Notice of Meeting:

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

Date:	**Wednesday 26 August 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

20 August 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.

ITEM	TABLE OF CONTENTS	PAGE

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:	26 August 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:**	26 August 2015
Report Name:	Civil Defence and Emergency Management Subcommittee Open Minutes 13 May 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 13 May 2015.

1. Attachments

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

Civil Defence and Emergency Management Subcommittee

OPEN MINUTES

Minutes of a meeting of the Civil Defence and Emergency Management Subcommittee held in Karaka Room, Municipal Building, Garden Place, Hamilton on Wednesday 13 May 2015 at 1.30pm.

PRESENT

Chairperson	Cr L Tooman
Members	Cr D Macpherson
In attendance	Cr Chesterman
	General Manager Performance; Crisis Manager
Committee Advisor	Mr B Stringer

1.   **Apologies**

   Resolved: (Crs Tooman/Macpherson)

   That the apologies from Cr O'Leary be received and accepted.

2.   **Confirmation of Agenda**

   Resolved: (Crs Macpherson/Tooman)
   The Committee to confirm the agenda.

3.   **Declarations of Interest**

   No members of the Committee declared a Conflict of Interest.

4.   **Chair's Report**

   The Chair gave an update on the following:

   • **Possible Hamilton fault line**

There appeared to be little community response to the Waikato University's report, released on 1 May 2015, in relation to a potentially new fault line existing under Hamilton City.

- **Cyclone Pam**
  The remnants of Cyclone Pam had minimal impact on Hamilton. Council's Civil Defence duty officer monitored the situation and provided information to the Communications Team.

- **Hamilton Local Recovery Plan**
  A completed version of the Plan was included in the Agenda as Attachment 6 to the staff's report – *Hamilton City Emergency Management Update* (Item 7).

Resolved: (Crs Tooman/Macpherson)

That the Report be received.

5.   **Civil Defence and Emergency Management Subcommittee Open Minutes 19 February 2015**

Resolved: (Crs Macpherson/Tooman)

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.

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

It was noted that a date for a Councillors' workshop was to be finalised with the Democracy Team.

Resolved: (Crs Tooman/Macpherson)

That the Report be received.

7.   **Hamilton City Emergency Management Update**

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

- **Fault Line Investigation**
  The General Manager confirmed that staff had no additional information beyond what was presented at an earlier Council Briefing, though it was accepted that the staff report to this Subcommittee should have contained the detail from that Briefing. It was reiterated that the University of Waikato's findings were as a result of initial work and that the University was applying for additional funding for further investigations. Staff would keep in contact with the University and the Waikato Regional Council's Hazards Manager as the matter progresses and update the Subcommittee accordingly. The key to the additional work was to determine whether there was a fault line and if it remained active.

  The Crisis Manager stated that more earthquake training and awareness education would be undertaken later in the year, particularly at the time of the 'Shake Out' campaign.

- **Earthquake Strengthening**
  The Crisis Manager updated the Subcommittee on the central government's proposed changes to earthquake strengthening. Staff would check to confirm that Council's Emergency

Operation Centre met national requirements. Work was to be completed over the coming months to clarify the potential liquefaction zones in Hamilton that may impact on the earthquake strengthening to be undertaken for Council property. Staff would provide a further update on the Government's proposed changes at a future Subcommittee meeting once legislation was in place.

The Chair suggested the Councillors' exercise could use an earthquake scenario.

- **Emergency Management Exercise**
  A full-scale exercise that involved two shifts was completed successfully. An update on the findings from that exercise would be presented at the next Subcommittee meeting.

- **Waikato Show Expo**
  The key theme from the Expo was the preparations to be done in people's homes. Turnout in terms of support from other Waikato councils was lower than normal as the event occurred earlier than was originally planned; figures indicated about 15,000 people attended the event.

- **Civil Defence Centre Project**
  The Project was reviewing the assumption that schools would continue to be Civil Defence Centres in an emergency event. The Crisis Manager noted that the majority of schools would continue as such centres, as reflected in Council's Local Recovery Plan. The Project would review the identification and resources for these centres and secondary sites.

- **Community Response Plan**
  A Business Continuity Plan kit had been completed to assist small and medium-sized businesses to conclude their own plans in preparation for, and recovery from, an emergency. The Crisis Manager clarified that the kit was not intended to provide comprehensive advice on what a specific business should do. The new member of the Emergency Management team would be involved in the promotion of response plans in the community, including at schools.

- **Integrated Training Framework (ITF) Update**
  The Intermediate (2-day) course to be provided in-house complements Co-ordinated Incident Management System (CIMS) training. It was envisaged that 60-70 staff would complete the intermediate course, which would be supported by the Regional Council's Group Emergency Management Team.

- **Business Continuity Management Audit**
  The four recommendations derived from the audit have been met and were signalled as completed by management. These matters were with PWC for confirmation.

- **Emergency Management Activations**

  i. There was increased engagement with and from the public during Cyclone Pam even though there was little impact on the city.

  ii. City Waters worked with the Communications team during the disruption caused by rain on 18 April 2015. It was noted that Civil Defence and City Water staff should have communicated more effectively at that time and this was a recommendation to be taken to the Senior Leadership Team.

  The General Manager stated that it was important to have a structure in place for non-civil defence events that ensured key stakeholders remained informed and staff involved collaborated well.

- **Group Plan Update**
  The Crisis Manager's team was reviewing the completed documentation.

- **Emergency Management Staff**
  An update on the team was provided.

- **Recovery Plan**
  It was explained that the Plan was a statutory requirement and addressed actions to be taken following a civil defence emergency and how to activate a recovery. The Ministry of Civil Defence and Emergency Management was reviewing national recovery guidelines, which may result in changes to Council's Recovery Plan.

  The Crisis Manager clarified the Plan was intended as an instruction manual for a recovery team. It would also assist in the transition from the response phase of an event to the recovery. As such, it had a limited audience.

Resolved: (Crs Macpherson/Tooman)

That the Report be received.

8.   **Hamilton City Hazard Report**

The Crisis Manager spoke to the report, which he noted provided an overview of the most likely hazards that may be encountered in Hamilton.

In response to questions, it was explained that:

- the District Health Board would be the lead organisation in a pandemic event. An integrated structure with emergency services and the Red Cross would be initiated.

- once a civil defence emergency was declared, there would be additional powers available to local authorities to exercise if required.

The Elected Members noted the importance of the different services and organisations to liaise effectively when CD events occurred.

Resolved: (Crs Tooman/Macpherson)

That the Report be received.

The Meeting was declared closed at 2:50pm

Hamilton City Council
Te kaunihera o Kirikiriroa

council report

Committee:	Civil Defence and Emergency Management Subcommittee	**Date:**	26 August 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 - 26 August 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.	Corporate	In progress. Options of 20 October and 17 November (attached to Council Briefing) being explored.

Hamilton City Council
Te kaunihera o Kirikiriroa

council report

Committee:	Civil Defence and Emergency Management Subcommittee
Date:	26 August 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	*This activity is fully budgeted as part of the Risk and Emergency Management Unit*
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. Hamilton City increases its scores in Emergency Management from 72% to 75% in the 2015 MCDEM Local Government Capability Self Assessment.

5. Over 250 staff and partner agency volunteers receive emergency management training in 2015 by the HCC CDEM team.

6. The national 'Shake Out' exercise is set for 15 October 2015 with 25,561 participants already registered in the Hamilton community.

7. ## Recommendations from Management

    a) That the report be received; and

    b) That Kelvin Powell is endorsed as a second Hamilton City Controller in order to begin the formal appointment process.

8. ## Attachments

9. Attachment 1 - Organisational Risks August 2015

10. Attachment 2 - Emergency Management Work Programme 2014/15 Update

11. Attachment 3 - Community Response Plan BCP

12. Attachment 4 - Emergency Management Work Programme 2015/16

13. Attachment 5 - KPI s for Hamilton City Emergency Management Work Programme 2015/16

14. **Organisational Risks**

15. The current organisational risks that relate to CDEM are summarised as follows. A supporting page for each risk is attached which provides further detail, risk scores, controls and mitigation. (Attachment 1).

    - Inadequate testing of Business Continuity Plans

    - Ability to deliver statutory obligations in a civil defence/emergency event

    - Failure of wastewater infrastructure leading to pollution of waterways

    - Unpredicted land movement and riverbank slips

    - Sustained IT systems outage

16. **MCDEM Local Authority Self-Assessment 2015**

17. The Emergency Management Team has conducted the MCDEM Local Authority Self Assessment for 2015. The Self Assessment is required to be carried out ever five years across the region however HCC conducts this annually as a performance measure for the 10 Year Plan and Annual Plan.

18. The self assessment was moderated by the Regional Emergency Management Advisor and is designed to measure the meeting of obligations within the CDEM Act 2002.

19. The capability self-assessment tool was changed in 2014 to reflect the MCDEM's direction on community resilience, risk management and recovery. HCC's score in 2011 was 30% and the 2014 score was 72.6%. However, following the changes to assessment tool that historic scores can not be accurately compared.

20. HCC's score for 2015 is 75.2% and exceeds the KPI of 60% in the 10 Year Plan. The strongest scores are in the work we are doing in public education, hazard research and business continuity. The areas for improvement are in overall community resilience (a common theme for the major cities in NZ) and also recovery (another common theme throughout the LGA's in NZ).

21. The 2015/16 work programme (attachments 4 and 5) contain an increased focus on addressing and improving community resilience. This includes an increased KPI in the public education programme and heightened community engagement. The recovery strategy is national/regional led and although Hamilton has identified a Recovery Manager and has a Recovery Plan, the deliverables in the 2015/16 work programme in this space are through the continued contribution to strategy and the attendance of workshops and committee meetings.

22.   Table 1 – Summary of Assessment Results.

SUMMARY OF RESULTS	LOCAL AUTHORITY ONLY ▼	
Results for Goal 1		**SCORE**
G1A	Increase the level of community awareness and understanding of the risks from hazards	84.4
G1B	Improve individual and community preparedness	74.3
G1C	Improve community participation in CDEM	66.1
G1D	Encourage and enable wider community participation in hazard risk management decisions	100.0
Results for Goal 2		**SCORE**
G2A	Improve the coordination, promotion and accessibility of CDEM research	81.3
G2B	Develop a comprehensive understanding of New Zealand's hazardscape	78.1
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels	86.5
Results for Goal 3		**SCORE**
G3A	Promote continuing and coordinated professional development in CDEM	77.6
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies	75.7
Results for Goal 4		**SCORE**
G4A	Implement effective recovery planning activities	46.6
G4B	Enhance the ability of agencies to manage the recovery process	48.1

OVERALL SCORE	**75.2%**

23.   Emergency Management 2014/15 Training Update

24.   In line with the Emergency Management Work Programme KPI, desk top exercises continue to be delivered throughout the year on monthly basis with the major in-house Emergency Operations Centre (EOC) exercise for HCC delivered on 9 April 2015.

25.   All KPIs for the reporting year ended 30 June have been met and/or exceeded (attachment 2). A more detailed summary follows;

-   11 exercises have been run with a total of 103 staff volunteers and 16 Red Cross and Maori Warden volunteers trained via the EOC and desk top exercises (KPI of 8),

-   103 staff volunteers through the Foundational Integrated Training Framework (ITF); a sector specific suite of standardised training (KPI of 100).

-   12 online drills which test the Emergency Management Information System (EMIS) which is used within the EOC as a secure, centralised facility for information gathering, strategic oversight, decision making, and co-ordination of activities including the registration of displaced people attending a welfare/civil defence centre (New work stream that did not form part of the work programme).

-   32 Staff volunteers have received CIMS level 2 and 4 training (Additional work that was not part of the work programme).

26.   The Police and Fire Service will be conducting a large scale exercise at HCC on 16 September 2015. The partner agencies are focusing on a mass evacuation scenario and the HCC CDEM team will be involved in an observational capacity.

27.   Integrated Training Framework (ITF) Update

28.   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.

29.   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.

30. 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.

31. 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.

32. 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 was delivered in June with a KPI of 100 trained staff volunteers across the Waikato Group with delivery deadlines yet to be arranged. It is anticipated the bulk of staff volunteers will be trained over the next six months.

33. ## Hamilton City Controller

34. Olly Te Ua, GM Organisational Development and Alternate Controller, has left the organization. Blair Bowcott remains Hamilton City Controller and Kelvin Powell, City Safe Unit Manager, is to be nominated for appointment as the second controller for HCC. Kelvin is an ideal candidate for the role and comes from a senior police background, a good understanding of the CIMS structure and the capacity to manage an emergency event.

35. His succession to the role is subject to a process which is managed by Waikato Group Office and includes interview and evaluation. However the process begins with a formal approval of Council and so it is recommended that a resolution is passed by the HCC CDEM Sub-committee endorsing Kelvin for this role.

36. ## Community Response Plan Update

37. Since the previous report 43 presentations/education sessions on emergency management have been delivered to schools and early education centres in the Hamilton City area.

38. The target audience has been primary schools utilising the National 'What's The Plan Stan' curriculum which delivers an interactive workshop which focuses on home preparedness and raising awareness for the forthcoming 'Shake Out' event.

39. The next phase of the Community Response Plan roll out of recognizing local business as part of the community with a focus on business continuity planning is about to commence.

40. The intention of this plan is to provide small, local business with the resources to complete their own business continuity plan (BCP). 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. Workshops are planned to commence in late August 2015 and a copy of the business continuity plan is included as attachment 3.

42. **Shake Out Exercise**

43. This national exercise will be held on 15 October 2015 at 9:15am with an aim of bringing awareness of the actions to take before, during and after an earthquake.

44. 1.34 million people participated in the previous exercise in 2012 and the aim is to have 1.5 million New Zealanders take part in this year and sign up to the MCDEM website to be kept up to date with all the information required to take part in the Drop Cover Hold drill.

45. To date over 17.9 million people are registered worldwide with over 640,000 participants in New Zealand including 25,561 from the Hamilton City community.

46. The Emergency Management Team are working with the Communications Team to produce a plan of activities, presentations and awareness within the organisation and the Emergency Management Advisors continue to make the exercise a major focus in community presentations/education sessions.

47. During the event, the Waikato Group Office will be running a 'Disaster House' exercise. Led by Matthew Pryor, Emergency Management Coordinator Community Resilience the exercise will provide a 'big brother' experience for four actor participants who have to stay in a house for three days and nights. The concept is to promote the 'Get Ready Get Thru' message and has a major focus on social media in both the promotion of the event and live updates through its duration.

48. **Hamilton City Emergency Management Activations**

49. A bomb threat to the ANZ Bank on Ward Street resulted in large portion of CBD being cordoned on 18 June 2015. The Emergency Management Team organized for HCC's reception lounge to be opened as a Welfare Centre due to the cold weather and provided warm drinks and shelter to the public.

50. Since the previous report Hamilton has only suffered some minor weather related incidents through a couple of instances of surface flooding which did not cause any disruption.

51. **Waikato CDEM Group Plan Update**

52. 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 commence on 4 September 2015 with a workshop which includes the Joint Committee and CEG members. The Group Plan review which takes place every 5 years and is managed by Waikato CDEM Group, is likely to take 2 years.

53. In June 2015 the Government announced funding for a project to investigate, develop and implement the 'Emergence Response System' (ERS). As part of the national public alerting system (led by Group in the Waikato), the ERS is a smartphone application that has the function to send mass texts of threat risks to at-risk communities (pending government approval of funding). The application is expected to be launched in July 2016.

Signatory

Authoriser	Blair Bowcott, General Manager Performance Group

Organisational Risks Summary That Relate to CDEM (August 2015)

Risk Summary:	
Inadequate testing of Business Continuity Plans.	

Management Risk Assessment

Likelihood of Occurrence	Likely				
Impact - Our People	Moderate	🟢	Impact - Safety & Wellbeing	Moderate	🟢
Impact - Information Management & Tech	Serious	🟡	Impact - Reputation	Serious	🟡
Impact - Financials	Catastrophic	🔴	Impact - Social & Cultural	Serious	🟡
Impact - Compliance	Serious	🟡	Impact - Service Delivery	Major	🟠

Initial risk score	Very High	🟠
Residual risk score(after consideration of controls and mitigation)	High	🟡

Risk Treatment Summary

Controls

1. Business Continuity Plans are in place for high risk areas, some of which are tested regularly and updated accordingly.
2. Annual review cycle of plans is in place.
3. Vulnerability analysis to risk assess the dependencies and underpinning processes within the Business Continuity Plans

Mitigations

1. Business interruption insurance held by HCC with increased cover for the water reticulation system.
2. Regularly testing for any other priority BCPs to be added.

Future Actions

1. Inter-unit scenario testing of plans

Ref ID: 21/08

Risk Summary:	
Ability to deliver statutory obligations in a civil defence/emergency event.	

Management Risk Assessment

Likelihood of Occurrence	Likely			
Impact - Our People	Serious	⚪	Impact - Safety & Wellbeing	Serious ⚪
Impact - Information Management & Tech	Moderate	🟢	Impact - Reputation	Catastrophic 🔴
Impact - Financials	Catastrophic	🔴	Impact - Social & Cultural	Major 🟠
Impact - Compliance	Major	🟠	Impact - Service Delivery	Major 🟠

Initial risk score	Very High 🟠
Residual risk score(after consideration of controls and mitigation)	High 🟡

Risk Treatment Summary

Controls

1. Monthly training exercises and scenario testing which has realised an increase in HCC Civil Defence and Emergency Management capability assessment from 30% to 78% in two years.
2. HCC Emergency Operation Centre (EOC) has received a score of 65% against National standards.
3. Multi-agency emergency exercises targeted at critical infrastructure.
4. Dedicated, experienced Civil Defence Professional staff.
5. Fully trained Local Controllers who have the capability to lead HCC's response in an event.

Mitigations

1. Key trained staff have emergency event experience, e.g. involvement in the Christchurch disaster.

Future Actions

1. The inclusion of trained staff in the incident management team for local events outside of Hamilton to gain experience.

Ref ID: 22/10

Risk Summary:	
Failure of wastewater infrastructure leading to pollution of waterways.	

Management Risk Assessment

Likelihood of Occurrence	Almost Certain			
Impact - Our People	Serious	⚪	Impact - Safety & Wellbeing	Serious ⚪
Impact - Information Management & Tech	N/A	⚪	Impact - Reputation	Moderate ⚪
Impact - Financials	Serious	⚪	Impact - Social & Cultural	Moderate ⚪
Impact - Compliance	Catastrophic	🔴	Impact - Service Delivery	Moderate ⚪

Initial risk score	Very High	🟠
Residual risk score(after consideration of controls and mitigation)	High	🟡

Risk Treatment Summary

Controls
1. External peer review of plant operations with is conducted on a reoccurring cycle.
2. Online monitoring of system performance for the early detection of potential errors.
3. Investment in proactive inspection, maintenance and renewal of assets and infrastructure.

Mitigations
1. Emergency management response plan and the dry weather overflow response manual which is routinely tested.
2. Better understanding of risk which informs our capital works programme through Asset Management Plans and water network models.

Future Actions
1. LTP investment in wastewater infrastructure capacity improvement to decrease risk of spills.

Ref ID: 24/07

Risk Summary:	
Unpredicted land movement and riverbank slips.	

Management Risk Assessment					
Likelihood of Occurrence	Almost Certain				
Impact - Our People	Minor	🟢	Impact - Safety & Wellbeing	Minor	🟢
Impact - Information Management & Tech	N/A	⚪	Impact - Reputation	Major	🟠
Impact - Financials	Catastrophic	🔴	Impact - Social & Cultural	Major	🟠
Impact - Compliance	Minor	🟢	Impact - Service Delivery	Moderate	🟢

Initial risk score	Very High	🟠
Residual risk score(after consideration of controls and mitigation)	High	🟡

Risk Treatment Summary

Controls

1. Establish regular monitoring and modelling of risk area(s) through external engineering consultants.
2. On-going engagement with asset owners of potential risk areas (property owners, local business etc).

Mitigations

1. High risk areas are closed to the public
2. Legal advice is sought as required.

Future Actions

Nil

Ref ID: 40/07

Item 7

Attachment 1

Risk Summary:	
Sustained IT systems outage.	

Management Risk Assessment

Likelihood of Occurrence	Likely			
Impact - Our People	Moderate	🟢	Impact - Safety & Wellbeing	Serious 🟡
Impact - Information Management & Tech	Major	🟠	Impact - Reputation	Moderate 🟢
Impact - Financials	Serious	🟡	Impact - Social & Cultural	Serious 🟡
Impact - Compliance	Serious	🟡	Impact - Service Delivery	Major 🟠

| Initial risk score	Very High	🟠
Residual risk score(after consideration of controls and mitigation)	Medium	🟢

Risk Treatment Summary

Controls

1. Outsourced IT arrangements to transfer the risk
2. Contingency and Business Continuity plans in place.
3. Off-site data centre for secure storage of data outside of the CBD.

Mitigations

1. Back up telecommunication/internet networks.
2. Alternate power supply arrangements
3. Audit programme focused on infrastructure security and process is currently active.

Future Actions

Nil

Ref ID: 01/03

Emergency Management Work Programme 2014/15 Update

Organisational Goal	Key Organisational Project/Activity	Group Project/Activity	Unit Project/Activity	Performance Measure	Target	Timeframes	Responsibility	Other Unit 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	Complete for 2014/15	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	On going	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	Completed by June 2015	Achieved	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)	Completed by June 2015	Achieved	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	On going	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	Achieved 2014/15	EMA	
Business: Our organisation has leading business practices, processes and systems		Our civil defence and EOC capabilities are measured on an annual basis	That the EOC and HCC emergency response capabilities are audited against MCDEM EOC assessment criteria	An increase in score surpassing that which is anticipated in the LTP	73-74%	Achieved	EMA	
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	Achieved	Risk Manager & Crisis Manager.	Management/staff buy in
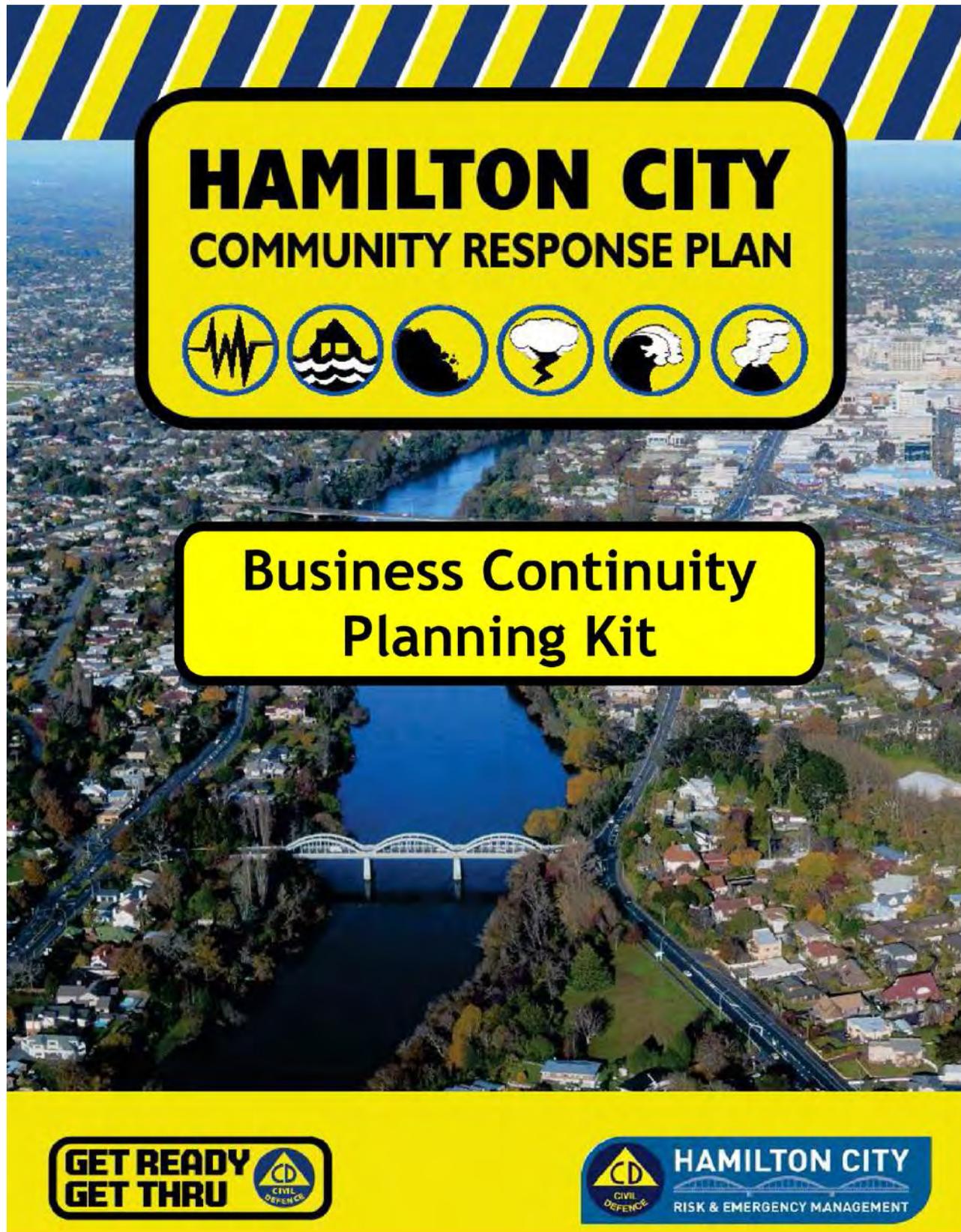
HAMILTON CITY
COMMUNITY RESPONSE PLAN

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.

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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.

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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.

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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.

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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

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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

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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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Emergency Management Work Programme 2015/16

Task/exercise	When	Measure	Responsibility
Reporting			
Update report to CDEM Sub-committee	Quarterly in line with reporting calendar	Submitted on time with GM approval	Crisis Manager
Meetings			
Attendance of appropriate CDEM /stakeholder committees and subcommittees	As required	Contribution to local and group plan and strategies	Crisis Manager/EMAs
Represent HCC through attendance of Local Welfare Committee /Coordinating Group meetings	Quarterly	Engagement with local community groups and contribution to local and group plan and strategies	EMAs
Training/Engagement			
Pool of 75 staff volunteers are trained and maintained	On going	Trained core staff for key roles (2 shifts) are in place. The list of volunteers is reviewed regularly for turnover and kept up to date	EMAs
Two controllers at HCC are identified, trained and are engaged	On going	Two controllers in place at all times	EMAs/Controllers
Community Engagement	On going	The Hamilton Community is engaged through social media initiatives and community response planning activities/discussions/literature and resources	EMAs

Emergency Management Work Programme 2015/16

Public education is maintained through presentations and expos	3 expos are attended each year as well as 50 presentations to schools, community groups and businesses	Local community groups and schools are able to build resilience through understanding the local hazards and 'get ready get thru' principles	EMAs
Staff volunteers are trained	8 desk top exercises per year 1 national exercise per year 1 regional exercise per year 1 local exercise per year Participate in 8 EMIS online drills per year	Through desk top and EOC exercises, staff are able to practice in a safe but realistic environment.	EMAs
Risks and Hazards			
Resilience is built by understanding Hamilton's hazardscape	On going	Hazards and risks are identified, understood and held on a hazardscape register	EMAs (with Risk Manager)
Risk transfer through comprehensive insurance cover	On going	Hazards and corresponding risks are identified, understood and where possible the resulting exposure is transferred and/or mitigated	Crisis Manager
Response and Activation			
24/7 on call duty response	On going	24/7 response is maintained via roster arrangement	EMAs and Crisis Manager

Emergency Management Work Programme 2015/16

Organisational Support	As required	Support and resources is lent to business functions in managing local events (e.g. drought management etc)	EMAs
HCCs civil defence and EOC capabilities are measured on an annual basis	Annual (next assessment in August 2016)	The EOC and HCC emergency response capabilities are audited against MCDEM assessment criteria	EMAs
EOC in a state of readiness	On going	EOC is maintained to be operational at a moments notice	EMAs
Improved communications between on-call duty officers in key business functions	October 2015	Introduction of a process based on the principles of the emergency management Coordinated Incident Management System (CIMS) linking cross organisation duty officers in an event/	Crisis Manager
Local/Group Strategies			
Continue to build on Local Recovery Planning	On going	Work is continued to build in recovery planning through attendance and contribution to group/ministry work programmes	EMAs and Crisis Manager
Organisational Resilience			
New BCPs are created for second tier critical services	4 per year	Organisational resilience continues to build	Risk Manager
Existing BCPs undergo annual	All plans reviewed	BCPs are kept up to date and	Risk Manager

Emergency Management Work Programme 2015/16

review		relevant	
Existing BCPs are tested	All plans tested	Plan holders are encouraged and supported to test BCPs at least on an annual basis	Risk Manager

HAMILTON CITY RISK & EMERGENCY MANAGEMENT		Measures
Reduction	**Objective**	- Actively engage with stakeholders and experts via the local hazard forum.
	Reduce risk by building a comprehensive understanding of the Waikato's/Hamilton hazardscape	- Investment in insurance research. - Remaining up to date with university/academic research, EQC recommendations etc
Readiness (Organisational)	**Objective**	- Annual MCDEM EOC audit. - Annual MCDEM capability assessment.
	Build and maintain HCC's Emergency Operations Centre at a high level of readiness, able to effectively, efficiently and expediently support local events	- Delivery of a determined number of exercises per annum - As part of building resilience, Business Continuity Plans (BCP's) are developed for key areas in the organisation.
Readiness (Community)	**Objective**	- Delivery of a determined number of expos (GRGT, Waikato show etc) and public presentations
	Enhanced ownership of individual, community and business preparedness	- Contribution to the CDEM Group Community Response Plan Project.
	Community Awareness and understanding of the risks from hazards	- Working collaboratively with Neighbourhood Support Groups.
Response	**Objective**	- Contribution to the CDEM Group Community Response Plan Project/Community resilience programme.
	To provide the coordination and integration of response between communities and HCC CDEM	- Involvement in inter-council projects e.g. drought management - Continued deliver of the Marae preparedness programme,
	To improve cooperation and coordination between HCC CDEM and partner organisations both prior to and during the response phase of a civil defence emergency	- MCDEM Public Education programme (GRGT, Shake out etc) and Schools plan
Recovery	**Objective**	- Work with CDEM Group to contribute to the Waikato Region Recovery Plan
	Effective recovery planning and activities in communities across the social, economic and built sectors	- A comprehensive insurance programme is maintained in line with independent external advice.