Hamilton City Council
Te kaunihera o Kirikiriroa

Notice of Meeting:

I hereby give notice that an ordinary meeting of Hamilton City Council will be held on:

Date: **Wednesday 13 May 2015**
Time: **1.30pm**
Meeting Room: **Karaka Room**
Venue: **Municipal Building, Garden Place, Hamilton**

Richard Briggs
Chief Executive

Civil Defence and Emergency Management Subcommittee
OPEN AGENDA

Membership

Chairperson Cr L Tooman
Members Cr D Macpherson
  Cr A O'Leary

Quorum: **Two members**

Meeting Frequency: **Quarterly**

Brendan Stringer
Committee Advisor

6 May 2015
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Terms of Reference:

- Ensure Hamilton is performing to the highest standard in the area of civil defence and emergency management.
- Ensure Hamilton City Council compliance with its obligations under the Civil Defence Emergency Management Act 2002.
- Monitor Hamilton's Civil Defence Emergency Management Plan.
- Monitor the performance of Hamilton's civil defence and emergency management response against the Act including completion of Government requirements and independent reports, and ensure that all the recommendations made are implemented.

Special Notes:

- The sub-committee may request expert advice through the Chief Executive when necessary.
- The Chairperson of this sub-committee will represent Hamilton City Council on the Waikato Civil Defence and Emergency Management Group Joint Committee.

Power to recommend:

- The sub-committee may make recommendations to the Strategy and Policy Committee.

1   Apologies

2   Confirmation of Agenda
The Committee to confirm the agenda.

3   Declaration of Interest
Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

Hamilton City Council
Te kaunihera o Kirikiriroa

council report

Committee:	Civil Defence and Emergency Management Subcommittee	**Date:**	13 May 2015
Report Name:	Chair's Report	**Author:**	Brendan Stringer

Status	*Open*

The Chairperson will give a verbal Report to the Subcommittee.

Recommendation

That the Report be received.

1.   Attachments

2.   There are no attachments for this report.

Hamilton City Council
Te kaunihera o Kirikiriroa

council report

Committee:	Civil Defence and Emergency Management Subcommittee	Date:	13 May 2015
Report Name:	Civil Defence and Emergency Management Subcommittee Open Minutes 19 February 2015	**Author:**	Brendan Stringer

Status	*Open*

Recommendation

That the Subcommittee confirm and adopt as a true and correct record the Open Minutes of the Civil Defence and Emergency Management Subcommittee Meeting held on 19 February 2015.

1.   Attachments

2.   Attachment 1 - Civil Defence and Emergency Management Subcommittee Open Minutes 19 February 2015

Civil Defence and Emergency Management Subcommittee

OPEN MINUTES

Minutes of a meeting of the Civil Defence and Emergency Management Subcommittee held in Caro Room, 1st Floor, Municipal Building, Garden Place, Hamilton on Thursday 19 February 2015 at 11am.

PRESENT

Chairperson:	Cr L Tooman
Members:	Cr D Macpherson
	Cr A O'Leary
In Attendance:	Cr Chesterman
	General Manager Performance and General Manager Organisational Development
Committee Advisor:	Mr B Stringer

1. **Apologies**

    There were no apologies.

2. **Confirmation of Agenda**

    Resolved: (Crs O'Leary/Macpherson)

    That the Agenda be confirmed.

3. **Declarations of Interest**

    No members of the Committee declared a Conflict of Interest.

4. **Chair's Report**

In his report the Chair gave the Subcommittee an update regarding:

a. His discussion on community radio on 31st January on civil defence matters, including the need for families to have three community response plans for families to cover the home, work and school.

b. The approval from Council in December 2014, for the General Manager Organisational Development to be a Controller. The General Manager was awaiting training in this regard.

c. The All Hazards Centre and that the Police decided not to be located at the Centre going forward. The General Manager Performance noted that the Council's Regional Emergency Management Advisor would discuss this at a national level.

d. A further Councillor workshop be held in order to run a full Civil Defence exercise. The General Manager Performance noted that approximately seven Councillors would be required to make the exercise work.

e. A proposal to amend the quorum of the Subcommittee to two members, which was supported by all the Elected Members at the Meeting. The General Manager Performance would draft a recommendation in this regard for the Strategy and Policy Committee Meeting on 24th February 2015.

Resolved: (Crs Macpherson/O'Leary)

That the Report be received.

5. **Civil Defence and Emergency Management Subcommittee Open Minutes 23 September 2014 and 5 December 2014; Notes Informal Meeting 5 December 2014**

Resolved: (Crs O'Leary/Macpherson)

That the Subcommittee:

a. confirm and adopt as a true and correct record the Open Minutes of the Civil Defence and Emergency Management Subcommittee Meeting held on 23 September 2014.

Resolved: (Crs O'Leary/Tooman)

That the Subcommittee:

b. confirm and adopt as a true and correct record the Open Minutes of the Civil Defence and Emergency Management Subcommittee Meeting held on 5 December 2014; and receive the Notes of the Informal Meeting of 5 December 2014.

6. **Civil Defence and Emergency Management Subcommittee Action List**

| Resolved: | (Crs O'Leary/Macpherson) |

That the Report be received.

7. Hamilton City Emergency Management Update

The General Manager Performance spoke to the Report. The following matters were highlighted and discussed by the Subcommittee:

a. **Operational Risks**
   The two operational risks noted in the report remained relevant and would be the focus for 2015.

b. **Business Continuity Plans**
   Ten Business Continuity Plans (BCP) were developed. As part of the Audit and Risk Committee's internal audit process, PWC would undertake a review of the completed BCPs to assess the overarching structure and approach. The outcomes would be reported to the March Audit and Risk Committee.

c. **Work Programme**
   The Work Programme (shown as Attachment 2 of the Report) was on track.

d. **Insurance Loss Estimates**
   There was ongoing work with external organisations to assess the maximum probable loss in the event of a significant natural emergency. This would enable a better understanding of the mitigations and insurance to put in place. Staff were working with approximately eight other councils, Aon and Tonkin & Taylor. Work was also being done to adopt a standardised valuation approach. This would be on a replacement-cost basis, though some facilities would be valued on an indemnity basis. The experiences of other councils in this regard was discussed. In response to queries from the Elected Members, the General Manager Performance noted:

   i. The Council's insurance coverage covered man-made emergencies.

   ii. Terrorism may be an exclusion.

   iii. Insurance covers approximately 9 other territorial authorities.

e. **Local Recovery Plan**
   A draft of the Plan was prepared to cover the recovery phase after an emergency has occurred. This would be shared with the Subcommittee at an appropriate time.

f. **Community Response Planning**
   The Plans were well received and there was good promotion in the community. Further work on engagement with the business community was required, with a focus on the SME sector. The focus for 2015 was to raise awareness.

   At the suggestion of Cr O'Leary, the General Manager Performance would ask staff to consider engaging neighbourhood homes that had their own data networks.

g. **Training**

   i. The second course for training Controllers would be occurring shortly. There would also be two or three national courses this year.

   ii. CIMS (Co-ordinated Incident Management System) training was ongoing.

   iii. The intermediate training programme was ongoing. 100 staff completed this training in 2014. It was expected there would be 30-40 staff attending this.

   iv. Exercises would be carried out monthly throughout 2015, with one exercise to be an all-day event to prepare for a 'change over' scenario. The Group Office would assist with exercises.

h. **Activation Activities**
   This would be a regular feature in the Update Report.

i. **Waikato Group Priorities**

   i.   The National 'Shake Out' campaign would be a new campaign this year. There would be efforts to increase local participation (e.g. schools). The Community Development team would assist with community engagement activities.

   ii.   It was noted that the current Group Strategic Plan for 2011-16 was to be reviewed. There would be an 18-24 month process, with an updated plan to be adopted in November 2016, which would guide Civil Defence in the Waikato region for 2016-21.

   iii.   A military representative was now attending the Readiness and Response Subcommittee in a liaison role. This was the first time this had happened for the Waikato region, which would help open up communication channels.

   iv.   The Regional Council's draft budget approved (subject to consultation) funding new software for the Group Office, which would enable Councils to log events for an emergency situation on a real-time basis. Budget was also allocated to relocate the Group Office.

   v.   The DHB promoted a new pandemics policy, which clarified that Health would be the lead agency in a pandemic event. In such event, assistance would be sought from other agencies.

   The General Manager Performance noted the Group Office was doing a robust job, with increased engagement and co-operation between the various services.

j. **Next Steps**
   A report on high risks to Hamilton would be presented to the next Subcommittee meeting.

Resolved: (Crs Tooman/O'Leary)

That the Report be received

The Meeting was declared closed at 12:00pm.

Hamilton City Council
Te kaunihera o Kirikiriroa

council report

Committee:	Civil Defence and Emergency Management Subcommittee	Date:	13 May 2015
Report Name:	Civil Defence and Emergency Management Subcommittee Action List	**Author:**	Brendan Stringer

Status	*Open*

Recommendation

That the Report be received.

1. Attachments

2. Attachment 1 - Civil Defence and Emergency Management Subcommittee Action List - 13 May 2015

CDEM Subcommittee Action List (D-1551348)

Meeting Date	Item #	Action for monitoring	GM Responsible	Comment
19-Feb-15	4	A further workshop is provided to Councillors to run a full Civil Defence exercise.	Performance	In progress.
19-Feb-15	4	To amend the Subcommittee's quorum to be two members.	Performance	Amended quorum approved by the Strategy and Policy Committee on 24 February 2015. Completed
19-Feb-15	7	Staff to present the draft Local Recovery Plan to the Subcommittee	Performance	Included in Emergency Management Update report. Completed.

Hamilton City Council
Te kaunihera o Kirikiriroa

council report

Committee:	Civil Defence and Emergency Management Subcommittee	**Date:**	13 May 2015
Report Name:	Hamilton City Emergency Management Update	**Author:**	David Robson

Report Status	*Open*
Strategy, Policy or Plan context	*Civil Defence and Emergency Management*
Financial status	*There is not budget allocated*
Assessment of significance	*Having regard to the decision making provisions in the LGA 2002 and Councils Significance Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance*

1. Purpose of the Report

2. To update the Civil Defence and Emergency Management Subcommittee on progress made and future activities of the Hamilton City Emergency Management Team.

3. Executive Summary

4. An investigation is launched by the University of Waikato into a possible fault line running through Hamilton.

5. Hamilton City Emergency Management runs a successful CDEM exercise consisting of 2 EOC shifts during the simultaneous running of a Civil Defence Centre.

6. Training begins for the delivery of the 2nd, intermediate phase of the CDEM Integrated Training Framework.

7. Hamilton's local business is recognized as part of community response planning with the creation of a draft business continuity planning guide.

8. Recommendation from Management

That the Report be received.

9. Attachments

10. Attachment 1 - ORR Top Ten March 2015

11. Attachment 2 - Risk and Emergency Management Work programme 2014 15 (December)

12. Attachment 3 - University of Waikato Fault Media Release

13. Attachment 4 - Draft Community Response Plan BCP

14. Attachment 5 - Memo to the CEO Re CDEM plan review

15. Attachment 6 - Hamilton City Recovery Plan 2015

16. Fault Line Investigation in Hamilton

17. Earth science researchers from the University of Waikato believe they may have found a fault line running through Hamilton. Work is in the early stages, but it is believed to run from Temple View, up through Chartwell. This arises from recent field surveys from current development sites in Rototuna. A substantial amount of investigation is required to confirm these initial findings before any change to the GNS fault model database is made.

18. Little has been done to date re EQ mapping in the Waikato. This is due to difficulties as a result of ground conditions which may cloud results, however as NZ is on a plate boundary, it would be naïve to suggest that there are no fault lines within the area.

19. If confirmed as an active fault it is perceived that the outcome is a likely slight increase in seismic risk (still low) and increased liquefaction risk across the Waikato. However, confirming the age of the potential fault could lead to decreased earthquake hazard risk.

20. The University of Waikato is leading the communications on this as subject matter experts with Waikato Regional Council and HCC in support of this scientific issue.

21. Not enough is known at this stage for HCC to start to begin considering consequences, and the potential identification of a fault line does not suggest there is going to be an earthquake any time soon.

22. A copy of the University of Waikato's media release is provided as attachment 3.

23. Hamilton City Emergency Management Exercise

24. Desk top exercises continue to be delivered throughout the year, but the major in-house EOC exercise for HCC was delivered on 9 April. Effectively 2 exercises running in tandem, this involved 2 three hour EOC shifts which included a handover between shifts whilst a Civil Defence Centre (CDC) was opened for registration throughout the whole day.

25. The shifts staffed by HCC CDEM volunteers were led by the Waikato Regional Controller in the first shift and the Hauraki Local Controller on the second due to the unavailability of the HCC Local Controllers. EOC support was provided by members of Waikato Regional Council's 'Group' Emergency Management Team as well as the CDEM team from Thames.

26. The CDC was staffed by Red Cross Volunteers and Maori Wardens and this provided an excellent opportunity to test the EMIS registration system as well as the set up and administration of a CDC.

27. The exercise was a great success and an online survey tool has been utilized in order to capture feedback from the volunteers. This information will be used to shape future exercises to address any knowledge gaps. A summary of learnings will be provided in future reporting.

28. Waikato Show Expo

29. This major expo for Hamilton was held at Claudelands Arena on 10-12 April with the HCC Emergency Management Team in attendance.

30. The expo attracted around 15,000 visitors from Hamilton and the wider Waikato with the Emergency Management Team providing advice on home preparedness and promoting the Hamilton City Community Response Plan in order to increase community resilience.

31. Civil Defence Centre (CDC) Project

32. Work continues on the region wide CDC project led by the Waikato Regional Council's 'Group' Emergency Management Team.

33. Civil Defence Centres are required for the provision of shelter and support to our affected communities during and after an emergency. The nature and context of facilities that have been previously identified for use as civil defence centres have undergone change and requires review. This will ensure that we have confirmed facilities identified within each community and allow selection of an appropriate venue based on the situation and circumstances around the emergency.

34. Up until now schools have generally been the designated site for what was called a CD Assembly Area or CD Muster Area. In some instances, due to their suitability or location these have also been the designated Welfare Centre. The Ministry of Civil Defence and Emergency Management have reviewed this and these are all placed under the one heading.   They are now known as a Civil Defence Centres.

35. A database of the identified civil defence centres and on-site resources for use in an emergency will be held locally and centrally by the Waikato Regional Council's 'Group' Office and a review period by the emergency manager responsible for the centre to keep up with changes in the community and the condition and ownership of the buildings.

36. The scope of the project is broad and includes the identification of suitable CDC's and stock take of historical facilities and signage. Timeframes for delivery are yet to be determined.

37. Community Response Plan Update

38. The next phase of the Community Response Plan of recognizing local business as part of the community has been addressed with the creation of the Draft Community Response Plan, Business Continuity Plan.

39. The intention of this plan is to provide small, local business with the resources to complete their own business continuity plan (BCP).

40. The plan includes the natural and man made hazards which may affect a local business in Hamilton. Also included is a step by step exercise (which has been endorsed by the Ministry of Civil Defence and Emergency Management), that guides the user through conducting a business impact analysis and identifying the dependencies of their business in order to plan and prioritize should their business suffer a significant outage.

41. A copy of the Draft Plan is included as attachment 4.

42. Integrated Training Framework (ITF) Update

43. The ITF is a sector driven initiative to develop a package of standardised training which follows a capability development pathway from foundational to intermediate to advanced (function specific) training, topped by a leadership course for those identified as function managers.

44. The ultimate goal is twofold: Firstly, to develop greater competency and professionalism in emergency management; and secondly, to provide credentialing for the higher level courses to facilitate inter and intra regional support during larger emergencies or disasters. This reduces the overall burden of any one council to maintain a significant level of capability just in case of a large local emergency while at the same time provisioning for the worst case inter-regional/national scenario such as Christchurch.

45. The Foundational Course was released July 2013 and has just been revised to meet NZQA standards for CIMS 2 (attendees can elect to take the assessment for their qualifications or

simply attend and gain the ITF certificate). To date, 103 participants have attended the Foundational Course at HCC.

46. The Intermediate course is intended to provide a basic understanding of the various roles in order that trained staff volunteers can better identify their ideal pathway and carry out some basic functions, under supervision, should they be called upon to do so.

47. As with the Foundational Course, the Intermediate 2 day course will be delivered in-house by the Emergency Management Team. A 'train the trainer' session has been arranged in June with delivery deadlines and KPI's yet to be arranged.

48. Business Continuity Management Audit

49. PWC have recently undertaken an audit of the Business Continuity Management Framework with four recommendations identified for future enhancements;

a. A mechanism to identify potential gaps and interdependences across the individual organisational units BCP plans. (Medium Risk)

Response - As per the project scope, 10 BCP's have been created. However, an ongoing cycle of 4 further plans per annum has been added to the Risk Manager's work programme. As more plans are created it is anticipated that the gaps, linkages and interdependencies will become prevalent.

b. An enterprise BCP Maturity Framework has not yet been implemented. (Medium Risk)

Response - This will be undertaken when the framework has reached 12 months of use. (March 2016)

c. General Mangers do not have formal BCP objectives/KPI's. (Low Risk)

Response - A section for capturing KPI's has been added to the BCP template.

d. Formal training and documented BCP guidance have not yet been prepared. (Low Risk)

Response - The existing training notes have been formalized and are currently with PWC for endorsement.

49. Hamilton City Emergency Management Activations

50. The Emergency Management Team along with most other CD centres in readiness for Cyclone Pam which devastated Vanuatu and made it's way to NZ.

51. Fortunately Hamilton only suffered some minor weather related incidents through a couple of instances of surface flooding which did not cause any disruption.

52. On the build up to the event, the EM Team worked closely with the Comms team to ensure that the Hamilton Community was kept up to date with weather reports and advice for home preparedness.

53. This was a useful test of public messaging and also a reminder of the effectiveness of social media as direct correspondence was received from the Hamilton community in response to Facebook and Twitter updates which shows that there is a good local awareness and that the community knows how to contact their local EM team.

54.	Hamilton experienced some heavy rainfall on Saturday 18 April which caused some surface flooding and tested the City Water underground network. The event was monitored by the Duty Officer with regular bulletins provided to the community via social media; however it did not reach the stage requiring emergency management intervention. River levels remain well below alarm levels, no properties were affected badly enough to require evacuation and no significant outages were reported across Hamilton.

## 55.	Waikato CDEM Group Plan Update

56.	The review of the Waikato CDEM Group Plan is now starting in earnest, and the first phase of the review (workshops to discuss the current plan, pros, cons, improvements and emerging issues) will be happening over the coming months as part of regularly scheduled meetings.

57.	The review which takes place every 5 years and is managed by Waikato CDEM Group, is likely to take 2 years. A copy of the correspondence sent to Richard Briggs, CEO, which provides further detail, can be found in attachment 5.

## 58.	Hamilton City EM Team Staffing

59.	Shaun Libeau, Hamilton City Emergency Management Advisor (EMA) has resigned from the organisation. This has provided the opportunity to review the role which has resulted in the inclusion of increased in community interaction/visibility and a cost saving through a reduction in working hours.

60.	Lavelle Stuart joined the Emergency Management Team on 28 April on a 6 month fixed term position and comes with a strong teaching background, more recently delivering education and training through the Department of Corrections.

61.	Lavelle's priority focus is to proactively approach schools and local business to deliver presentations and workshops aligned to the Community Response Plan.

## 62.	Hamilton City Recovery Plan

63.	The Hamilton City Recovery Plan has now been completed and finalised. An action from the February 2015 Civil Defence and Emergency Management Subcommittee was to provide governance with the plan once complete and a copy can be found as attachment 6 of this report.

Signatory

Authoriser	Blair Bowcott, General Manager Performance Group

HCC Risk Management Report for Audit & Risk Committee
Top 10 Active Risks

Hamilton City Council
Te kaunihera o Kirikiriroa

Risk ID	Risk Name	Initial Risk Rating	Existing Controls	Mitigation Strategy	Residual Risk Rating	Risk Owner
34	Due to the increase in 'leaky buildings' liability claims, the budget provision within the 10 Year Plan may be exceeded	Very High	●Independent external Quantity Surveyor engaged to assess claim quantum. e.g. overall costs including damages (not named on the report as this document is made available to the media) ●Independent SME's engaged by HCC to assess potential liability to HCC (HCC target and engage building surveyors that are specialised in leaky buildings) ●Solicitors engaged by HCC to assess party's financial position as part of pre-judication settlement negotiations ●Claim monitoring and cost estimates (where possible) against 10-year plan budget ●Regular reporting to Council, F&M and A&R committees	●Proactive approach employed by early engagement with party's to facilitate dispute resolution (dependent on claim - large and complex disputes are handled by HCC engaged solicitors) ●Internal communication by formal report to Council, F&M and A&R committees and memo to GM City Environments and CFO ●Engagement of consultant to advise on building risk profile. (monitors building risk and provide information on statistics, costs and trends across other local authorities to construct a forecasting tool by which HCC can report and guide budget against).	Very High	GM City Environments
46	As a result of workforce capacity, the current work programme, or any new work programmes, may not be delivered.	Very High	Business Case Process - Opportunities & Risk Register - Project Governance Group's (PGG's) -Organisational Planning -Organisational reporting -Overarching PGGs - Work in Progress	Wellbeing Project (to be developed) - Development of SLT prioritising framework - Project Governance Group's (PGG's) - Leaders Briefs & Workshops - Expanding business cases to include supporting unit/stakeholders sign-off - Aligning business to outcomes/goals and organisational priorities - Key mega process identification	Very High ↑	GM Organisational Development
18	As a result of commercially sensitive information being made available to external parties, HCC could expose itself to financial, reputational and legal risk as well as damage to stakeholder relationships	Very High	• Compliance with The Privacy Act, LGOIMA and LGA • Passwords protection on PC's • Security systems processes and audits • Availability and protocol for document disposal and shredding • Confidentiality clause in public excluded meetings • Verbal updates preferred in certain situations rather than circulating written material • Code of Conduct	• external legal advice and taken on a case-by-case basis • Continuing briefing of confidentiality and privacy issues to staff and elected members • Staff Engagement Plan	High	GM Customer Relationships
21	HCC's Business Continuity Plans may not be robust enough to ensure the continued provision of key council services following an unplanned event	Very High	• Emergency response plans for high risk areas (e.g. City Waters and IS) are tested regularly and kept up to date	• Crisis Management team created with specific responsibility for BCP ●Business interruption insurance cover held by HCC	High	GM Performance
22	As a result of CDEM training relying on scenarios only and the lack of exposure to real emergencies, HCC maybe unable to deliver its CD and EM statutory obligations.	Very High	• Significant increased resources invested in the Waikato Civil Defence Group • 2014/15 Business plan • HCC representation at all key Emergency Management meetings • Regular reporting to Council on CDEM initiatives • Section 64 of the CDEM Act 2002	• Emergency Management stock take audit which identifies areas of focus and drivers 14/15 work plan • The role out of a regional wide integrated training framework • 35% increase in CDEM capability assessement (65%) • 78% score in HCC EOC assessment	High	GM Performance
24	The failure of wastewater infrastructure could lead to pollution of waterways and result in a public health impact and regulatory action	Very High	• Development manual (technical specifications) guiding new build • Online monitoring of system performance • Active inspection and preventative maintenance • Service delivery contract with City Delivery • Water network model to determine investment decisions • Renewals (pumps, pipes etc) • Equipment Upgrades (eg pump station storage) • Specialist Capital investment (Eg discharge lagoons, storm water containment) •External Peer Review of Plant operations	• Emergency response management plan • Dry weather overflow response manual	High	GM City Infrastructure
40	Due to natural soil conditions, erosion and weather events unpredicted land movements and slips may occur	Very High	•Additional signage and barriers in place to ensure public safety •Pathway closure •Regular monitoring in place by HCC and BBO (Engineering consultants) •External Legal advice employed as required •Information is available to the public via HCC website and article in July City News •Media Relations Executive assigned to the Project Team •Tree removal as necessary	•BBO undertaking bridge abutment investigations •Tonkin and Taylor undertaking further soil testing to ascertain costs for remediation options •Ongoing consultation with asset owners (Tainui, Vector and Kiwi Rail) •Storm water investigations and remediation underway	High	GM Community
1	Due to an unexpected sustained IT system outage, HCC may be unable to process transactions and in turn affect our service to customers	Very High	Redundancy in telecommunication networks - ITIL Incident, Problem, Release & Change Management (including weekly Change Advisor Board, approvals/sessions - Regular meetings with internal & external stakeholders - Regular & comprehensive scheduled audit programme looking at infrastructure security and process - Executive Governance oversight and reporting to Council	Organisational BCP – ongoing development - Use of off-site data centre - Data save & secure storage outside of the CBD	Medium	GM Organisational Development
12	As a result of non-compliance to Health and Safety legislation serious injury or death may occur which could result in prosecution.	Very High	HCC Safety and Wellbeing Policy - Safety and Wellbeing Code of Practice - Injury Prevention and Management - Hazard Management - Training and Information - Critical Risk Management - ¼ ly reports to SLT - Near Hit Reporting - Internal and External Auditing and Reviews - Active Worker Participation - Safety and Wellbeing Leadership Group - Safety and Wellbeing Formal Meetings with Unions	Victim and Staff Support - Workplace and Family Support - Communications Plan - Internal/External Investigations - Safety and Wellbeing Management System Reviewed and Updated	Medium	GM Organisational Development
38	Because the Risk Management Framework has only been operational since May 2012, the process may not be robust or understood to adequately escalate risks and issues	Very High	•Permanent, dedicated full time resource allocated to deploy risk management framework and embed within the organisation •A risk section has been added to business plans to further identify risk at a unit level •6 weekly reporting to SLT and quarterly reporting to A&R Committee •Internal/external audit review •Risk now forms part of the key project report and Health and Safety Management	• Establishment of a Crisis Management team with a wide brief to understand our risk parameters and profile • Risks identified at unit level are reported the 'risk forum' discussion group on a quarterly basis for consideration to add to organisational risk register • Emerging risks are identified and reported by the Risk Manager • PWC acknowledged in October 2013 audit of a robust framework with recommendations of future enhancements	Medium	GM Performance

Risk and Emergency Management Work Programme 2014/15 Update

Organisational Goal	Group Activity	Unit Activity	Performance Measure	Target	Progress Update	Responsibility	Other Unit or External Dependencies
Business: Our organisation has leading business practices, processes and systems	Develop and implement 'positive risk' into the Risk Management Framework (RMF).	Produce a user friendly model that fits with and compliments the current RMF in order to measure 'opportunities'.	Understood, embedded and used within the organisation. Pulse survey 6 monthly on completion	June 2015	Completed and reported to Audit and Risk September 2014	Risk Manager	
Business: Our organisation has leading business practices, processes and systems	Monitor the trajectory of a Risk Management culture	Conduct a risk maturity assessment utilising internal and external customer feedback and report findings to management and governance	Increased average level of maturity from 13/14 results	December 2014	To be conducted annually each December – on track	Risk Manager	Utilise the PWC model to ensure consistency
Customer: Our organisation provides exceptional customer service	Risk Management is understood and utilised	2 workshops are conducted for all staff re the RMF and risk assessment /identification	Increased usage and quality of unit risk assessment through audit of unit risk registers	June 2015	Completed. 4 workshops run for staff and 1 for councillors July/August – more to follow as required	Risk Manager	Cross-unit buy in
Business: Our organisation has leading business practices, processes and systems	Our quality systems and processes are maintained and of best practice	A quality manual is created containing the unit SOP's along with review dates etc.	Up to date SOP's are in place and available for audit	June 2015	Work in progress	Risk Manager, Crisis Manager	
Business: Our organisation has leading business practices, processes and systems	All reports are informative, accurate and submitted in a timely manner	Respective reporting to SLT, Audit and Risk Committee and Civil Defence Subcommittee are submitted in line with the reporting calendar	Submitted on time with Crisis Manager and GM approval	As required	Ongoing	Risk Manager, Crisis Manager	
Customer: Our organisation provides exceptional customer service	Knowledge is gained, shared and discussed through regular meetings with management	Existing and emerging risks, legislative compliance and BCM is discussed in regular management meetings	Increase of usage , understanding and quality of unit/group risk assessment through audit of unit risk registers	Meetings with GM's on a 6 weekly cycle	Ongoing – on track	Risk Manager	SLT buy in

Organisational Goal	Group Activity	Unit Activity	Performance Measure	Target	Progress Update	Responsibility	Other Unit or External Dependencies
Business: Our organisation has leading business practices, processes and systems	Resilience is built by understanding Hamilton's hazardscape	Remaining up to date by investing in insurance/academic research	Hazards and risks are identified, understood and held on a hazardscape register	Insurance cover relevant to our risks and hazards	Work in progress	Crisis Manager	
Business: Our organisation has leading business practices, processes and systems	Changes to legislation are identified and accommodated	Groups and units receive informative updates of changes to legislation suited to their needs	Investigation is made as to the unit/group ability to filter results as suited to the business function	Organisation is provided with relevant changes to legislation	In discussion with provider to provide a filter option for bulletins	Risk Manager	That groups/units foster/accommodate the changes in their area.
Business: Our organisation has leading business practices, processes and systems	Our emergency management/civil defence capabilities are tested on a regular basis	5 exercises are delivered per annum – desk top, EOC, SLT and PIMS exercises and an external site incorporating other agencies so that Trained staff are able to practice in a safe, but realistic environment	Staff training is completed. Pool of 75 emergency response staff volunteers is maintained	June 2015	5 exercises delivered including multi-agency. More to follow throughout the year. 103 trained staff to date	EMA	
Hamilton: We deliver on plans, strategies and policies set by Council	We promote resilience in the Hamilton community	Participation in/running of 3 major expo events to promote community resilience	Scores over 60% in the 14/15 resident survey regarding home preparedness (58% in 13/14)	June 2015	On track – 2 completed to date	EMA	
Hamilton: We deliver on plans, strategies and policies set by Council	We support the Regional Civil Defence 'Group' in delivering key operational plans	Working collaboratively with Group and providing input to Waikato CD initiatives	Contribution is made to Waikato CD initiatives as requested by 'group'	As appropriate	Ongoing	EMA	
Hamilton: We deliver on plans, strategies and policies set by Council	We continue to take ownership and chair the Local Welfare Committee Group	Meetings are organised and delivered in a timely manner in line with the committee mandate	Regular meetings	Ongoing	Ongoing	EMA	

Organisational Goal	Group Activity	Unit Activity	Performance Measure	Target	Progress Update	Responsibility	Other Unit or External Dependencies
Business: Our organisation has leading business practices, processes and systems	Business Continuity Program	Collaborative development of Business Continuity Plans for 12 identified critical functions/services	Completed plans delivered to identified areas to own/maintain/test	Completed May 2015	Ongoing	Risk/Crisis Manager	Management/ staff buy in

Key

	completed
	In progress
	Off track/requires attention

Media Release

THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

1 May, 2015

Possible fault found

University of Waikato scientists have identified the existence of a possible fault under Hamilton but say much more work is needed to conclusively prove its existence and no one should be concerned. Using existing evidence, they estimate any risk of the possible fault causing an earthquake is slight but they are applying for funding to carry out further research and answer two key questions: When did it last move and by how much.

Dr Willem De Lange and Dr Vicki Moon say their work shows indications of a fault running roughly from the Gordonton area, north east of Hamilton towards Temple View in the south west.

Without more work, it is almost impossible to tells its exact course, when it last moved, or by how much.

The possible discovery changes nothing in terms of risk to the city's residents, Dr De Lange says.

"If it is a fault, it's always been there, we just didn't know about it."

Dr Moon says her research shows what she interprets as changes in soil strata caused by a fault and she has also found what she believes to be evidence of liquefaction at sites around the region.

The amount of data backing the presence of a fault was growing, she says.

"There are just too many coincidences," she says.

The existence of a fault line under Hamilton would not surprise the pair, which say the reason it hasn't been found before is because no one has really looked.

The Waikato landscape has been heavily modified and is overlaid with metres of soft sediments laid down many thousands of years ago, meaning little or no evidence of fault lines remain.

The seismic hazard for Hamilton, as defined by the National Seismic Hazard Model, is low, relative to most of New Zealand. However, the model assumed similar faulting to nearby active regions, and Dr De Lange says if their find is confirmed as a fault, it may even mean Hamilton's risk level falls.

"The assumptions used in assessing the risk for Hamilton may have over-estimated the risk, or under-estimated it, we don't know."

If they had over-estimated the risk, the presence of more accurate data may see that risk level decrease.

Faults are deemed active if they have moved in the last 125,000 years and the Waikato basin currently has none, with the nearest being the Kerepehi Fault, running down the middle of the Hauraki Plains.

The main piece of evidence for the existence of a fault comes from an excavation in Hamilton's northern suburbs.

Dr Moon says it appears to show faulting across a four metre width and indicates vertical movement of about 500 mm.

They say aerial photography gives no indication of the direction the fault runs, although detailed measurements of the shape of the landscape suggest the distribution of hills in the area may be indicative. Sharp, right hand bends in the Waikato River may also be an indication of faulting.

The pair say they want to alert geotechnical engineers and engineering geologists to look for anything unusual in excavations which may provide more information.

The pair have presented their findings to the Hamilton City Council and Waikato Regional Council and informed the Earthquake Commission, GNS Science and the Ministry of Civil Defence and Emergency Management.

University of Waikato Vice-Chancellor Professor Neil Quigley says the research is an example of university staff working on important issues and providing valuable information to the community.

"Research such as this provides a significant contribution to the overall knowledge of our region." Waikato Regional Council's regional hazards team leader Adam Munro said the new information from the university would be used during planning for potential disasters and in information made available publicly on risks.

"The regional council helped fund the research which in part lead to the identification of this potential new fault line.

"This is part of our ongoing role to better understand the region's potential hazard risks. Previous research in the region has helped identify other fault lines and potential for liquefaction.

"The council and the Waikato Civil Defence Emergency Management Group will take the university's latest advice into account during our planning for potential earthquakes. We'll also be keen to see what further research will tell us about this possible fault and the risks it presents. To that end we will support further studies by the university and look at making a contribution to the cost of this."

ENDS

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Follow us on

HAMILTON CITY
COMMUNITY RESPONSE PLAN

Business Continuity Planning Kit

GET READY GET THRU

HAMILTON CITY
RISK & EMERGENCY MANAGEMENT
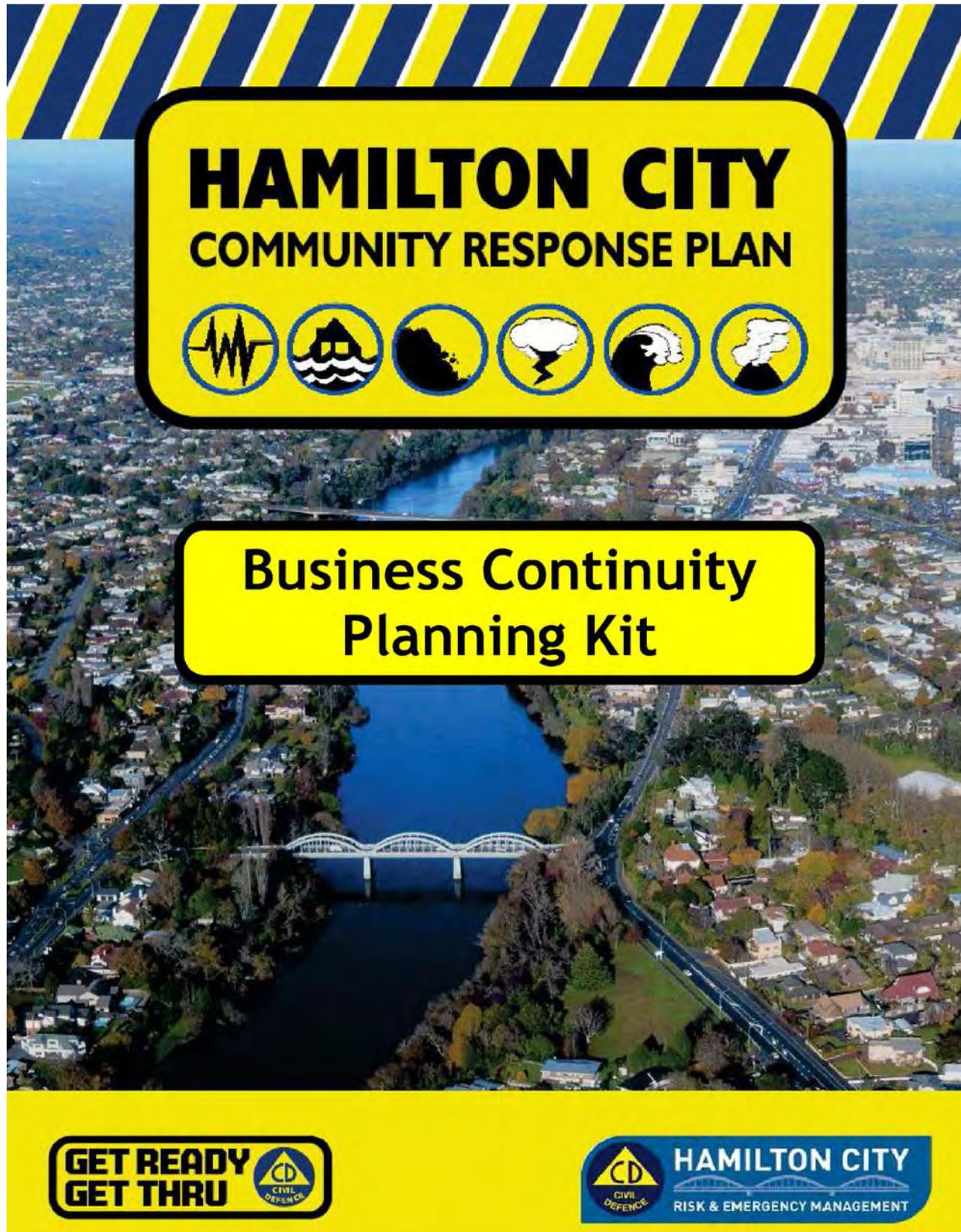
Introduction

The Hamilton City Emergency Management Team has developed this information kit to help Hamilton businesses develop their own Business Continuity Plan.

This kit is a step-by-step guide to assist you and your business prepare for potential hazards.

What is Business Continuity?

Business Continuity is about being prepared to manage any disruption to your business to ensure the continuity of services to your customers.

You want your customers to know that you can provide 'business as usual' even if others around you are experiencing difficulties.

The disruption to your business could be caused by an emergency such as a flood, or a critical input disruption like an extended electricity blackout.

Your business could be affected in isolation (that is, your competitors are trading as normal), or as part of a community/region-wide event.

What is a Business Continuity Plan?

A Business Continuity Plan includes any documents and arrangements you've made to manage any disruptions, so your business can continue for your customers, staff and reputation.

CONTENTS

Why should I prepare a Business Continuity Plan?

By being prepared, your business will be more likely to survive an emergency or critical input disruption. A high percentage of businesses affected by major incidents either never re-open or close within 18 months.

The ability to keep trading while competitors experience disruptions may enable you to gain market share and grow your business.

Your staff, customers and insurer may also like to know you have a Business Continuity Plan. This will give them more confidence that your business is well organized and able to withstand business disruptions.

Business continuity planning will also help you to better understand your business and its vulnerabilities so you can better manage them.

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What are the major risks in Hamilton?

Hamilton businesses are subject to a wide range of significant natural, man-made and biological hazards, including:

Natural Hazards

Storm/cyclone, floods, volcanic ash fall, earthquake, human pandemic and drought.

Man-made/technological hazards

Lifeline utility failure, hazardous substances spill, major transport incident, criminal act/terrorism, building fire, and animal/plant diseases and pests.

Workshops with technical experts and scientific and historical data have been used to analyse the likelihood of hazards occurring and the risks posed by each hazard.

Table 1: Hazard risk in Hamilton

Likelihood (that risk will occur in the next ten years)	Consequence of risk occurring				
Extreme H = High M = Moderate L = Low	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain (more than 1:10 year probability)	H	H	E	E	E
Likely (probability between 10-90 year occurrence	M	H	H	E	E
Possible (probability between 100-500 year occurrence	L	M	H	E	E
Unlikely (probability between 500-2000 year occurrence	L	L	M	H	E
Rare (>2000 year event probability)	L	L	M	H	H

Risk analysis Event	Likelihood	Consequence	Rating
Drought (agricultural)			
Drought (water supply)			
Localised heavy rain/flooding			
Major transport incident			
Hazardous substances spill			
Distant volcanic activity			
Severe widespread storm			
Fire			
Human pandemic			
Earthquake			
Electricity failure			
Telecommunications failure			
Criminal act/terrorism			
Animal epidemic			
Plant and animal pests			
Fuel supply disruption			

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How long will it take to prepare a Business Continuity Plan?

The time it takes to develop a Business Continuity Plan will depend on the size and complexity of your business, however for a small business it may only take a few hours.

This guide leads you through a series of simple steps and questions to help you develop your plan.

How much will a Business Continuity Plan Cost?

This will depend on your business. All that may be required is of your time to prepare the plan.

What is involved to prepare a Business Continuity Plan?

1. Know your risks

2. Conduct a business impact analysis. This involves identifying the key products and services in your business, deciding how long you can stop delivering them and identifying your critical inputs.

3. Develop continuity strategies to operate your business.

4. Identify communication needs.

5. Be ready to go.

6. Review your plan.

Business Continuity Planning Kit   Page 3

Developing your Business Continuity Plan

Basic emergency procedures

Before you start a Business Continuity Plan, make sure you have emergency procedures in place (note: these are a requirement for all New Zealand businesses under the Health and Safety in Employment Act 1992).

Ensure employees understand the evacuation procedures – not just from your building/place of business, but also within the local area. Ensure there are first aid supplies and someone to administer first aid.

You are also responsible for taking all practical steps to ensure the safety of visitor, customers, neighbours and the general public while they are on or near your place of work.

Step 1 – Know your risks

A disaster could happen to any business, regardless of its size or type. Before looking at the risk in individual areas of the business, it is important to determine what a disaster is.

A disaster is an incident that has serious consequences for the business. The range of risks include both natural and man-made, for example:

- Pandemic influenza
- Floods
- Fire
- Criminal activity
- Staff loss
- Electrical failure
- Denial of access to premises
- Machinery failure
- IT failure

It is important to understand these risks and how your community will manage them.

For example, in a flood how do you get information about road closures? Knowing these things will help you with your contingency response.

Step 2 – Conducting a business impact analysis

Identify your key products and services, decide how long you can stop delivering them, and identify your critical inputs.

It is important to be clear about what key products and services are produced by your business. You can prioritise these based on the amount of profit they produce for your business.

For each key product and service, identify how long you could stop delivering it before your business would experience difficulties.

The length of an outage your business can tolerate will vary depending on the time of day, day of the week and time of the year. For example, if your busiest trading week of the year makes enough profit to carry you through the quiet periods, then you are less able to withstand a sustained outage at this time.

The maximum acceptable outage will be different for each business and may be based on loss income, public disruption or regulation compliance issues.

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The examples we've used are a small owner-operated florist employing a number of casual staff and a small hotel.

Example 1: Maximum acceptable outage

Key products and services for a florist	Maximum acceptable outage
Flower sales at store	1 day
Home delivery flower sales	1 day
Card sales at store	3 days
Gift Sales at store	2 weeks
Staff payments	1 week

Key products and services for a hotel	Maximum acceptable outage
On-site cold drink sales at bar	1 day
On-site bottle sales from liquor shop	2 days
On-site food sales	3 days
On-site entertainment	2 weeks
Staff payments	1 week
Tax payments	3 months

Business continuity means that you must find a way to restore your products and services within the maximum acceptable outage.

The business could be disrupted because of a total loss of assets resulting from a flood or fire, but it can also be because the business can not access a critical input that it needs to operate.

Identify your critical inputs

As part of Step 2, you need to know what the critical inputs is that will enable you to provide each of your business's products and services – these are essential to restart your business if there is a disruption.

Critical inputs may include specialist and generalist staff, electricity, water, fuel, vehicles, raw materials, equipment, premises, banking/transaction facilities, computer records etc.

Example 2: Critical inputs

Products or service for a florist	Critical inputs
Flower sales at store	- Flower supplies 120 bunches delivered twice weekly - Eftpos - Electricity - Florist (x1) and counter staff (x2) - Water (200 litres per day) - Shop front facing main street - Accounts
Home delivery flower sales	- Vehicle and driver - Fuel (40 litres per day) - Accounts
Card sales	- Card supplies (400 per month) - Eftpos - Electricity - Counter staff - Accounts
Gift Sales	- Gift supplies (300 items per month) - Eftpos - Electricity - Counter staff
Staff payments	- Banking services - Staff hours book

Once this process is done you'll know what your critical inputs need to be in place for your business to continue operating after a civil defence event.

Business Continuity Planning Kit

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Step 3 – Developing continuity strategies to operating your business

There are strategies you can put in place so you can continue operating your business before the maximum acceptable outage is reached.

The range of continuity strategies you might consider include:

- Cross-training staff and skill sharing
- Hiring equipment
- Borrowing equipment from another business
- Having backup equipment
- Retaining old equipment when it is replaced
- Practicing manual systems to replace computer systems
- Identifying alternative suppliers
- Storing records offsite
- Keeping computer backups offsite
- Contracting out
- Having insurance polices, contracts and other important documents copied and held offsite
- Succession planning.

For each product or service, develop a continuity strategy to restore business before the maximum acceptable outage is reached.

Who are your customers?

A retail business will identify the person coming through the door as their customer; however it isn't always so straightforward in other industries.

There are many ways to define a customer, both internal and/or external. If you run a business that has large contracts, you may deal with different departments and people with a large organization, thus creating a number of direct customers.

You can differentiate customers based on the service you're offering; fore example, different needs for internet-based and shop front. A strategy could be built around value of the relationship – one client contributes 85 percent to your business while another only 2 percent. It may be also be based around tolerance to non-delivery or contractual obligations.

Planning ahead of time will reduce the need for difficult decisions during an emergency.

Example 3: Continuity Strategy

Products or service for a florist	Continuity Strategy
Flower sales at store	- Operate from home, or share space, or rent vacant shop - Manual processing of Eftpos using machine stored at home or use Eftpos in shop next door until replaced - Daily accounts backup kept at home - Lease new computer -
Home delivery flower sales	- Use alternate driver - Local taxi
Card sales	- Restock with new supplies - Identify an alternate should the usual supplier close
Gift Sales	- Restock with new supplies - Identify an alternate should the usual supplier close
Staff payments	- Through goodwill staff will wait an extra week for pay
Florist Skills	- Use Mrs Smith, a retired florist - Train counter staff
Counter Staff	- Use a number of casuals to ensure flexibility
Tax Payments	- Keep copy of all financial records at home and originals at work in case on set is destroyed.

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Once you have developed your continuity strategy, you need to ensure that the training, equipment, relationships, etc. are in place. If you store items that deteriorate, such as fuel, you need a process to replace them as required.

If your strategies depend on staff performing tasks that they do not usually do, you will need to arrange regular practice for them.

Staff also need to know when to activate the Business Continuity Plan – what will trigger it?

The triggers must allow enough time to implement your contingency strategies before you reach the maximum acceptable outage.

The plan should also set out who is responsible for doing what.

Once you've decided on the best contingency strategy option, write it in your plan.

Step 4 – Identifying communications needs

The success of your Business Continuity Plan may depend on ensuring the right people and organisations are contacted quickly. This will ensure you get the help and support you need to maintain your business.

Some of the key contacts you need to include:
- Staff
- Key customers
- Insurance company
- Suppliers
- Alternative suppliers
- Contractors
- Hire company
- Equipment maintenance companies

Following an event your staff will want to know whether they have a job and how they can help.

Your customers will want to know if you will meet existing orders and to be reassured that you will continue to operate.

Your suppliers will want to know if you still need orders placed and what they can do to help.

You may also need to place an advertisement in the local media or a social media update informing your customers and suppliers of the status of your business.

Example 4: Key contacts

Key Contact	Phone #
Local real estate to rent alternative premises	
Flower supplier	
Alternative flower supplier	
Gift Supplier	
Alternative gift supplier	
Electrician	
Local hire company	
Major customers	

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Step 5 – Being ready to go

Your contingency strategies will be most successful if you practice them regularly. Staff will need to know when your continuity plan will be actioned and the triggers to start using it.

Business continuity exercises will ensure your staff know what to do. An exercise can be as simple as a discussion about what people would do if a range of situations occurred, for example:

- The electricity supply will be disrupted for two days
- The computer system has failed and will be out of service for a number of days
- A key supplier has closed down at short notice
- A number of staff have been injured in a car accident and will be off work for a month
- Your building has burnt down.

More practical exercises could include actually using your continuity strategies on a quiet day at work to be sure they work. Staff members are most likely to be able to continue working effectively with your contingency strategies if they have practiced them.

Step 6 – Reviewing your plan

As your business grows and changes, you will need to revise your plan. This review should occur every six months.

Most importantly, telephone numbers must be checked. Remember to keep two copies of your Business Continuity Plan at two different sites in case one is destroyed.

Business Continuity Planning Kit   Page 8
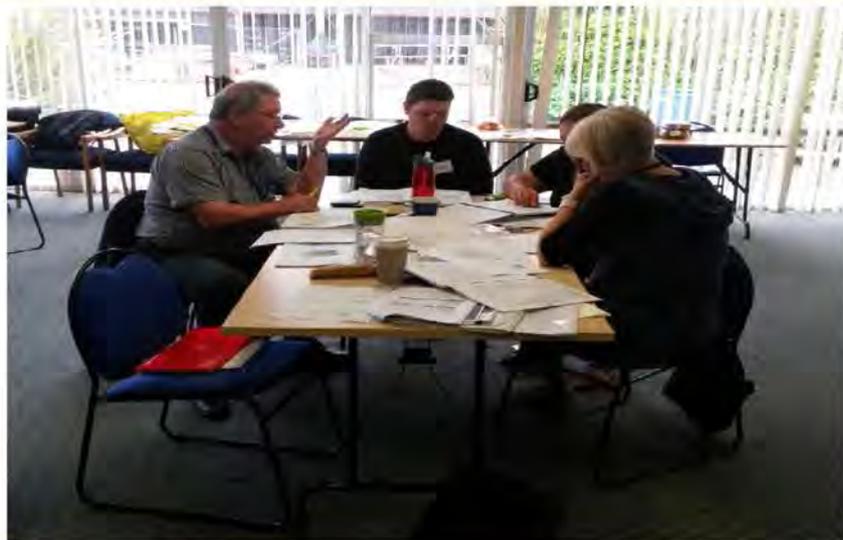
Workbook Templates

Complete this section with answers for your business

Step 1 – Know your risks

What could happen that would significantly disrupt your business? Include natural disasters, technology failures and supply chain disruptions.

Risks

Step 2 – Conduct a business impact analysis

Identify your key products and services; decide how long you can stop delivering them – how long can you stop delivering them?

Key products and services	Maximum acceptable outage

Business Continuity Planning Kit   Page 9

Identifying your critical supplies/resources

What are the critical inputs required by your business to deliver each product and service? Detail the minimum quality and quantity required.

Key products and services	Critical inputs

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Step 3- Developing continuity strategies to operate your business

Identify a contingency strategy to restore each key product and service during a disruption to meet your maximum acceptable outage.

Continuity strategy

Remember to record details of equipment required, such as size of generators.

Key products and services	Critical inputs

The Business Continuity Plan is to be activated if any of these triggers occur:

Key products and services	Maximum acceptable outage

Business Continuity Planning Kit   Page 11

Step 4 – Identifying communications needs

For your strategies, identify the people and organisations you will need to contact to get help and support

Key contact	Phone #	Key Contact	Phone #

Step 5 – Ready to go

Develop some exercise ideas for your business to ensure your staff know what needs to be done when a disruption occurs.

Key contact	Phone #	Key Contact	Phone #

Step 6 – Reviewing your plan

Copies of this plan are stored at:

-- And --

I will update this plan again on: ------ / ------- / -------

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File No: 40 03 01 20A
Document No: 3284551

WAIKATO REGION EMERGENCY MANAGEMENT GROUP

19 March 2015

Richard Briggs
Chief Executive
Hamilton City Council
Via e-mail: CEO@hcc.govt.nz

Dear Richard

The Waikato CDEM Group has been on a journey of improvement over the past five years, with considerable effort given to the building of emergency management relationships across the Waikato Region. Your organisation has played an important role in this journey through your support of the Waikato Lifeline Utilities Group, Welfare Coordination Group, Coordinating Executive Group and Waikato CDEM Joint Committee. The strength of the Waikato CDEM Group is reliant on building and sustaining the types of collective relationships, awareness and planning that is made possible by your continued support of these groups.

With the recent completion of the Waikato CDEM Group Capability Assessment Report by the Ministry of Civil Defence and Emergency Management, the Waikato CDEM Group is now focused on the review of the Waikato CDEM Group Plan. This plan, which is reviewed every five years, is the foundation document for the Waikato CDEM Group, and sets out how the members and partners of the Waikato CDEM Group will work together for a more resilient Waikato Region.

The review process will be managed by the Waikato CDEM Group Emergency Management Office over the next two years, and will allow for the collective agreement on the strategic intent for the Waikato CDEM Group, along with how we will work towards that intent over the following five years and beyond.

This is an opportunity for your organisation to influence the direction of the Waikato CDEM Group, and most importantly how the Waikato CDEM Group can work alongside your organisation to build resilience across our many communities. To this end, we would welcome any initial thoughts you have. Otherwise, we look forward to working with your organisation through the representatives on the Waikato Lifeline Utilities Group (Phil Consedine), Welfare Coordination Group (Chris Hattingh), Coordinating Executive Group (Blair Bowcott) and Waikato CDEM Joint Committee (Councillor Leo Tooman).

Private Bag 3038
Waikato Mail Centre
Hamilton 3240

If you require any further information, please contact the Project Manager for the review process (greg.ryan@waikatoregion.govt.nz). The current Waikato CDEM Group Plan is also available on our website (www.waikatoregioncdemg.govt.nz).

Yours sincerely

Langley Cavers
Coordinating Executive Group Chair
Waikato CDEM Group

Copy to: Phil Consedine, Chris Hattingh and Blair Bowcott

HAMILTON CITY
RISK & EMERGENCY MANAGEMENT

HAMILTON CITY
LOCAL RECOVERY

HAMILTON CITY
LOCAL RECOVERY PLAN

Version: 1
Approval Date: April 2015
Review date: April 2018

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HAMILTON CITY
RISK & EMERGENCY MANAGEMENT

HAMILTON CITY
LOCAL RECOVERY

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HAMILTON CITY
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HAMILTON CITY
LOCAL RECOVERY

Glossary

The following abbreviations are used in this document:

- 4Rs — Reduction, readiness, response and recovery
- CDEM — Civil Defence and Emergency Management
- CEG — Coordinating Executive Group
- GEMO — Group Emergency Management Office
- GRM — Group Recovery Manager
- GRO — Group Recovery Office
- JC — Joint Committee
- LA — Local authority (regional, district and city councils)
- LRM — Local Recovery Manager
- LUC — Lifeline Utilities Coordinator
- MCDEM — The Ministry of Civil Defence and Emergency Management
- REMA — Regional Emergency Management Advisor
- TA — Territorial authority (district and city councils)
- WCG — Welfare Coordination Group
- WLUG — Waikato Lifeline Utilities Group

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HAMILTON CITY
RISK & EMERGENCY MANAGEMENT

**HAMILTON CITY
LOCAL RECOVERY**

1   INTRODUCTION

1.1   Background

Recovery can be defined as:

> "*The coordinated efforts and processes to effect the immediate, medium and long-term holistic regeneration of a community following a disaster*".[1]

Communities that can quickly restore the everyday functions of life, such as returning to homes and re-opening businesses, will recover from emergencies more quickly. The aim of recovery is to increase the speed at which communities can resume normal activities. Recovery often lasts many times longer than response, involves a far greater level of planning and management and is a very complex process.

Recovery is a developmental, and a remedial process encompassing the following activities:

- Minimising the escalation of the consequences of the disaster;
- Rehabilitating the social, emotional, economic and physical wellbeing of individuals and communities;
- Taking opportunities to adapt to meet the social, economic, rural, natural and built environments future needs; and
- Reducing future exposure to hazards and their associated risks.[2]

The importance of recovery is described within the MCDEM "Focus on Recovery" document as follows:

> "*Following disasters, the very fabric of society and the relationships within the affected communities depend on an effective and efficient process of recovery. It is a complex social process and is best achieved when the affected community exercises a high degree of self-determination.*
>
> *Recovery extends beyond just restoring physical assets or providing welfare services. Successful recovery recognises that both communities and individuals have a wide and variable range of recovery needs and that recovery is only successful where all are addressed in a coordinated way.*
>
> *Recovery is a process that will certainly last weeks and months but may extend for years and possibly decades. Organisations involved in recovery will need to recognise the commitment required to resource (both human and material) and the provision of business as usual services during medium and long term recovery.*"[3]

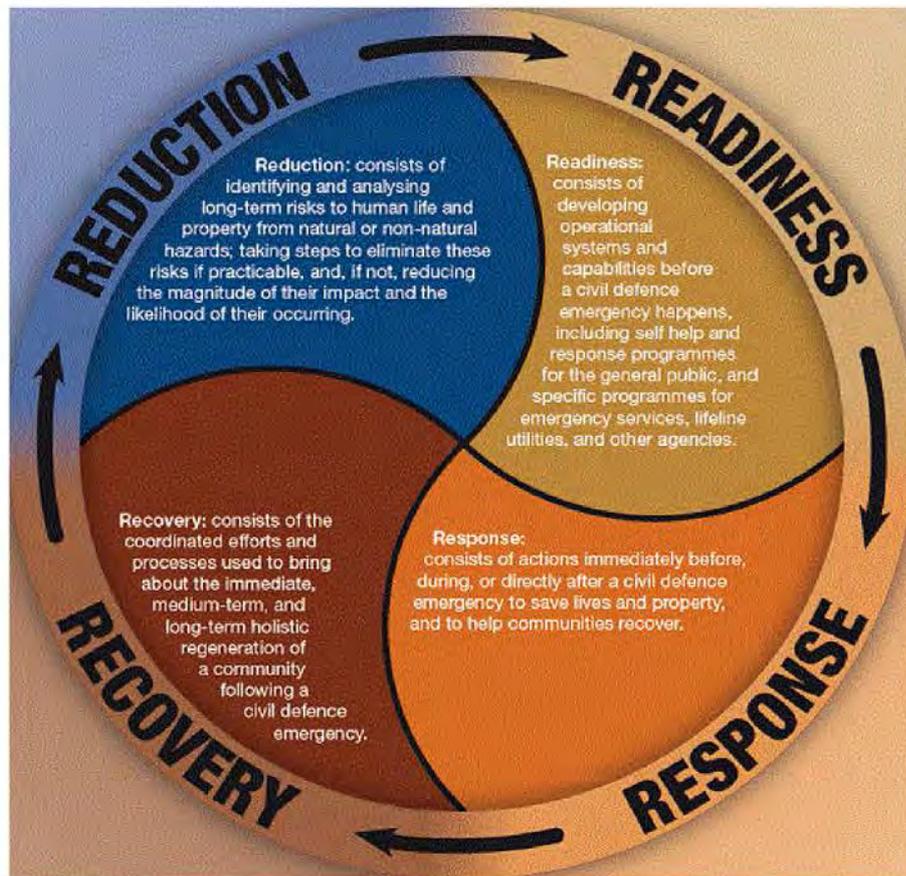[1] MCDEM, Focus on Recovery, February 2005.
[2] Focus on Recovery, 2005.
[3] MCDEM, Focus on Recovery, February 2005, p. 6.

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HAMILTON CITY
RISK & EMERGENCY MANAGEMENT

HAMILTON CITY
LOCAL RECOVERY

Therefore, effective recovery arrangements at both the local and Waikato CDEM Group levels are required.

Recovery is a part of the "4R's" of emergency management, and relates to the other "3R's" as illustrated in Figure 1 below[4].

Figure 1: Recovery as part of the 4 Rs of emergency management

REDUCTION

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

READINESS

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

RECOVERY

Recovery: consists of the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration of a community following a civil defence emergency.

RESPONSE

Response: consists of actions immediately before, during, or directly after a civil defence emergency to save lives and property, and to help communities recover.

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[4] Ministry of CDEM, 2006.

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HAMILTON CITY
RISK & EMERGENCY MANAGEMENT

HAMILTON CITY
LOCAL RECOVERY
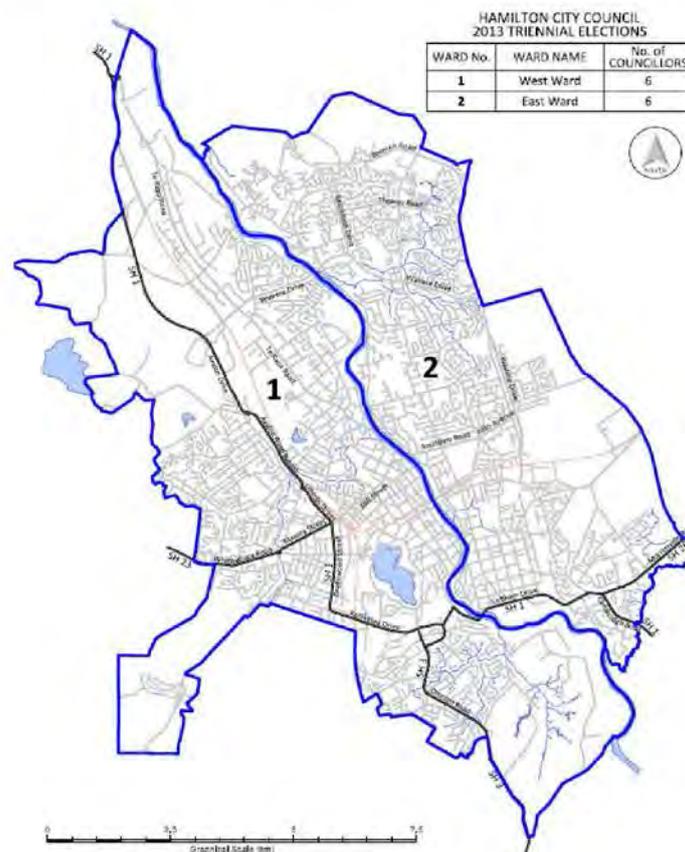
1.2 Purpose

The purpose of this plan is to provide guidance for the Hamilton City COUNCIL and recovery stakeholders on the recovery arrangements that may be implemented to assist communities within the City to recover from an emergency. The City is shown in Figure 2 below.

Figure 2: Hamilton City Council jurisdiction

The objectives of this plan are to:

- Outline the importance of recovery.

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HAMILTON CITY
RISK & EMERGENCY MANAGEMENT

**HAMILTON CITY
LOCAL RECOVERY**

- Help achieve the Hamilton City, Waikato CDEM Group and National CDEM goals and objectives related to recovery.
- Provide the context for recovery within Hamilton City.
- Confirm all readiness, response and recovery activation structures and processes used by Hamilton City Council to facilitate recovery.

1.3 Scope

This plan outlines the fundamental framework and processes that will be used to manage the recovery process within Hamilton City. This plan makes reference to the plans and processes of Hamilton City and key stakeholders that have a direct relevance to recovery.

The arrangements of individual agencies, other than Hamilton City Council are outside the scope of this plan.

1.4 Plan structure

The flowchart in Figure 3 shows the structure of this plan.

Figure 3: Structure of the Hamilton City Recovery Plan

Each section contains information on the actions required, expectations and arrangements and links to other plans and/or support material as required.

1.5 Plan development

This plan was developed by the Hamilton City Emergency Management Office.

The plan incorporates key directions from the Ministry of CDEM Directors Guidelines on Recovery, and the WCDEMG Recovery Group and takes account of the following:

- Findings from the Waikato CDEM recovery visit to Canterbury, to assess recovery management, and lessons learned from recovery within the Canterbury region;
- Hamilton City Capability Assessment Report findings;
- Material presented at the first MCDEM recovery manager workshop subsequent to the Canterbury earthquakes, in May 2012;
- Priorities of the Group Recovery Manager in addressing current gaps with recovery management in the Group; and
- Other CDEM Group recovery plans.

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HAMILTON CITY
RISK & EMERGENCY MANAGEMENT

HAMILTON CITY
LOCAL RECOVERY

Key stakeholder groups included organisations from the five sector groups, Local Recovery Managers, lifeline utilities and core CDEM Group stakeholders.[5]

1.6   Plan review

This plan will be reviewed as follows:

- Minor updates on an annual basis
- Review and re-approval during the 2016/17 financial year – one year following the update of the Waikato CDEM Group Recovery Plan.

1.7   National, regional and local context

This plan helps to achieve the goals and objectives of a number of related strategies and plans. The primary national drivers for this plan are the CDEM Act 2002, the National CDEM Strategy, the National CDEM Plan and the Waikato CDEM Group Plan. This plan is also consistent with the MCDEM Recovery Management Directors Guidelines.

The regional guidance for this plan comes from the Waikato CDEM Group Plan and Waikato CDEM Group Recovery Plan, which set the goals, objectives, principles and requirements for this plan. This plan also has key linkages with the Hamilton City emergency response plans, and the plans of other stakeholders who have a role in recovery.   An overview of these national, regional and local plans is provided in Figure 4: Relationship of this plan to other plans/documents

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[5] Core CDEM staff includes CEG, Recovery Sub-group, EOA/TA CDEM Managers, REMA/MCDEM, GEMO staff and HCC Public Information Manager.

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HAMILTON CITY
RISK & EMERGENCY MANAGEMENT

HAMILTON CITY
LOCAL RECOVERY

Figure 4: Relationship of this plan to other plans/documents

1.7.1 CDEM Act 2002

Under section 17(1) (e) of the CDEM Act 2002, the functions of a Civil Defence Emergency Management Group, and of each member are to "carry out recovery activities".

"Recovery activities" are defined in section 4 of the CDEM Act as follows:

"Recovery activities means activities carried out under this Act or any civil defence emergency management plan after an emergency occurs, including, without limitation:

- *The assessment of the needs of a community affected by the emergency*
- *The co-ordination of resources made available to the community*
- *Actions relating to community rehabilitation and restoration*
- *New measures to reduce hazards and risks."*

1.7.2 National CDEM Strategy

Recovery activities contribute to the Crown's vision for Civil Defence and Emergency Management (CDEM) under the National CDEM Strategy (2007):

"Resilient New Zealand – communities understanding and managing their hazards."

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Goal 4 of the National CDEM Strategy has two objectives for recovery:

1. *Objective 4A: Implement effective recovery planning and activities in communities and across the social, economic, natural and built environments*
2. *Objective 4B: Enhancing the ability of agencies to manage the recovery process.*

1.7.3 Guide to the National CDEM Plan

Section 25 of the Guide to the National CDEM Plan ("the Guide") outlines the Government approach to recovery management, and provides recovery guidance for CDEM Groups. This plan is consistent with the direction and requirements of the Guide.

1.7.4 Waikato CDEM Group Recovery Plan

The Waikato CDEM group goal, objective and principles for recovery as outlined within the CDEM Group Plan 2011-2015 are as follows:

Goal:

"To provide effective and efficient response and recovery capability."

Objective:

"To implement effective recovery planning and management arrangements which meet the immediate needs of communities, and provide for the long-term regeneration of communities."

Principles:

- *"Group recovery capability and capacity is founded at the local territorial authority level, and will build upon local recovery capability and capacity.*
- *Taking an inclusive approach to community participation, recognising the roles of individuals and communities and recognising the diversity of communities and the importance of taking local knowledge into account.*
- *Begin the recovery process at the beginning of the response phase, take immediate actions to ensure the safety of individuals and communities, and integrate recovery with response wherever possible.*
- *Make recovery management a part of the everyday work of the group, and integrate the work with existing organisational systems wherever possible.*
- *Ensure that recovery management is comprehensive by linking recovery activities to the other 'Rs' activities."*

These principles reinforce the importance of leadership by territorial authorities, development of community/stakeholder relationships, on-going pre-event work

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programmes and planning and immediate set-up of recovery management following an event.

1.8 Recovery structure
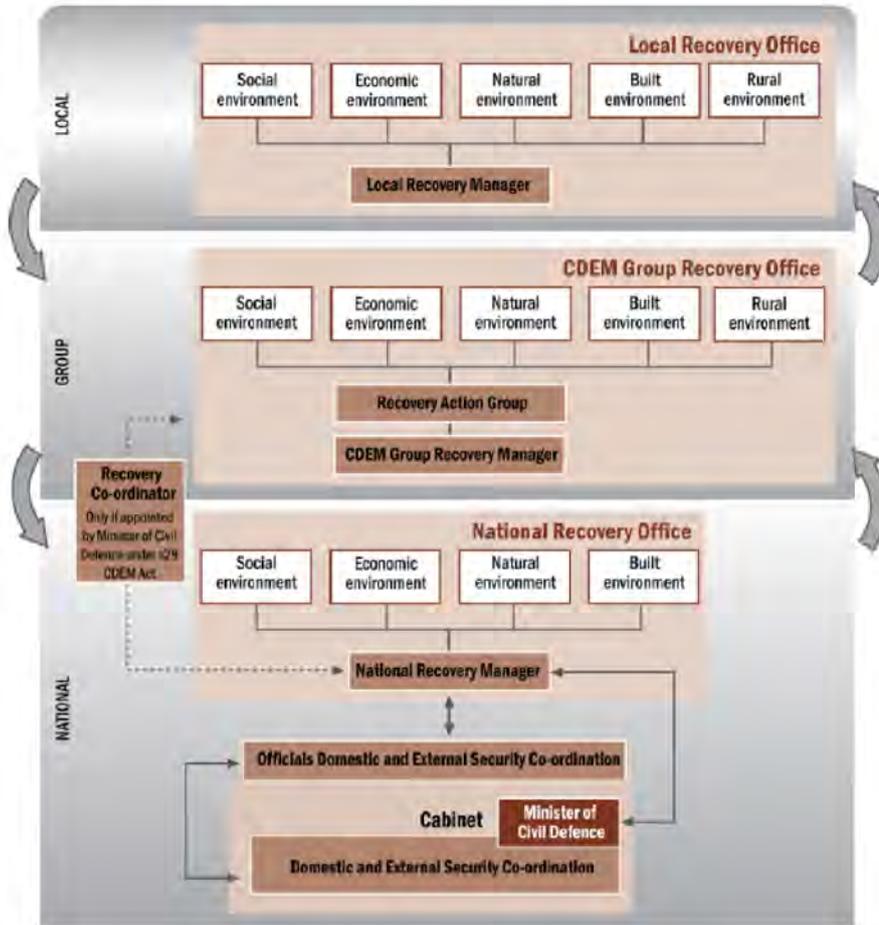
Figure 5: National/Regional/Local recovery structure[6]

1.8.1 National and regional structure

Appendix 1 shows the basic group recovery structure as outlined within the Waikato CDEM Group Plan. The recovery structure comprises recovery offices and managers at the local, group and national levels co-ordinating the activities across the five sector groups[7] – social,

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[6] Adapted from the Guide to the National CDEM Plan (section 25)
[7] Known as "task groups" within national guidance material.

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economic, built, rural and natural. Depending upon the size and scale of the event, the Local Recovery Manager will liaise with the Group Recovery Manager or directly with the National Recovery Manager.

It is important to recognise the importance of local recovery, as emphasised within the Waikato CDEM Group Recovery Plan:

"Despite the fact that the size and scale of events is always uncertain:

- *A local Recovery Management Team will always be required for events of any size that require recovery activities*
- *Local Recovery Offices will always be required for events of any size that require recovery activities*
- *The set-up of a Group Recovery Office may be required, if the size and scale warrants it (events similar to the 2004 flood events in Manawatu-Wanganui and Bay of Plenty)*
- *The involvement of the National Recovery Office (or equivalent organisation) will always be required, and will almost certainly play a leading role in recovery locally for larger scale events (events similar to the Canterbury earthquakes)."*

The Waikato CDEM Group Recovery Plan notes that experience from Canterbury suggests that:

- *The social sector group will be by far the biggest and most important*
- *The economic and rural environment functions may fit within the Social environment structure if the scale of the event is small*
- *The built environment will be stand-alone, with coordination of horizontal infrastructure restoration of particular importance*
- *The natural environment has a low importance relative to the other groups, with pollution and human safety normally being the key issues. These issues are normally dealt with under the social sector group.*

1.8.2   Local structure

Recovery roles change during the readiness, response and recovery activation phases as outlined in the following sections.

1.8.2.1   Readiness

The Local Recovery Manager is responsible for overseeing the activities outlined within Section 3, including working alongside the coordinator of local CDEM activities. On-going readiness activities are reported to the Local Controller (Regularly) and the Hamilton City Council CDEM subcommittee (Quarterly).

The Local Controller is the Chairperson of the Readiness and Response Subgroup and a member of the Coordinating Executive Group. The Chairperson of the Hamilton City Council Civil Defence and Emergency Management Subgroup is a member of the Joint Committee.

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1.8.2.2 Response

The Local Recovery Manager oversees initial recovery actions, participates in the transition to recovery as outlined within Section 4, and provides strategic advice to the Local Controller as required during the response phase.
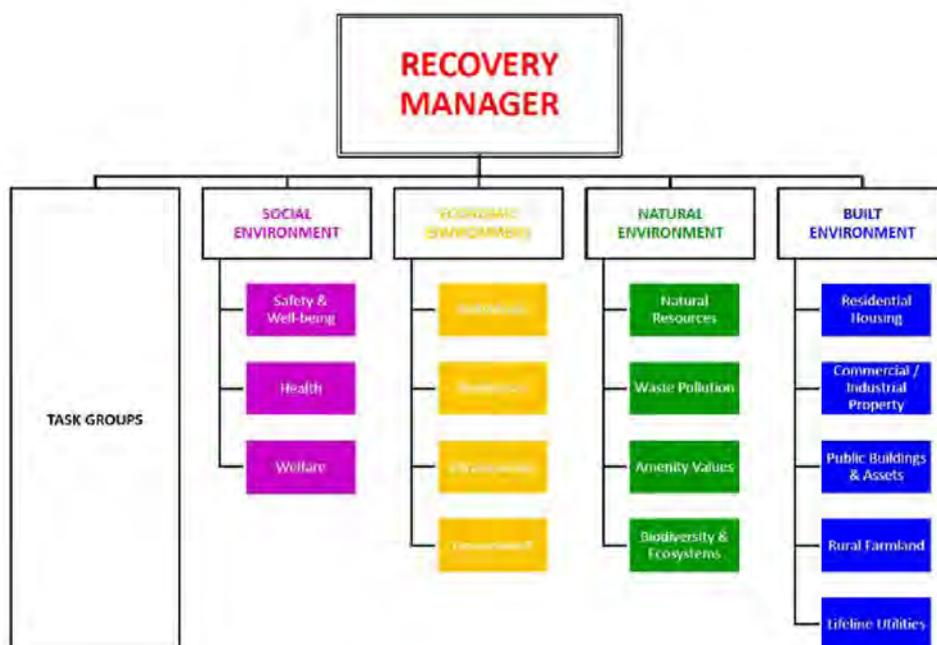
Note: The structure of the Emergency Operations Centre during response and the relationship to the recovery manager is included for reference in Appendix 2.

1.8.2.3 Recovery activation

The Local Recovery Manager is responsible for leading the formal recovery process, and for setting up the Hamilton City Recovery Office as outlined in Appendix 2. The Local Recovery Manager works closely alongside the Recovery Management Team, whilst reporting to the Local Controller.

During recovery activation, the set-up of a recovery office will be required. The associated recovery structure (refer to Appendix 2) is based on continuance of the response structure of the Hamilton City Emergency Operations Centre and is designed to provide a seamless transition between response and recovery.

The three main components during of the structure of recovery activation are:

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- Governance.
- The Hamilton City Recovery Office.
- Operations.

A brief description of these components follows:

Governance

- *The Hamilton City Civil Defence and Emergency Management Subcommittee will provide the core governance role during the recovery process. It may be expanded to include all Councillors depending upon the size of the event, and may co-opt members as required;*
- *The Waikato CDEM Group Joint Committee plays a support and advisory role, and connects Hamilton City to the wider Waikato CDEM Group and resources – including the Waikato Co-ordinating Executive Group and Group Emergency Management Office (GEMO);*
- *Iwi liaison and advice will be co-ordinated by the Iwi Liaison Officer, who will facilitate the involvement of Iwi via local community representatives.*

Hamilton City Recovery Office

- *The Local Recovery Manager is responsible for the set-up and operation of the Local Recovery Office*
- *The Recovery Management Team is a continuation of the Response Management Team, and provides senior executive support and advice to the Local Recovery Manager and to the Hamilton City Council Civil Defence and Emergency Management Subgroup*
- *The recovery support functions – planning/intelligence, logistics, operations, welfare, risk management and public information management are a continuance of the existing response roles. The Social Recovery Manager is a position that will be appointed as required to lead the social sector group and co-ordinate all aspects of social recovery. The role is particularly important for larger events that have a significant impact on communities. Experience from Waimakariri District Council, shows that social aspects of Recovery are critical, and should be given priority.*

On-the-ground

- *The Hamilton City Council reception lounge has been identified as the primary recovery centre due to its central location, the Claudelands Event Centre is identified as the secondary recovery centre*
- *Responsibility for management of recovery operations within the Hamilton Council rests with the Recovery Manager, supported by his staff.*

1.9 Recovery framework

Figure 6 shows the framework for recovery within the Waikato CDEM Group, including Hamilton City. At the heart of recovery is the community, all recovery activities revolve

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around community wellbeing. Leadership, coordination and cultural considerations are required for effective recovery management, and cut across five sector groups – social, economic, built, rural and natural environment.

Figure 6: Recovery framework within the Waikato CDEM Group

The five sector groups are embedded within and underpinned by a governance function – leadership, coordination and culture.

1.9.1 Social environment sector group

Responsibilities:

- Coordinate the efforts of agencies that have significant recovery roles in the social environment
- Continuing to coordinate support for provision of welfare services, such as provision of accommodation, catering and general welfare needs
- Liaison with community leaders
- Delivery of counselling services and support mechanisms for managing trauma and stress
- Monitoring health needs
- Provide support for culturally and linguistically diverse communities
- Support re-establishment of education services

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- Monitor environmental health, disease control and provision of environmental health advice
- Communicate with communities.

Leadership and membership:

Table 1: Waikato CDEM Group sector group leadership and membership

	Social	Built	Economic	Natural	Rural
Leader	Ministry of Social Development	Local Authorities	Territorial authorities	Waikato Regional Council	Rural Support Trust
Members	Work and Income, Child, Youth and Family, Salvation Army, Red Cross, Waikato DHB, Lakes DHB, Ministry of Education, Te Puni Kokiri, SPCA, Animal Control, Victim Support, Housing New Zealand, CDEM Group Welfare Manager, Te Whakaruruhau Women's Refuge, Inland Revenue Department, Non-government organisations, Volunteer organisations, Public health representative, Other organisations seconded as required	AT A LOCAL LEVEL ONLY, Lifeline Utilities Coordinator, Lifeline utilities, Infrastructure contractors, NZTA, Transport operators, Treasury National Infrastructure Unit, Large Construction Companies, Building owners groups, Tenants associations, Waste disposal, Land and land use (regulatory, CRI and consultants), Housing NZ, Private Insurers, Central Government contribution	AT A LOCAL LEVEL ONLY, New Zealand Trade and Enterprise, Iwi development agencies, EQC and private insurers, Banks, MBIE Cities and Regions Team, Tourism organisations, Large employers (primary, manufacturing and public sectors), Local chambers of commerce, Local business associations, Waikato Regional Council	Ministry for the Environment, Iwi authorities?, Department of Conservation, GNS Science	Ministry of Primary Industries, Federated Farmers, Dairy NZ, Dairy Companies of New Zealand, Beef and Lamb, Rural Women, Horticulture New Zealand

1.9.2 Built environment sector group

Responsibilities

- Deployment of inspection teams

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- Coordination of building demolition consent or building restriction
- Prioritisation of critical services and facilities
- Supporting fast tracking of recovery activities
- Coordination of a pool of skilled workers and task allocation
- Monitoring work standards
- Coordination of disposal of general waste and hazardous/dangerous materials
- Coordination of builds (e.g. one trench, multiple services) and resealing
- Provision of advice on land-use zoning and remediation.

Membership and leadership:

Built (lead by the General Manager Infrastructure and General Manager City Environments)

- *Hamilton City Council (Consents and Regulatory Group, Infrastructure Group)*
- *Crown research institutes and consultants*
- *Large construction companies*
- *Local tenants groups*
- *Ministry of Business, Innovation and Employment*
- *Hamilton City Council infrastructure contractors*
- *Hamilton City Council local operations staff*
- *Local Lifeline Utilities Coordinator*
- *Lifeline Utilities*
- *EQC and private insurers*
- *Banks*
- *Waikato Master Builders Associated/Certified Builders Association*

1.9.3   Economic environment sector group

Responsibilities:

- Assess the economic impact on the community, business, rural and manufacturing sectors
- Provide support for local businesses in reopening/recovering via economic advice and assistance
- Support the resolution of insurance and other financial issues
- Encourage the maximum use of local resources.

Leadership and membership

Economic (lead by General Manager Events & Economical Development)

- *Hamilton Chamber of Commerce*
- *Hamilton Business Association*
- *Large employers*
- *Iwi (Tainui Group)*
- *Ministry of Business, Innovation and Employment (Cities and Regions Team)*
- *New Zealand Trade and Enterprise*
- *EQC and private insurers*
- *Banks*

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- *Regional Council (Waikato)*
- *Neighbouring economic development agencies*
- *Crown research institutes*
- *Energy companies (Contact Energy, Mighty River Power and Genesis*

1.9.4   Natural environment sector group

Responsibilities:

- Assess the impact of the event on the environment
- Offer advice on managing the impacts of the event on the natural environment.

Leadership and membership

Natural (lead by the Waikato Regional Council)

- *Department of Conservation*
- *Hamilton City Council*
- *Ministry for the Environment*
- *Crown Research Institutes*
- *Tainui Group Holdings*

1.9.5   Rural environment sector group

Responsibilities:

- Liaison with all rural-based stakeholders, and co-ordination of rural-based recovery efforts
- Assessment of rural impacts and needs, and provision of advice to stakeholders
- Providing or facilitating referral to professional counselling, financial advice, farm management expertise
- Information transfer (up and down).

Leadership and membership:

Rural (lead by the Waikato Regional Council)

- *Federated Farmers (Waikato)*
- *Ministry for Primary Industries*
- *Rural Women (Waikato)*
- *Dairy New Zealand*
- *Dairy Companies Association of New Zealand*
- *Beef and Lamb New Zealand*
- *Horticulture New Zealand*

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1.10   Civil Defence Centres

1.10.1 Background

The term Civil Defence Centre refers to the setup of a "one-stop shop" for recovery services in communities recovering from civil defence events. A good example is the Kaiapoi Earthquake "Hub" in the Waimakariri District that was set up following the 2010 Canterbury earthquake, and has continued to operate since then.

These centres have previously been referred to as "Recovery Coordination Centres", however the recent review of the Community Response Plan, which consolidated a number of community support centres into the one term "Civil Defence Centre".

The set-up of a Civil Defence Centre provides information, assistance, updates and official agency and community organisation material for all affected residents, and connects residents with services and support. Agencies represented will include the Hamilton City Council, and may include:

- Social support services
- EQC and private insurers
- Community information services such as community law
- Temporary accommodation services
- Banks

Other agencies may be included as required.

1.10.2 Civil Defence Centres in Hamilton City

Depending upon the impacts across the City, primary Civil Defence Centres may be set up in the following communities and locations during recovery:

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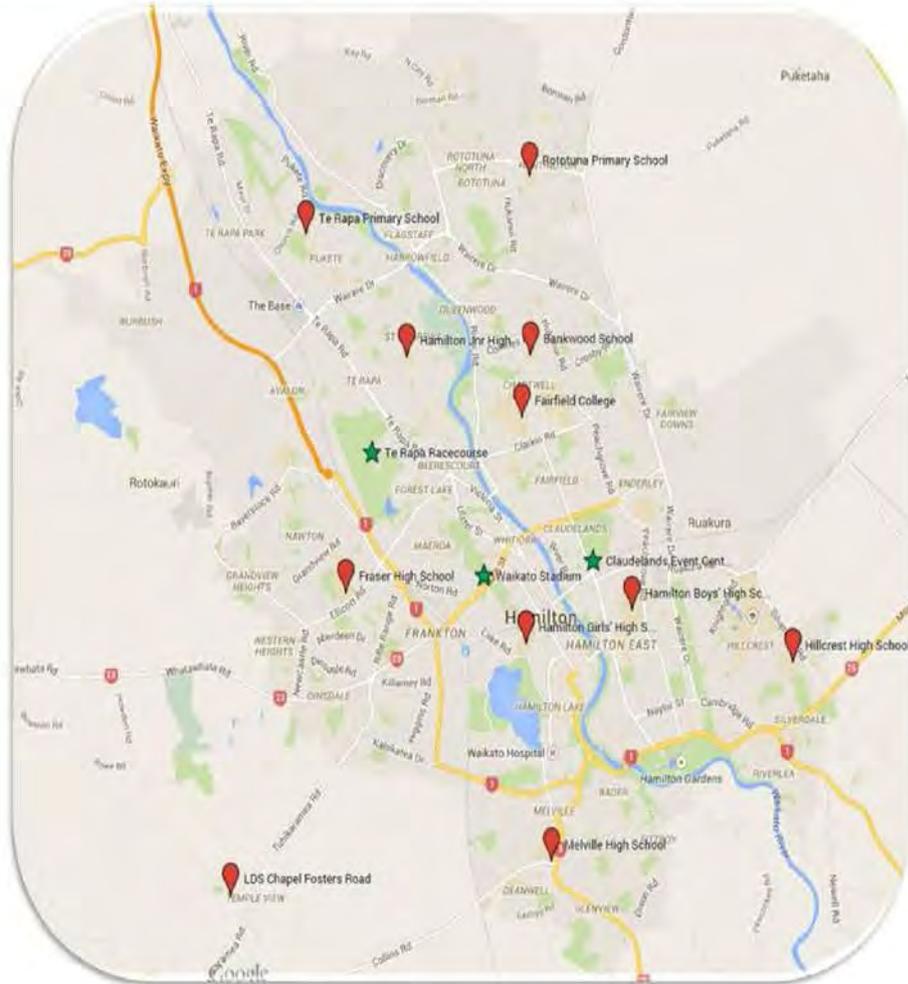
Map: Primary Civil Defence Centres

Depending upon the impacts across the City, secondary/alternative Civil Defence Centres may be set up in the following communities and locations during recovery:

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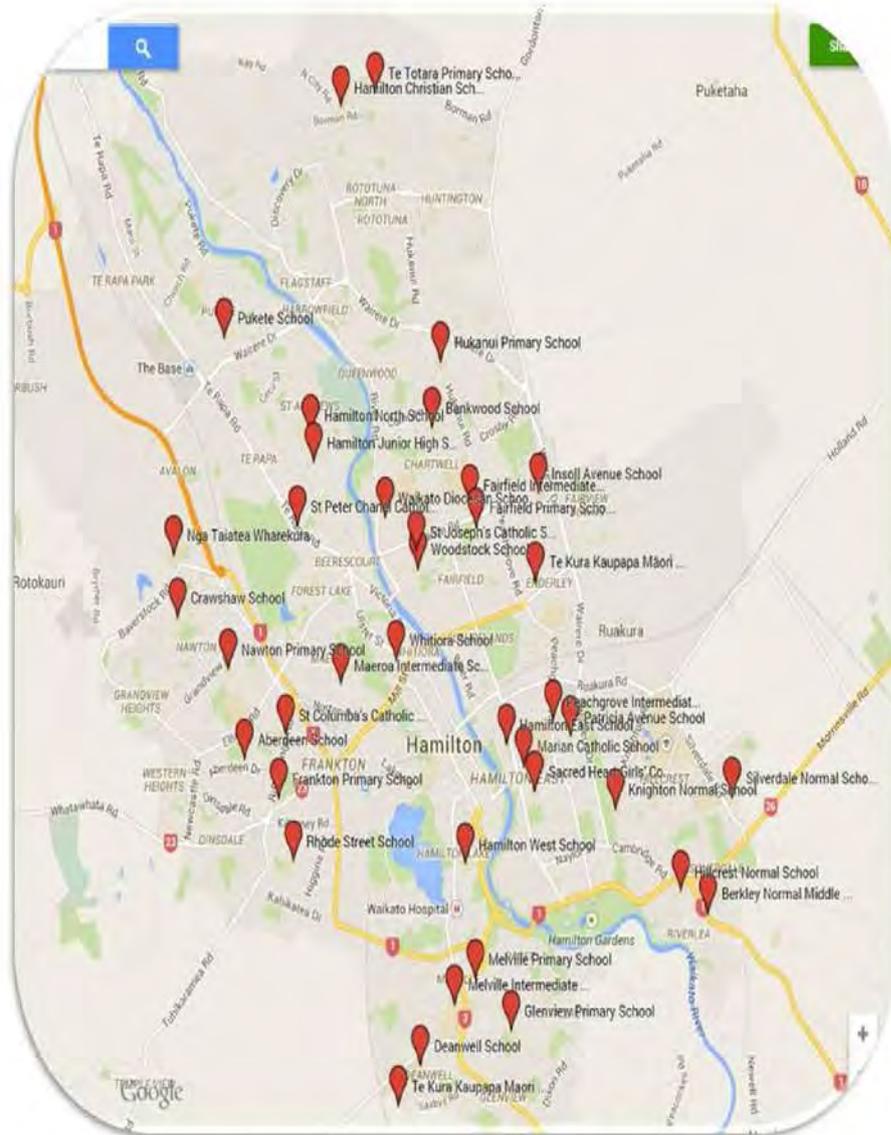Map: Secondary/ Alternative Civil Defence Centres

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1.11 Recovery managers

The Waikato CDEM Group Plan defines the roles of recovery managers within the Waikato CDEM Group as follows:

- Local recovery managers: to coordinate recovery activities within the local authority, and to manage Local Recovery Offices. The Local Recovery Manager primarily liaises with communities affected by the emergency, the group and/or national recovery managers, and the local sector groups.
- Group Recovery Manager: to provide leadership to the group on pre-event recovery planning, assistance and advice to local recovery managers, and to coordinate recovery activities across the group as required. The Group Recovery Manager liaises primarily with the local recovery managers, the National Recovery Manager and the Recovery Action Group.

The key roles of recovery managers at both local and group levels during activation are to ensure that:

- Planning, prioritisation and management functions are undertaken;
- Effective reporting mechanisms are in place;
- Government is informed of local and group issues;
- Recovery resources are identified and obtained as required;
- Information is provided on the impact of the event on the affected area; and
- Emerging issues are identified and solutions sought.

The Waikato CDEM Group Plan provides high-level guidance on expectations of recovery managers both prior to and during recovery activation.[8] Specific expectations for local recovery managers within Hamilton City are outlined within Sections 3, 0 and 5 of this plan.

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[8] Refer to sections 6.5.1, 6.5.2 and 6.5.3.

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2   Hamilton City overview

2.1   Overview

The Hamilton City area approximates the area of 98 square kilometres in the Waikato, bordered by Waikato district Council and Waipa District Council. The Group has one Regional Council, one City Council (Hamilton) and nine District Councils and is bordered by five other CDEM groups.

The context of the Hamilton City CDEM can be described as a snapshot of the people (political and social environment), the land (natural environment), the buildings/infrastructure (built environment) and the economy (economic environment). These environments influence how CDEM can be delivered most effectively.

2.2   The political environment

Hamilton City has a stable political environment

2.3   The social environment

Hamilton City comprises suburbs on both the east and west of the Waikato River and encompasses 44 neighbourhood census communities.

In 2006 there were 129,249 people that usually live in Hamilton City (2006 census data). 10.1% of people in Hamilton City were aged 65 years and older, and 21.9% were aged less than 15 years. Both the elderly population and young children have particular vulnerabilities. Young children are dependent on other family members and are therefore more vulnerable in a disaster. Elderly people are more likely to be infirm and rely on family or caregivers for support and these networks will be seriously disrupted following a disaster. However, the elderly also have a wealth of life experience to call on and are more likely to treat a disaster as a part of life and just another experience to add to their tally. They may therefore be more resilient than those with less life experience.

According to the 2006 census there were 46,251 occupied dwellings in Hamilton City. Of the households living in private occupied dwellings, 51.1% own the dwelling. Household composition is 67.2% one-family, and 22.3% one-person occupancy.
Couples without children make up 38.2% of families, 40.2% are couples with children, while 21.6% are one-parent-with-children families.

The most common ethnic group in Hamilton City is European (65.3%), followed by Maori (19.9%), 10.4% of the community are Asian, 4.2% are Pacific Peoples, 1.5% are Middle

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Eastern/Latin American/African and 10.6% identify with some other ethnicity. The most common language is English, followed by Maori – 5.9%. Inability to understand English gives rise to specific vulnerabilities in readiness, response and recovery.

Social networks are wide and varied, with schools, sports clubs, and community centres. These networks play an important role in community resilience.

Socio-economic status is a further indicator of potential vulnerability. Families with low socio-economic status are most likely to use their available resources for their basic daily needs and are less likely to have the resources to prepare and plan for an emergency. They may also live in lower grade housing that is not well maintained or is sited in higher risk areas. They are more likely to be on some form of welfare support and will be vulnerable to disruption of welfare and health support services.

2.4 The natural environment

Hamilton City's natural character is made up of a diverse ecosystem that includes the Waikato River, and lakes, wetlands and gully networks that shape and define much of our city. The complex biodiversity, interrelated ecosystems and natural features that form the rivers, lakes, wetlands, gullies and urban landscapes, are fundamental to the social and environmental wellbeing of the city.

The Waikato basin is a depression filled with sediments, mainly of alluvial origin but with some ash thrown out by volcanic eruptions. Older more resistant sediments protruding above the general level of the plains form the higher ridges in the city, such as those encircling the north and east of Hamilton City Lake.

The Waikato River has incised itself into the relatively soft sedimentary forming terraces along its course, with small tributaries forming the gullies characteristic of the city. The gentle gradients common in the city provide a valuable source of variety in the topography, which is otherwise dominated by the plains.

The underlying geology of the area is of relatively recent origin which is closely reflected in the soils. The soils form the basis for the agricultural and horticultural wealth of the Waikato, and result in high productivity. One soil type present in Hamilton City is peat, which forms in low-lying poorly drained depressions in the plain. Peat soils have high organic and moisture contents, and are generally unsuitable for urban purposes because of their lack of stability and compaction.

In Hamilton City's predominantly flat landscape, ridgelines are features which give detail to an area, act as landmarks and provide views. They are significant local landform features which provide amenity value. These features also have cultural significance in identifying whanau, hapu and iwi boundaries, and in some cases they personify ancestors.

The Waikato River corridor and associated gully systems are the city's key landscape and natural features. They contain significant pockets of indigenous vegetation and provide important ecological corridors and a wilderness experience within the city. These areas are also important for their scenic value and are used for a wide variety of recreational

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activities. The river and gully corridors have cultural significance for Waikato iwi and contain heritage sites of historical and cultural importance.

Lake Rotoroa, Lake Rotokauri (on the city boundary), Lake Rotokaeo (Forest Lake) and Lake Waiwhakareke (Horseshoe Lake) are important remnants of the extensive lake and wetland ecosystem that existed in pre-European times. The lakes are an environmentally significant habitat, both nationally and internationally, due to their size, rarity and location within an urban area. Wetlands include bogs, swamps (e.g. in the bottom of some gullies) and soakage areas.

Hamilton City's environment bears little resemblance to that which existed prior to settlement. Little remains of the natural vegetation of the area, which was covered with mixed forest dominated by rimu, tawa, and kahikatea. Even at the time of European settlement only small patches of the original forest remained, and manuka scrub covered the greater part of the basin and eastern hills. Presently Hamilton City contains only 10 hectares of native vegetation, much of which is present in small, isolated fragments, along the length of the Waikato River and in suburban communities.

The topography and location of the city influences the climatic conditions it experiences. The basin area receives lower rainfall than the surrounding hills, while Hamilton City's inland location promotes a greater range of temperatures than in coastal areas. The hollows and gullies of the city are prone to ground frosts, and concentrated air pollution conditions are created by temperature inversions and light winds.

2.5   The built environment

The earliest recorded settlers in the Hamilton City area were Maori from the Tainui canoe. The Tainui people called an area on the west bank of the Waikato River, between the Hamilton City Hotel and London Street, Kirikiriroa (long stretch of gravel). At that time the river was the major means of communication and connection with other settled areas. In the 1860's the New Zealand Wars started along with raupatu (land confiscation), which resulted in subsequent European settlement. A military outpost developed mainly in Hamilton City East until the evolution of land transport and the development of agriculture. In 1867 the road was opened to Auckland and a regular coach service commenced, followed in 1877 by railway from Auckland. The town gradually changed in character to a market and service centre, and major transport link for the surrounding districts.

In 1877 the Borough of Hamilton City was formed through the combining of the East and West Hamilton City settlements. The population at that time was 1245 residents, and continued to expand, reaching 20,000 in 1945, and now exceeding 130,000. The original Hamilton City borough had an area of 752 hectares; the city currently occupies approximately 9,860 hectares.

In Hamilton City, 89.9% of households have access to a telephone, 76.8% have access to a mobile phone, 61.5% have access to the internet and 21.2% have access to a fax machine. There are 2.0% of households that have no telecommunication access. Less than 8% of households have no access to a motor vehicle.

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Transport networks in Hamilton City include roads, cycle ways, pedestrian ways, and the river. The main mode of transport for the city's residents is the private motor vehicle; therefore roads are the key element in the city's transport network. Road design, long term planning, and the maintenance of a road hierarchy can assist with traffic management by ensuring that a road is adequately designed to meet the needs of the vehicles and people likely to use it.

Although Hamilton City Airport is located within Waipa District it is a significant regional resource and is a key part of Hamilton City's transport network.

Network utilities form an essential part of the city's infrastructure and their maintenance and development contribute to the health, safety and well-being of residents. Network utilities include services and facilities such as: storm water and drainage systems, telecommunications and radio communications, electricity and gas networks, roading networks, and major installations including electricity sub stations, and sewage and water treatment plants. The transport network provides the opportunity to accommodate network utilities including water, wastewater and storm water disposal, electricity, gas and telecommunications.

2.6   The economic environment

Hamilton City is a major service centre for the fertile agricultural region of the Waikato (which generates nineteen percent of New Zealand's total export earnings). New Zealand's dairy industry is centred in Hamilton City, with a strong technological based research and development capability. Research facilities are located in and around the city, including Landcare Research, AgResearch, and Dairying Research Corporation. The city also contains some of the region's main educational assets, including the University of Waikato, Waikato Institute of Technology and Te Wananga O Aoteroa.

The median income of $24,000 is $400 lower than the median for New Zealand, and the corresponding unemployment rate of 6.8% is 1.7% higher than the average unemployment rate for New Zealand. Socio-economic status is a further indicator of potential vulnerability. Families with low socio-economic status are most likely to use their available resources for their basic daily needs and are less likely to have the resources to prepare and plan for an emergency. They may also live in lower grade housing that is not well maintained or is sited in higher risk areas. They are more likely to be on some form of welfare support and will be vulnerable to disruption of welfare and health support services.

Any community is vulnerable to economic disruption following a hazard event. This will impact on individuals, businesses, companies and organisations. The uncertainty over when, or even if, a workplace may be operational again will further increase anxiety levels as job and income security concerns start to surface.

2.7   Ward profiles

Based on Hamilton Census population Estimates as at 30 June 2012;

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Attachment 6

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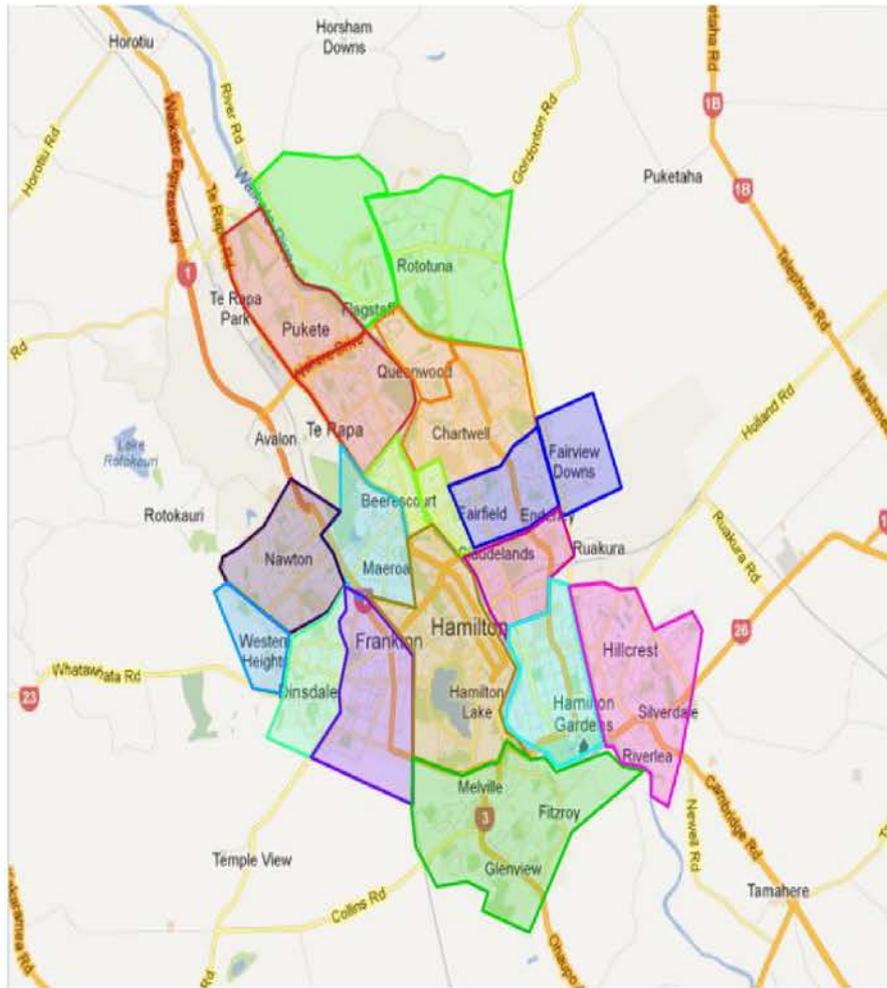
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District	Population	Profile
Flagstaff/Rototuna	13600	**Identified primary welfare centre** Rototuna Primary School **Notable Landmarks** The Pukete Bridge marks the entrance to the area from the south. Swarbrick Park and Landing Park **Distance from CBD** Flagstaff is approximately seven kilometres from the CBD **Other Information** Primarily a residential suburb on the north eastern border of Hamilton with high development throughout the suburb.
Pukete/Te Rapa	10455	**Identified primary welfare centre** Te Rapa Primary School **Notable Landmarks** St Andrews golf course which is situated beside the Waikato River **Distance from CBD** Approximately 4 kms from the CBD **Other Information** Convenience shops on Braid Road and Bryant Road as well as The Base and bulk retail at nearby Te Rapa. The Eastern side of St Andrews/Pukete area can be accessed by the riverside walkway.
Chartwell/Queenwood	9000	**Identified primary welfare centre** Fairfield High School

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		Notable Landmarks Westfield Shopping Centre on Hukanui Road includes a large supermarket. Also Porritt Stadium **Distance from CBD** Approximately 6 km from the CBD. **Other Information** Chartwell library is situated at Lynden Court beside the Westfield Shopping Centre.
Fairfield/Fairview Downs/Enderley	14500	**Identified primary welfare centre(s)** Hamilton Boys High School **Notable Landmarks** Five cross roads has a number of shops in an open mall. Convenience shops can also be found in Heaphy Terrace. A medical centre and chemist is situated at Davies Corner. **Distance from CBD** Approximately 6 km from the CBD. **Other Information** Fairfield Park is a central, large open space. The area is widely served by schools including Insoll Avenue, Fifth Avenue Primary, Fairfield Primary, Fairfield and Peachgrove intermediates and Fairfield College on Bankwood Road.
Woodstock/Beerescourt	4698	**Identified primary welfare centre** Hamilton Junior High School **Notable Landmarks** Ready access to the Fairfield Bridge, Te Rapa and riverside walk.

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		Distance from CBD Adjacent to the CBD via Victoria Street. **Other Information** Local schools include Woodstock Primary, Vardon Road Primary, St Josephs, St Peter Chanel, Maeroa Intermediate, St Andrews Intermediate as well as Fairfield Intermediate on the borders of Woodstock. The Waikato Diocesan School for Girls is situated on River Road. Fairfield College and Fraser High School are also centrally situated.
Forest Lake/Maeroa	3990	**Identified primary welfare centre** Fraser High School **Notable Landmarks** Lake Rotokaeo, Waterworld Pools, Minogue Park is an expansive open space. Waikato Racing Club (identified as a major welfare centre) **Distance from CBD** Adjacent to the CBD - 2km's north of the City. **Other Information** Close proximity to Te Rapa straight, and The Base shopping complex. Schools in the suburb comprises of Forest Lake School and Maeroa Intermediate
Nawton	10700	**Identified primary welfare centre** Fraser High School **Notable Landmarks** Nawton Primary School off Grandview Road and Crawshaw Primary School on Crawshaw Drive. Fraser High School is on Ellicott Road.

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		Distance from CBD About 4 km from the city centre **Other Information** Large student population as is in close proximity of Wintec on Avalon Drive. Large open spaces are found at Ellicott Park adjoining Fraser High School off Hyde Avenue
Western Heights	2500	**Identified primary welfare centre** Fraser High School **Notable Landmarks** There are no through roads in Western Heights, but is adjacent to Whatawhata Road and is a direct link to Raglan. **Distance from CBD** About 4 km from the city centre **Other Information** Elevated location Two supermarkets are located in Dinsdale. Aberdeen Primary on Aberdeen Drive. Fraser High School is only a short walk along Ellicott Road from Western Heights.
Dinsdale	7800	**Identified primary welfare centre** Fraser High School **Notable Landmarks** Bremworth Park is an expansive open space **Distance from CBD**

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		About 4 km from the city centre **Other Information** Two supermarkets are located in Dinsdale. Aberdeen Primary on Aberdeen Drive. Fraser High School is only a short walk along Ellicott Road
Frankton	4000	**Identified primary welfare centre** Fraser High School **Notable Landmarks** Swarbrick Park is an expansive open space **Distance from CBD** About 2 km from the city centre **Other Information** Located near to Dinsdale. Frankton Railway Bridge is an artery link to Mills Street, Stadium and CBD
CBD	13500	**Identified primary welfare centre** Hamilton Girls High School **Notable Landmarks** Seddon Park, Waikato Stadium, Lake **Distance from CBD** About 2 km from the city centre **Other Information** Located next to the Waikato river. Pivotal point to access all western suburbs with links to eastern suburbs by Claudelands, Victoria and Whitiora

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		Bridges Wintec has up to 24000 full and part time students
Melville/Fitzroy/Glenview	13500	**Identified primary welfare centres** Melville High School **Notable Landmarks** Seddon Park, Waikato Stadium, Lake **Distance from CBD** About 2 km from the city centre **Other Information** Located next to the Waikato river. Pivotal point to access all western suburbs with links to eastern suburbs by Claudelands, Victoria and Whitiora Bridges
Temple View	1413	**Identified primary welfare centre** Temple View Library **Notable Landmarks** The Church of the Latter Day Saints (LDS) Temple is the centre of the community. **Distance from CBD** About 8Km from the city centre **Other Information** Access to the suburb is through Dinsdale via Tuikaramea Road.
Hillcrest	13600	**Identified primary welfare centre** Hillcrest High School

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		Notable Landmarks The Waikato University off Hillcrest Road or Knighton Road and Ruakura Research Station along Ruakura Road and Silverdale Road. Hamilton Gardens along Cobham Drive is also in proximity. **Distance from CBD** About 6Km from the city centre **Other Information** Large student community
Hamilton East	7900	**Identified primary welfare centre** Hillcrest High School – see Hillcrest **Notable Landmarks** Hamilton Gardens along Cobham Drive is in proximity. Located on the river side and accessible by all bridges. **Distance from CBD** About 2Km from the city centre
Claudelands	5200	**Identified primary welfare centre** Hamilton Boys High School Claudelands Event Centre has been identified as an evacuation centre **Notable Landmarks** Claudelands Event Centre and adjacent Jubilee Park **Distance from CBD** About 2Km from the city centre

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3   Actions during readiness

3.1   Introduction

"Actions during readiness" are on-going tasks that collectively form the "business as usual" recovery work programmes within Hamilton City.

The key components of "Actions during readiness" are shown in Figure 7 below:

Figure 7: Overview of actions during readiness
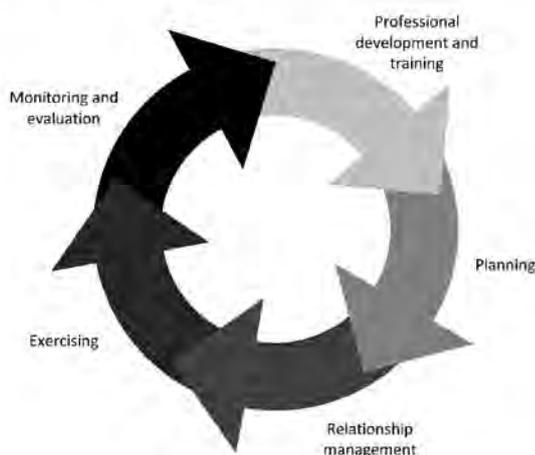
"Actions during readiness" are on-going tasks that collectively form the business as usual recovery work programmes at both the group and local levels.

The Waikato CDEM Group Plan 2011-2015 (Section 6.5) states that:

> "In order for recovery arrangements to be effective, recovery planning and relationship-building work is required prior to events occurring."

The Waikato CDEM Group Plan sets out the following general expectations for pre-event recovery in Section 6.5.1:

> "Work required prior to recovery:

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- *Ensure that Local Recovery Managers and a Group Recovery Manager and Alternate are appointed, trained, have established relationships with key recovery stakeholders, and are familiar with and able to activate recovery arrangements.*
- *Review, update and maintain recovery arrangements at both the local and group levels.*
- *Ensure that regular testing of recovery arrangements occurs in conjunction with exercise programmes.*
- *Ensure that recovery arrangements are part of the monitoring and review programme.*
- *Encourage regular meetings with key stakeholders to encourage the development of relationships."*

The purpose of this section is to expand upon the general expectations above by outlining what is required to maintain an effective recovery work programme, and prepare for activation.

3.2 Appointment of recovery managers

3.2.1 Definition

Local recovery managers are formal appointments made by the Hamilton City Council to provide for the leadership and co-ordination of recovery across the 4R's throughout Hamilton City.

3.2.2 Purpose

To ensure the formal appointment of a local recovery manager for Hamilton City.

3.2.3 Requirements

This is required by the Waikato CDEM Group Plan 2011-2015, which states that:

> *"Local recovery managers: every territorial authority member of the CDEM Group must appoint a Local Recovery Manager."*

3.2.4 Expectations

The Waikato CDEM Group Recovery Plan states that the fundamental expectations for recovery managers are that:

1. *"They will be appointed in line with the Recovery Manager Competency Framework Role Map[9]. This means that recovery managers will:*

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[9] Ministry of Civil Defence Emergency Management (2010): *"Civil Defence Emergency Management Competency Framework Role Map Recovery Manager"*, Wellington.

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- *Demonstrate the essential attributes of recovery managers[10] as follows:*

  - *Demonstrates empathy, and willingness to understand and respect others' needs.*
  - *Is respectful of cultural diversity.*
  - *Demonstrates ability to achieve team buy-in to the development of plans and procedures.*
  - *Is reliable and able to be depended on.*
  - *Supports colleagues, and is collaborative.*
  - *Demonstrates professionalism, and fosters professional behaviour in others.*
  - *Demonstrates the ability to see own role in relation to the wider operational context.*
  - *Demonstrates ability to establish credibility and gain confidence.*
  - *Demonstrates ability to manage own wellbeing in a pressured environment.*
  - *Is solutions-focused when problem solving.*
  - *Preferably demonstrate a combination of the desirable attributes[11] of recovery managers; and*
  - *Understand and demonstrate the skills and knowledge of the eight key competency areas, and the statements common to all key areas[12].*

2. *Local recovery managers will be appointed at a level within territorial authorities where they have the ability to develop and maintain strategic relationships, and an ability to influence decision-making within Council."*

3.2.5 Hamilton City local recovery manager arrangements

Local recovery manager will be appointed at a level within the Hamilton City Council where they have the ability to develop and maintain strategic relationships, and an ability to influence decision-making within Council.

3.3 Recovery manager professional development

3.3.1 Overview

Professional development is the on-going process of achieving and maintaining minimum and desirable competency requirements for local recovery managers and key recovery management staff.

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[10] *Competency Framework, p. 6*
[11] *Competency Framework, p. 6*
[12] *Competency Framework, pp. 9-24.*

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3.3.2 Purpose

To confirm the types and levels of professional development and training required by local recovery managers and key recovery staff within the Hamilton City Council.

3.3.3 Requirements

The experience from the recovery process in Canterbury suggests that on-going professional development is an important consideration for local recovery managers and key recovery staff.

The Waikato CDEM Group Integrated Training Strategy 2012-2017 provides guidance on training for all positions within CDEM, including local recovery managers, and must be considered as an integral part of professional development and training.

3.3.4 Expectations

3.3.4.1 Local recovery managers

The following professional development standards for all recovery managers are recommended by the Waikato CDEM Group Recovery Plan:

- Attendance at the Waikato Recovery Managers training course
- Attendance at the MCDEM Recovery Managers Workshop
- A high level of familiarity with the recovery components of the Waikato CDEM Group Plan and the Waikato CDEM Group Recovery Plan
- Familiarity with the Ministry of CDEM Recovery Management Guidelines and Focus on Recovery material.

It is important to note that the Hamilton City Local Recovery Manager must have a high degree of familiarity with the Hamilton City Recovery Plan, as this plan contains comprehensive information on the recovery arrangements that apply to the Hamilton City.

The above requirements should be completed within the first year of appointment.

The Local recovery managers may also attend other training identified within the Waikato CDEM Group Integrated Training Strategy as follows:

- CDEM Controllers (Group)
- Public Information Manager Workshop (Ministry of CDEM)
- CIMS 2 (Group)
- CIMS 4 (Group)
- Introduction to EOC (Group)
- EMIS User (Group).

As part of their professional development, local recovery managers may also:

- Attend regional or national recovery forums
- Develop their understanding of Waikato CDEM Group arrangements
- Develop their understanding of Council strategic policies and plans
- Seek support from other experienced local recovery managers.

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3.3.4.2 Key recovery management staff

Key recovery management staff plays important leadership roles in recovery management. Within the Hamilton City, these roles include:

- Sector Group Chairs
- Social Recovery Manager
- Public Information Manager
- Planning and Intelligence Manager
- Logistics Manager
- Recovery Administrator
- Iwi Liaison Officer
- Local CDEM Manager

The recommended recovery training for these positions is:

- Attendance at the Waikato CDEM Group Recovery Managers course
- Familiarity with Waikato CDEM Group recovery arrangements, the Waikato CDEM Group Recovery Plan and the Hamilton City Local Recovery Plan.

It is recommended that the above training should be completed within 3 year(s) of confirmation of the leadership roles.

3.4 Relationship management

3.4.1 Definition

Relationship management refers to the on-going process of developing and maintaining relationships with recovery stakeholders in order to ensure that familiarity with recovery expectations and arrangements is high, so that the chances of a successful recovery are enhanced.

3.4.2 Purpose

To confirm how relationship management for recovery should be undertaken within the Hamilton City Council

3.4.3 Requirements / Actions

Relationship management is a fundamental requirement of effective recovery, and this is true for all stages of recovery.

3.4.4 Expectations

Within the Hamilton City, development and maintenance of the relationships outlined within **Table 2** are of high importance to recovery management. The primary responsibility for development and maintenance of these relationships rests with the Local Recovery Manager and alternate.

Table 2: The relationship for recovery management within the Hamilton City Council, during activation phases.

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Recovery relationships (✔ indicates higher importance)	Readiness	Response	Recovery
Hamilton City Council Mayor and Council	✔	✔	✔
HCC CDEM Subcommittee	✔	✔	✔
Key local recovery management staff as follows:			
Sector Group Chairs	✔	✔	✔
Local Welfare Manager/Social Recovery Manager	✔	✔	✔
Public Information Manager	✔	✔	✔
Planning Manager and Intelligence Manager	✔	✔	✔
Logistics Manager	✔	✔	✔
Recovery Administrator	✔	✔	✔
Iwi Liaison Officer	✔	✔	✔
CDEM Manager	✔	✔	✔
Ministry of Civil Defence Emergency Management	✔	✔	✔
Group Recovery Manager	✔	✔	✔
Waikato Coordinating Executive Group	✔	✔	✔
Waikato CDEM Group Joint Committee / WCDEMG	✔	✔	✔

Note: ✔ indicates that the relationship is particularly important during this phase.

Relationship management prior to events is important, and this has been well documented within the CDEM sector. Experience from Canterbury suggests that good relationships prior to and after an event lead to better relationships during and after an event, and vice versa.

The requirements for relationship management are well documented within Key Area 1 of the Recovery Manager Competency Framework Role Map[13]:

- Relationships with key individuals, partner organisations and communities are established (RM01)
- Established relationships are actively managed and sustained (RM02).

Recovery managers are expected to:

- Identify all key local stakeholders in recovery management
- Build and maintain relationships with key stakeholders at all stages of recovery
- Make relationship management a part of their "business as usual" role in recovery
- Attend relevant on-going CDEM and stakeholder meetings and forums.

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[13] See p. 10.

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3.5   Planning

3.5.1   Definition

Planning refers to the collective formalised arrangements for recovery within the Hamilton City, and includes, at minimum, this plan and local recovery plans/arrangements of key stakeholders.

3.5.2   Purpose

To ensure that adequate recovery planning is undertaken by the Hamilton City Council, and that planning linkages to key stakeholders are developed and maintained.

3.5.3   Requirements / Actions

This plan details how the Hamilton City may fulfil its obligations as a member of the Waikato CDEM Group, to "carry out recovery activities."[14]

The development of this plan is a requirement of the Waikato CDEM Group Recovery Plan. The importance of local recovery plans underscores the first principle of recovery stated within the Waikato CDEM Group Plan:

> *"Group recovery capability and capacity is founded at the local territorial authority level, and will build upon local recovery capability and capacity."*

Therefore, the importance of local recovery plans cannot be overstated, as these provide for co-ordination of recovery delivery on the ground.

3.5.4   What is expected?

Responsibility for development and approval of this plan rests with the Hamilton City council. This plan fulfils the planning requirement of the Waikato CDEM Group Recovery Plan, which states that:

> *"Local recovery plans will follow the same structure as this plan, and provide details of the specific characteristics of the territorial authority area and local recovery arrangements."*

The planning expectations for local recovery plans, as outlined within the Waikato CDEM Group Recovery Plan, are as follows:

- *"Development of plans (or update of current plans/arrangements) based on guidance within the GRP by the end of the 2015/16 financial year*
- *Local recovery plans must be consistent with [the GRP] and with the "Waikato CDEM Group Local Recovery Plan Template"[15]*
- *Annual review and update for minor amendments*
- *Comprehensive review per individual territorial authority timetables."*

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[14] Refer to section 17(1)(e) of the CDEM Act 2002
[15] Note that the template has yet to be developed.

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3.6 Recovery plan exercising

3.6.1 Definition

Exercising is an on-going process by which recovery plans and procedures are tested to evaluate effectiveness prior to activation.

3.6.2 Purpose

To provide opportunities to review or test procedures and practice for participants in defined roles, and ensure local, regional and national exercise plans are coordinated.

3.6.3 Requirements

Exercise programmes form a core part of readiness activities, and assist the Hamilton City Council and the Local Recovery Manager to identify gaps and issues, so that agencies can better carry out and co-ordinate their functions in real events. An important benefit of exercising is the development of relationships between people who will need to work alongside each other during response and recovery.

CDEM exercise programmes occur at three levels:

- National (tier 4): Administered by the MCDEM, and aimed at testing and developing national readiness.
- Waikato CDEM Group (tiers 2 and 3): Administered by the Waikato CDEM Group Emergency Management Office, and designed to improve group (and inter-group in the case of tier 3) co-ordination of CDEM activities
- Local (tier 1): Managed by HCC, and designed to improve a local authority's processes and procedures.

It is important that all three levels are co-ordinated, and this is primarily the responsibility of the GEMO.

3.6.4 Expectations

The Local Recovery Manager is responsible for ensuring that recovery is exercised on an on-going basis, and that links to the Group Exercise Programme are maintained.

The Hamilton City will exercise recovery as follows:

- *An initial recovery exercise following completion of this plan (Year 1) to clarify roles, identify gaps and issues, raise the profile of recovery and build the recovery team.*
- *On-going annual recovery exercises that will be either:*
  - *Be based on aspects of recovery as the core component, or*
  - *Added onto regular response exercises.*

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3.7 Monitoring and evaluation

3.7.1 Definition

Monitoring is establishing, checking, controlling and keeping record of what has happened, while evaluation is measuring effectiveness and establishing and assessing why outcomes have or have not occurred. While this is a general description, it pertains as much to local recovery activities as to any other CDEM activities.

3.7.2 Purpose

To provide assurance to the CDEM Group and Hamilton City communities that Hamilton City Council is complying with its obligations for recovery, achieving its recovery objectives and making progress towards being prepared for recovery.

To measure, report and make recommendations on the recovery in the Capability Assessment Report.

3.7.3 Requirements / Actions

The Waikato CDEM Group Recovery Plan states that:

> "The general requirements for recovery activities are similar to other CDEM work activities[16], and include:
> - Developing an annual work programme
> - Reporting annually on the achievement of objectives and targets
> - Participating in the five-yearly Capability Assessment Review process."

3.7.4 What is expected?

The Local Recovery Manager is responsible for reporting progress on recovery activities to Council, and keeping the CEG informed of progress. Specific monitoring and evaluation activities may include:

- Quarterly reporting on recovery programme activities to the HCC CDEM subcommittee, alongside other CDEM activities;
- Production of an annual report on progress with recovery activities and achievements to form a group report as required.
- Ensuring that the local recovery plan components are built into annual work programmes and are completed.

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[16] Refer to Waikato CDEM Group Plan, section 7, p. 41.

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4 Actions during response

4.1 Introduction

The purpose of this section is to clarify what initial recovery actions are required during the response phase, and how the response phase transitions into recovery management.

The key components of "actions during response" are shown in Figure 8 below:

Figure 8: Initial actions during response (* denotes controller responsibility)
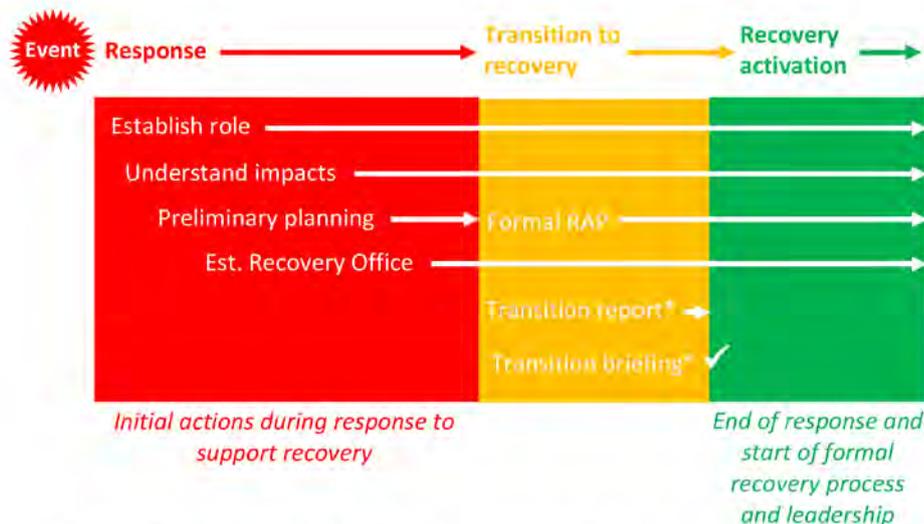
Actions during response are the tasks required in order to ensure that recovery management:

- Starts on the first day of an event;
- Occurs in parallel to response efforts;
- Provides an opportunity for recovery considerations and thinking not to "get lost" in the midst of response activities; and
- Enables a seamless transition to recovery management arrangements once the response phase is over.

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4.2 Initial actions

4.2.1 Definition

Actions are the tasks required to start the recovery management process during response to an event, and make sure that the recovery process is recognised and taken into account during response.

4.2.2 Purpose

To provide clear and concise guidance to recovery managers on the initial actions required when an event response is initiated.

4.2.3 Requirements

The local recovery manager needs to be involved as soon as a response to an event starts in order to:

- Understand key impacts and tasks;
- Identify recovery requirements and priorities as early as possible;
- Initiate planning for the recovery of the event;
- Align response and recovery priorities; and
- Connect with key stakeholders across the Waikato CDEM Group.

Figure 8 above outlines the key activities that are expected from the local recovery manager. These are explained in more detail below.

4.2.4 Expectations

4.2.4.1 Establish Group/Local Recovery Manager role

- Establish role within the local EOC
- Maintain liaison with and the provision of advice to the Local Controller
- Initiate and maintain recovery-focused liaison with key stakeholders as required.
- Liaison with key stakeholders as required, including:
- Hamilton City Mayor and local councillors
- Local Welfare Community / Community Response Governance Group
- Waikato CDEM Group Recovery Manager.

4.2.4.2 Understand impacts

- Local Recovery Manager works alongside Planning and Intelligence staff in the local EOC, and seeks to understand level and extent of impact.
- Provision of advice on rapid impact assessment and on-going long-term requirements (refer to section 5.2 for more details).
- Liaison as required between Local Recovery Manager and Local Controller on possible longer term impacts, depending upon extent and duration of event.

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4.2.4.3 Planning

- Local Recovery Manager undertakes preliminary planning to assess likely on-going size and scope of recovery required by:
  - Area
  - Impact
  - Vulnerable groups
  - Likelihood of on-going impacts from event.
- Local Recovery Manager prepares initial Recovery Action Plan, per Annex B of Directors Guidelines on Recovery Management.

4.2.4.4 Establish Recovery Offices

- Recovery Manager responsible for identification of need and establishment as required, including:
  - Location
  - Staffing
  - Identification of resources required, sector groups and extent of recovery required.

The Hamilton City Local Recovery manager is expected to:

- Be familiar with initial actions required
- Be familiar with the systems and processes to be used
- Have a clear understanding of how the interaction with the Taupo EOC staff and Group/Local Controller will work on the day.

4.3 Actions during the transition to recovery

4.3.1 Definition

Transition to recovery is the process of ending the response phase and formally moving into the recovery phase. Transition to recovery is often associated with the end of a Civil Defence declaration.

4.3.2 Purpose

To ensure that there is a clear transition from the response phase to the recovery phase and alignment between the phases by clarifying responsibilities and actions.

4.3.3 Requirements

The transition process requires a formal acknowledgement of the transfer of coordination and accountability for recovery related activities between the Local Controller and Local Recovery Manager.

The recovery phase of the emergency management process gains momentum when the state of civil defence emergency is terminated. At this point, the threat to life has passed, rescue activities have been completed and community safety is assured. It is important to consider the implications the termination of the state of civil defence emergency will have

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on these activities. Not only will statutory powers cease, but some agencies and organisations, whose contribution may be linked directly to the state of civil defence emergency, may decide their role is over.[17]

4.3.4   Expectations

The transition process involves:

- Preparation of a response transition report;
- A transition briefing
- On-going public information management; and
- Preparation of a formal Recovery Action Plan.

Detailed Guidance on these items is included within Part 3: *"Transition – Response to Recovery"*[18] of the Ministry of CDEM Recovery Guidelines.

Table 3 clarifies the actions required from both the Local Controller and Local Recovery Manager to effect a formal transition:[19]

Table 3: Actions during the transition from response to recovery

Action	Responsibility	
	Controller	Recovery Manager
Ensure that agencies with both response and recovery obligations are aware of their continuing role	Lead	Lead
Develop a Transition Report comprising: - The response action plan in place at the time of transition, noting actions that are incomplete. - The type and status of all assigned resources. - Actions taken to finalise the calculation of emergency expenditure. - A summary of the type and extent of damage in the district at the time of transition – categorised as social, economic, built, rural and natural environments.	Lead	Support
Prepare for the Transition Briefing	Lead	Support
Combine impact assessments from response into categories: social, economic, rural, natural and built environments	Lead	–
Include the Local Recovery Manager in critical response briefings	Lead	Participate

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[17] Ministry of CDEM Recovery Guidelines, p. 23.
[18] Refer to pp, 23-26.
[19] Adapted from Guidelines, p. 26.

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Ensures the Local Controller is aware of recovery requirements and tasks prior to transition	–	**Lead**
Works with the PIM to prepare the Communications Plan for recovery	Support	**Lead**
Prepares a recovery action plan prior to transition	–	**Lead**
Initiates key recovery arrangements during the response phase	Support	**Lead**
Begins to address the impacts from the emergency and puts in place inter-agency processes, meetings and reporting arrangements to ensure recovery needs are met and coordinated	Support	**Lead**

The Hamilton City Local Recovery Manager and alternate have a clear understanding of the transition actions required and the responsibilities during transition.

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5   Actions during recovery activation

	Waikato CDEM Group process	Actions during readiness	Actions during response	**Actions during recovery activation**	Transition from recovery
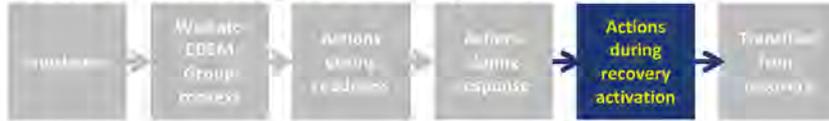
5.1   Introduction

The key components of "actions during recovery activation" are shown in Figure 9 below:

Figure 9: Actions during recovery activation

Impact assessment	Public information management	Governance		Financial arrangements	
	Community engagement	Information management	Reporting	Links to risk reduction	

"Actions during recovery activation" are the collective tasks required in order to ensure that recovery management occurs efficiently and effectively following emergency events. These tasks are those that are required to support a fully activated recovery structure once the response phase is over.

The Waikato CDEM Group Plan states that:

> "Once recovery starts, the arrangements need to be flexible enough to allow the "recovery organisation" to rapidly adjust to the specific nature and duration of the event."

The Waikato CDEM Group Plan 2011-2015 sets out the following general expectations for recovery activation in Section 6.5.2:

- "Ensure that Recovery Managers activate recovery using some or all of the group recovery structure, and quickly adapt the structure to suit the characteristics of the event.
- Conduct recovery according to the recovery principles."

The purpose of this section is to expand upon the general expectations above by outlining what is required to set up and maintain a recovery management structure throughout the course of the recovery process.

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5.2 Impact assessment

5.2.1 Definition

Impact assessment is the process for gaining an understanding of the impacts of an event on individuals, the community, the physical infrastructure and the environment.

5.2.2 Purpose

To establish knowledge of impacts across Hamilton City, and provide a sound basis for the prioritisation of needs and targeting of resources to priority areas.

5.2.3 Why is this required?

The process for impact assessments at the local level is similar to the Group processes during recovery – as outlined in the Waikato CDEM Group Recovery Plan.

The requirements for impact assessments are both immediate during the response phase and on-going during the recovery phase, and are outlined below. Generally, the level of detail and requirements for impact assessment change from the response phase to recovery phase as follows:

- Response: Focussed on rapid assessment of impacts, preservation of life, and immediate welfare and infrastructure needs
- Recovery: Focussed on detailed assessment of needs including short-term and medium-term social and infrastructure needs, and long-term economic and risk reduction needs.

5.2.4 Requirements

5.2.4.1 Rapid impact assessment

An immediate or rapid assessment of impacts will normally be done as a part of the response process. As the response phase progresses towards recovery, the need for more detailed information will grow.

INTENT   METHODOLOGY   RESOURCES

Fundamental to the completion of a rapid impact assessment is the intent/methodology/resources concept:

- INTENT: Before initiating a rapid impact assessment, the intent of the assessment needs to be defined and agreed (e.g. will it be a broad assessment or one that focuses on a particular aspect of community impact).
- METHODOLOGY: Once the intent of the rapid impact assessment is defined and agreed, a methodology to meet that intent can then be designed.

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- RESOURCES: Finally, once the rapid impact assessment process has been defined, the necessary resources can be identified and assembled.

The first summary impact assessment will be provided to the Local Recovery Manager from the Local Controller, who will undertake this as a part of the response transition report.[20] The report will contain a summary of the type and extent of damage in the district at the time of transition, noting specifically any areas or situations with the potential for a re-escalation to a state of civil defence emergency. The report will also include a summary of the condition of the various aspects of the community and environment affected by the emergency and their inter-relationships under the following headings:[21]

- Social environment:
  - Estimates of numbers of directly and, where possible, indirectly affected individuals, the nature of the impact on them and estimates of future needs
  - The current nature, capability and location of welfare agency resources deployed.
- Built environment:
  - An outline of roads and infrastructure that remain affected by the emergency
  - Assessment of infrastructure restoration priorities.
- Rural environment
  - Evaluation of the rural impact – the information available to districts may not be instantly available. It is recommended that an outline of estimated impacts and recovery needs is provided, with more detail and accuracy as information is collected and analysed.
- Economic environment:
  - A summary of information currently available and some strategic analysis and direction for economic recovery. It is unlikely that districts will have the economic impact information immediately available.
- Natural environment:
  - Land use changes, the implications for businesses short to long-term, use of land and/or amenities.

5.2.4.2 Detailed impact assessments

Detailed impact assessments will be required early in the recovery phase for significant events, and will be required throughout the course of recovery for all events. It is recommended that a survey approach per the MCDEM Director's Recovery Guidelines be used as the preferred method.[22]

5.2.4.3 Standards

The following standards are excerpted from the MCDEM guidelines, and will be used as the standards for impact assessment within the Hamilton City (and the Waikato CDEM Group).

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[20] Refer to Table 4, Section 4.2.
[21] Refer to Recovery Guidelines, p. 24.
[22] Refer to pp. 33-37.

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Impact assessments must[23]:

- Be clearly documented (transparent) – so that the assessment procedures can be followed easily
- Be consistent and standardised – to enable meaningful comparisons
- Be replicable – to enable the assessments to be checked
- Include a basis of economic principles – so that assessed economic losses represent the real losses to the economy as accurately as possible
- Have common measuring tools and standards
- Allow for comparisons of impact, between pre-event and at various times through the response and recovery as the emergency management requires
- Assess both direct and indirect losses, and tangible and intangible losses.

Local Recovery Managers are expected to keep abreast of impact assessments during the response phase, and provide guidance on management of impact assessments for recovery. Controllers are expected to lead the rapid impact assessment process as a part of response, while liaising with the recovery manager on long-term requirements.

5.3   Public Information Management

5.3.1   Definition

Public information management (PIM) both during and after an emergency involves collecting, analysing, and disseminating information to the public.

5.3.2   Purpose

To promote effective leadership and decision-making, and enable the people recovering from an emergency to understand what is happening, take appropriate actions to protect themselves and engage in the regeneration of communities.

5.3.3   Requirements

As it is in response, the role of public information management is critical to recovery. This has been demonstrated clearly in Canterbury since September 2010 – there is an overwhelming need to ensure that public information management has a high priority and is well resourced.

The recovery arrangements for public information management within the Waikato CDEM Group are outlined within the Waikato CDEM Group Public Information Management Plan (2011). In general, the plan provides for:

- Principles for PIM support for recovery at both group and local levels;
- Roles and responsibilities for PIM during recovery;
- General PIM principles during recovery; and
- Recovery information priorities.

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[23] Adapted from Guidelines, p. 32.

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The Waikato CDEM Group PIM Plan states that:

> "....local TA PIM arrangements should not conflict with this overarching Group PIM plan, especially the PIM response matrix steps...."

PIM experience during recovery in Waimakariri District suggests the following regarding communication – that there is a need to:

> "Saturate your community with relevant information targeted to individual community needs. Huge resources are required for communication, as public demand for information is huge. Don't sweat the cost for communications - no one will criticise you for how well you communicate with your community."[24]

The Ministry of CDEM guidance document "Public Information Management" (IS 9/07) provides a comprehensive overview of the key principles behind this function as it relates to civil defence emergency management.

5.3.4   What is expected

The specific arrangements for PIM in Hamilton City Council are as follows:

- The General Manager Customer Relationships plays the role of Public Information Manager during recovery – the same arrangements as for response
- The Public Information Manager will work alongside the Local Recovery Manager, Social Recovery Manager (if appointed) and Sector Group Chairs to:
  - Understand the extent of impact and community requirements
  - Confirm PIM requirements of individual communities and the Hamilton City Council as a whole, and develop a communications strategy
  - Produce on-going media releases, advisories, fact sheets and other communications material
  - Release communications media via regular media and CDEM channels, including Council and CDEM web pages, Facebook, Twitter.

PIM during recovery will utilise the existing Hamilton City Council tools and channels for communicating with the public, such as CDEM media lists, pre-developed media release templates and CDEM stakeholder lists.

An important role of the PIM Manager will be to assist the Local Recovery Manager in regular briefings to the Emergency Management Committee and senior leadership of Council. There is also a need to understand the communications needs of individual communities across the district.

The Waikato CDEM Group Public Information Manager and/or the Waikato CDEM Group Recovery Office will coordinate provision of support to local public information management efforts when support is requested.

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[24] Canterbury recovery summary and lessons learned, report to CEG, February 2012.

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5.4 Community engagement

5.4.1 Definition

The process of engagement with communities both prior to and during recovery. An engaged community will be prepared and better able to absorb the effects of a civil defence emergency, reducing the impacts and aiding recovery.

5.4.2 Purpose

To provide guidance on engagement of the Hamilton City community, so that the community becomes an integral part of the recovery process.

5.4.3 Requirements

The success of community engagement will depend upon the pre-existing relationships with communities. Experience from Waimakariri District Council shows that strong community development programmes and linkages prior to CDEM events and recovery processes enable a more efficient and effective recovery process.

5.4.4 What is expected?

The process of community engagement has three parts – as identified within the MCDEM Best Practice Guide "*Community Engagement in the CDEM context*" [BPG 4/10], and shown in Figure 10.

Figure 10: Three steps to community engagement (from Community Engagement Guidelines)

The Local Recovery Manager is expected to provide the front-face of community engagement. It is anticipated that the appointment of a Social Recovery Manager will be required for significant events, and this individual must have a working knowledge of and relationships with the communities of interest.

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The Local Recovery Manager and/or Welfare Manager/Social Recovery Manager should:

- Utilise existing Council community contacts and processes to the maximum extent possible to facilitate recovery activities.
- Base community engagement on the guidance and principles outlined in Ministry of CDEM and lessons from Canterbury "best practice guidance", including:
  - "Community engagement in the CDEM context" (Ministry of CDEM, BPG 4/10);
  - "Guidelines for Emergency Managers working with culturally and linguistically diverse communities" (Ministry of CDEM, IS8/06).
  - Adopting a community development approach rather than a welfare approach. Community development is a proactive approach that aims to stop people "falling off the cliff".
- Provide "hubs" (one-stop shops) for advice, information and assistance during the recovery period (refer to Section 1.8.5).

5.5 Information management

5.5.1 Definition

The process for collection, storage and dissemination of recovery related information.

5.5.2 Purpose

To enable an accurate understanding of recovery issues and requirements, permanent storage and retrieval capability for information, facilitation of effective decision-making, and provision of recovery information for communities.

5.5.3 Requirements

The Ministry of CDEM Recovery Guidelines state that:

> "Information management systems should exist before the emergency and will hold the pre event information. International experience shows that the best post-event information management systems are those that were operating pre-event. They are structured and resourced to be able to operate after the emergency, even if some functions and some information may be impaired through the loss of information and the loss of continued access to human resources.
>
> A corollary is that business-critical pre-event information management systems need to be resilient to impacts from emergencies and should include:
>
> - Data and system backups
> - Alternate recovery sites
> - Alternate personnel."

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There may be a need for web-based recovery systems that can be used to liaise with key stakeholders and provide a community-friendly interface. This type of system was used with considerable success in Canterbury.

5.5.4 What is expected?

The Waikato CDEM Group Recovery Plan states that at the local level, it is expected that business as usual local authority information systems will be used during recovery, and supported by local authority staff.

Hamilton City Council will utilise the following systems during recovery:

- "TRIM" (Council's Electronic Data Management System) for all permanent information storage/management.
- Council's financial management system for management of recovery finances.
- CDEM information management systems for day-to-day operations within the recovery office.
- Council's website management system, for communicating with key stakeholders and the community."

5.6 Governance

5.6.1 Definition

Governance refers to the arrangements for decision-making during recovery.

5.6.2 Purpose

To confirm the recovery governance arrangements for Hamilton City.

5.6.3 Requirement

The need to clarify recovery governance arrangements has been identified as an important pre-event requirement. The Waikato CDEM Group Recovery Plan requires that local authorities clarify the reporting and governance arrangements during all phases of recovery.

5.6.4 What is expected?

Governance arrangements for recovery within Hamilton City Council are as follows:

- Recovery activities during the readiness, response and recovery activation phases are overseen by the Hamilton City Council CDEM Subcommittee – the same committee that oversees all routine CDEM activities within the city.

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- During the response phase, there is no formal governance role for the recovery function, however the Local Recovery Manager acts in an advisory capacity to both the Controller and the Hamilton City Council CDEM Subcommittee
- During recovery activation, the Local Welfare Committee provide advice to the Recovery Manager on the status of recovery and issues arising within their respective wards. In addition, these groups may assist with the co-ordination of local recovery activities if required."

Governance arrangements for the Waikato CDEM Group level are outlined within the GRP.

Local Recovery Office management arrangements are outlined in section 1.8.2 of this plan.

5.7 Reporting

5.7.1 Definition

Reporting is the process of regularly providing information on the status of recovery, emerging issues, actions taken and future requirements to stakeholders.

5.7.2 Purpose

The purpose of reporting is to maintain accountability and transparency, to keep the wider community informed, to gain support and assistance and to record an account of recovery efforts, including lessons identified.[25]

5.7.3 Requirements

Regular and thorough reporting of an emergency and of the recovery phases following an emergency, will enable the CDEM Group to justify actions taken and money spent to:

- The community affected by the emergency
- Ratepayers
- Taxpayers
- The general public through the media.[26]

5.7.4 What is expected?

A reporting system needs to cover the emergency from its beginning through to the final stages of recovery. Reporting systems must therefore be flexible, simple and succinct and have the necessary administrative assistance when required. As one type of reporting will not fit all situations, reporting systems can be adapted for a specific emergency.[27]

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[25] Ministry of CDEM Recovery Guidelines, p. 39.
[26] MCDEM guidelines, p. 39.
[27] MCDEM guidelines, p. 39.

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The key people who will need to file regular reports are the Controller (during response) and Local Recovery Manager (during response and recovery activation).[28]

The Local Recovery Manager will ensure that regular reporting is undertaken during recovery activation by:

- Defining the types of reports required for the event
- Ensuring that reporting is based on reporting templates used during the response – such as SITREPs, and that reporting utilises Taupo CDEM reporting templates adapted for the recovery event
- Developing a reporting timetable
- Ensuring that regular finance reports are completed
- Ensuring that at minimum, the sector groups report on the items identified in Table 4[29]:

Table 4: Items to be reported on by sector groups

Sector group	Items to be reported on
Social environment	• Safety and wellbeing • Health • Welfare
Economic environment	• Individual needs (microeconomic level) • Firms • Infrastructure • Central government (macroeconomic level)
Built environment	• Residential • Commercial/industrial • Public buildings and assets • Lifeline utilities
Rural environment	• Social aspects – safety, health and welfare • Economic aspects • State of built environment
Natural environment	• Amenity value • Waste and pollution management • Biodiversity and ecosystems • Natural resources

5.8 Financial arrangements

5.8.1 Definition

Financial arrangements are the agreed Hamilton City Council financial arrangements that apply to all recovery activities across the Hamilton City Council, relating to recovery activities during readiness, response and recovery activation.

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[28] Adapted from MCDEM guidelines, p. 39.
[29] Adapted from MCDEM guidelines, p. 39.

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5.8.2 Purpose

To clarify and agree upon financial arrangements in advance of recovery activation, in order to facilitate readiness for recovery activation.

5.8.3 Requirements

Specific government financial support during or after a civil defence emergency is based on a range of mandates, criteria and triggers, which may be in statute, regulation or Cabinet decisions, or made by ministerial discretion. Cabinet will identify and approve the overall appropriate mix of government financial support to be provided.[30]

Sections 88 and 89 of Part 10 of the National Civil Defence Emergency Management Plan Order (2005) outlines government financial support for civil defence emergencies, and principles for government financial support. Section 26.5[31] of the Guide to the National CDEM Plan (2006) provides a detailed explanation of government financial support in recovery.

5.8.4 What is expected?

5.8.4.1 Financial support from the New Zealand Government

Section 26.5.1 of the Guide to the National CDEM Plan outlines the threshold for reimbursement of expenses during recovery as follows:

> *"Threshold for reimbursement*
> *As with other response claims, Government policy is to reimburse 60 percent of the combined eligible costs (response and essential infrastructure costs), above the following thresholds:*
>
> - *0.0075 percent of the net capital value of the city council, district council or unitary authority involved."*

At the time of the latest valuation dated November 2014, the capital declared value figures for Hamilton City Council are $2.2b

Asset Type	Declared Value
Property	$6m
Underground Infrastructure	$1.3b
Other	$3m

Figure 11: Hamilton City Council approximate asset values (as at November 2014)

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[30] Guide to the National CDEM Plan (2006), p. 1.
[31] Refer to pp. 6-13.

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5.8.4.2 Financial support from the Waikato CDEM Group

Financial arrangements for recovery are outlined within section 8.6.4 of the Waikato CDEM Group plan 2011-2015. In summary these arrangements confirm:

- The Waikato CDEM Group charging policy for CDEM roles – including the Group Recovery Manager
- The requirement for financial management during recovery and the importance of record-keeping
- That the Group Recovery Manager has a role in recommending which costs could be met by the CDEM Group
- That Government assistance claims will be made by the organisation incurring the expenditure or by the CDEM group where there are agreed CDEM Group costs
- The need to work within Part 10 of the National CDEM Plan and section 26 of the Guide to the National CDEM Plan.

The Waikato CDEM Group Recovery Plan states that costs for recovery managers and recovery offices are as follows:

- Group Recovery Manager/Group Recovery Office: All readiness activities will be funded by the CDEM Group. Upon activation on the first day of response, all costs associated with the Group Recovery Manager role will be borne by the Waikato CDEM Group, based on the Group Charging Policy.[32] This applies to activation of Group Recovery in support of a single local authority or activation as the result of a significant event (more than one local authority area)
- Local Recovery Manager/Local Recovery Office: All costs will be borne by the local authority, regardless of whether the costs are associated with readiness, response or recovery activation actions.

5.8.4.3 Financial support from theHamilton City Council

Funding for recovery activities within Hamilton City Council is split between readiness, response and recovery activation are as follows:

- Readiness: recovery activities are funded from within the annual Hamilton City Council CDEM work programme and budget.
- Response/recovery activation: Council maintains a number of financial provisions and mechanisms that can be used to assist with recovery management. Figure 12 below provides an outline of these provisions, and the order in which they will be drawn upon during recovery.

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[32] See Waikato CDEM Group Plan 2011-2015, p. 50.

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Figure 12: Hamilton City Council recovery finance provisions

```
┌─────────────────────────────┐
│      No Disaster recovery    │
│            reserve           │
└─────────────────────────────┘
              │
              ▼
┌───────────────────────────────────────────────────────────────┐
│ Insurance claims throughout recovery: Refer to Hamilton City   │
│ Council Insurance portfolio                                    │
│                                                                │
│  •  Material damage (above-ground assets): $150,000,000        │
│     (excl fire)                                                │
│  •  Business interruption: $1.5m loss of revenue and           │
│     $100,000 loss of rents p.a.                                │
└───────────────────────────────────────────────────────────────┘
              │
              ▼
┌───────────────────────────────────────────────────────────────┐
│ Other options available:                                       │
│                                                                │
│  •  Undrawn credit lines with banks: $30,000,000 (estimate)    │
│  •  Deferral of capital expenditure projects.                  │
└───────────────────────────────────────────────────────────────┘
              │
              ▼
┌───────────────────────────────────────────────────────────────┐
│ Central Government financial support for essential             │
│ infrastructure recovery repairs:                               │
│                                                                │
│  •  60% of eligible costs above $95,000,000 (based on latest   │
│     valuation dated July 2014) (NB this option is not          │
│     guaranteed).                                               │
└───────────────────────────────────────────────────────────────┘
```

5.8.4.4 Management of financial assistance

Financial assistance is the preferred source of external aid. During recovery, a Mayoral Relief Fund may be set up to collect and distribute financial aid. Arrangements for a Mayoral Relief Fund will be developed during recovery on an as-required basis.

5.8.4.5 Accounting systems

It is important to ensure that records of all expenditure are maintained throughout the recovery process, and Council will use its financial system to track income and expenditure. The Local Recovery Manager will maintain an oversight of this process by working alongside the Finance Manager.

5.8.4.6 Local recovery manager

The Local Recovery Manager is expected to:

- Develop and maintain a good understanding of the provisions for Government financial support
- Have a clear understanding of the mechanisms within the Taupo District Council available to support recovery, how these will be employed during recovery, and how these mechanisms integrate with organisational policies and plans

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- Develop and maintain the financial management skills and knowledge required to manage local recovery finances.[33]

Expectations for the Group Recovery Manager are outlined in Section 5.9.5 of the Waikato CDEM Group Recovery Plan.

5.9   Links to reduction

5.9.1   Definition

Risk reduction is the process of:

> *"identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring."*[34]

The 4R's process is circular as shown in the diagram in section 1 – the recovery process drives future risk reduction, and is an integral component of recovery.

5.9.2   Purpose

To confirm how reduction links to recovery within the Hamilton City.

5.9.3   Requirements

Recovery from a disaster is most effective when planning for recovery is embedded within the remaining 3Rs of risk reduction, readiness and response. This process also promotes a holistic approach to recovery, which considers both the diversity of community needs pre event and the opportunities that exist post-event to reduce future hazards and their associated risks.

When a community is recovering from a disaster there are opportunities to reduce the risks from future events. For example, if buildings have been destroyed, opportunities exist to avoid building in the hazard-prone area, or to build in a way that better addresses the relevant risks. Similarly, if a community has suffered significant losses because of economic or social factors (such as a lack of insurance), assistance can include incentives to address their vulnerabilities[35].

Experience from the Canterbury earthquake recovery shows that in significant events, links to reduction are of high importance in securing both Government support and future insurance coverage.

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[33] See Competency Framework for Recovery, IP05, p. 18.
[34] National CDEM Strategy, 2007
[35] Ministry of CDEM recovery Guidelines, p. 5.

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5.9.4 Expectations

The Local Recovery Manager is expected to play a role in linking recovery to reduction in both the readiness and recovery activation phases as follows:

During readiness:

- Be familiar with local hazards and risks in the Hamilton City;
- Maintain an awareness of the risk reduction activities of the Hamilton City and key stakeholders
- Be familiar with district and regional policies and plans, and play a role in linking reduction policies to emergency management.
- Hamilton City Council District Plan
- Waikato Regional Policy Statement
- Waikato Regional Plan
- To build reduction into recovery activities and seek opportunities to reduce risks.
- Champion the development and review of Business Continuity Plans for key infrastructural assets within the Hamilton City.

During recovery activation:

- Facilitate risk assessments and development of risk reduction options
- Co-ordination of support for reduction activities, including leadership of interaction between Hamilton City Council and key stakeholders in reduction.

Guidance on linking recovery to reduction both prior to and during the recovery process is provided within the GNS publication "*Pre-event (land use) planning guidelines*".

6   Transition from recovery

6.1   Introduction

The two components of "Transition from recovery" are shown in Figure 12 below:

Figure 12: The two components of "transition from recovery"

Transition from recovery are those tasks required in order to ensure that recovery management has a defined end point, allows for transition of responsibilities to other agencies and allows for review – so that lessons learned are captured for the future.

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6.2 Exit strategy

6.2.1 Definition

An exit strategy is a systematic plan to achieve co-ordinated withdrawal from a formal recovery process.

6.2.2 Purpose

To ensure a smooth transition from the end of the formal recovery phase to "business as usual" – where normal social and economic activity resumes.

6.2.3 Pequirements

The recovery phase must have an end, and withdrawal of formal recovery structures from the impacted community must be planned and staged carefully.

6.2.4 Expectations

Withdrawal of formal recovery assistance requires a handover of the activities to agencies who normally have the lead responsibility so they can undertake the required services. The exit strategy outlines the handover of responsibilities for the following:

- Local Recovery Manager
- Local Recovery Office administration
- Sector groups and sub-groups
- Public information, communications, planning and reporting.[36]

The recovery manager is responsible for developing the exit strategy, and making sure that all agencies participating in recovery are aware of the implications, roles and responsibilities following the end of the formal recovery process.

The exit strategy should contain the following information[37]:

- *"Who": identification of which agencies are responsible for on-going actions;*
- *"Why": the rationale for ending formal recovery;*
- *"When": the date of the end of the formal recovery process;*
- *"Where": public notification of the transition, and what will happen in the future; and*
- *"What": achievements during the formal recovery phase, handover arrangements and on-going issues.*

The exit strategy should also clarify how political management and community information will be managed throughout the exit phase, as these are important considerations for the Hamilton City Council.

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[36] Ministry of CDEM Guidelines, Part 9, p. 53.
[37] Refer Ministry of CDEM Recovery Guidelines, Part 9, p. 53.

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6.3 Debriefing and review

6.3.1 Definition

Debriefing and review is a comprehensive evaluation of all the components of the recovery process, designed to allow for both personal and organisational improvement.

6.3.2 Purpose

The aim of debriefing and review is for recovery staff and stakeholders to communicate their experiences of the recovery process, so that lessons can be identified. Recovery plans and arrangements can then be modified to reflect lessons identified and best practice, and therefore improve the organisation's ability to respond in future recovery situations.[38]

6.3.3 Requirements

Pre-event planning is required to ensure that debriefing and review is undertaken.

6.3.4 Expectations

Post-event activity will include the preparation of reports, undertaking organisational debriefs and reviewing plans and arrangements. It is also important post-event to ensure staff feel supported and valued as they contribute to the response and/or recovery activities. As well as providing organisational debriefing opportunities for the agencies involved, community needs for debriefing should also be considered. This may take the form of public meetings, focus groups or other community meetings to discuss what lessons community members have identified from the recovery process.[39]

As a part of the transition from recovery, the Local Recovery Manager will ensure that:

- Appropriate organisational debriefs are held that include any or all of the following as required:
    - Agencies involved in recovery
    - Communities of interest
    - Hamilton City Council staff.
- A full review of Hamilton City recovery plans and arrangements is undertaken following debriefing and review.

Debriefing and review should be completed in accordance with the Ministry of CDEM Organisation Debriefing Guidelines (IS6/05, 2005). It is anticipated that the primary forms of debriefs required will be multi-agency and community, due to the number of agencies and people involved in the recovery process.

[38] Adapted from Ministry of CDEM Organisational Debriefing Guidelines, p. 4.
[39] Adapted from Ministry of CDEM Recovery Guidelines, Part 8, p. 50.

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7   Appendices

7.1   Appendix 1

National recovery structure

Reference: Waikato CDEM Group Plan 2011-2015

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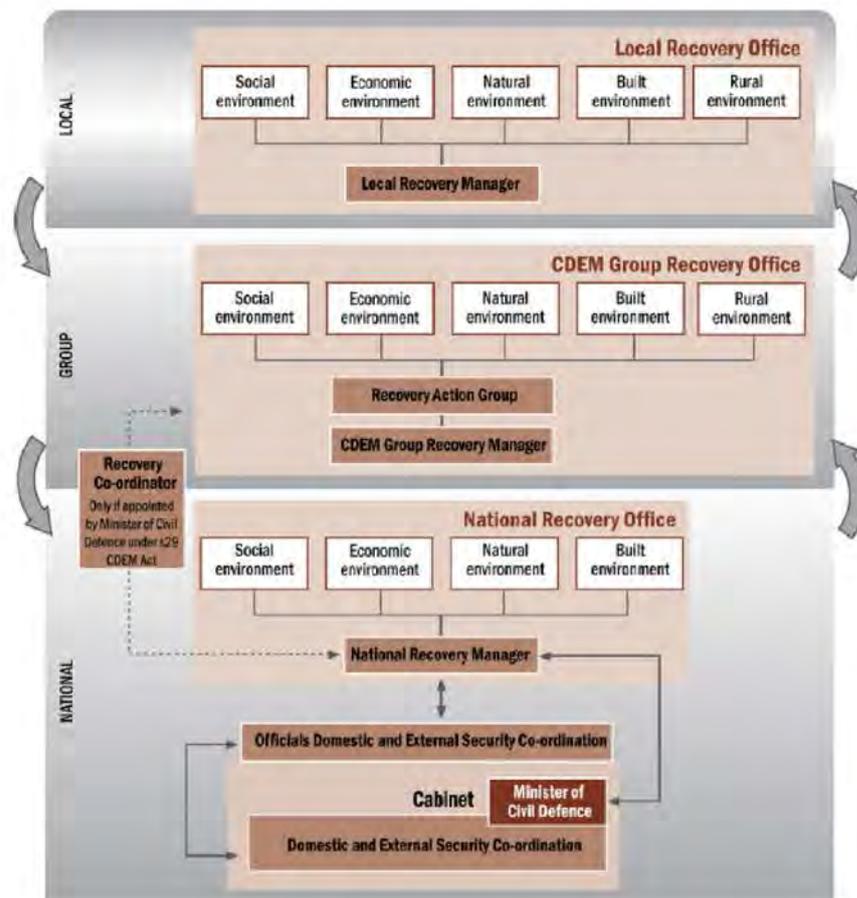
7.2 Appendix 2

Hamilton City Council EOC structure during a response

DGL 4/05

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http://www.adhb.govt.nz/documents/ADHB_Health_Emergency_Plan_2014_2017.pdf
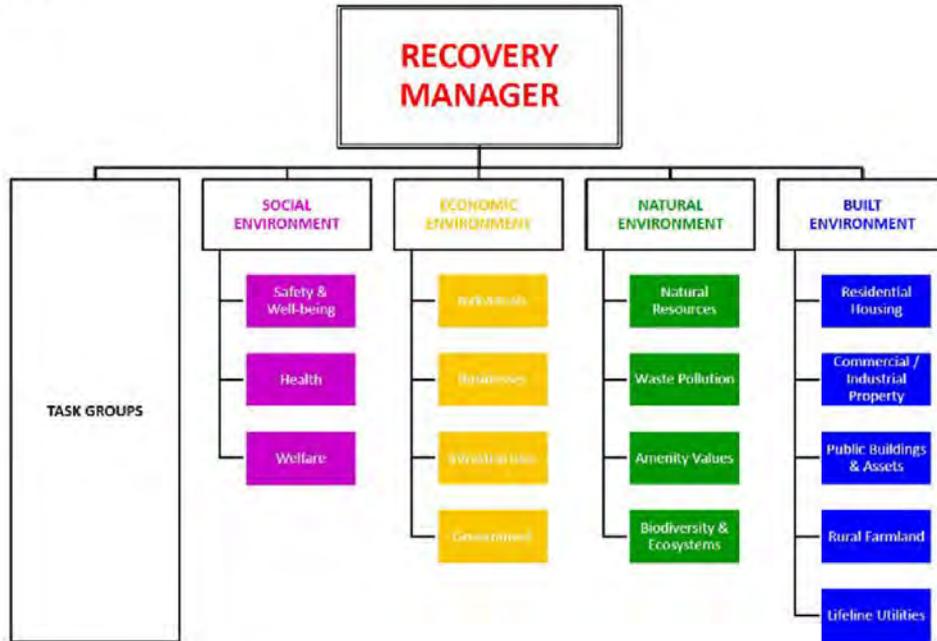
7.3   Appendix 3

Recovery activation structure
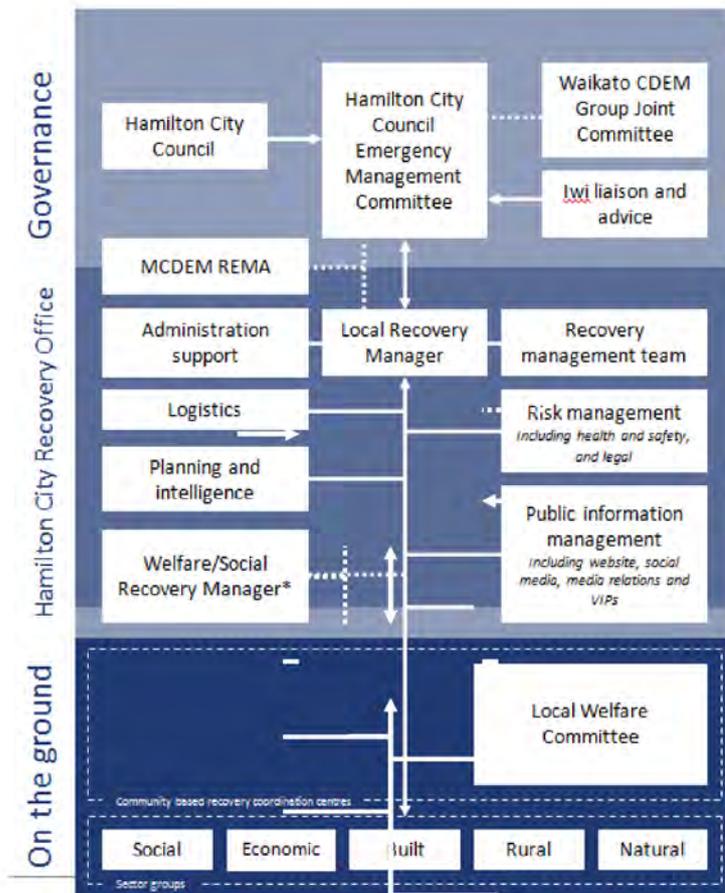
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Hamilton City Council
Te kaunihera o Kirikiriroa

council report

Committee:	Civil Defence and Emergency Management Subcommittee	**Date:**	13 May 2015
Report Name:	Hamilton City Hazard Report	**Author:**	David Robson

Report Status	*Open*
Strategy, Policy or Plan context	*Civil Defence and Emergency Management*
Financial status	*There is not budget allocated*
Assessment of significance	*Having regard to the decision making provisions in the LGA 2002 and Councils Significance Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance*

1.   Purpose of the Report

2.   To provide and overview of the major hazards and risks in Hamilton

3.   Executive Summary

4.   Hamilton is subject to a wide range of significant natural, man made and natural hazards.

5.   The lead agent is determined by the hazard and in all cases Civil Defence and Emergency Management provide a support function.

6.   Recommendation from Management

That the Report be received.

7.   Attachments

8.   There are no attachments for this report.

9.   Natural and Man Made Hazards Summary

10.   The hazards which concern CDEM can be broken into two areas; natural and manmade;

11.   A natural hazard is a naturally occurring event that can be grouped into two broad categories. Geophysical hazards encompass geological and meteorological phenomena such as earthquakes, volcanic eruption and drought. Biological hazards can refer to a diverse array of disease and infestation. Other natural hazards such as floods can result from a combination of geological and climatic factors.

12.   Man made, or anthropogenic, hazards can result in the form of a human-made disaster through negligence, or error; or involving a failure of a human-made system.

13. In either case the event can result in huge losses of life and property as well as damage to peoples' mental, physical and social well-being.

14. The list of hazards is far reaching and includes such events as fire and terrorism to a animal/plant disease which could devastate the farming industry. However, this report will focus on the more likely and higher risk hazards to Hamilton City.

15. Workshops with technical experts and scientific and historical data have been used to analyse the likelihood of these hazards occurring and the risks posed by each hazard. Using the risk analysis matrix from the 'Hamilton City Community Response Plan (Business Continuity)' (figure 1) to determine the likelihood and consequence of the event, the risks assessment of Hamilton's hazards has been provided in figure 2.

Likelihood (that risk will occur in the next ten years)	Consequence of risk occurring				
Extreme H = High M = Moderate L = Low	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain (more than 1:10 year probability)	H	H	E	E	E
Likely (probability between 10-90 year occurrence	M	H	H	E	E
Possible (probability between 100-500 year occurrence	L	M	H	E	E
Unlikely (probability between 500-2000 year occurrence	L	L	M	H	E
Rare (>2000 year event probability)	L	L	M	H	H

Figure 1 – Risk analysis matrix

Risk analysis			
Event	Likelihood	Consequence	Rating
Drought (agricultural)			
Drought (water supply)			
Localised heavy rain/flooding			
Major transport incident			
Hazardous substances spill			
Distant volcanic activity			
Severe widespread storm			
Fire			
Human pandemic			
Earthquake			
Electricity failure			
Telecommunications failure			
Criminal act/terrorism			
Animal epidemic			
Plant and animal pests			
Fuel supply disruption			

Figure 2 – Risk assessment of Hamilton's hazards.

16. This analysis is based on academic research and the frequency of past events, and like all risk analysis, is open to some level of subjectivity.

17. Review of the Most Likely Natural Hazards

18. <u>Storms</u> – Major storms can affect wide areas and can be accompanied by strong winds, heavy rain, thunder and lightening and tornadoes. In general, a weather event would only be monitored by the Emergency Management Team via 'Metservice' updates with action only taken if river levels reached alter levels and/or building were required to be evacuated. Police and/or fire would lead the evacuation with Emergency Management lending support in

sourcing temporary accommodation. Hurricanes and tropical storms are among the most powerful natural disasters because of their size and destructive potential. Tornadoes are relatively brief but violent, potentially causing winds in excess of 200 mph and can strike suddenly without warning.

19. Flooding – Floods are dangerous and unpredictable and in some cases have the potential to cause injury and loss of life, damage to infrastructure and property as well as contamination of water and land. University studies have mapped the likely inundation areas in a dam break scenario where priority would be given in the police/fire led evacuation. The Emergency Management Team would support the lead agency in the provision of resources such as maps and plans as well as the opening of a Civil Defence (Welfare) Centre and the provision of temporary accommodation. Flooding is the most common of natural hazards, and requires an understanding of the natural systems of our environment, including floodplains and the frequency of flooding events.

20. Loss of a Bridge - In a dam break scenario, certainly riverside areas would be inundated with water. The initial wave would be expected to reach the tar seal level of the State Highway Bridge on Cobham Drive, hence its design. The remaining bridges are steel and concrete structures and are designed to withstand such an event and it is anticipated they would suffer damage as opposed to collapse. Business continuity plans are in place for the forced closure of a bridge and the Transportation Team would work closely with the Police in this instance in order to manage traffic flow. Insurance is in place for the 5 bridges owned by HCC which span the Waikato River as well as key roading bridges around the city.

21. Volcanic Ash Fall – New Zealand is situated on the 'ring of fire' which is a geographic belt encircling the Pacific Ocean and contains around 90% of the world's volcanoes. Hamilton is surrounded by many volcanoes that are active, dormant and/or extinct; Mount's Ruapehu, Tongariro and the Auckland cluster. Ash fall is a result of wind blowing the ash cloud in the direction of the city and 2mm would be enough to ground aircraft at Hamilton airport. Newly fallen volcanic ash may result in short-term physical and chemical changes in water quality and as the ash is abrasive, increased wear on water-delivery and treatment systems (for example, pumping stations), and high demand for water during cleanup operations by residents of communities affected by ash fall. Historical eruptions generally have caused few water-quality problems, and hazardous chemical changes have been reported in only a few cases. The most common change in water quality results from the suspension of ash in open water-supply systems (uncovered reservoirs, lakes, streams, and water-catchment systems). Water-quality monitoring programs can identify changes that may be hazardous and determine when warnings may need to be issued regarding potable water.

22. Earthquake - An earthquake is a shaking of the ground caused by the sudden breaking and movement of large sections (tectonic plates) of the earth's rocky outermost crust. The edges of the tectonic plates are marked by faults (or fractures) and earthquakes occur along the fault lines when the plates slide past each other or collide against each other. The shifting masses send out shock waves that are powerful enough to cause great damage to buildings and underground infrastructure as well as tsunamis and volcanic eruptions. Like tornadoes, an earthquake can strike suddenly without warning.

23. In order to transfer the risk of damage through earthquake, HCC has comprehensive insurance cover for its assets and underground infrastructure. By adopting a Maximum Probable Loss

(MPL) model this provides cover for the worst case scenario. MPL is the anticipated value of the biggest monetary loss that might result from a catastrophe, whether natural or otherwise.

24. Learning from Christchurch, the majority of the major damage was limited to a 20 km radius from the epicenter of the February Earthquake. As the earthquake was shallow the damage was severe but limited to a relatively small geographical area, therefore it is assumed that a shallow earthquake could cause extensive damage but in a very small area. A deeper earthquake could affect a larger area but with less energy.

25. Based on risk profiling for HCC and hazard profiling for the Waikato, AON NZ, HCC's insurance brokers, have calculated a Maximum Probably Loss for the collective for the Material Damage Policy. The result is a Loss Limit of $150m for the collective with an additional excess layer for HCC of $150m. This means that HCC have available material damage insurance of $300m, noting the value of HCC assets included in the insurance policy is $959m.

26. The Infrastructure Insurance is a separate policy from the Material Damage policy with a collective limit of $120m. HCC can claim up to $95m for a major loss. The Maximum Probable Loss for HCC infrastructural assets, based on current asset valuations, is $80m. An additional 7 key HCC transportation bridges have been added to the Infrastructure Insurance Policy. The value of HCC assets included in the Infrastructure insurance policy is $1.3b.

27. The assumptions of this model are currently being challenged in work that is being undertaken by engineering consultants Tonkin and Taylor who are working with HCC, WDC and Waipa Councils in testing ground conditions at the locations of our key assets and infrastructure. This works work is still in the information gathering phase and will begin in May 2015 and is expected to take 3 months. The findings of this work will be provided to the Civil Defence and Emergency Management Subcommittee in future reporting.

28. Due to the high peat content of the soil in Hamilton, as a result of an earthquake, it is likely that liquefaction will occur. Liquefaction is a phenomenon in which the strength and stiffness of a soil is reduced by earthquake shaking. Liquefaction and related phenomena have been responsible for tremendous amounts of damage in historical earthquakes around the world.

29. Liquefaction occurs in saturated soils, that is, soils in which the space between individual particles is completely filled with water. This water exerts a pressure on the soil particles that influences how tightly the particles themselves are pressed together. Prior to an earthquake, the water pressure is relatively low. However, earthquake shaking can cause the water pressure to increase to the point where the soil particles can readily move with respect to each other. This was seen during the Christchurch earthquakes and contributed to significant damage where the soil had very little strength, and behaved more like a liquid than a solid.

30. Human Pandemic - A pandemic is an epidemic of infectious disease that has spread through human populations across a large region; for instance multiple continents, or even worldwide. Examples of this would include influenza and Ebola and this event would be typically led by the DHB.

31. Drought - A drought is essentially a prolonged period of abnormally low rainfall and shortage of water resulting from this. Hamilton has experienced low water levels on a regular basis through the summer months over the past 3 years and this is managed through water usage strategies. The water that fills the Waikato River comes from Lake Taupo and so for rainfall to

be effective with regards to a drought it must fall there as opposed to Hamilton. The river levels are controlled by Mighty River Power (MRP) who monitors this for conservation purposes and also to create hydro electricity. Many local large industries such as Fonterra rely on drawing water from the river and the limit that they can take is in coherence with the Resource Consent Act in order to ensure there is enough water to service industry, agriculture as well as providing clean drinking water to the Hamilton community.

32.   Review of the Most Likely Man Made Hazards

33.   Disasters also can be caused by humans. Hazardous materials emergencies include chemical spills and groundwater contamination. Workplace fires are more common and can cause significant property damage and loss of life. Communities are also vulnerable to threats posed by extremist groups who use violence against both people and property. High-risk targets include government facilities, international airports, large cities and high-profile landmarks. Cyber-terrorism involves attacks against computers and networks done to intimidate or coerce a government or its people for political or social objectives.

34.   Hazardous Materials Incidents - Chemicals are found everywhere; from water purification to agriculture. Hazards can occur during production, storage, transportation, use or disposal and the community is at risk if a chemical is used unsafely or released in harmful amounts into the environment.

35.   Hazardous materials in various forms can cause death, serious injury, long-lasting health effects and damage to buildings, homes and other property. Many products containing hazardous chemicals are used and stored in homes routinely. These products are also shipped daily on our highway, railroad and pipelines.

36.   Chemical manufacturers are one source of hazardous materials, but there are many others, including service stations, hospitals and hazardous materials waste sites.

37.   Varying quantities of hazardous materials are manufactured, used or stored, for example the water treatment plant. Hazardous materials come in the form of explosives, flammable and combustible substances, poisons and radioactive materials. These substances are most often released as a result of transportation accidents or because of chemical accidents in plants. The lead agent in this event would be the Fire Service working closely with the DHB in many cases.

38.   Cyber attack - Cyber threats are often difficult to identify and comprehend. Among these dangers are viruses erasing entire systems, intruders breaking into systems and altering files and/or intruders stealing confidential information. Not necessarily classed as a civil defence issue, this hazard has the potential to cause a significant outage to the organisation.

39.   Implications to Council

40.   Any of the events above in significant proportion could create an outage to the organisation's functions with higher risk areas including the water and waste water functions.   In order to mitigate this risk, the organisation carries a 'business interruption' policy amongst its portfolio.

41.   Business interruption (BI) insurance is a type of insurance that covers the loss of income that a business suffers after a disaster. The income loss covered may be due to disaster-related closing of the business facility or due to the rebuilding process after a disaster. It differs

from property insurance in that a property insurance policy only covers the physical damage to the business, while the additional coverage allotted by the business interruption policy covers the profits that would have been earned and is designed to put a business in the same financial position it would have been in if no loss had occurred. The biggest focus of the organizational BI cover is that of a prolonged outage of the Water Treatment Station with regards to alternative water supply to the city.

42. Business Continuity Planning

43. In many instances such as an extreme weather event, for instance heavy rains that only resulted in surface flooding, would only be monitored by the CDEM Team. CDEM would engage should the river reach alert levels and/or homes required evacuation through flooding and/or underground infrastructure failure. The lead agent would likely be Fire or Police with CDEM in support through the sourcing of temporary accommodation. Otherwise, the organization relies on business continuity planning.

44. A business continuity plan is a plan to continue operations if a place of business is affected by different levels of disaster which can be localized short term disasters, to days long building wide problems. Such a plan typically explains how the business would recover its operations or move operations to another location after damage by events like natural disasters, theft, or flooding. For example, if a fire destroys an office building or data center, the people and business or data center operations would relocate to a recovery site.

45. HCC has begun the process of organisational wide continuity planning with the creation of plans for key critical services provided by the organisation. In a CDEM context, these include the 3 waters functions and transportation.

46. The business continuity framework has been subsequently audited by PWC with only minor recommendations and the creation of further plans is set as an annual KPI in the draft 2015/16 Risk and Emergency Unit Business Plan.

47. A proposal is currently being prepared for SLT by the Crisis Manager to set up a register of On Call Duty Officers from key areas of the organisation such as City Waters, City Parks, CDEM and Communications Team. The purpose of this group is to establish communication lines of first responders to crisis events. This would not necessarily be Civil Defence emergencies, but the coordination of communications of key personnel in instances such as extreme weather events to provide assistance as appropriate.

Signatory

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