

Notice of Meeting:

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

Date: Thursday 19 February 2015
Time: 11am
Meeting Room: Caro Room, 1st Floor
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: Three members

Meeting Frequency: Quarterly

Mary Birch
Democracy Team Leader

10 February 2015
Telephone: 07 838 6772
Mary.Birch@hcc.govt.nz
www.hamilton.govt.nz

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	4
2	Confirmation of Agenda	4
3	Declarations of Interest	4
4	Chairperson's Report	5
5	Civil Defence and Emergency Management Subcommittee Open Minutes 23 September 2014 and 5 December 2014; Notes Informal Discussion 5 December 2014	6
6	Civil Defence and Emergency Management Subcommittee Action List	15
7	Hamilton City Emergency Management Update	17

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.



Committee: Civil Defence and Emergency
Management Subcommittee

Date: 19 February 2015

Report Name: Chairperson's Report

Author: Wendy Verschaeren

Status	<i>Open</i>
---------------	-------------

Chairperson's Report

The Chairperson will give a verbal Report to the Subcommittee

Recommendation

That the Report be received.

Committee: Civil Defence and Emergency Management Subcommittee

Date: 19 February 2015

Report Name: Civil Defence and Emergency Management Subcommittee Open Minutes 23 September 2014 and 5 December 2014; Notes Informal Discussion 5 December 2014

Author: Wendy Verschaeren

Status	<i>Open</i>
---------------	-------------

Recommendation

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; and
 - 5 December 2014, and
- b. receive the Notes of the Informal Meeting of 5 December 2014.

1. Attachments

2. Attachment 1 - Civil Defence and Emergency Management Subcommittee Open Minutes 23 September 2014
3. Attachment 2 - Civil Defence and Emergency Management Subcommittee Open Minutes 5 December 2014
4. Attachment 3 - Civil Defence and Emergency Management Subcommittee Notes of Informal Meeting 5 December 2014

Civil Defence and Emergency Management Subcommittee

OPEN MINUTES

Minutes of a Meeting of the Civil Defence and Emergency Management Subcommittee held in Emergency Operating Centre (EOC) , Municipal Building, 1st Floor, Garden Place, Hamilton on Tuesday 23 September 2014 at 11:30am.

PRESENT

Chairperson	Cr L Tooman
Members	Cr D Macpherson Cr A O'Leary
In Attendance	General Manager Performance, Crisis Manager and Communication Advisor
Committee Advisor	Mrs W Verschaeren

1. Apologies

There were no apologies.

2. Confirmation of Agenda

Resolved: (Crs Tooman/O'Leary)

That the Agenda be confirmed.

3. Declarations of Interest

No members of the Committee declared a Conflict of Interest.

4. Chairperson's Report

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

- Mystery Creek (Group Alternate EOC): This would be the Group Civil Defence Centre in case of a Regional Council EOC shutdown. He pointed out that Fieldays' staff needed to be trained in Civil Defence matters.
- The Whitiora School visit: The children from this school visited the Hamilton City Council (HCC) – EOC on 10 September 2014 and the children engaged in role playing emergency scenarios. This was a very appropriate way of showing the importance of the different roles people play in case of an emergency.
- The regional meeting: This meeting was focused on the readiness and response areas of Civil Defence.
- The Get Ready – Get Thru Week: The Week started on Monday 22 September 2014 with Her Worship the Mayor, Councillor Tooman, Blair Bowcott as Controller and members of the Crisis Management Team visiting the Centre Place Mall and handing out information packs to the public. The Chair noted that the members of the public generally responded in a relaxed manner and were not very concerned about possible emergencies occurring in Hamilton.
- The All Hazards Centre: this is now in the feasibility phase. The aim was to build a multi-agency Hazard Centre modelled after the Christchurch one comprising representation from the NZ Police, NZ Fire Service (NZFS) and Civil Defence. The North West of Hamilton was being considered as a possible location as this would tie in well with the Pukete Fire Station.

Resolved: (Crs O'Leary/Tooman)

That the report be received.

5. Civil Defence and Emergency Management Subcommittee Open Minutes 24 June 2014

Resolved: (Crs Macpherson/O'Leary)

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 24 June 2014.

6. Civil Defence and Emergency Management Subcommittee Action List Meeting 23 September 2014

It was highlighted that the aim of the Civil Defence training, scheduled for 21 October 2014, was for Elected Members to gain an insight in their individual roles in case of an emergency. To achieve that goal it could be useful for Elected Members, who wished to gain some hands-on experience, to engage in role-playing emergency scenarios. This would be scheduled prior to the 9am briefing start time and would be optional for Elected Members to attend.

Resolved: (Crs O'Leary/Macpherson)

That the report be received.

7. Hamilton City Emergency Management Update

The Crisis Manager spoke to this Report and responded to questions from Elected Members.

It was highlighted that:

With regards to the Organisational Risk Register there were 2 organisational risks; these related to:

- a) HCC's Business Continuity Plans (BCP) to ensure key Council services in case of an emergency.
 - The necessity of robust BCPs was better understood.
 - A BCP required focusing on who or what was needed in case of an emergency and what the possible alternatives were.
- b) The risk for HCC not to deliver its Civil Defence and Emergency Management (CDEM) statutory obligations because of lack of exposure to real emergencies.
 - The best way to proceed here was using training in emergency scenarios; these would be made as realistic as possible and required participation of the NZ Police, NZFS and Civil Defence.
 - It was important for Civil Defence staff to learn about emergencies – especially flooding and earthquake - by creating or explaining opportunities for them to participate in the EOC or post event debriefs whenever disasters occurred elsewhere in New Zealand.

The Hamilton City Emergency Management Work Programme had been developed through a combination of Group priorities. HCC priorities and gaps identified through the review process. The main focus was:

- The creation of a Hamilton City Community Response Plan
- The organisation of the Get ready - Get Thru Week
- The training of staff volunteers.

The work programme started in July 2014 and, since then, a few targets had already been met, while other ones were progressing well.

So far, 103 staff volunteers had completed the basic training. This surpassed the estimated pool of 75 trained staff members as stated in the work programme.

The staff volunteers would now be progressing to an intermediate training course.

In the following phase the training would focus on leadership roles to ensure that key staff members could hold key roles in case of an emergency.

The Get ready – Get Thru week started well on Monday 22 September 2014; it was a national awareness campaign which was aimed at individuals and had as theme: 'What would you do in case of an emergency?'

The preplanning of the week targeted schools, supermarkets, malls and libraries.

Schools made the Week part of their curriculum and organised their own events around it.

To measure the success of the Week it was necessary to rely on anecdotal evidence in the form of feedback from participants.

The Community Response plans were a work in progress. It had been established that each household would, at least, have three plans:

- One for at home
- One for work and
- One for school.

The Hamilton City Emergency Survival Guide was considered to be the best tool to get the information about the Response Plans to the public.

The Elected Members would play an important part in getting the information to the public.

Civil Defence and Emergency Management Subcommittee 23 SEPTEMBER 2014 - OPEN

All Elected Members had their own designated area in the city and their own network. It would be appropriate to engage Elected Members as points of contact for the public in case of emergencies.

The latest Waikato Civil Defence and Emergency Management monitoring and evaluation exercise showed a 26.6% improvement in capability compared to the previous one.

The Group Emergency Management Office 6 year strategy will consider the results and feedback of the monitoring and evaluation exercise.

The current strategic plan was aimed at lifting the capability of Civil Defence staff; the new plan would be looking to bring the capability to maturity so that over time there would be standardised processes and training for staff.

The inaugural Controller Training Course would start in October 2014. The General Manager Performance would become the Controller for the city, with the General Manager Organisational Development as alternate.

An Emergency Management Workshop for Elected Members would take place on 21 October 2014. This workshop would focus on the roles of Elected Members in case of an emergency. The Crisis Manager would advise the Elected Members about this closer to the event.

A tabletop exercise around the possibility of pandemics affecting HCC, led by the Emergency Planning Manager of the District Health Board took place on 17 September 2014. The exercise was aimed at identifying and closing gaps in existing plans and procedures. Some of the discussed issues were:

- At what time do we close the Municipal Building?
- When would it be safe for staff to return to work?
- What would be the best way to communicate with staff?

Although the templates used in local/regional self assessments mentioned 'New Zealand' they would retain their local/regional character. The reason 'New Zealand' was mentioned referred to the fact that they would always filter back nationally and affect the New Zealand national strategy.

Resolved: (Crs Tooman/O'Leary)

That the report be received.

Civil Defence and Emergency Management Subcommittee 5 DECEMBER 2014 - OPEN



Civil Defence and Emergency Management Subcommittee

OPEN MINUTES

Minutes of a meeting of the Civil Defence and Emergency Management Subcommittee held in Emergency Operating Centre (EOC) , Municipal Building, 1st Floor, Garden Place, Hamilton on Friday 5 December 2014 at 10:30am.

PRESENT

Chairperson	Cr L Tooman
Members	Cr A O'Leary

Apologies

The apology from Councillor Macpherson was noted.

The Meeting lapsed due to lack of quorum; a briefing between the Members occurred instead.

Civil Defence and Emergency Management Subcommittee

An Informal Meeting took place in the Emergency Operating Centre at 10.30am on 5 December 2014.

Present:

Chairperson: Cr L Tooman
Member: Cr A O'Leary

In attendance: General Manager Performance, General Manager Organisational Development and Crisis Manager

Committee Advisor: Wendy Verschaeren

Apologies:

The apology from Cr Macpherson was received and accepted.

Chairperson's Report:

The aim of the Meeting was to have the General Manager Organisational Development approved as Alternate Controller for Hamilton City Council. The Subcommittee endorsed the appointment informally and staff would send a Report to Council requesting to acknowledge and approve the General Manager Organisational Development approved as Alternate Controller for Hamilton City Council at its Meeting of 11 December 2014.

Open Minutes of the Meeting of 23 September 2014

With regards to the All Hazards Centre under point 4:

The Chair pointed out that the NZ Police would not participate and preferred to remain located in the CBD.

The New Zealand Fire Service (NZFS) and Civil Defence however, were still involved with the All Hazards Centre which would now be smaller than the original concept.

Hamilton City Emergency Management Update:

The Crisis Manager spoke to the Report

Community Response Plan:

The Community response Plan had been finalised. There were 10,000 hard copies and an electronic version of the Plan available. The Neighbourhood Support Group would get the electronic version of the Plan on the social media.

Due to the advertising, there were no costs involved in the production of the publication.

The next step to undertake would be to engage and build relationships with businesses.

Local Recovery Plan:

The work on the Local Recovery Plan would be finalised before the end of the year and the Crisis Manager had been appointed as the Hamilton City Council Recovery Manager.

Integrated Training Framework:

The Integrated Training Framework (ITF) intermediate course would start by the end of the year. The foundation course included 103 participants and the intermediate course would include the participation of another 22 people.

The Ministry of Civil defence had also developed a controller course. This was a weeklong course that would take place in Wellington; it was based on leadership and would enable controllers to interact with different Councils in New Zealand. The proposed Alternate Controller would be appointed too late to participate in this course, but would be able to enrol in the one that would start in July 2015.

Councillor workshop:

This workshop took place October and it was a success. However, the timeframe was too short. It would be appropriate to organise another Councillor Workshop and for this to happen, it would be necessary to have six participants.

The Meeting was declared closed at 10.50am

Committee: Civil Defence and Emergency Management Subcommittee

Date: 19 February 2015

Report Name: Civil Defence and Emergency Management Subcommittee Action List

Author: Wendy Verschaeren

Status	<i>Open</i>
---------------	-------------

Recommendation

That the report be received.

1. Attachments

- Attachment 1 - Civil Defence and Emergency Management Subcommittee Action List

CDEM Subcommittee Action List (D-1551348)

Meeting Date	Item #	Action for monitoring	GM Responsible	Comment
24-Mar-14	5	Council Staff will organise a briefing for all Elected Members, facilitated by Suzanne Vowles, to provide an overview regarding an Elected Members role in a Civil Defence emergency, in due course.	Performance	Civil Defence training has been scheduled for Tuesday, 21 October 2014 for 2 hours. The facilitator confirmed her attendance. Elected Members met in the Emergency Operations Centre on the 1st Floor. (Completed)

Committee: Civil Defence and Emergency Management Subcommittee

Date: 19 February 2015

Report Name: Hamilton City Emergency Management Update

Author: David Robson

Report Status	<i>Open</i>
Strategy, Policy or Plan context	<i>Hamilton City Emergency Management</i>
Financial status	<i>There is not budget allocated</i>
Assessment of significance	<i>Having regard to the decision making provisions in the LGA 2002 and Council's Significance Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance</i>

1. Purpose of the Report

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

2. Executive Summary

3. Business Continuity Plans have been completed for the critical functions of the organisation with an audit to be conducted in February 2015.
4. Hamilton City's Draft Recovery Plan is completed 6 months ahead of schedule.
5. Emergency Management training is to be delivered to staff volunteers each month throughout the year focusing on a range of activities from desk top drills to a multi-agency exercise.
6. Hamilton City's Infrastructure Insurance has been increased to include critical bridges which support the ring road network.

Recommendation from Management

That the report be received

7. Attachments

8. Attachment 1 - January 2015 Top Ten Risks
9. Attachment 2 - Risk and Emergency Management Work programme 2014 15

10. **Organisational Risk Register**

11. There are two organizational risks that relate to Civil Defence and Emergency Management as a focus of this subcommittee:
 - HCC's Business Continuity Plans may not be robust enough to ensure the continued provision of key council services following an unplanned event (residual risk rating of 'high').
 - As a result of CDEM training relying on scenarios only and the lack of exposure to real emergencies, HCC may be unable to deliver its CDEM statutory obligations (residual risk rating of 'high')
12. The BCP Project has reached completion with all plans for selected areas identified as critical functions of the organisation completed. Further detail is provided in paragraph 15 of this report.
13. A focus still remains on staff volunteers gaining experience through realistic scenario training exercises and the exposure of working in a multi agency environment. Training has been scheduled each month for 2015 and further details are provided in paragraph 37 of this report.
14. The risks continue to be monitored and reviewed by the Risk Manager and GM Performance and a copy of the organisational risk register is attached (Attachment 1).

15. **Update on the Business Continuity Management Project**

16. Business Continuity Plans have now been completed for City Waters, CCTV, Finance, Environmental Health, elements of the Zoo, Central Customer Delivery Call Centre, Building Consent, Claudelands (catering and power outage functions), transportation as well the supporting IT for each function. These areas have been identified as most critical to the organization in that the functions that they provide need to be operational again within a 5 day period of outage.
17. An audit of the Finance, Building Consent and Transportation plans as well as the underpinning BCM framework has been scheduled to be undertaken by PWC in February 2015.
18. The next steps for the Business Continuity will be to identify the next tier of critical functions following those identified for the project and integrate the completion of the plans into the Risk and Emergency Management Unit annual work programme.

19. **Update on the Hamilton City Emergency Management Work Programme**

20. A copy of the Hamilton City Emergency Management Work Programme is attached (Attachment 2)
21. Work continues in the understanding and prioritization of local risks and hazards that Hamilton faces and their implications.
22. Through the Waikato Local Authority Shared Service (LASS) insurance programme, external expertise has been engaged to provide scientific and engineering advice on current assumptions relating to the environment and ground conditions of key council infrastructure.

23. The purpose of the proposed work is to establish the material damage insurance loss estimates (in dollars) for council owned assets following a large natural hazard event such as an earthquake and will provide understanding if the current assumptions of insurance levels are appropriate or are required to be increased or decreased. The work will review the exposure to both the reticulation networks and point assets (reservoirs, pump stations and treatment plants) to both above ground and below ground assets to provide council(s) with a comprehensive understanding for the loss potential associated with a given event.
24. The assets to be included in the analysis include both the building portfolio as well as the infrastructural systems. The infrastructure is assumed to be predominantly the underground reticulation systems but assets such as pump stations, treatment plants and critical bridges will also be included.
25. The loss estimates will be provided in a form suitable for cost-benefit analysis of any risk mitigation measures. The analysis and report will also be written in a form suitable for presentation to insurance markets.

26. Local Recovery Plan

27. The purpose of the Recovery Plan is to provide guidance for Hamilton City Council and recovery stakeholders such as life line utilities (power companies, telecom providers etc) on the recovery arrangements that may be implemented to assist communities within the city to recover from an emergency.
28. The objective of the plan is to confirm all readiness, response and recovery activation structures and processes used by Hamilton City Council. As part of the process, David Robson (Crisis Manager) has been appointed as the Hamilton City Council Recovery Manager.
29. The Draft Local Recovery Plan has been completed and submitted to the Waikato CDEM Group six months ahead of schedule.
30. Work is set to continue in Recovery Management with the Waikato Recovery Managers to ensure the content of the plans is appropriate, tested and in line with the expected changes in recovery management by the Ministry of Civil Defence and Emergency Management (MCDEM).

31. Community Response Planning

32. A good reaction has been received from the Hamilton community following the release of the plan in late 2014. Requests continuing to be received daily from community groups and individual households for information, copies of the plan and opportunities to visit community groups and local businesses to give presentations on home preparedness.
33. The Hamilton Community Response Plan is now available in electronic format via the Hamilton City Emergency Management website, HCC's facebook page and also recently featured in the City News publication which is distributed to 46,000 local households.
34. As a continuation of the Community Response Plan work, the next focus is that of the local business as a community.

35. The objective of this work is to raise awareness for the need for business planning arrangements in order to build resilience in an event. This will be done by ongoing interaction and the promotion and provision of supporting MCDEM information resources.
36. As seen in Christchurch, some local businesses may be able to assist in providing for the community in an event. For instance, by working with the Hamilton City Council's Environmental Health Team, the members of the business community that are involved in the hospitality industry can be educated in the MCDEM protocols regard food safety in a disaster event.

37. Training Update

38. Twenty five further Civil Defence volunteers have received training in Coordinated Incident Management System (CIMS) level 2 and 3 standard. The skills learned compliment the on going Integrated Training Framework training and provides knowledge of emergency management activities and terminology consistent across emergency services.
39. The Emergency Management Team continues to provide talks and training to community groups and local businesses including an ongoing arrangement with ex-offenders as part of their community work programme.
40. Training exercises have been booked for each month throughout 2015. The exercises range from monthly 30-40 minute desk top discussion drills to an all day exercise involving the change over two shifts as well as a simulated opening of a Civil Defence (welfare) Centre on April 9th.

41. Response/Activation Activities of Hamilton City Emergency Management

42. No activations have occurred throughout December and January.
43. The Hamilton City Emergency Management team continues to lend support to the City Waters Team in the work around drought management. This includes the gathering of information and resources required as well as the use of the EOC to coordinate a response if required.

44. Increased Infrastructure Insurance

45. Infrastructure insurance is separate from the Material Damage Policy in that, as opposed to cover for damage to buildings in an event, the policy covers underground assets and the five bridges owned by Hamilton City Council that span the Waikato River.
46. The policy has a collective limit of \$120m across the members of the Waikato LASS with Hamilton City Council having the ability to claim \$95m for a major loss.
47. The cover has now been extended to include the critical bridges which support the ring road network. These bridges are; Palmerston Overbridge, Massey Rail Overbridge, Totara Bridge, Wairere Kirikiriroa Bridge, Carrs Road Bridge, Wairere Rail Overbridge and Avalon Drive Rail Overbridge.
48. As part of the 2014/15 insurance renewals, a 100% primary layer has also been added infrastructure insurance.

49. The definition of “primary layer” in this instance is the portion of insurance that responds immediately once any loss exceeds the excess level. The aim of this layer is to provide cover for smaller losses that are above the Central Government threshold and insurance excess levels.
50. Insurance is rated on underwriting curves, with premium rate linked to frequency of loss. Hence, insurance costs reduce as claims become less likely. Since insurers expect a loss within the layer immediately above the excess on a reasonably frequent basis, they rate it accordingly.
51. HCC has a robust insurance arrangement for 40% of their infrastructural assets with the assumption of 60% support from Central Government for natural disaster events, however this is not guaranteed. The primary layer option will provide certainty with regards to the first \$10m of any loss (above the applicable excess).

52. Waikato Group Priorities

53. The National ‘Shake Out’ public education event is scheduled for 9:15am on October 15, 2015. Local CDEM Managers continue to discuss ideas with the Group Controllers to provide a coordinated activity. The intent is to tie the event in with Community Response Planning. More details will be provided to the Subcommittee as they are known.
54. The Integrated Training Framework (ITF) Intermediate course is planned to be piloted at Taranaki Regional Council throughout February/March 2015. The Group Training and Exercise Coordinator will liaise with Local Councils to coordinate the 2 day course roll out across the region after that date.
55. The Community Resilience Role that replaced the previous Lifeline Coordinator role at Waikato Group Emergency Management Office has been filled. Matthew Pryor joins Group on 16 February and the focus of his role will be community resilience, public education and social media.

56. Next Steps

57. A summary paper will be included in the next CDEM Subcommittee Report on the high risks that HCC faces in a CDEM context and their potential impact. This will consist of some scenarios and what they could mean to the city and the services that HCC provides such as water and transportation.
58. The intent is that this paper will be further presented/circulated to The Mayor and Councilors to reinforce the lessons learned in the Councilor Workshop that was held in November 2014.

Signatory

Authoriser	Blair Bowcott, General Manager Performance Group
------------	--

HCC Risk Management Report for Audit & Risk Committee		Hamilton City Council Te Kaunihera o Kirikiriroa				
Top 10 Active Risks						
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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Emergency response plans for high risk areas (e.g. City Waters and IS) are tested regularly and kept up to date 	<ul style="list-style-type: none"> Crisis Management team created with specific responsibility for BCP External consultant has been engaged to work with Crisis Management staff and organisation to deploy a BCP framework and assist with initial development work (Work in progress). 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	<ul style="list-style-type: none"> 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 CDEM council sub committee 	<ul style="list-style-type: none"> 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 8% increase in CDEM capability assessment (72%) 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
46	As a result of workforce capacity, the current work programme, or any new work programmes, may not be delivered.	Very High	<ul style="list-style-type: none"> SLT Strategic Sessions Business Case Process Opportunities & Risk Register Project Governance Group's (PGG's) 	<ul style="list-style-type: none"> Development of SLT prioritising framework Project Governance Group's (PGG's) Leaders Briefs & Workshops Expanding business cases to include supporting unit/stakeholders sign-off 	High	GM Organisational Development
1	Due to an unexpected sustained IT system outage, HCC may be unable to process transactions and Inturn affect our service to customers	Very High	<ul style="list-style-type: none"> ITIL Incident, Problem, Release & Change Management including weekly Change Advisor Board, approvals/sessions Regular meetings with internal & external stakeholders 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Internal and external Auditing and Reviews Active Worker Participation Safety and Wellbeing Leadership Group Safety and Wellbeing Formal meetings with Unions 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 acknowledgement 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
<i>Business: Our organisation has leading business practices, processes and systems</i>	<i>Develop and implement 'positive risk' into the Risk Management Framework (RMF).</i>	<i>Produce a user friendly model that fits with and compliments the current RMF in order to measure 'opportunities'.</i>	<i>Understood, embedded and used within the organisation. Pulse survey 6 monthly on completion</i>	<i>June 2015</i>	<i>Completed and reported to Audit and Risk September 2014</i>	<i>Risk Manager</i>	
<i>Business: Our organisation has leading business practices, processes and systems</i>	<i>Monitor the trajectory of a Risk Management culture</i>	<i>Conduct a risk maturity assessment utilising internal and external customer feedback and report findings to management and governance</i>	<i>Increased average level of maturity from 13/14 results</i>	<i>December 2014</i>	<i>To be conducted annually each December – on track</i>	<i>Risk Manager</i>	<i>Utilise the PWC model to ensure consistency</i>
<i>Customer: Our organisation provides exceptional customer service</i>	<i>Risk Management is understood and utilised</i>	<i>2 workshops are conducted for all staff re the RMF and risk assessment /identification</i>	<i>Increased usage and quality of unit risk assessment through audit of unit risk registers</i>	<i>June 2015</i>	<i>Completed. 4 workshops run for staff and 1 for councillors July/August – more to follow as required</i>	<i>Risk Manager</i>	<i>Cross-unit buy in</i>
<i>Business: Our organisation has leading business practices, processes and systems</i>	<i>Our quality systems and processes are maintained and of best practice</i>	<i>A quality manual is created containing the unit SOP's along with review dates etc.</i>	<i>Up to date SOP's are in place and available for audit</i>	<i>June 2015</i>	<i>Work in progress</i>	<i>Risk Manager, Crisis Manager</i>	
<i>Business: Our organisation has leading business practices, processes and systems</i>	<i>All reports are informative, accurate and submitted in a timely manner</i>	<i>Respective reporting to SLT, Audit and Risk Committee and Civil Defence Subcommittee are submitted in line with the reporting calendar</i>	<i>Submitted on time with Crisis Manager and GM approval</i>	<i>As required</i>	<i>Ongoing</i>	<i>Risk Manager, Crisis Manager</i>	
<i>Customer: Our organisation provides exceptional customer service</i>	<i>Knowledge is gained, shared and discussed through regular meetings with management</i>	<i>Existing and emerging risks, legislative compliance and BCM is discussed in regular management meetings</i>	<i>Increase of usage , understanding and quality of unit/group risk assessment through audit of unit risk registers</i>	<i>Meetings with GM's on a 6 weekly cycle</i>	<i>Ongoing – on track</i>	<i>Risk Manager</i>	<i>SLT buy in</i>

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

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

Key

	completed
	In progress
	Off track/requires attention