



Hawke's Bay Civil Defence Emergency Management Group Annual Report 2017/18

Introduction

This Annual Report summaries the activities of the Hawke's Bay Civil Defence Emergency Management (CDEM) Group over the 2017/18 financial year against the outcomes set by the Joint Committee, the key performance indicators contained in the Hawke's Bay Regional Council Long Term Plan (LTP) and the Group Work Programme. This includes activities across the 4Rs of Reduction, Readiness, Response and Recovery and the Group's financial performance.

2017/18 was a busy year for the Hawke's Bay CDEM Group. In particular, the Group was involved in a number of weather-related responses that covered a wide range of coordinated actions across the provision of public information, welfare, Lifelines, emergency services and recovery.

At the same time the Group was undergoing significant organisational change with a complete review of the Group office structure and the model for funding for CDEM in Hawke's Bay. In July the group office and Group Emergency Coordination Centre moved into temporary accommodation while the existing Hastings emergency management facility is being rebuilt.

At a national level, the New Zealand Government commenced a review of CDEM in New Zealand and the Group made submissions to the Technical Advisory Group (TAG). The Group office also took part in working groups on developing responses to the final TAG Report and implementation options to be considered by the government.

With the evolution of the Hawke's Bay CDEM Group and strengthening the "shared service" approach across the five council members, the next report for 2018/19 will have a different focus with outcomes sought and performance indicators being driven by the CDEM Group Plan, rather than the HBRC LTP. As part of the 2018-28 Hawke's Bay Regional Council LTP, the CDEM level of service statements and performance indicators have been reduced from 23 to 10. These new measures focus on hazard reduction and that the Group maintain a Group Plan and associated work programme. This endorses the fact that the Group's primary governance is the CDEM Joint Committee and that the HBRC is one of five members of this Committee.

Bill Dalton
Chairperson
Joint Committee
Hawke's Bay Civil Defence Emergency Management Group

Wayne Jack
Chairperson
Coordinating Executives Group
Hawke's Bay Civil Defence Emergency Management Group

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Reduction

Group Plan reduction outcomes

- *Everyone understands the risks they face and accepts responsibility for reducing risk and being prepared.*
- *Sound integrated planning, which has resulted in risks being reduced to acceptable levels.*

Risk reduction activities

East Coast Life at the Boundary (ECLAB)

ECLAB is a significant project for identifying hazard impacts and addressing the risks faced by Hawke's Bay. The project commenced in 2016 and is a collaboration between the Hawke's Bay, Bay of Plenty, Manawatu/Whanganui and Wellington CDEM Groups with a number of other research and education providers. The Hawke's Bay CDEM Group is the project leader. The aim of the project is to bring together scientists, emergency managers, experts and stakeholders across the East Coast to make it easy and stimulating for the community to learn more about the natural hazards that can affect them.

In an interagency environment, ECLAB has also supported or delivered on several projects during the reporting period including science projects such as the Ministry of Business, Innovation and Employment Hikurangi/SHIRE¹ research, Geological and Nuclear Science Citizen Science project, Ministry of Civil Defence Emergency Management Tsunami Safer Schools project, National Science Challenge Kura and Participatory-Tech projects, and NHRP² agent-based tsunami evacuation modelling.

Hazard research

In late 2017, we delivered a substantial report reviewing the 1999 research on liquefaction. This was a collaborative project with Hawke's Bay local authorities, the Hawke's Bay branch of Engineering New Zealand and the national Natural Hazards Research Platform. The project used data from ground conditions testing

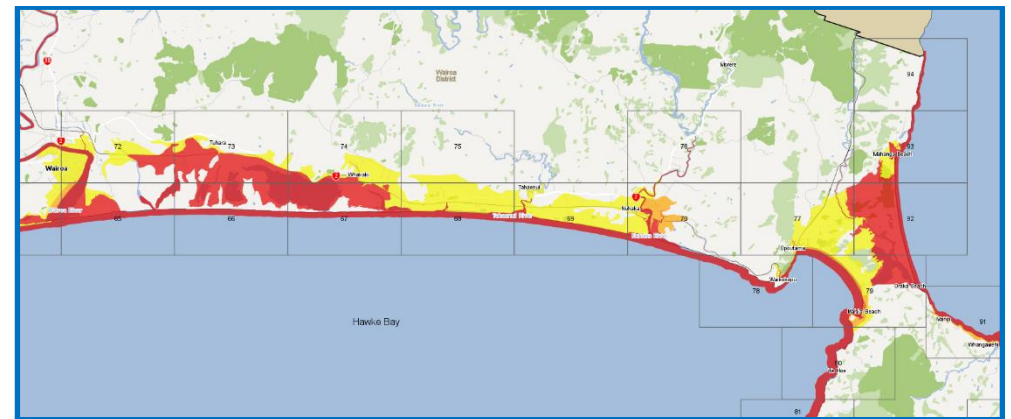
conducted by councils, central government agencies and private developers uploaded into the National Geotechnical Database established after the Canterbury earthquakes. We were the first region to use this database after Canterbury. As additional geotechnical and groundwater data is collected and shared on this database, and further analysis undertaken, our knowledge and refinement of liquefaction-prone areas in Hawke's Bay will increase.

Risk reduction

We have continued to advocate for a risk-based approach to land use development and made submissions on notified resource consents and council plan changes as appropriate.

A key component of risk reduction is making hazard information easily and freely available to the community. We have continued to provide and develop the Hawke's Bay Natural Hazards Portal, which is now being used extensively by councils, developers and individuals as a "one-stop shop" to understand and address the risks they face.

See www.hbemergency.govt.nz/hazards/hazard-maps



¹ Seismogenesis Hikurangi Integrated Research Experiment

² Natural Hazards Research Platform

Readiness

Group Plan readiness outcomes

- *A strong community spirit, which helps people to pull together to ensure their safety.*
- *Businesses and response organisations with well-rehearsed business continuity plans that safeguard both people and business income.*
- *Community and response organisations with the capability to deal with unexpected events.*
- *Community recognises the critical role Civil Defence Emergency Management plays in ensuring their safety and prosperity.*

Readiness activities

Community engagement and resilience planning

Community Resilience Plans are the foundation of improving community resilience and achieving our vision of “A Resilient Hawke’s Bay Community”. A Community Resilience Plan is a process to bring a community together to plan and prepare for their community response to a disaster. The process is very relationship-based in building connections between friends, family, co-workers and neighbours with the support of CDEM staff and our partner agencies such as the local council and emergency services.

In an emergency, people in the community want to come together to assist one another. This process can be better co-ordinated if the community has developed a Community Resilience Plan. Creating a Community Resilience Plan involves community workshops planned with a small group of community champions. We have a programme for completing and reviewing Community Resilience Plans prioritised by the risks faced by Hawke’s Bay communities.

The following Community Resilience Plans were completed over the reporting period:

- Taiwananga (Wairoa District)
- Waikaremoana
- Mahia
- Nuhaka

- Whakaki
- Iwitea

The following plans were commenced:

- Porangahau
- Maraekakaho-Kereru
- Ocean Beach
- Frasertown
- Marewa-Napier South



Public information and education

We actively supported the national *Get Ready Week*. CDEM staff and Red Cross volunteers presented the Get Ready Road Show to 640 children at 16 holiday programmes.

Over the reporting period we carried out the following significant community engagement activities:

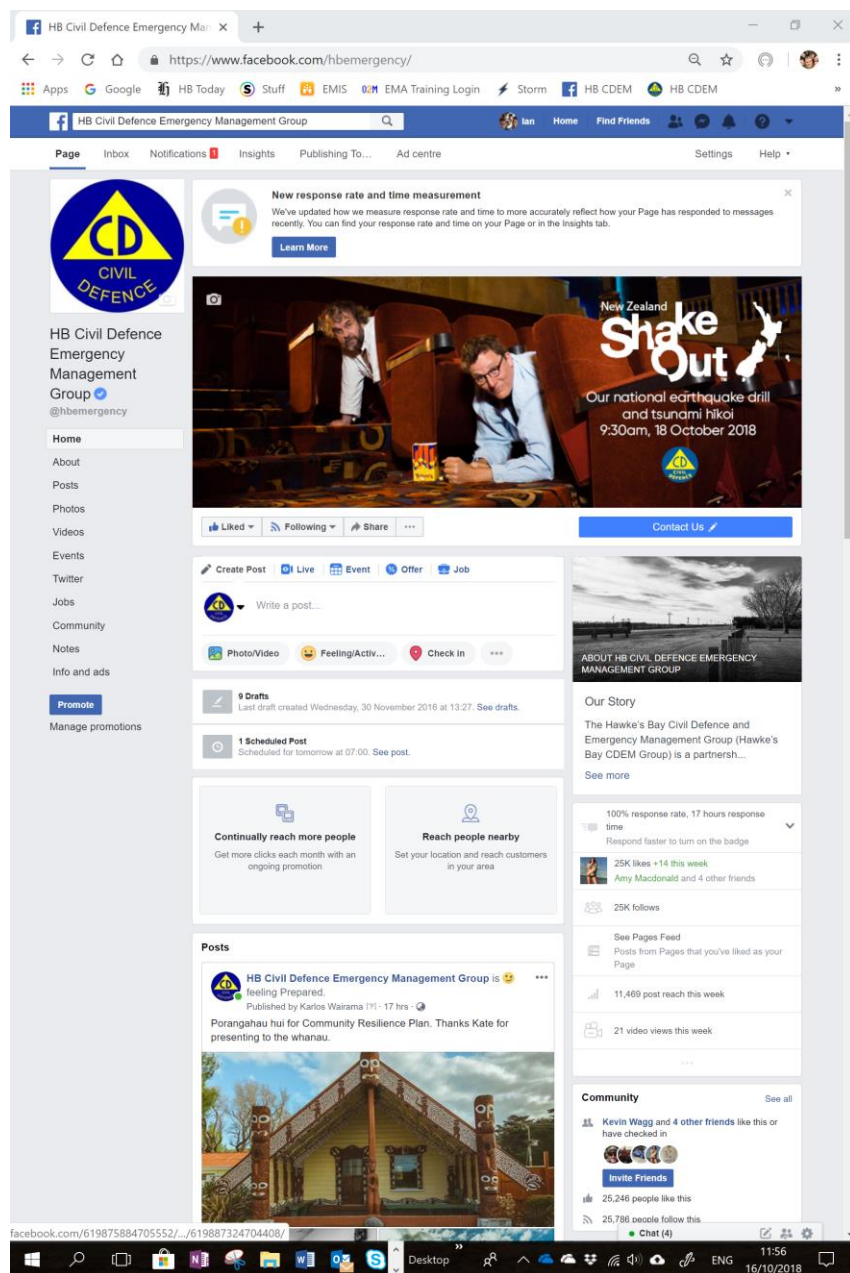
- Red Cross volunteers delivered our CDEM programmes to more than 1000 primary school students with CDEM messages and resources sent home to whanau.
- On our behalf, Health Hawke's Bay distributed 1600 household plans and *Rūaumoko's Walk* books for children at B4 School checks.
- We presented to more than 50 community, marae, post-treaty settlement groups and business organisations covering around 2500 people.
- We supported Council Safer Community projects.
- We carried out community engagement activities at events such as the Home and Garden Show, Waitangi Day, Tumu Timbers Whanau Day, Mitre 10 QuakeSafe Stall, and Wairoa and Central Hawke's Bay Shows.
- We supported Ministry of Foreign Affairs programmes with South East Asian delegates and University of French Polynesia master's students.
- We delivered business emergency planning workshops with Tourism Hawke's Bay and Business Hawke's Bay.



We completed a review and refresh of the Hawke's Bay CDEM Group webpage. See www.hbemergency.govt.nz



We also maintained a very active social media profile with our Facebook page having more than 25,000 followers. See www.facebook.com/hbemergency



Volunteers

In 2017 we completed a review of Hawke's Bay CDEM volunteers, which included a Volunteer Needs Analysis. As a result of this review, we developed a Volunteer Strategy. In implementing this strategy, we established the Hawke's Bay Emergency Response Team, which consists of Rapid Response, Welfare and Communications sections.

We recruit, train and equip these teams and as such they are our responsibility. Members of this team can be deployed across Hawke's Bay and if appropriate in support of another Group or a national response. The team runs regular training on Tuesday nights. We are working with Hawke's Bay Fire and Emergency New Zealand (FENZ) to formalise an agreement on training and deployment of the Hawke's Bay Rapid Response Squad.

We are also working with individual communities that wish to establish community-led volunteers. Apart from some basic induction training we are not directly responsible for these volunteers, who will work within their own communities.

Welfare preparedness

We are responsible for leading the Hawke's Bay Welfare Coordination Group (WCG), which is made up of a number of government and non-government organisations that work together in a coordinated CDEM response to assess and deliver positive welfare outcomes to individuals and communities. Over the year, the WCG held three meetings. A focus this year has been developing an understanding of how we could stand up a navigation service to those requiring additional support in an emergency. We have also facilitated welfare training and interagency engagement.

During the reporting period the WCG developed a Welfare Plan, which outlines how welfare is organised and managed to enable an effective welfare response for the Hawke's Bay region.

With the support of the Ministry of Primary Industries, we have also helped establish a Rural Advisory Group, which provides information, advice and support on rural matters during an event. This group harnesses the collective capabilities of the rural sector to improve rural response and recovery from emergencies.

Training and exercising

We maintained a full training programme during the reporting period. The following table summarises this activity:

Course/Training (Number Run)	Course/Training Objectives	No.
Introduction to CDEM (online)	Introduce all new council staff to Hawke's Bay hazards, civil defence and personal preparedness	335
Emergency Management Information System Training (2)	Introduction and practice use of national Emergency Management Information System	35
Integrated Training Framework Foundation Course (1)	Introduce staff to CDEM, the roles councils and other agencies play and the Coordinated Incident Management System	20
Integrated Training Framework Intermediate Course (5)	Two-day course to introduce and practice staff identified to work in incident management teams and coordination centres in the operational planning process	100
Coordinated Incident Management Systems (CIMS) Level 4 (2)	Demonstrate knowledge of and application of CIMS functions	40
Civil Defence Centre (CDC) Course (2)	Basics of establishing and operating a CDC	20
Hikurangi Short Course (1)	Emergency management staff introduction to Hikurangi Subduction Zone	10
Public Information Management Systems Training	Introduction to mass public alerting systems	10
Hawke's Bay Tsunami Evacuation Planning Workshop	Ministry of Education advisors and school principals	12
Hawke's Bay CDEM Group and Joint Centre for Disaster Research Workshop	Welfare staff and agencies – Behaviour in Disasters	14



We also supported a New Zealand Police Eastern District mass evacuation exercise and developed and ran an exercise for Hastings District Council.

Emergency coordination facilities

In June, the Group Emergency Coordination Centre (GECC) and the Group office staff moved into a temporary facility in Hastings while the main Hastings Emergency Management Centre is being rebuilt. It is expected that we will be able to move back into this facility in July 2019.

The Group office conducted audits of both the Central Hawke's Bay and Wairoa Emergency Operations Centres and corrective action plans are being developed or implemented.

Equipment and technology

During the year we reviewed our regional agency warning system and purchased and commenced the implementation of Whispir, which is also being used for the

national warning system. Whispir is a cloud-based communication system that brings email, text and voice messaging together in one place that can be accessed across devices.

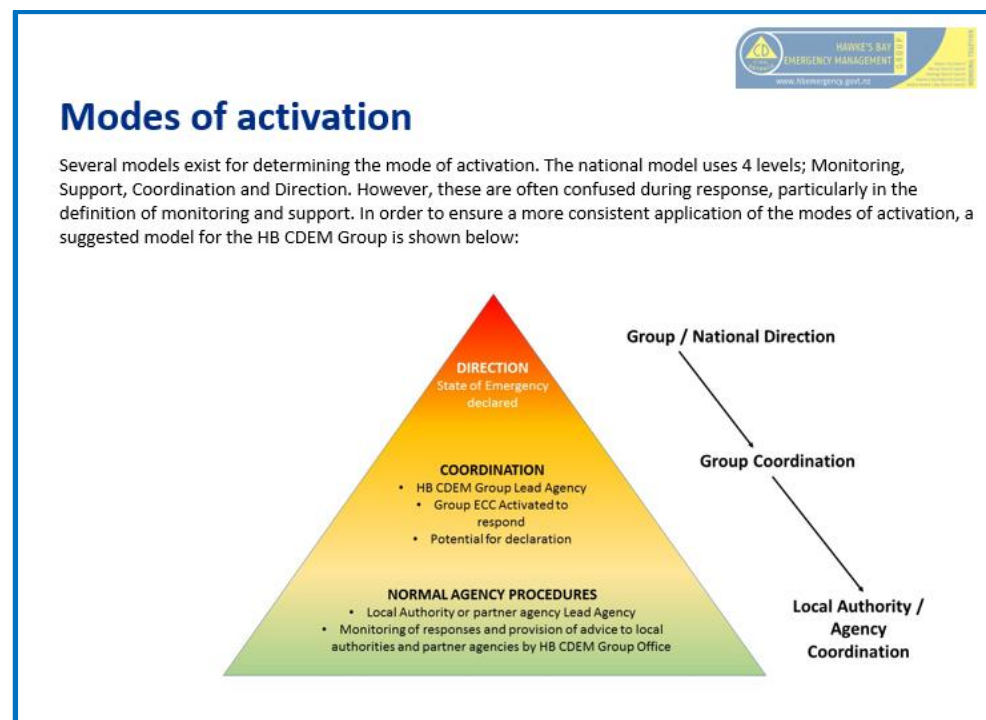
In mid-2017 the national Emergency Mobile Alerting system was implemented, and we can initiate messages for the region from the national portal. The first national test was conducted in October and around 30 per cent of cell phones in New Zealand received the alert. Further improvements have been made and it is now estimated the system has 60 per cent coverage.

We maintain both regional and local VHF radio networks and these are tested and maintained regularly.

Response planning

We developed and are maintaining an Initial Response Plan programme. Over the reporting period we completed, or made substantial progress, on the following:

- Tsunami Response Standard Operating Procedure
- Hawke's Bay CDEM Group Response Framework
- Hawke's Bay Rapid Impact Assessment Tool and Plan (FENZ and CDEM)



Response

Group Plan response outcomes

- People know what to do and to help each other in the event of an emergency.
- A rapid, well-coordinated and effective response to an emergency.



Response activities

During the reporting period we issued 111 watches or warnings to partner agencies through the regional warning system.

We deployed one staff member to the West Coast to support the West Coast Group response to Cyclone GITA.

The following significant responses occurred during the year:

Date	Event	Description
July 17	SH5 snow event	30 trapped motorists, welfare response in conjunction with New Zealand Police. Activation of GECC in support.
September 17	Mexico tsunami warning	Small surges experienced in Hawke's Bay. Public information messaging and coordination.
March 18	Esk floods	Evacuations and welfare response for around 40 affected residents. Activation of GECC and Hastings District Council Incident Management Team (IMT).
March 18	Mangapoike Dam	Public information and warning in Wairoa District regarding slip dam break potential.
June 18	Severe weather event	Significant rainfall across region, all rivers at 1in5 levels. Coordination of response by Hawke's Bay Regional Council and local council incident management teams. Monitoring and advice at GECC.



Recovery

Group Plan recovery outcomes

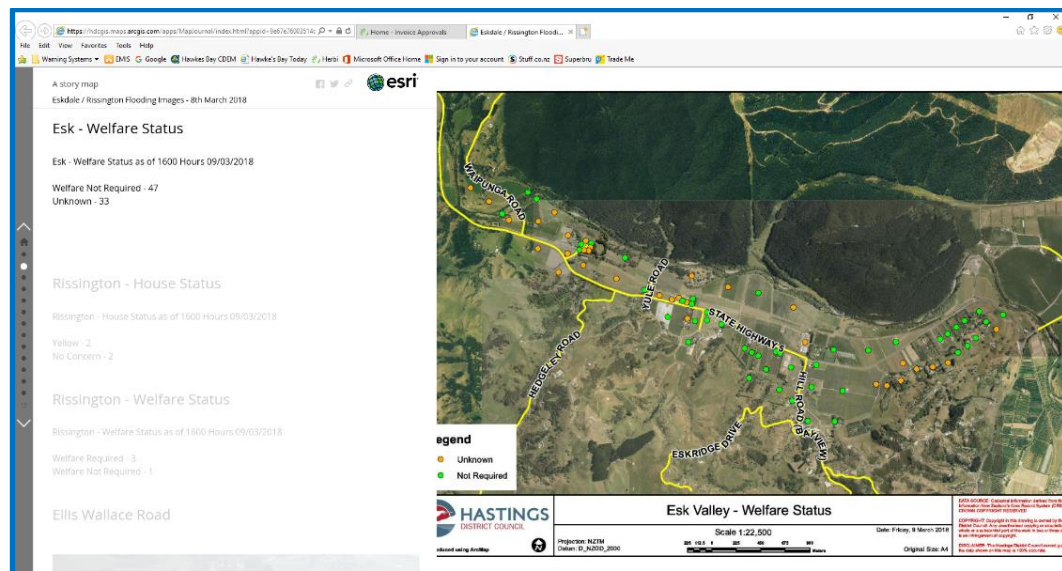
- *Organisations and agencies are aware and prepared for the role they may play in recovery.*
- *A responsive, well-coordinated and efficient recovery from an emergency.*

Recovery activities

We appointed a new Group Recovery Manager on a contractual basis during the reporting period.

We have run several recovery workshops with individual councils primarily to clarify roles and responsibilities for recovery post a disaster and introduce the Group Recovery Framework.

Recovery is also an important part of the Community Resilience Plan process with communities identifying the priorities for recovery for them after an event.



Other significant activities

Governance

The Hawke's Bay CDEM Group is governed by a Joint Committee of all Hawke's Bay councils made up of the Chairperson of the Regional Council and the Mayors. The Committee met three times over the reporting period.

Management overview is provided by the Coordinating Executive Group.

Organisations represented on this committee include:

- the Chief Executive of each of the five member councils
- Fire and Emergency New Zealand
- New Zealand Police
- Hawke's Bay District Health Board
- St John Ambulance
- Hawke's Bay Lifelines Group

The Coordinating Executive Group (CEG) held four meetings during the reporting period.

The HBRC is the administrating authority for the Group and is responsible for employing Group staff and gathering the CDEM targeted rate.

Group office restructure

In late 2017 we commenced a review of staffing structures and identification of the future expertise and capability that would be required to maintain and improve the capability of the Hawke's Bay CDEM Group.

The aim of the review was to develop a Hawke's Bay CDEM staffing structure that better supported the Joint Committee and CEG in the implementation of the Group's strategic direction through its work programme and projects.

In early 2018 the new structure was proposed and subsequently adopted. The staffing structure for the Hawke's Bay CDEM Group office is attached as Appendix 2.

CDEM Group funding review

As part of the council's Long Term Plan processes earlier in 2018, all councils adopted a proposal to fund CDEM activities centrally via a targeted rate through the HBRC as the Group administrating authority.

The level of this rate was based on the existing expenditure by all councils and some savings were realised through the process. Most of these savings were reinvested back into resourcing capability gaps in the Group. We have created a new position specialising in public information before and during an event, and coordinating public education as part of individual and community resilience.

HBRC Long Term Plan KPIs

Attached as Appendix 1 are the relevant extracts from the HBRC Annual Report with respect to emergency management activities.

We fully achieved most performance targets except for response procedures, training and the Group Emergency Coordination Centre, which we partially achieved. This was in relation to changes being made at the time of reporting in the Group's response framework and the work to rebuild the Emergency Management Centre in Hastings.

With the adoption of the latest HBRC LTP this year, these KPIs will change and for next year this report will focus on achieving the outcomes and objectives set in the Group Plan and the Group Work Programme.

Financials

We are funded by a rate targeted to the ratepayers located in the boundaries of the Group. As a targeted rate, any money gathered must be used for CDEM purposes.

Emergency Management		
	Actual	Budget
	17/18	17/18
	(\$'000)	(\$'000)
EXPENDITURE		
Operating Expenditure		
Employee Expenditure	891	924
Vehicle Expenditure	38	31
Depreciation	88	81
Overheads	213	171
Other Expenses	94	82
External Expenditure	337	398
Operational Expenses	16	104
Total Operating Expenditure	1,677	1,791
TOTAL EXPENDITURE	1,677	1,791
REVENUE		
Targeted Rates (Uniform Annual Charge)	1,072	1,063
Interest	1	(1)
Grants	683	695
Total Other Revenue	1,757	1,757
TOTAL REVENUE	1,757	1,757
TOTAL FUNDING REQUIREMENT	80	(34)
Special Reserve Funding		
Specific Scheme Reserves	(80)	34
Total Special Reserve Funding	(80)	34
NET GENERAL FUNDING REQUIREMENT	(0)	-

This financial year was a period of change where we brought together five different council budgets into one.

We underspent by \$80,000 in the 2017/18 financial year. This was mainly due to two vacancies being held for part of the year, which impacted both on personnel costs and operational expenditure. This was offset by an overspend in the last financial year, which was due to one-off costs in personnel as part of the integration of local council emergency management officers into the Group office, and restructuring costs.

To cater for under and over expenditure year to year, the targeted rate scheme operates a reserve account. Part of this reserve account contains money collected and administrated on behalf of the Hawke's Bay Lifelines Group.

As a result, at the end of the financial year the Hawke's Bay CDEM Group reserve account stood at \$38,000 for CDEM and \$46,000 for the Lifelines Group.

Emergency Management Reserve Account		
	Lifelines	CDEM
	17/18	17/18
	(\$'000)	(\$'000)
Balance Carried Forward From 16/17	44	(42)
Expenditure	17	-
Revenue	19	80
BALANCE	46	38



Appendices

Appendix 1 – HBRC Long Term Plan Hawke’s Bay CDEM KPIs

Level of Service Statement HBRC will reduce the impact of long term natural and man-made hazards to life and property, eliminating these risks if practicable, and if not seek the reduction of their impact			
Level of Service Measures	Performance Targets	Required Action	Progress Report (to 30 June 2018)
Assessment of natural and manmade hazards will be completed for at risk areas in Hawke’s Bay	In conjunction with Territorial Authorities (TAs), provide public advice on the impacts of hazards; and advocate to TAs for the consideration and inclusion of hazard information as part of their land use planning functions	712 - Provide public advice through a range of media (internet/public forums)	Achieved Ongoing - Liquefaction information distributed via a variety of media including digital and traditional media
		712 - Be actively involved in Territorial Authority RMA planning processes	Achieved Ongoing - considerable work on Liquefaction done with TLAs in December plus submissions made on resource consent applications. Work has also commenced on looking at a change to the RPS to strengthen Natural Hazards provisions
Number of hazards research projects commissioned each year	At least one new research project commissioned each year	711 - Commission a hazards research project based on HBRC Hazard Research Plan and priorities set out in the Hawke’s Bay Civil Defence Emergency Management Plan	Achieved The HB liquefaction risk review was completed and released November 2017. HBCDEM has assisted MCDEM on Phase 1 of a Tsunami vertical evacuation project to produce national guidance. East Coast LAB is subcontracted/funded on several science projects, including the MBIE Hikurangi/SHIRE research, GNS Citizen Science project, MCDEM Tsunami Safer Schools Project, National Science Challenge Kura & P-Tech projects, and NHRP Agent based tsunami evacuation modelling.

Level of Service Statement HBRC will reduce the impact of long term natural and man-made hazards to life and property, eliminating these risks if practicable, and if not seek the reduction of their impact			
Level of Service Measures	Performance Targets	Required Action	Progress Report (to 30 June 2018)
Percentage of surveyed residents that are aware of hazard risks and can identify earthquake, flooding, and tsunami as major hazards in Hawke's Bay	Awareness of earthquake, flooding/heavy rainfall and tsunami hazard risks show an increase over time, as measured in a 3-yearly survey (July 2018); specifically, by 2018 at least 75% of residents can identify tsunami as one of the region's major hazards	711 - Commission a Community Survey to be carried out in July 2018	Achieved SIL Research ran a survey in July 2017, where 86% identified earthquake, 58% identified flooding, and 45% identified tsunami as a disaster or threat of highest concern. An East Coast LAB Tsunami Hiko Week from 10-16 March 2018 was run to educate communities about the right actions to take before, during and after an earthquake to promote tsunami risk and awareness.
		711 - Promote hazard awareness through public displays such as tsunami and 1931 earthquake displays and produce hazard education material	Achieved The HBCDEM Group primarily promotes hazard awareness through East Coast LAB (Life at the Boundary) a collaborative project with scientists, emergency managers, experts and stakeholders across the East Coast to make it easy and exciting to learn more about the natural hazards that can affect residents. The National Aquarium hosts 'The LAB' as part of East Coast LAB which focuses on plate boundary risks including tsunami, earthquake, volcanic and coastal hazard risks. - There is supporting educational ECLAB school programme run through the National Aquarium and materials on the website. The HB Museum also maintains a 1931 display.
		711 - Prepare and implement a communications plan to highlight target hazards in a promotion	Achieved The HBCDEM communications plan, reviewed February 2018, focuses on earthquake and tsunami risks, and has a monthly communication activity plan.

Level of Service Statement HBRC will reduce the impact of long term natural and man-made hazards to life and property, eliminating these risks if practicable, and if not seek the reduction of their impact			
Level of Service Measures	Performance Targets	Required Action	Progress Report (to 30 June 2018)
Satisfaction of Territorial Authorities and professionals involved in land use planning decision making with the quality, format and relevance of hazard information supplied	All Territorial Authorities and planning professionals are satisfied with the quality, format and relevance of hazard information supplied/available as assessed by an evaluation and feedback form every 3 years	711 - Actively encourage best practice on hazard avoidance/mitigation by ensuring territorial authorities and professionals involved in land use planning decision making are informed of relevant hazards and risks	Achieved HBCDEM has continued advocacy for regional policies and plans in Hawke's Bay to provide strong guidance for hazard risk avoidance. As the existing RPS is dated 1996 and is no longer fit for purpose around natural hazard management and is outdated, HBCDEM has recommended developing a risk-based approach to develop a Plan around Risk and is assisting with proposals. The HB Hazard Portal Steering Group involves TA land use planning staff ensuring they are informed of relevant hazards.
		711 - Continue work to identify sources of hazards and ensure this information is collected, sorted, recorded, and stored in a relevant manner	Achieved Hazard research work has continued on the HB Hazard Portal (GIS) which makes it easy for residents to find out which natural hazards might affect their properties. Following the completion of a HB liquefaction risk review, this information was included in the Hazard Portal November 2017. Work has continued to move the Hazard Portal to a new platform with Local Maps later in 2018, as agreed by the Local Authority Hazard Portal Steering Group.

Level of Service Statement HBRC will maintain and, where appropriate, increase the readiness of Hawke's Bay Civil Defence Emergency Management (HBCDEM) and the community to respond to a civil defence emergency			
Level of Service Measures	Performance Targets	Required Action	Progress Report (to 30 June 2018)
HBCDEM response to a Civil Defence emergency is coordinated, appropriate, effective and efficient	Maintain 3-yearly exercise programmes; and implement Corrective Actions that the HB CDEM group has responsibility for in accordance with the Corrective Action Plan	712 - Continue to implement Corrective Actions from the 2016 region-wide exercise in preparation for the next (2019) regional exercise	Achieved Exercise programme approved by CEG and being implemented. Where appropriate corrective actions identified and implemented.
The level of support given by the HBCDEM Group in directing and co-ordinating personnel and resources for response and recovery operations	An active Welfare Advisory Group meets at least 4 times a year	713 - Maintain and support the HB Welfare Coordination Group	Achieved Meeting held in Nov/Feb/July and meeting scheduled for later in year
		713 - Maintain and support the HBCDEM Joint Committee and Chief Executives Group	Achieved Meetings held in accordance with Terms of References and Group Plan.
The percentage of surveyed residents prepared to cope for at least three days on their own	90% residents have enough food stored for three days and had some way of cooking without electricity 75% have enough water stored as measured by three yearly survey	712 - Maintain Interagency Communication Group who develop and implement CDEM public education campaigns	Achieved Completed 2017. Standard met
		712 - Maintain and develop information and materials that support the Group Website, regular radio advertising and other promotional opportunities in accordance with communications strategy	Achieved 3 year survey completed last year and on track
		712 - Support the National "Get ready, Get thru" programme and national "Get Ready" week	Achieved Completed 2017. Standard met.

Level of Service Statement Through the HBCDEM Group, HBRC will ensure that appropriate levels of response capabilities are in place and maintained across the Hawke's Bay Civil Defence Emergency Management (HBCDEM) Group			
Level of Service Measures	Performance Targets	Required Action	Progress Report (to 30 June 2018)
Established Emergency Management Plans including training and procedures, and the HB CDEM Group Plan are in place	Maintain Plans and Standard Operating Procedures and ensure Group Emergency Coordination Centres can be ready for operation within 6 hrs of event; and an approved Group Work Plan is developed and implemented based on the HBCDEM Group Plan	712 - Maintain 2 Group Emergency Coordination Centres (Hastings & Napier) which are ready for operation, with supporting Group Standard Operating Procedures	Partially Achieved Review of operating model being implemented with some changes to SOPs and procedures. Move into temporary facility while existing coordination centre is upgraded has impacted on this work.
		712 - Review Plans and procedures to confirm agency roles and responsibilities for good coordination	Partially Achieved Review of operating model being implemented with some changes to SOPs and procedures. Move into temporary facility while existing coordination centre is upgrades has impacted on this work.
		713 - Review and implement HB CDEM Group Plan	Partially Achieved Review of operating model being implemented with some changes to staff operating models. Move into temporary facility while existing coordination centre is upgraded has impacted on this work.
Maintain the CDEM Group's emergency management and civil defence capacity with the capability of effectively responding to an emergency event	Maintain established teams, training programmes, Emergency Operations Centre, Manuals, in accordance with HBCDEM Group Plan	712 - Conduct annual training for staff assigned to Group emergency management roles	Partially Achieved Review of operating model being implemented with some changes to SOPs and procedures. Move into temporary facility while existing coordination centre is upgrades has impacted on this work.
		712 - Effectively and efficiently manage any emergency event from initial warning until a safe situation returns	Partially Achieved Review of operating model being implemented with some changes to staff operating models. Move into temporary facility while existing coordination centre is upgraded has impacted on this work. Substantial training underway.

Level of Service Statement			
Through the HBCDEM Group, HBRC will ensure the recovery from emergencies is managed in accordance with the scale of the event			
Level of Service Measures	Performance Targets	Required Action	Progress Report (to 30 June 2018)
<p>Facilitate and maintain Lifelines Group who have effective input into Civil Defence Emergency Management (CDEM) Group plans.</p> <p>Dedicated CDEM Group Recovery Manager appointed.</p> <p>A relevant CDEM Group Recovery Plan is adopted and maintained.</p>	<p>The Lifelines Group provides active input to the maintenance, review and implementation of the CDEM Group Plan, exercises and event response.</p>	712 - Support the Hawke's Bay Lifelines Group in developing and managing their work programme	<p>Achieved</p> <p>Ongoing - Lifelines Group engaged with CDEM Group</p>
		712 - Implement Group Recovery Plan including the support of local recovery planning	<p>Achieved</p> <p>Ongoing - Lifelines Group engaged with CDEM Group</p>
		712 - Support Territorial Authorities in completing Community Response Plans for specific communities	<p>Achieved</p> <p>Ongoing - Lifelines Group engaged with CDEM Group. AGM held in April 2018. Lifelines operators continue to support work financially and with other resources.</p>

Appendix 2 – Hawke’s Bay CDEM Group office structure

