

Summary of Internal Review of Civil Defence Emergency Management Activities (December 2018)

Review Overview

In 2018, Council initiated a review of the Tairāwhiti CDEM Group. The review was not a full review of systems and procedures but was intended to inform the Chief Executive of the future structure and management options for the delivery of CDEM functions within Council.

The review used information from a wide range of sources (interviews, workshops and existing reports) to identify the following key areas for action:

- Roles and responsibilities
- Resources
- Leveraging across Council
- Operating model
- Strategic planning
- Training and preparedness
- Health and safety.

Review Recommendations

The review makes over 40 recommendations that are structured into short term priorities (urgent), medium term actions and long term actions.

SHORT TERM PRIORITIES

These are priority recommendations that should be implemented first (over the first 3-6 months) and should result in an immediate positive outcome on matters that present an immediate risk.

Roles and Responsibilities

- Provide training for the Group/Council members to ensure they are aware of their roles and responsibilities including the specific and separate governance role for elected members.
- Ensure that there is a champion for the CDEM function at the Council leadership table and that the Central Organising Ropu (COR) team are tracking progress of key CDEM work priorities.
- Ensure that CDEM roles, responsibilities, key decision points and their consequences are agreed and understood by the Chief Executive, CDEM, CEG, Council staff, and the COR Team. Document these in a single document.
- Ensure the current list of key roles for deployment (in the Group Plan, Adverse Event Plan and other key documents) is known and agreed by CDEM staff, Council managers, CEG and leadership of the Council.
- Establish regular meetings between the Chief Executive and the Group Controller and MCDEM representative.
- Complete a review of Group, CDEMs and Council's response to recent adverse events and ensure lessons learnt are built into the relevant work programmes.

Resources

- Increase the strategic resource/leadership available to the CDEM function through the Strategic Planning team, with a whole of council focus on restoring connections between the CDEM Team and Council - leading CDEM business and strategic planning, leading the work programme and providing CDEM/hazard management leadership across council.
- Move the ROSC responsibilities to the Environmental Services & Protection Hub to align with the freshwater pollution response responsibilities. Refine the position description of the CDEM Manager to focus only on CDEM.

Leveraging Across Council

- Pro-actively work to address trust issues and re-set relationships at the individual staff level. The need for a re-set of relationships is an issue that will have to be addressed.
- Ensure that the Director responsible for CDEM is fully aware of the CDEM legislation and framework.

Operating Model

- Put in place a plan to transition the Group Controller to an employee of council, this should include training, resourcing and mentoring. (Note opportunities due to the Government's Response to the Ministerial TAG review).
- Appoint an Alternate Public Information Manager (PIM).

Strategic Planning

- Increase the strategic resource/leadership available to the CDEM function through the Strategic Planning team with a whole of council focus or strategic support.

Health and Safety

- Clarity about who is responsible for CDEM health and safety matters is required.
- Undertake a review of the relevant Gisborne District Council health and safety policies from a CDEM perspective including a specific review of training, messaging and procedures for all volunteers

MEDIUM TERM ACTIONS

These are also priority recommendations however generally they will take longer to achieve an outcome and will require buy-in across the wider CEG and Council organisation. They should be implemented over the first 12 months).

Resources

- Put in place a plan, procedures and training to ensure that there are sufficient personnel available to provide ECC cover for future events.
- Put in a plan and training to ensure there are additional staff available to participate in the on-call requirements of the CDEM function.
- Consider an extra operational resource to assist in meeting operational requirements, responding to these recommendations and the increase in expectations from the Ministerial TAG review.

Operating Model

- Ensure that at least one (but preferably two) Council staff are trained as PIMs to provide back-up and support in the event that the ECC is activated.
- Put in place a plan to ensure the effectiveness of Community Link, giving consideration to training requirements, cross Hub linkages, succession planning, health and safety, links to other aspects of Council activities, back-up and emergency response policies.
- Focus on a plan for Community Link or outreach for Gisborne City – this should include the development of a Community Resilience Plan.
- Review contracts and agreements with all external providers and volunteers to ensure that both Council and the provider/volunteer are clear on responsibilities and appropriately protected.

Strategic Planning

- Develop a CDEM business plan that covers all aspects of CDEM operational delivery including training, policy and plan updates, training requirements, Community Link, outreach, actions from the Group Plan, agreed recommendations from this review etc.
- Develop a strategic work hazard/risk management programme for CDEM/Council to lead cooperative work – including a hazard/risk programme for Council. Ensure timing, budget and responsibilities are clear.

- Review the Group Plan and the Adverse Events Plan to ensure that roles and responsibilities are fit for purpose and that there is buy-in to all affected.

Training and preparedness

- Develop a comprehensive overarching training programme to include CDEM staff, Controllers, key civil defence roles, Councillors, COR team, Community Link volunteers, CDEM stakeholders and Council staff. This should include consideration of all recommendations related to training throughout this report.

LONGER TERM ACTIONS

These recommendations (the rest) will require action but are not as urgent.

Roles and Responsibilities

- Ensure systems and procedures provide a clear and compliant pathway for elected member engagement in their CDEM statutory role recognising their separate individual responsibilities in representing the CDEM Group and the Gisborne District Council.
- Strive in communications to make CDEM an organisational priority and function.
- Review fully the Adverse Event Plan to ensure that the roles and responsibilities and key actions are fit for purpose for the current council organisation. The role of the CEG Chair and Council Chief Executive need to be made clear.

Resources

- Consider an additional resource within Council with a focus on hazard and risk management (if this work cannot be managed within current priorities).

Leveraging Across Council

- Undertake work to gain an understanding of which Council positions are vital and therefore not available for deployment in a CDEM event is required as part of this.
- Identify leverage/support opportunities within Council between the CDEM Team and other teams of Council - possibilities include, contact lists and networks, science, communication, policy and strategy support, crisis management, health and safety, training and asset management.
- Align and clarify the links between the Crisis Management Policy and the CDEM polices including roles and responsibilities and activation aspects.
- Set appropriate KPIs for the CDEM staff and wider Council staff for participation and delivery.

Operating Model

- Seek to maintain all external Controllers as part of the Group function in the form of Alternate Controllers and mentors.
- Put in place mechanisms to ensure the Group and Alternate Controllers are linked into the CDEM Team for input into key decisions and policies that will impact their ability to do their task.
- Ensure that at least one (but preferably two) Council staff are trained as PIMs to provide back-up and support in the event that the ECC is activated.
- Consider how to support volunteers.
- Put in place a focus and consider a work programme around iwi engagement.

Strategic Planning

- Review and establish a plan to ensure that the CDEM Team is working towards the next capability review and that the function will be well positioned for this review.

Training and preparedness

- Put in place a succession plan for all key civil defence roles (internal and external to the Council).
- Set goals and a training programme for staff involved in CDEM and key roles for deployment, ensure that the list is agreed by all CDEM staff, Council managers, CEG and Council leadership.
- Agree the training programme for the CDEM Team and other relevant Council staff at the annual development plan discussions.