether its level of resourcing is sufficient to meet these challenges in the short and medium term.

Organisation's hazard reduction funding is prioritised to risk

As previously noted in Goal 2, the application of hazard risk information in addressing vulnerability is a weak area for the Group. This particular KPI reflects the extent that the Group (and its member agencies) collectively and individually utilise improved hazard information to specifically direct the allocation of funding. Acknowledging that this area requires a careful balance alongside other organisational priorities, reducing community vulnerability to the range of hazards within Taranaki should be a deliberate consideration when undertaking annual planning and LTP processes.

Enabler Two: Organisational resilience

This section of the report focuses on the following activities;

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

2015			70.4		
	unsatisfactory	developing	advancing	mature	

The overall score for enabler 2 is 70.4% reflecting an advancing state for the Group. This is a new area for the Capability Assessment tool, and no data is available to compare this to. Detailed score breakdown by key performance indicator is shown in table 6.

Enabler 2: Organisational resilience supports effective crisis management				MCDM SCORE	CDEM GROUP SCORE
Capability Criteria					
#	Key Performance Indicators	#	Performance Measures		
Results For Enabler 2					
Weighted Score by Key Performance Indicator					
E2A-1	Risk management is comprehensive and integrated throughout the organisation			30.0	34.2
E2A-2	Business Continuity Management has a formalised programme with high-level commitment			50.0	52.4
E2A-3	Critical business functions and processes, and potential impacts on them are defined			50.0	55.3
E2A-4	Business continuity strategies and arrangements are developed and implemented			80.0	89.0
E2B-1	Leadership and culture are enabling of a forward-looking, agile organisation			80.0	81.8
E2B-2	Effective relationships, partnerships and networks are developed			70.0	69.3
E2B-3	Adaptive capacity is fostered through active learning and capability development			70.0	78.3
Weighted Score by Objective					
E2A	Organisational resilience is developed through risk management and planned strategies			67.5	72.7
E2B	Organisational resilience is developed through adaptive capacity			73.3	76.5
Weighted Score by Goal					
E2	Organisational resilience supports effective crisis management			70.4	74.6

Table 6: Enabler 2 scores by Key Performance Indicator and Objective.

Areas of strength

Leadership and culture are enabling of a forward-looking, agile organisation

The self-assessment for Enabler 2 is not a reliable indicator as only 2 of the 4 local authorities completed the tool. However, interviewing demonstrated that the measures which make up the leadership and culture key performance indicator are in the mature phase. Interviewees expressed confidence in the ability of their organisations to 'make things happen' and in their leaders to enable their organisations to be in a cycle of continuous improvement. Further, interviewees clearly articulated their roles and responsibilities in the effectiveness of their organisations. As in Enabler One, leadership and culture is a strong feature in the Taranaki CDEM community.

Areas for improvement

Business Continuity and Critical Business Functions

Interviewing across the business continuity and critical business functions planning/management revealed that this is an area that individual organisations need to focus on. Whilst some organisations have some arrangements in place, others were not able to demonstrate any real planning at all. Business continuity and critical business functions are vital for CDEM organisations in that they support those organisations to deliver response and recovery activity to communities whilst still being to deliver a level of their business as usual activity. This needs to be a deliberate and specific piece of work for each of the Taranaki organisations to ensure that they have the robustness required to fulfil their statutory responsibilities in an emergency.

Conclusions

The table below summarises the suite of scores for the Taranaki CDEM Group at objective level¹ (including combined CDEM Group and MCDEM score)

SUMMARY OF RESULTS		COMBINED GROUP		MCDEM	CDEM Group
G1B	Improve individual and community preparedness			59.0	61.0
G1C	Improve community participation in CDEM			51.8	56.3
G1D	Encourage and enable wider community participation in hazard risk management decisions			42.5	43.9
Results for Goal 2				SCORE	SCORE
G2A	Improve the coordination, promotion and accessibility of CDEM research			65.0	55.7
G2B	Develop a comprehensive understanding of New Zealand's hazardscape			46.7	54.2
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels			32.0	40.5
Results for Goal 3				SCORE	SCORE
G3A	Promote continuing and coordinated professional development in CDEM			67.6	71.1
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies			57.6	61.6
Results for Goal 4				SCORE	SCORE
G4A	Implement effective recovery planning activities			49.8	56.0
G4B	Enhance the ability of agencies to manage the recovery process			50.4	53.8
Results for Enabler 1				SCORE	SCORE
E1A	Implement effective organisational structures for CDEM			72.4	80.1
E1B	CDEM Group culture positively influences the effective delivery of CDEM			78.3	86.1
E1C	Ensure agencies have funding for civil defence emergency management			77.3	81.6
Results for Enabler 2				SCORE	SCORE
E2A	Organisational resilience is developed through risk management and planned strategies			67.5	72.7
E2B	Organisational resilience is developed through adaptive capacity			73.3	76.5
Results by Goal				SCORE	SCORE
G1	To increase community awareness, understanding, preparedness and participation in civil defence emergency management			63.4	66.0
G2	To reduce the risks from hazards to New Zealand			41.9	48.2
G3	To enhance New Zealand's capability to manage civil defence emergencies			59.1	63.0
G4	To enhance New Zealand's capability to recover from civil defence emergencies			50.1	54.9
E1	Governance and management arrangements support and enable civil defence emergency			74.7	82.0
E2	Organisational resilience supports effective crisis management			70.4	74.6
OVERALL SCORE				60.9	65.8

¹ Objectives underpin the Goals set out in the National CDEM Strategy

The Taranaki Group score of 60.9% is a reflection of the hard work and investment made by the Group since its 2010 Capability Assessment Report. The target score provided by MCDEM was 60% which represents an improvement of around 15% on the previous 2010 score. Although the comparison score (provided for this purpose) has not quite been met, for all intents and purposes Taranaki has moved into the advancing category and is to be congratulated for this achievement. Whilst not all participants completed the tool or only completed parts of it, the suite of local authority scores provide the Group with some granularity around local CDEM performance, and highlights where support may be required or where good practice exists that could be levered in other areas of the Group.

The high score in Enabler 1 is the most improved area and reflects the efforts invested in improving the leadership, culture and CDEM structures within the Group. Members are well informed of their responsibilities under the CDEM Act and have begun to discharge those responsibilities with enthusiasm and a high level of engagement. Higher scores in Goal 1 and Goal 3 reflect the principles based approach that the Group has taken to build systems and work plans that will strengthen capability over time.

Where scores are lower, this is reflective of the focus and attention that the Taranaki Group has taken in building the foundations first, and delivering the outcomes on the ground second. It is evident that the Group is heading squarely into the second phase. The table below illustrates a comparison of the Taranaki CDEM Group 2010 and 2015 data across the 4 goals and 2 enablers.

Goal 1	2015				63.4		
	2010			53.5			
Goal 2	2015			41.9			
	2010		38.2				
Goal 3	2015			59.1			
	2010			52.3			
Goal 4	2015			50.1			
	2010		37.7				
Enabler 1	2015				74.7		
	2010			44.4			
Enabler 2	2015				70.4		
		unsatisfactory	developing	advancing	mature		

There is only one recommendation for the Group from this report.

That the Taranaki Group examines it's collective scores and collaborates in producing a Group level corrective action plan that is approved by the Joint Committee and lodged with the Ministry of Civil Defence and Emergency management.

Further information on the lodgement of this corrective action plan will be provided in due course.

Engagement from member agencies at all levels in the Capability Assessment process has been highly positive. The willingness for CEO's, Mayors, CEG reps, Joint Committee reps and professional staff to engage in the assessment process and demonstrate their collective understanding of the CDEM environment is indicative of the collective ownership of CDEM in the Taranaki.

Appendix 1: Capability Assessment process and interviews.

1. Scoring

Group Scoring

The Group's capability assessment score is comprised of both local and regional elements. The local component represents 60%, with each of the territorial authorities having a weighted proportion based on population size. The regional component represents 40% and is comprised of the GEMO, regional council and regional partners. Figure A illustrates how agencies contribute to the Group score.

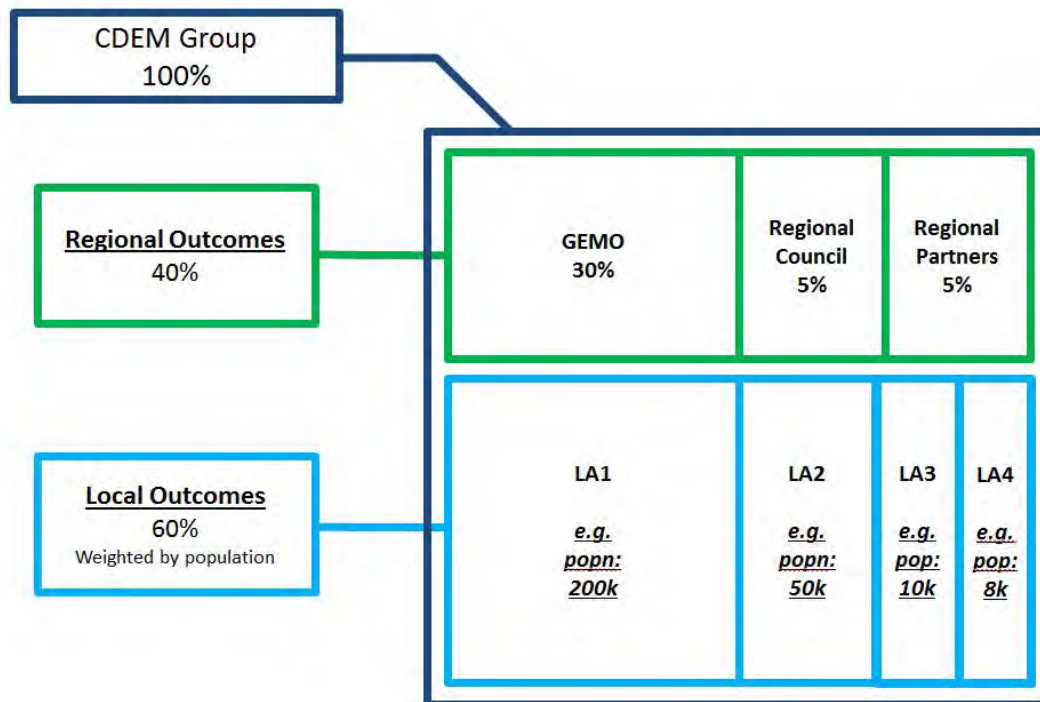


Figure A: Capability Assessment Scoring apportionment for the Taranaki Group

Goals and Enablers

Each of the 4 Goals and 2 Enablers contributes a proportion to the overall score. At a Group and local level, the apportionment remains the same. Figure B shows the proportional weighting that each goal and enabler contributes to the final score.

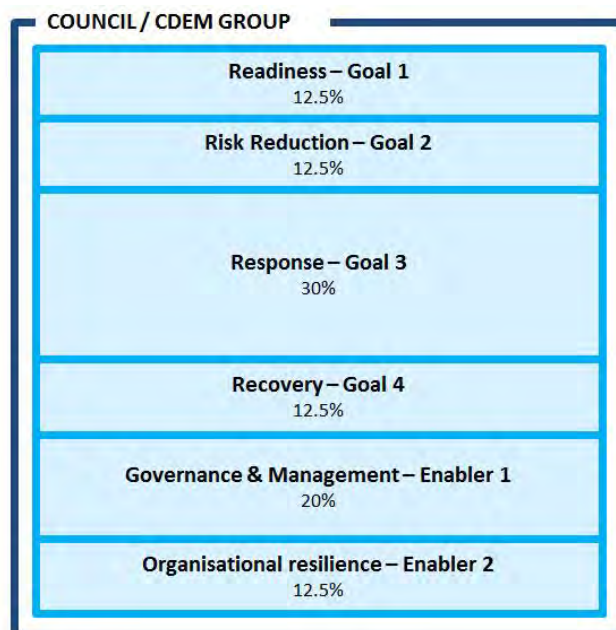


Figure B: Goals and Enabler contribution to the local and Group scores

MCDEM Scoring

As a scoring principle, MCDEM uses the combined Group self-assessment score at a KPI level as the starting point for MCDEM scoring. The assessment team considers whether the combined Group score is reflective of how that particular KPI functions across the all of the member agencies of the Group (as opposed to being the aggregation of high and low performance). The scoring guide² detail also informs this assessment. Local Authority data has not been moderated by MCDEM and represents each individual local authority's combined self-assessment data.

“Developing, Advancing and Mature”

For each of KPI and associated measures, a 6 level coloured scale is used. Referring to the “CDEM Capability Assessment Report: Part 1, August 2012”, the coloured scale is directly linked to the attributes of developing, advancing and mature. Groups are likely to have varying scores across the 4 Goal and 2 Enabler areas of the capability assessment tool, and scores are presented in this report showing the 2010 and most recent score using this scale.

2015					87.3	
2010		43.5				
	unsatisfactory	developing		advancing		mature
	0 – 20%	21 – 40%	41 – 60%	60 – 80%	81 – 90%	90 – 100%

Figure C: Developing, advancing and mature score percentages

2. Interviews and workshops

The MCDEM capability assessment process consists of a quantitative component (the tool), and a qualitative component delivered through a combination of interviews and workshops. The interview process was made available to all CEO's, CEG members, Mayors and Joint Committee members. CEO's who were not CEG members usually had their CEG member present during the interview, and similarly with Mayors who are not Joint Committee members.

² The scoring guide can be found in the red tab of the Capability Assessment Tool spreadsheet.

Workshops were held with functional based staff in order to determine how connected practice was across the group. Although this does not specifically contribute towards the quantitative score, commentary may appear in the report to that effect. The workshop findings are most likely to support professional staff in the corrective action planning process.

For the Taranaki CDEM Group, this was undertaken as follows;

South Taranaki DC	Interviews with the Mayor Joint Committee representative, CEO CEG representative, Controller, Planning and Policy staff
Stratford DC	Interview with the CEO, CEG representative/ Planning/Policy member
New Plymouth DC	Interviews with the Mayor Joint Committee representative, CEO/CEG, CEG representative/policy/Planning member
Taranaki RC	Interviews with the CEO, Group Manager/CEG representative, Policy and Planning , Education member
Group Controller	Interview with Group Controller
Coordinating Executive Group	Interview with CEG Chair
Welfare	Interview with Group Welfare Manager
Lifelines	Interview with Lifeline Utility Coordinator
Group Emergency Management Office (GEMO)	Interview with GEMO staff
Public Information Manager	Interview with Group PIM and staff member
Recovery Manager	Interview with Group Recovery Manager
Emergency Services	Interview with Police

Agenda Memorandum

Date 16 June 2015



Memorandum to
Chairperson and Members
Civil Defence Emergency Management Group Committee

Subject: Targeted engagement between CDEM and Iwi in 2015–2016

Item: 4

Approved by: G K Bedford, Director Environment Quality
B G Chamberlain, Chief Executive

Document: 1505185

Purpose

The purpose of this memorandum is to update the Members about the proposed targeted engagement with Iwi as part of the existing annual work plan for 2015-2016 and to seek Council agreement to involve TEMO staff when they are engaging with Iwi or marae during their business as usual activities.

Executive summary

Three of Taranaki's Iwi groups recently made formal submissions in respect of hazard and emergency management planning on the Taranaki regional Council's 2015/2016 Long Term Plan Consultation document. Some engagement between CDEM and Iwi in Taranaki has already occurred through the whanau and marae resilience projects, which have raised the level of awareness, and resulted in the involvement of two marae as Civil Defence Centres.

The whanau and marae resilience work has helped to instigate an improvement in relationships that Council and emergency management officers would like to continue. This memo proposes targeted engagement between the CDEM Group and Iwi, as part of the existing annual work plan, and makes some suggestions as to how it could be achieved.

Recommendations

That the Taranaki Civil Defence Emergency Management Group:

1. receives the memorandum *Targeted Engagement between CDEM and Iwi in 2015–2016*.
2. notes the proposed targeted engagement between CDEM and Iwi as part of the existing annual work plan.
3. agrees to ask Councils to involve TEMO staff when they are engaging with Iwi or marae during their business as usual activities.

Background

Three of Taranaki's Iwi groups—Te Korowai o Ngāruahine Trust, Te Runanga o Ngāti Ruanui Trust, and Taranaki Iwi Trust—recently made formal submissions on the Taranaki regional Council's 2015/2016 Long Term Plan Consultation document. Each submission covered a number of elements of the Long Term Plan, and included comments on hazard and emergency management planning, noting ways in which Iwi and their marae may be involved.

Submissions

Te Korowai o Ngāruahine Trust (19 March 2015)

The submission of Ngāruahine in respect of emergency and hazard management was located under the heading "Working with Māori" (page 3):

We note that as relationships further develop consideration should be given to how relationships with Iwi can benefit other areas of council work. For example in hazard management and emergency planning when preparedness is focusing on reaching at risk communities and considering what role Iwi and marae might be able to play in this.

Te Runanga o Ngāti Ruanui Trust (31 March 2015)

The Ngāti Ruanui submission included a specific section on "Hazard Management" (page 3):

The inclusion of Iwi in hazard management planning and response is seen as being important. Iwi is often at the forefront of civil defence emergency incidents that occur from time to time. While it is acknowledged that the Civil Defence Emergency Management Group Plan can deal with specific Iwi involvement, a commitment for Iwi involvement through the long-term plan is seen as being appropriate to underline the importance that Māori and Iwi can plan in hazard management. It is suggested that the following paragraph be inserted on page 53: - "The Council acknowledges the important role that Māori and Iwi have in assisting and providing information for hazard planning including a critical role in civil defence response and recovery across the region. The Council is committed to involvement of Māori and Iwi actively reviewing the Civil Defence Emergency Management Group Plan for Taranaki in 2017."

Taranaki Iwi Trust (1 April 2015)

The Taranaki Iwi submitted under the heading "Natural Hazards" (page 4).

Taranaki Iwi supports the Council's risk reduction, readiness, response and recovery approach to Civil Defence Emergency Management and strongly encourages Council to explore the role of local marae in Civil Defence Emergencies. Taranaki Iwi recognises the work by Council to date concerning this issue and believes that preparing for Civil Defence Emergencies not only provides Council with the opportunity to understand whether marae are equipped with the tools in the case of an emergency but equally marae have the opportunity to benefit by potentially being equipped with the tools that are necessary.
Recommendation Four: That Council undertakes an exercise for the larger marae identified within the Taranaki region whom may be interested in assessing their ability to provide support in the case of a Civil Emergency.

Engagement between CDEM and Iwi in Taranaki has already been occurring. Members will be aware that work on the Ministry of Civil Defence & Emergency Management's whanau and marae resilience fund pilot projects was undertaken by the Taranaki Regional Council's Iwi Communications Officer, Te Puni Kokiri staff members, and the Emergency Management Officer tasked with working with the community. The projects are near completion, with the development of a DVD specifically aimed at raising the level of awareness of Civil Defence amongst whanau, and the involvement of Marae as Civil Defence Centres. Two marae will be made available by Iwi for Civil Defence Centres (Owae Marae in Waitara and Puniho Marae in Okato).

The whanau and marae resilience work has helped to instigate an improvement in relationships between emergency management staff and Iwi that Council and emergency management officers would like to continue. This memo proposes further targeted engagement between the CDEM Group and Iwi, as part of the existing annual work plan, to achieve that objective.

Undertaking further engagement with Iwi

We propose to undertake further engagement by–

- Specifically engaging with the three Iwi who submitted on the Long Term Plan to discuss their comments and to scope out appropriate levels and areas for engagement, including:
 - Discussing how the perspectives of each Iwi, and all eight Iwi, will be taken into account and how they can be involved in emergency management.
 - Whether there are other marae and whanau within the region that want to be directly involved.
 - Whether there are any lessons and actions from the Christchurch earthquake that Iwi may wish to focus on.
 - How Iwi could prepare and respond to increased hazard risks such as, for example, the increased risk level of an eruption of Taranaki Maunga, and the more extreme weather patterns (wind and rain) that may occur as a result of climate change.
- Presenting to Iwi the background of CDEM nationally and locally across the 4Rs. This presentation will acknowledge the marae and whanau project, discuss iwi engagement broadly across CDEM activities, and set out how Iwi can provide input into the CDEM Group Plan 2017.
- Considering how Iwi liaison representatives of the four councils can be involved or can receive information from the Welfare and Hazard Advisory Group meetings, which they can then provide to their local Iwi.
- Asking Councils to involve TEMO staff when they are engaging with Iwi or marae during their business as usual activities.

The CDEM Group Plan is a notified plan and there is a statutory requirement to consult with Iwi. The Group Plan is due for completion in 2017 and all eight iwi groups will be consulted.

Next steps

Should Members support and agree that targeted engagement between CDEM and Iwi should be included as part of existing annual work plan, it will be necessary for the Regional Council's Iwi Communications Officer and the district council Iwi liaison representatives to work with CDEM personnel to organise initial contact and draw up a draft programme for engagement. The Iwi Communications Officer and the District Councils' Iwi Liaison Officers will be required to provide cultural support at any meetings or workshops that may take place.

Decision-making considerations

Part 6 of the *Local Government Act 2002*, (planning, decision-making, and accountability), has been considered and documented in the preparation of this agenda item. The recommendations made in this item comply with the decision-making obligations of the *Act*.

Financial considerations—LTP/Annual plan

This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

Policy considerations

This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991* and the *Civil Defence Emergency Management Act 2002*.

Legal considerations

This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

Agenda Memorandum

Date 16 June 2015



Memorandum to
Chairperson and Members
Taranaki Civil Defence Emergency Management Group

Subject: CDEM Annual Business Plan 2015-2016

Item: 5

Approved by: G K Bedford, Director-Environment Quality
B G Chamberlain, Chief Executive

Document: 1513146

Purpose

The purpose of this memorandum is to present the finalised draft annual business plan of the Taranaki Emergency Management Office's delivery of civil defence emergency management functions during 2015-2016.

Executive summary

The work plan outlines the key areas for delivery of CDEM functions in the 2015-2016 year. It reflects the goals and objectives that are detailed in the Group Plan. Accordingly it becomes meaningful for each proposed action or outcome to be linked back to its driver, for clarity and for assurance that the goals and objectives are being implemented

The work plan also has cost and time allocation estimates placed against work programmes. This follows the wish of the CDEM Group to have greater transparency around work programme components and performance, including budgetary performance. The intention is to bring greater accountability, without creating unnecessary detail.

The draft CDEM Annual Business Plan 2015-2016 has already been approved by CEG and CDEM Group, which informed the 2015-2016 budget. Subsequently to approval, the plan has been updated to include the 0.5 FTE administrator who is to be appointed July 2015 (subject to approval through councils' LTP processes). The outcomes (KPIs) have been updated based on discussions with district council representatives on the CEG sub-committee which is tasked with reviewing the work programme and resourcing.

The Public Education and Community Resilience work programmes have been combined to reflect that public education is only one mechanism to increase community resilience. Having time separately allocated to public education resulted in an undue focus on staff delivering short presentations rather than looking at the broad spectrum of activities that can be undertaken and applying the most effective activity to increase resilience given the limited resources available. It does not suggest that traditional public education will not be

undertaken, but that focus is on a wider range of meaningful activities that increase resilience of communities. During 2015-2016 a resilience strategy will be provided to CEG and CDEM Group for discussions.

There is some uncertainty around the planning work programme and the reality of completing all the KPIs with only 15 weeks of a planner's time allocated. Administration support has been allocated to the planning work programmes, and it is still the intention to meet those KPIs. The National CDEM Plan will be released late 2015 and will impact on existing plans and arrangements. A review of the Taranaki CDEM Group Plan is required to be largely completed before September 2017, which means preparatory work should be largely done within the 2015-2016 year also.

Recommendations

That the Taranaki Civil Defence Emergency Management Group:

1. adopts the draft Civil Defence Emergency Management Business Plan 2015-2016 for Taranaki .

Background

CDEM has to be delivered within an increasingly complex framework, across a multitude of elements, and to ever-higher levels of competence and professionalism. Expectations are rising, and must be balanced against what is in the first instance achievable in terms of available regional skills and resources, and in terms of what is affordable and realistic, when assessed against regional risk profiles, risk acceptance, risk reduction, and readiness. Central Government has signalled that it is reducing its own expenditure, yet its demands upon Groups and its expectations of a Group's professionalism and performance (and hence the resourcing onus) continue to rise. The consequences of recent events continue to bear upon community expectations and perceptions around what civil defence must offer. The targeting of work programmes, and their attendant costs, have therefore been carefully reviewed in preparing this resourcing paper.

Civil Defence Emergency Management (CDEM) Group, which has the region's civil defence emergency management governance responsibilities, is a relatively autonomous body. In particular, the CDEM Group is required to determine its own budget and how that budget might be apportioned amongst councils.

In general terms, the CDEM Group must provide for:-

- **Administration function** – the servicing of the CDEM Group, CEG and Advisory Groups (including the preparation of agendas and minutes); preparation of Annual Business Plan and reports; financial management services; publicity and information preparation and distribution, and provision of a fundamental level of governance advice to members.
- **Policy function** – the development of Taranaki CDEM Group policy, and in particular the implementation of actions and matters arising from the new Group Plan, and implementation of the action items set out in the Group Plan for Taranaki and the Council's LTP and RPS. Submissions and assistance to central and local government and to other agencies, such as the review of National CDEM Plans,

Director's Guidelines, and as Codes of Practice are also developed. There is an increased emphasis upon integrating planning procedures and documents such as LTP, district plans, and RPS, and the second generation Plan. Policy advice and assistance will also be required to integrate operational activities and documentation with policy developed by the Group. There is an increased emphasis upon working with the district councils, whose planning functions often directly bear upon the success of risk reduction measures within the region. Research into hazards and their mitigation is on-going at regional and national level.

- **Operational planning and preparation** – the establishment of community emergency plans across Taranaki. The preparation/review of CDEM Group supporting documentation for the Group Controller and CDEM Group's volcanic contingency and flood contingency operations. Recruiting and training of volunteer and contract staff to ensure effectiveness across the CDEM Group area, including Group Controllers, Recovery Manager, and EOC staff, especially within the introduction of the EMIS system. The identification of new risks or hazards, or new knowledge around existing hazards, may require changes to existing operational documentation to ensure appropriate and best practice responses, and there will always be on-going reviews to ensure plans remain effective and up to date. MCDEM are putting greater weight on on-going auditing of competencies and capabilities.

Implementing, in partnership with other members and participants, the Public Education Plan and the Training Strategy as well as conducting specified Group training initiatives.

- **Operations** - maintaining the Taranaki Emergency Management Office (TEMO) and associated operational equipment and facilities in a state of readiness. The provision of a 24-hour all hazards response capability.

The provision and maintenance of hazard monitoring for floods, meteorological conditions, and volcanic activity.

Participation and liaison with members of the Hazardous Substances Technical Liaison Committee, Welfare Advisory Group, Lifelines Advisory Group, Rural Advisory Group/liaison with the Rural Support Trust), Health Advisory Group, Training Advisory Group, Hazards Advisory Group, and Taranaki Seismic and Volcanic Advisory Group.

This memorandum provides an estimate of costs for delivering the CDEM function in Taranaki for 2015-2016. They have been prepared within a context of difficult and constrained circumstances, yet increasing expectations as to what CDEM will deliver.

Decision-making considerations

Part 6 (Planning, decision-making and accountability) of the Local Government Act 2002 has been considered and documented in the preparation of this agenda item. The recommendations made in this item comply with the decision-making obligations of the Act.

Financial considerations—LTP/Annual Plan

This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

Policy considerations

This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the Local Government Act 2002 and the Civil Defence Emergency Management Act 2002.

Legal considerations

This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

Attachments

Document: 1440892- DRAFT CDEM Annual Business Plan 2015-2016

Introduction

Civil Defence Emergency Management in Taranaki is governed by the Taranaki Civil Defence Emergency Management Group (the Group), consisting of elected representatives of the four Councils. The Group is a statutory requirement under the Civil Defence Emergency Management Act 2002.

The Group nurtures valuable relationships with key stakeholders, local agencies, and communities to ensure Taranaki is well equipped to be resilient in an emergency event.

Civil defence emergency management (CDEM) is a comprehensive integrated all hazards approach to emergency management based on the 4 R's - reduction, readiness, response and recovery. It provides for planning and preparation for multi agency emergencies and for response to and recovery from those emergencies. The Taranaki Emergency Management Office is involved in the co-ordination and delivery of the Taranaki Civil Defence Emergency Management Group's functions. These include:

- Identification and management of hazards and risks, to reduce the region's vulnerability, in conjunction with the regional community
- Promoting, educating, and raising awareness of the community's role in implementing CDEM reduction, readiness, response and recovery, as set out in the Civil Defence Emergency Management Act 2002
- Training and resourcing of staff
- Responding to and managing the adverse effects of emergencies
- Carrying out recovery activities
- Assisting other Civil Defence Emergency Management Groups
- Monitoring and reporting on compliance with appropriate legislation
- Reviewing the existing Civil Defence Emergency Management Group Plan and developing, approving, implementing and monitoring a new Plan
- Participating in the implementation and review of the National Civil Defence Emergency Management Plan, Guide, and Strategy, and other national level procedures and protocols; and
- Promoting civil defence emergency management in the Taranaki CDEM Group area

Taranaki Civil Defence Emergency Management Group Goals

The Taranaki Civil Defence Emergency Management Group (the Group) has a vision of 'A resilient Taranaki' which is supported by four goals and 10 objectives.

Goal 1 (Readiness): To increase community awareness and understanding of, and preparation and readiness for emergencies; through public education, engagement, and community led CDEM planning.

- 1a** Increasing community and business awareness and understanding of risks and appropriate readiness measures through public education and consultation
- 1b** Increasing community participation in hazard and risk management decisions
- 1c** Improve implementation of community preparedness measures, through community based planning and engagement
- 1d** Improve community preparedness through leadership and commitment to CDEM at political and executive levels.

Goal 2 (Reduction): To reduce the risks from hazards in Taranaki; by improving understanding of hazards, and by developing and monitoring a Group wide risk reduction programme which demonstrates how individual agency initiatives contribute to overall regional risk reduction.

- 2a** Increase the understanding by the Taranaki community of the hazardscape and associated risks
- 2b** Undertake long term, strategic reduction of the risks from hazards through collaborative planning with stakeholders and implementation of such plans

Goal 3 (Response): To enhance Taranaki's ability to respond to emergencies; through continued focus on response plans, professional development and exercises.

- 3a** Enhance the professional development and competency for all CDEM personnel
- 3b** Enhance the CDEM's and the community's capability and capacity to respond to and manage civil defence emergencies, with or without a declaration

Goal 4 (Recovery): To enhance Taranaki's ability to recover from emergencies; through a continued focus on community recovery planning, management and training.

- 4a** To encourage the strengthening of recovery capability and capacity across the wider community and within CDEM.
- 4b** To promote the implementation of recovery planning across the wider community.

Work programme coverage

The CDEM Annual Business Plan 2015-2016 outlines the focus of the Taranaki Emergency Management Office for the 2015-2016 financial year.

It is therefore possible that the work programme outlined in the Annual Business Plan may not cover every objective set by the Group in a given year. The table below outlines all the objectives set by the Group and whether the objective is covered in the CDEM Annual Business Plan 2015-2016.

Objective	Covered
1a Increasing community and business awareness and understanding of risks and appropriate readiness measures through public education and consultation	✓
1b Increasing community participation in hazard and risk management decisions	✓
1c Improve implementation of community preparedness measures, through community based planning and engagement	✓
1d Improve community preparedness through leadership and commitment to CDEM at political and executive levels.	✓
2a Increase the understanding by the Taranaki community of the hazardscape and associated risks	✓
2b Undertake long term, strategic reduction of the risks from hazards through collaborative planning with stakeholders and implementation of such plans	✓
3a Enhance the professional development and competency for all CDEM personnel	✓
3b Enhance the CDEM's and the community's capability and capacity to respond to and manage civil defence emergencies, with or without a declaration	✓
4a To encourage the strengthening of recovery capability and capacity across the wider community and within CDEM.	✓
4b To promote the implementation of recovery planning across the wider community.	✓

Governance and administration

Objective **1d** Improve community preparedness through leadership and commitment to CDEM at political and executive levels.

2b Undertake long term, strategic reduction of the risks from hazards through collaborative planning with stakeholders and implementation of such plans

Hours

Dir-EQ – 320
 Snr EMO – 340
 EMO – 160
 Policy – 80
 Admin – 520
 Comms Manager – 30
 Comms Officer – 30
 Controller – 60
Total = 1,510 (25%)

Cost \$228,410 (31%) **TRC job code** 210000 010

KPIs

1. Administer CDEM Group, CEG, coordination group and advisory group meetings as required by statute or terms of reference, ensuring action points are completed.
2. Attend Hazardous Substances Technical Liaison Committee, Taranaki Emergency Health Forum and Airport Emergency Committee meetings on behalf of the CDEM Group and bring relevant matters to the attention of CEG or CDEM Group.
3. Conduct workshops with coordination and advisory groups to identify roles and responsibilities and update terms of reference and response plans as appropriate.
4. Advise the CDEM Group and CEG of changes to hazards or risks and provide advice on the impact it may have on communities.
5. Provide a written report to the Coordinating Executive Group on costs to date vs budgeted, use of staff time and progress on key performance indicators as agreed in the *Annual Business Plan*.
6. Provide a Corrective Action Plan to the Coordinating Executive Group in response to any recommendations made in reports affecting the performance or capability of the CDEM group (e.g Monitoring and Evaluation report).

Activities Administer (including corporate service functions), follow up on action points and participate in:

- CDEM Group meetings
- Coordinating Executive Group meetings
- Welfare Coordination Group meetings
- Lifelines Advisory Group meetings
- Rural Advisory Group meetings
- Taranaki Seismic and Volcanic Advisory Group meetings

- Hazards Advisory Group meetings
- Controllers meetings
- Public Information Management meetings
- Lifelines Utility Coordinator meetings

Participate in and report to the CDEM Group and CEG on

- Hazardous Substances Technical Liaison Committee meetings
- Taranaki Health Emergency Forum meetings
- Airport Emergency Committee meetings

Maintain contacts database to ensure all staff, volunteer, appropriate services and advisory groups contacts are kept up to date.

Ensure the CDEM Group is well-briefed on its political and executive leadership functions and responsibilities.

Consider and implement opportunities to recognise and address hazards and risks in development and review of LGA and RMA tools such as Regional Policy Statement, Hazardous Substances and New Organisms Act provisions, District Plan provisions and LTPs, and within resource consents, via dissemination of information, advocacy, submissions, etc.

Regularly report to the CDEM Group and the CEG on implementation of work programme progress against budget and work plan.

Continue to implement and to monitor the implementation of the findings of reports prepared by MCDEM, NIWIA, GNS, and others.

Enhance feedback on CDEM matters between individual member councils and TEMO (eg LTPs, consents, work programmes, annual reports and matters of direct interest).

Ensure both local and regional effectiveness is achieved through positive relationships and cooperation between TEMO and councils across all 4R's.

Attend CDEM Regional Managers Special Interest Group meetings and Emergency Management Shared Practice forum.

Community engagement / community resilience

Objective	1a Increasing community and business awareness and understanding of risks and appropriate readiness measures through public education and consultation		
	1b Increasing community participation in hazard and risk management decisions		
	1c Improve implementation of community preparedness measures, through community based planning and engagement		
	2b Undertake long term, strategic reduction of the risks from hazards through collaborative planning with stakeholders and implementation of such plans		
	3b Enhance the CDEM's and the community's capability and capacity to respond to and manage civil defence emergencies, with or without a declaration		
	4a To encourage the strengthening of recovery capability and capacity across the wider community and within CDEM.		
Hours	Snr EMO – 100 EMO – 930 Comms Manager – 120 Comms Officer – 120 Education Officer – 330 Total = 1,605 (27%)		
Cost	\$163,540 (22%)	TRC job code	210000 012
KPIs	<ol style="list-style-type: none"> 1. Provide the CDEM Group a resilience strategy that includes CDEM partner organisations and outlines how to change social behaviours to increase community resilience. 2. TEMO, district councils, emergency services and other stakeholders will work in partnership to enable three Community Emergency Plans to be developed. 3. Hazard information and preparedness messages are delivered through a range of mediums to enable individuals, cultural groups and organisations to mitigate the adverse effects of identified hazards. 		
Activities	Replace the 2011-2016 Public Education plan with a resilience strategy that includes CDEM partner organisations. The resilience strategy will provide guidance on how to influence community preparedness (change social behaviour) with a strong emphasis on social capital. Meet with community boards, emergency services, government agencies, commercial sector, cultural groups, community groups and other interested parties to promote emergency planning.		

Work with district councils, community boards, emergency services, government agencies, health, and community organisation to assist identified communities to develop their own Community Emergency Plans and encourage resiliency. Plans may include community involvement with rapid impact assessments and Civil Defence Centres during emergencies and participation in recovery. Invite communities to participate in exercises as a tool to review Community Emergency Plans.

Engage with communities identified as being in risk areas and encourage participation in hazard and risk management decisions.

Work with council iwi advisors and Te Puni Kokiri to engage marae, iwi and hapu to promote emergency planning and whanau preparedness.

Work with Chamber of Commerce, business associations, Resilient Organisation and district councils to encourage business continuity management and planning.

Promote the use of *What's the Plan Stan?* and other CDEM related material to schools and provide advice to teachers to ensure consistent messaging is provided to school children.

Review CDEM website to ensure it provides easy access to hazard information and material relevant to reduction and readiness actions to mitigate the adverse effects of all identified hazards. Pages are maintained to ensure accuracy, accessibility and attractiveness to viewers, and consistency with MCDEM "consistent messages".

Social media, print and radio advertising is used to support public education, CDEM events, workshops, and seminars.

Hazard awareness and preparedness information is provided to public through active engagement and participation in community based activities, information centres, libraries, district council welcome packs, community events, etc.

Participate in the National Public Education Reference Group (NPERG) and other national forums to encourage collaboration and sharing of CDEM education resources.

Emergency Operations Centre capability and readiness

Objective	2b Undertake long term, strategic reduction of the risks from hazards through collaborative planning with stakeholders and implementation of such plans		
	3a Enhance the professional development and competency for all CDEM personnel		
	3b Enhance the CDEM's and the community's capability and capacity to respond to and manage civil defence emergencies, with or without a declaration		
Hours	Dir-EQ – 40 Snr EMO – 860 EMO – 120 Admin – 120 Comms Manager – 15 Comms Officer – 15 Controller – 30 Hydro – 200 Total = 1,425 (24%)		
Cost	\$183,835 (25%)	TRC job code	210000 013
KPIs	<ol style="list-style-type: none"> 1. Recruit and train (including exercising) 50 Emergency Operation Centre (EOC) volunteers to meet identified gaps. 2. Evaluate, develop and integrate the national Emergency Management Information System (EMIS) as appropriate. 3. Review and update standard operating procedures (SOPs) and integrate into EOC processes. 4. Review how district councils interact with the EOC, including standardisation of situation reports (SitReps) and liaison staff within the EOC. 5. Complete the implementation of a regional CDEM GIS capability at TEMO. 6. Maintain a functional and capable EOC and alternate EOC including maintaining equipment, systems and records. 7. Enhance cross boundary relationships through collaboration and training initiatives. 8. Provide severe weather warnings via the Taranaki Regional Council hydrology staff. 		
Activities	Review EOC staffing arrangements, including the development of a CDEM volunteer programme (recruiting, training, exercising and recognising volunteers). Exercises are undertaken to provide opportunity for staff and volunteers to maintain familiarity and skills to provide an effective response.		

Review how district councils interact with the EOC, including standardisation of SitReps and liaison staff within the EOC.

Continue to evaluate and test EMIS with an intention to integrate EMIS into EOC processes and training. This includes participation at the national EMIS User Group meetings and where appropriate, by providing assistance on EMIS working groups.

Review and update SOPs and guidelines for EOC staff and integrate new process into EOC training.

Complete the implementation of a regional CDEM GIS capability at TEMO with a vision to make it accessible from any location if TEMO is inaccessible or damaged.

Produce hard copies of SOPs for EOC functions and store an electronic version on the TEMO system. Test SOPs through workshops and exercises and action any short comings.

Equip and maintain an Emergency Operations Centre (EOC) for an effective Taranaki CDEM response. Including-

- Testing the operability of EOC equipment and documentation monthly, eg. computers, generators, satellite communications.
- Review and maintain communications networks to enable communications between EOC, the CDCs, and communities of interest.
- Contingencies are established and tested which includes an alternative EOC in South Taranaki and the use of adhoc EOCs.

Enhance cross boundary relationships with neighbouring CDEM Groups by sharing training resources, collaborating on development of training material (Integrated Training Framework), training programmes and co-delivery of training.

Provide severe weather warnings via the Taranaki Regional Council hydrology staff, including the use of CDEM warning systems / Duty EMO for significant events.

Civil Defence Centre capability and readiness

Objective **3b** Enhance the CDEM's and the community's capability and capacity to respond to and manage civil defence emergencies, with or without a declaration

Hours Snr EMO – 60
 EMO – 240
 Total = 300 (5%)

Cost	\$31,380 (4%)	TRC job code	210000 014
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- KPIs**
1. Implement changes as a result of the new National CDEM Plan, Guide to the National CDEM Plan and EMIS welfare module.
 2. Provide the CDEM Group a Civil Defence Centre (CDC) strategy outlining how to effectively manage a CDC during an emergency.
 3. Provide training to existing CDC volunteers
 4. Review four CDCs and provide a report on their appropriateness as a CDC.

Activities	Timeline	Responsible
Implement changes and update SOPs as a result of the new National CDEM Plan, Guide to the National CDEM Plan and EMIS welfare module.	2023-2024	2023-2024
Provide the CDEM Group a Civil Defence Centre (CDC) strategy outlining how to effectively manage a CDC during an emergency. This may be linked to the resilience strategy and Community Emergency Plans.	2023-2024	2023-2024
Review four Civil Defence Centres to ensure they are appropriately located and resourced according to the Welfare Plan for an effective Taranaki CDEM response.	2023-2024	2023-2024

Planning

Objective	2a Increase the understanding by the Taranaki community of the hazardscape and associated risks		
	3b Enhance the CDEM's and the community's capability and capacity to respond to and manage civil defence emergencies, with or without a declaration		
	4b To promote the implementation of recovery planning across the wider community.		
Hours	Dir-EQ – 135 Snr EMO – 90 Policy – 580 Admin – 100 Hydro – 150 Total = 1,155 (19%)		
Cost	\$132,555 (19%)	TRC job code	210000 016
KPIs	<ol style="list-style-type: none"> 1. Distribute, as soon as practical, changes in legislation or guidelines to affected CDEM Group or CEG members, and coordinate submissions on behalf of the CDEM Group. 2. Undertake an annual review of each CDEM plan to ensure consistency, and make minor changes as required, or identify future work required. 3. Provide a report on the current status of response plans and hazard research for each of the hazards in the Group Plan, to better understand the Group's ability to reduce, respond to, and recovery from the effects of hazards. 4. Complete the Flood Response Plan in collaboration with partner organisations and distribute to relevant parties. 5. Complete the draft Welfare Plan in collaboration with partner organisations and have requested feedback from affected organisations. 6. Start the process of reviewing the CDEM Group Plan for completion end of 2017 calendar year. 		
Activities	<p>Distribute, as soon as practical, all draft legislation, guidelines and policies to relevant parties for consultation. Provide an opportunity for the Coordinating Executive Group and Civil Defence Emergency management Group to comment on official submissions prior to them being submitted. This may be via the Chairs, or committee meetings.</p> <p>Ensure the Civil Defence Emergency Management Group Plan is kept current in accordance with statutory requirements.</p> <p>Review content of existing plans to ensure accuracy of contact details, references and integration with other plans. Make minor changes as required or provide report including urgency, allocation of time, risk of not updating and the impact on current work programme.</p>		

Collaborate with council, emergency services, health, and relevant government department planning staff to create a report on the current status of response plans and hazard research for each of the hazards in the Group Plan. This is to better understand the Group's ability to reduce, respond to, and recovery from the effects of hazards, to identify priorities in future work plans and form the basis for the CDEM Group Plan review.

Complete the Flood Response Plan including integration with the Taranaki Regional Council Severe Weather Event Procedures Manual and distribute to relevant parties.

Complete the draft and seek consultation on the Welfare Plan in response to changes in the National CDEM Plan and Guide to the National CDEM Plan

Start the process of reviewing the CDEM Group Plan for completion end of 2017 calendar year.

Collaborate and sharing plans that impact across neighbouring CDEM Group boundaries, including attending the Regional Hazard Special Interest Group.