Te Kaunihera-ā-Rohe o Taratahi

CARTERTON

DISTRICT COUNCIL

AGENDA

Risk and Assurance Committee meeting

Date: **Wednesday, 13 November 2024**

Time: **9:30 am**

Location: **Carterton Events Centre**
50 Holloway St
Carterton

P Jones (Chair)

Deputy Mayor S Cretney (Deputy Chair)

Mayor R Mark

Cr D Williams

Cr S Laurence

Cr G Ayling

M Sebire - Hurunui-o-Rangi Marae

Notice is hereby given that a Risk and Assurance Committee meeting of the Carterton District Council will be held in the Carterton Events Centre, 50 Holloway St, Carterton on:

Wednesday, 13 November 2024 at 9:30 am

Order Of Business

1   KARAKIA TIMATANGA

Mai i te pae maunga, raro ki te tai

Mai i te awa tonga, raro ki te awa raki

Tēnei te hapori awhi ai e Taratahi.

Whano whano, haramai te toki

Haumi ē, hui ē, tāiki ē!

2   APOLOGIES

3   CONFLICTS OF INTERESTS DECLARATION

4   PUBLIC FORUM

5   CONFIRMATION OF THE MINUTES

5.1   MINUTES OF THE RISK AND ASSURANCE COMMITTEE MEETING HELD ON 14 AUGUST 2024

1.   RECOMMENDATION

1.   That the Minutes of the Risk and Assurance Committee Meeting held on 14 August 2024 are true and correct.

File Number: **411725**

Author: **Robyn Blue, Democratic Services Officer**

Attachments: **1.   Minutes of the Risk and Assurance Committee Meeting held on 14 August 2024**

MINUTES OF CARTERTON DISTRICT COUNCIL
RISK AND ASSURANCE COMMITTEE MEETING
HELD AT THE CARTERTON EVENTS CENTRE, 50 HOLLOWAY ST, CARTERTON
ON WEDNESDAY, 14 AUGUST 2024 AT 9:30 AM

PRESENT: Philip Jones (Chair), Deputy Mayor Steve Cretney, Mayor Ron Mark, Cr Dale Williams, Cr Steve Laurence, Cr Grace Ayling, Marty Sebire (Hurunui-o-Rangi Marae representative)

IN ATTENDANCE: <u>Elected members</u>

Cr Lou Newman, Cr Robyn Cherry-Campbell, Cr B Deller, Cr S Gallon

<u>Staff</u>

Geoff Hamilton (Chief Executive), Karon Ashforth (Corporate Services Manager), Geri Brooking (People and Wellbeing Manager), Glenda Seville (Community Services and Facilities Manager), Solitaire Robertson (Planning and Regulatory Services Manager), Marcus Anselm (Communications and Engagement Manager) via videoconference, Sara Renall (Communications and Engagement Advisor), Robyn Blue (Democratic Services Officer)

1 KARAKIA TIMATANGA

The meeting opened with a karakia by Marty Sebire.

2 APOLOGIES

There were no apologies received.

3 CONFLICTS OF INTERESTS DECLARATION

There were no conflicts of interest declared.

4 PUBLIC FORUM

There was no public forum.

5 CONFIRMATION OF THE MINUTES

5.1 MINUTES OF THE RISK AND ASSURANCE COMMITTEE MEETING HELD ON 22 MAY 2024

MOVED

1. That the Minutes of the Risk and Assurance Committee Meeting held on 22 May 2024 are true and correct.

Cr D Williams / Cr S Cretney

CARRIED

6   REPORTS

6.1   ANNUAL REPORT TIMELINE

1.   PURPOSE

To update the Committee on the timeline for the preparation and adoption of the 2023/24 Annual Report.

MOVED

That the Committee:

1.   **Receives** the report.

2.   **Notes** the proposed amended 2023/24 Annual Report timeline.

3.   **Agrees** that a revaluation of the manuka crop is not required for the 2024 year.

4.   **Endorses** the proposal to not complete a Resident's Survey in the 2024 year.

Deputy Mayor S Cretney / Cr D Williams

CARRIED

6.2   HEALTH, SAFETY AND WELLBEING UPDATE

1.   PURPOSE

This report updates the Risk and Assurance Committee on recent health, safety and wellbeing (HS&W) activities.

MOVED

That the Committee:

1.   **Receives** the report.

Cr D Williams / Deputy Mayor S Cretney

CARRIED

6.3 TERMS OF REFERENCE RISK AND ASSURANCE COMMITTEE

1. PURPOSE

For the Committee to provide advice on amendments to the Terms of Reference of the Risk and Assurance Committee.

MOVED

That the Committee:

1. **Recommends** to Council that Clause 8 of the Terms of Reference is removed and consideration is given to the creation of a Chief Executive Employment Committee.

2. **Notes** that a review of the Chief Executive's Performance will be scheduled for Thursday 19 September 2024.

Mayor R Mark / Cr D Williams

CARRIED

7 EXCLUSION OF THE PUBLIC

RESOLUTION TO EXCLUDE THE PUBLIC

MOVED

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
7.1 - IT Security and Data Management Update	s7(2)(e) - the withholding of the information is necessary to avoid prejudice to measures that prevent or mitigate material loss to members of the public s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.2 - Waste Water Reservoir Project Update	s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for

	supplied or who is the subject of the information s7(2)(g) - the withholding of the information is necessary to maintain legal professional privilege	withholding would exist under section 6 or section 7

Cr D Williams / Deputy Mayor S Cretney

CARRIED

MOVED

That Council moves out of Closed Council into Open Council.

Deputy Mayor S Cretney / Cr D Williams

CARRIED

8   KARAKIA WHAKAMUTUNGA

The meeting closed with a karakia by Marty Sebire.

The Meeting closed at 11.54 am

Minutes confirmed: ……………………………………

Date: ....

5.2   MINUTES OF THE EXTRAORDINARY RISK AND ASSURANCE COMMITTEE MEETING HELD ON 19 SEPTEMBER 2024

1.   RECOMMENDATION

1.   That the Minutes of the Extraordinary Risk and Assurance Committee Meeting held on 19 September 2024 are true and correct.

File Number: **415695**

Author: **Robyn Blue, Democratic Services Officer**

Attachments: **1.   Minutes of the Extraordinary Risk and Assurance Committee Meeting held on 19 September 2024**

**MINUTES OF CARTERTON DISTRICT COUNCIL
EXTRAORDINARY RISK AND ASSURANCE COMMITTEE MEETING
HELD AT THE CARTERTON EVENTS CENTRE, 50 HOLLOWAY ST, CARTERTON
ON THURSDAY, 19 SEPTEMBER 2024 AT 9:30 AM**

PRESENT:	Philip Jones (Chair), Deputy Mayor Steve Cretney (Deputy Chair), Mayor Ron Mark, Cr Dale Williams, Cr Steve Laurence, Cr Grace Ayling, Marty Sebire (Hurunui-o-Rangi Marae)
IN ATTENDANCE:	<u>Elected members</u>
	Cr Robyn Cherry-Campbell, Cr Brian Deller, Cr Steve Gallon
	<u>Staff</u>
	Geoff Hamilton (Chief Executive)

1   KARAKIA TIMATANGA

The meeting opened with a karakia by Marty Sebire.

2   APOLOGIES

There were no apologies received.

3   CONFLICTS OF INTERESTS DECLARATION

There were no conflicts of interest declared.

4   PUBLIC FORUM

There was no public forum.

5   EXCLUSION OF THE PUBLIC

RESOLUTION TO EXCLUDE THE PUBLIC

MOVED

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
5.1 - 2023/2024 Chief Executive Performance Review	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

Mayor R Mark / Cr G Ayling

CARRIED

MOVED

That Council moves out of Closed Council into Open Council.

Cr D Williams / Mayor R Mark

CARRIED

6   KARAKIA WHAKAMUTUNGA

The meeting closed with a karakia by Marty Sebire.

The meeting closed at 11.39 am

Minutes confirmed: …………………………………….

Date: ....

6   REPORTS

6.1   DRAFT 2023/24 ANNUAL REPORT - UPDATE

1.   PURPOSE

For the Committee to receive an update on the Draft Annual Report for the year ended 30 June 2024.

2.   SIGNIFICANCE

The matters for decision in this report are not considered to be of significance under the Significance and Engagement Policy.

3.   BACKGROUND

Under section 98 of the Local Government Act 2002, the Council must prepare an annual report. The purposes of the annual report are to:

- compare its actual activities and the actual performance in the year with the intended activities and intended level of performance as set out in the long-term plan with the annual plan.

- promote the Council's accountability to the community for the decisions made throughout the year.

On 14 December 2023, the Minister for Local Government announced that the statutory deadline by which Council's Long-term plan (LTP) 2024-2034 must be adopted, will be extended by three months to 30 September 2024. As a result of this the deadline for adopting the 2023/24 annual reports will also be extended to 31 December 2024, to reflect the possible overlap in auditing process if councils are taking longer than usual to finalise the LTP.

The Act also requires that the annual report and a summary annual report must be made publicly available within one month of the adoption.

4.   DISCUSSION

At time of writing this report, Council staff were in week six and entering into week seven of a planned three-week audit, with week seven planned for the final review. The original audit timeframe for the completion of the audit and the audit opinion was by 25th October for an adoption date of 30 October 2024.

As staff continue to work with Audit NZ and the finalising of the Annual Report 2023/24 over the next couple of weeks the proposed adoption date will be for the next Council meeting on 11 December 2024. An extraordinary Risk and Assurance meeting will be scheduled within one to two weeks prior to the 11th December to endorse the Annual Report.

One issue staff are working on is a reclassification of Council's investments including a prior year adjustment and minor misstatements. Despite this investment being included in last years Annual Report, Audit have taken issue with it this year.

As previously discussed, we are expecting a Qualified Audit Report due to the annual resident's survey not being completed again for 2024 (was also the case for 2023). The lack of a Residents survey means there are no updated results for a number of non-financial performance measures. This was accepted previously by Council, and disclosure will be included in the Annual Report on this matter.

A further potential qualification relates to another non-financial performance measure of road smoothness. Audit NZ have stated this is a "sector wide" issue and not specific to Carterton District Council. On this issue Audit NZ have stated:

> *Understanding the coverage of the traffic counts work, for example, whether the council has a cyclical approach and reaches coverage of the whole district over a certain period of time.*
>
> *Evaluate whether this provides a reasonable basis for determining council's current performance.*
>
> *In some cases, traffic counts may have been done on a small proportion of roads which is unlikely to be representative of the network. If the council has a limited or a rolling traffic count programme, we are considering whether this together with the estimation process clearly gives a picture which is materially acceptable in terms of traffic counts. Fulton Hogan has provided context and information on this.*
>
> *We are in process of assessing the impact of the aged counts and estimates and if we consider it to have a material impact on the result reported, we need to consider the impact on the audit opinion.*

As can be seen above the interpretation of the mandated "road smoothness" measure is being derived from traffic counts, which may ultimately result in a qualified Audit Opinion from Audit NZ on our Annual Report. Despite growing frustrations, the Finance team continue to try and answer Audit NZ queries on such matters to enable Council to have an Annual Report for adoption by 11th December 2024.

In other Audit NZ matters, at time of writing this report and despite numerous reminders, Council have not yet received an LTP Management Letter or received an invoice from Audit NZ for costs for the additional audit resulting from the extension of the LTP.

5.   CONSIDERATIONS

5.1   Climate change

There are no climate change considerations regarding the recommendations in this report.

5.2   Tāngata whenua

There are no tāngata whenua considerations.

5.3   Financial impact

Other than the potential qualifications mentioned in this report, there are no other financial impacts regarding the recommendations in this report.

5.4   Community Engagement requirements

There are no community engagement requirements. The report will be published on the CDC website when the final annual report is adopted by Council.

5.5   Risks

No other risks identified.

6.   RECOMMENDATION

That the Committee:

1.   **Receives** the report.

File Number: **427708**

Author: **Karon Ashforth, Corporate Services Manager**

Attachments: **Nil**

6.2   EMERGENCY MANAGEMENT UPDATE

1.   PURPOSE

For the Committee to be updated on emergency management activities.

2.   SIGNIFICANCE

The matters for decision in this report are not considered to be of significance under the Significance and Engagement Policy.

3.   BACKGROUND

The Risk Management Framework outlines elected members' role in ensuring strategic risks are identified, assessed, monitored and reported.

This report updates the Committee on the delivery of mitigations for the risk of emergency management (EM), currently assessed at a mitigated risk score of 'moderate'.

RISK	POSSIBLE CAUSE	MITIGATION	Raw RS	Mitigated RS
Emergency Management	- Council overwhelmed in a major incident - Inappropriate decisions being made - Lack of compliance with policies and processes - Lack of capability, knowledge and ability - Lack of well-defined or practiced processes - Lack of community resilience - Lack of staff capacity - Lack of pandemic planning - Poor business continuity planning	- Emergency Management planning and practices - Regular adequate training - Policies and procedures in place and followed - Good relationship with WREMO and other Councils - Ensure staff are aware of what is required and what their role is - Asset Infrastructure resilience (e.g. purchasing of pipe work, joints and introduction of practices that have shown to be more resilient in the Christchurch earthquakes) - Public information and education - Focus on potential earthquake prone buildings within the district - Staff have sufficient capacity to undertake training and EM duties - Specific pandemic plan in place - Business Continuity Plan regularly reviewed		

4.   DISCUSSION

Since 2020, Council has experienced a significant increase in the number and severity of emergency events such as the COVID-19 pandemic and significant weather events. As a result, there have been a number of local and national reviews that all highlight the importance of EM planning, capacity, and capability across the four R's – Reduction, Readiness, Response and Recovery.

For Wairarapa and the Carterton District specifically, three reviews of particular relevance have been completed in the last 18months:

1.   Wellington Region Capability Review
     In April 2023 a comprehensive review of Civil Defence Emergency Management (CDEM) in the Wellington Region found that while significant progress had been made in the capability of managing high-frequency, short-duration events, public expectations of councils had increased, and there was still a significant gap between where we are now, and where we need to be, in order to manage the increasing number of fast-moving, more complex events (often as a result of climate change), and the catastrophic events we can reasonably expect in the future. These include:

     - A Hikurangi Subduction Zone M9 earthquake and tsunami (25% probability of occurring in the next 50 years) and;

     - An Alpine Fault M8+ earthquake (75% probability of occurring in the next 50 years).

2.   Cyclone Gabrielle After Action Review
     In June 2023, the Wellington Region Emergency Management Office (WREMO) released its review of Wairarapa councils' performance during the event covering the areas of:

     - Governance - political oversight and accountability;

     - Operational matters - how CDEM Group members responded;

     - Community outcomes - what impact these actions or inactions had on the community.

The report highlighted the positive outcomes delivered for the community such as public messaging prior to the event, the level of support for rural isolated communities, delivery of food and medication, and evacuation efforts for severely affected properties.

Areas noted for improvement included:

     - Initiating an earlier coordinated response to inform effective decision-making and effective use of limited resources;

     - Councils need to ensure that the EOC functions effectively in order to provide the required level of service across the whole Wairarapa, including ensuring staff competency and following agreed activation procedures;

     - Recovery staff need to be included in the EOC from the outset to contribute to response decision-making and recovery processes.

A total of 37 recommendations were made for WREMO and the councils to consider.

3. Wairarapa EM Annual Assessment

    Late 2023, WREMO established a regional Continuous Improvement and Assurance function to explore ways to improve reporting on progress against the strategic outcomes in the CDEM Group Plan. The function is focused on conducting after-action reviews (AAR), exercise evaluations, analysis of community preparedness metrics, and the completion of council capability assessments. These activities have provided a solid basis for the development of the next part of the framework - the development of a risk register and the development of tools, targets, and methodologies to effectively report on Group progress across councils, emergency services, welfare agencies, lifelines and iwi.

In October this year, the first assessment of the Wairarapa EM system capability was completed (**Attachment 1**). The review established baseline data that will enable ongoing monitoring and mitigation of risks, and priorities for development.

Overall, the current EM system was assessed to be at a "Basic" level of maturity which is generally characterised by the following criteria:

- **Maturity Scale:** Basic documented and repeatable processes; some training and awareness programmes in place; response is more coordinated but may lack consistency; established protocols for communication, resource allocation, and control structure; after-action reviews are conducted informally.

- **Achievement Scale:** Some progress, but without systematic policy and/or organisational commitment in some areas.

- **Arrangements Scale:** Some work completed but requires further work to develop, test, verify and/or embed.

The key areas identified as system strengths for Wairarapa include:

- Community preparedness - 76% of people in the Wairarapa have heard of the key life safety message – "If it is long or strong – get gone", 80% of survey respondents indicated they had enough food to last for seven days in an emergency, and 76% of survey respondents indicated they had enough supplies to keep warm and dry if they could no longer stay in their homes.

- Exercising, Welfare planning and arrangements, and elements of Recovery. The Government funded Recovery efforts underway in the Wairarapa because of Cyclone Gabrielle and have supported progress across several elements of the Recovery portfolio.

- Organisational commitment, solid relationships and a willingness to work together in Wairarapa to continue to mature the EM system. A number of dedicated people across local government, partner agencies, central government, business, iwi and community work hard to reduce risk and prepare for emergencies in the Wairarapa.

Key areas of risk or weakness in the system include:

- Limited capability and capacity to develop and implement strategies, activities and work programmes designed to lift the levels of maturity across the EM system.

- An increasing dependency on official warnings if people experience a "long or strong" earthquake. 49.5% of survey respondents expect a text alert which could put these people at risk if they are near the coast and a tsunami has been generated by the earthquake offshore.

- Levels of community preparedness across water storage (35% have not stored water), emergency toilet arrangements (32% do not have a means), household planning (48% do not have a plan to reconnect with their households in an emergency) and awareness of Community Emergency Hubs (59% of people do not know where their nearest Hub is located) are likely to create demands on the official system in an emergency that the system cannot currently meet.

- **Reduction** activities in Wairarapa were identified as the most immature aspect of the local EM system currently operating at an ad hoc level.

The following areas were assessed at an **ad hoc** level:

Viable risk reduction options are identified, evaluated, and used to inform planning	3.0	*Ad hoc*
Implementation of risk reduction programmes is inclusive and coordinated	3.0	*Ad hoc*
Hazards, vulnerabilities, and risks are monitored on an ongoing basis	3.0	*Ad hoc*

- Across **Readiness and Response**, the following areas were assessed as being at an **ad hoc to basic** level:

Emergency Operation Centres (EOC/ECC) have appropriate facilities	4.5	*Basic*
Controllers are able to provide effective leadership	3.2	*Ad hoc*
Critical resources can be sourced rapidly in response to an emergency	3.7	*Ad hoc*
Logistics processes are in place to manage resources effectively in an emergency	4.2	*Basic*

- Across **Recovery**, the following areas were assessed as being at a **basic** level:

Recovery planning is integrated with risk reduction and other community planning	*4.7*	*Basic*
Arrangements for the transition from response to recovery are pre-defined	*4.0*	*Basic*
Impact assessments are conducted before, during and after events in order to inform recovery planning and management	*4.0*	*Basic*
Information management systems are effective in supporting recovery management	*4.0*	*Basic*

- Across **governance, management and organisational resilience** the following areas were identified as being at a **basic** level:

The Emergency Management Community shares collective responsibility for championing CDEM outcomes	*5.0*	*Basic*
Organisation's hazard reduction funding is prioritised to risk	*4.0*	*Basic*
Risk management is comprehensive and integrated throughout the organisation	*5.0*	*Basic*
Business Continuity Management has a formalised programme with high-level commitment	*5.7*	*Basic*
Critical business functions and processes, and potential impacts on them are defined	*5.3*	*Basic*
Business continuity strategies and arrangements are developed and implemented	*5.3*	*Basic*
Leadership and culture are enabling of a forward-looking, agile organisation	*5.3*	*Basic*
Adaptive capacity is fostered through active learning and capability development	*5.3*	*Basic*

These, and other reviews, continue to focus our attention on addressing risks, many of which have, and still require increased staff and financial resource commitment to ensure we can adequately prepare, respond and recover from future events.

5. CURRENT RISK MITIGATION REVIEW

5.1 Planning and Practice

Primarily, Council has statutory obligations under the Civil Defence Emergency Management (CDEM) Act 2002 but also follows regional and local plans including:

- Wellington CDEM Group Plan
- Wellington CDEM Group Welfare Plan
- WREMO Annual Plan
- WREMO Recovery Guide
- Wairarapa Local Welfare Plan
- Wairarapa Local Emergency Response Plan
- Wairarapa EOC Concept of Operations - currently under review.

Our CDC internal policies and plans include:

- Business Continuity Plan (BCP) - currently under review

- Infectious Disease and Pandemic Policy

- Individual business unit emergency plans and procedures.

CDC's BCP is currently being reviewed to better reflect how the council will deliver 'business as usual' (BAU) in the event of *any type* of disruption, rather than how it will respond to an emergency (or crisis) response. The current BCP attempts to achieve both.

A new Crisis Management Plan will be developed to include specific operational crisis response procedures including business unit SOPs, evacuation procedures, Treatment Plant emergency processes), public messaging, CMT activation protocols, EOC escalation triggers, and staffing. Developing and implementing the new Plan will require significant resourcing and will need to include robust staff engagement, education and practice.

EM operational procedures are also embedded throughout council BAU functions and processes such as the availability of ensuring on-call managers and staff, Crisis Management Team (CMT) exercises, maintaining vehicle fuel levels at no less than half a tank, testing of emergency radios, facility evacuation exercises, participation in awareness raising activities eg. NZ Shake Out event.

Long Term Plan

To address the highlighted risks across the various reviews and assessments, Wellington Region Councils, including CDC, increased their funding of WREMO in their 2024-2034 LTPs. The increased funding is for the:

- Development of a Workforce Strategy to identify opportunities to increase capability and capacity across the region.

- Establishment of regional CIMS specialists to develop and enhance role specific tools, systems and processes, support local development of the CIMSs roles, and to support councils in response to events.

- Implementation of a Monitoring, Assurance, and Continuous Improvement programme to ensure we are able to measure our current capability and identify further areas for improvement.

- Development of a regional Common Operating Picture (COP) to enhance situations awareness for decision-making in an emergency.

- Development of a long-term ICT strategy to ensure we are future-proofing any developments and interoperability with our partners.

- Raise the profile of EM within councils, and resource appropriately, particularly in the recovery, welfare and planning functions.

CDC's annual funding across the 10 years of the LTP is an average of $69,355. Cross-subsidisation by the region's other 8 councils means that CDC contributes 1.18% of the total cost, which is less than the cost of one EM Advisor position salary. WCC and GWRC contribute approximately 60% of the annual cost.

Development of a Regional Common Operating Picture (COP)

Cyclone Gabrielle After Action Review

Together with WREMO and the other Wairarapa councils, we have been addressing the 37 recommendations made following the review. As at 8 October, 28 recommendations have been completed (or implemented as BAU activities), and 9 remain outstanding for completion by 31 March.

This work is being managed within existing budget and staffing levels however does place additional pressure on council EM Managers and staff.

Significant changes include:

- Improving the EOC coordination and activation arrangements between councils including a review of the Controller function.
- Development of the Intelligence Function including better capability in Geographic Information Systems and Common Operating Pictures
- Improving communications including community points of contact
- Developing staff capacity and competency assessment across all functions with an additional focus on increasing Function Managers' leadership skills.

Wairarapa Review

Building on the recommendations of the Cyclone Gabrielle review, the three Wairarapa Councils are identifying areas for improvement through developing a more effective shared EM model that is specific to the Wairarapa.

Working with established partners, including WREMO, Greater Wellington Regional Council (GWRC) and the Wairarapa Recovery Office, the review will be completed by the end of 2024 and seeks to:

1. Outline opportunities for deliberate resourcing during emergencies, including of the EOC and Council critical services (Workforce Planning),
2. Identify existing and new risks that can be incorporated into a shared EM Risk model to better understand the current and potential risks across the region (Risk Management),
3. Better support council direction on resilience activities in the short/medium term while influencing Long Term Plan investment objectives (Risk & Resilience in the Community),
4. Develop a shared operating model for Emergency Management between SWDC, CDC and MDC,
5. Review the role of WREMO and its value.

North Island Severe Weather Events Inquiry

In October 2024, the Government released its response to the North Island Severe Weather Events Inquiry, which included Cyclone Gabrielle.

The Inquiry found that the country's current EM system is not fit-for-purpose for large-scale events which impact multiple regions. In summary, the commitment from the Government is to implement a programme of changes to deliver an EM system which can consistently improve and become stronger over time.

These changes will be delivered through a multi-year work programme centred on five key areas:

1. Give effect to the whole-of-society approach to emergency management
2. ***Support and enable local government*** to deliver a consistent minimum standard of emergency management across New Zealand
3. Professionalise and build the capability and capacity of the emergency management workforce
4. Enable the different parts of the system to work better together
5. Drive a strategic focus on investment and implementation.

Of particular interest for CDC and Wairarapa councils will be the Government's aim to support and enable local government to deliver EM. We look forward to further advice or direction on how this will be achieved.

5.2 Training

WREMO lead capability training across the Wellington region providing development pathways and courses for council staff. Ideally all staff joining the council undergo 'awareness' and/or Foundation level training then, depending on what their role will be in an emergency, they will undergo further EOC training as per the pathway below, or in-house emergency operations training.

In the 2023-2024 year, 120 professional development opportunities were delivered by WREMO which were attended by around 3000 council participants.
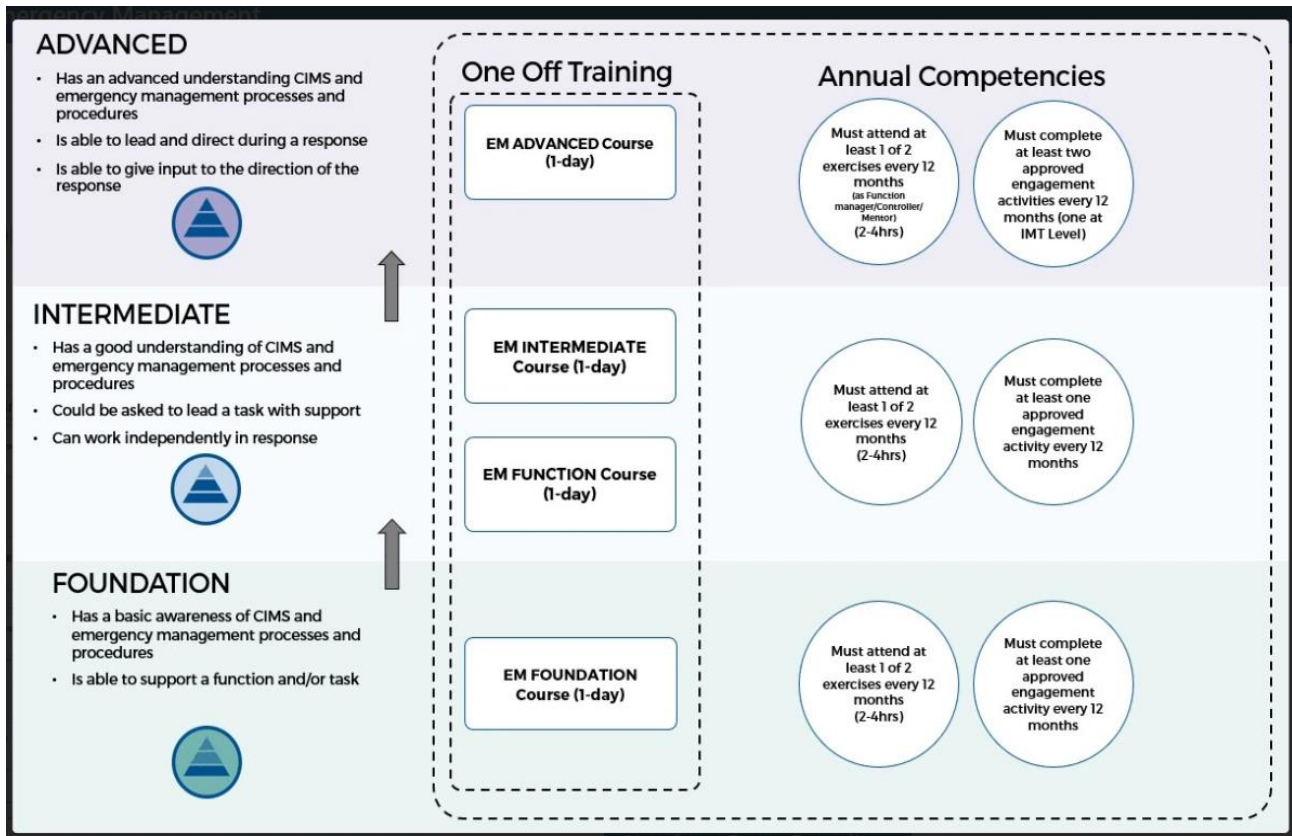
As outlined above, in order to gain, and retain, competency at the various levels, staff must complete training courses and undertake annual competency components. The following table outlines the Wairarapa EOC staff numbers at relative competency levels (as at 30 September 2024), which clearly shows that the focus on increasing staff capacity over the last 2 years has resulted in EOC trained staff numbers well above our total target of 89.

	WAI shared	CDC	MDC	SWDC	GWRC	WAI region actual	WAI region target	Variance
Total	7	22	41	41	20	**131**	89	42
Controller	0	1	0	0	0	**1**	7	**-6**
Advanced	2	2	1	1	1	**7**	15	**-8**
Intermediate	2	2	4	4	2	**14**	20	**-6**
Foundation	2	11	17	4	5	**39**	25	14
EAC Needs Assessor	1	0	3	1	0	**5**	10	**-5**
EAC Staff	0	1	5	1	0	**7**	10	**-3**
EAC Supervisor	0	0	0	0	0	**0**	2	**-2**
Awareness	0	5	11	30	12	**58**	N/A	58

However, while the total number of staff is encouraging (some EAC staff will be counted in the EOC and EAC numbers), the majority of staff are currently sitting at the Foundation and Awareness levels. The variance column shows the need to move these staff through to the higher levels of competency and experience to ensure the effective running of the EOC.

We have also recently added Emergency Assistance Centres (EAC) to our EM system following a highlighted gap in the Auckland flood event, so identifying and training suitable staff to these roles has only just commenced.

CDC operates as one of the leanest councils in the country as outlined in successive Taxpayer Union reports. An ongoing consequence is that the increased focus and capacity to undertake regular EM training has not been met with an equivalent increase in staff time or numbers. This is a challenge with the majority of CDC staff already only being able to focus on delivering BAU activities within present staffing levels. An organisation review has been requested by the Council which is expected to highlight a lack of staff capacity as a risk.

Exercises

Annual EOC exercises are useful for testing staff competency in their functions. This year CDC staff participated in two Exercises - Rū Whenua a Rohe, and Au Whero. These exercises included approximately 1000 participants across the Wellington region, and 150 participants from Wairarapa councils and community partners. Each exercise also included the activation of a Wairarapa EAC.

While this is a significant commitment of staff resource and time, the participation also builds the confidence and capability of our team, not only for EM/EOC requirements, but also for their BAU roles, and emergency events we may manage at a local level through our Crisis Management Team (CMT).

CDC staff have not had the capacity to undertake internal council exercises which presents a risk. The last CMT exercise was held in December 2022 however real activations have occurred a number of times after this. CDC has not extended to a full operational activation exercise however Cyclone Gabrielle and other flood events have provided some testing opportunities. The EM Manager will work with the ORR EMA to enable an operational exercise when time capacity allows.

5.3 Good relationships

CDC maintains effective relationships at all levels of the CDEM Group structure across the Wellington region – Joint Committee (Mayors), Coordinating Executive Group (Chief Executives) and Local Government Collective (Council EM Operational Representatives).

WREMO

The 9 Wellington councils fund WREMO to either lead, or provide significant coordination, in the delivery of EM. A formal 10-year Partnership Agreement outlines the relationship with councils and is currently being renewed. The resources, expertise and skills of WREMO are critical for CDC as a small council, to meet our legislative obligations.

WREMO's Annual Plan details the activities that are delivered across the four R's, and is developed in collaboration with councils. The 2024-2025 Plan can be found on their website at www.wremo.nz/assets/Library/Strategies-Plans/WREMO-Annual-Plan-24-25.pdf

WREMO team responsibilities:

Community Resilience and Recovery	Operational Readiness and Response	Business and Development
• Community empowerment • Preparedness enablers • Community networks • Public education • Vulnerable communities • Business continuity planning • Volunteer management • Community based response • Recovery planning and coordination • Social media • Reduction coordination	• People – emergency management workforce • Partnerships – official response networks • Response planning and procedures • Response platforms – facilities and equipment • Welfare planning and coordination • Lifelines planning and coordination • Response Team coordination • Duty Officer system management • Learning Management System (takatū) management and administration	• CDEM marketing • Risk and consequence management • EOC asset management • Information management systems • Strategy, planning and policy • Reporting, monitoring and evaluation • Hazard research • Human resources • IT and communications • Project Management Office • Organisational marketing • Administration and finance • Organisational asset management

Two WREMO EM Advisors (EMA) are based in Wairarapa and work closely with councils to support operational readiness and response (ORR), and community resilience and recovery (CRR). They take a lead role in the respective activities outlined in the diagram above ensuring they work with council staff, particularly the EM Managers, EOC staff, and community development, communications and engagement teams. A monthly report of Wairarapa activities is provided to council EM Managers.

The EMAs are also well engaged with other emergency services, community organisations and community groups, particularly those that are vulnerable or may be more adversely affected in the event of an emergency.
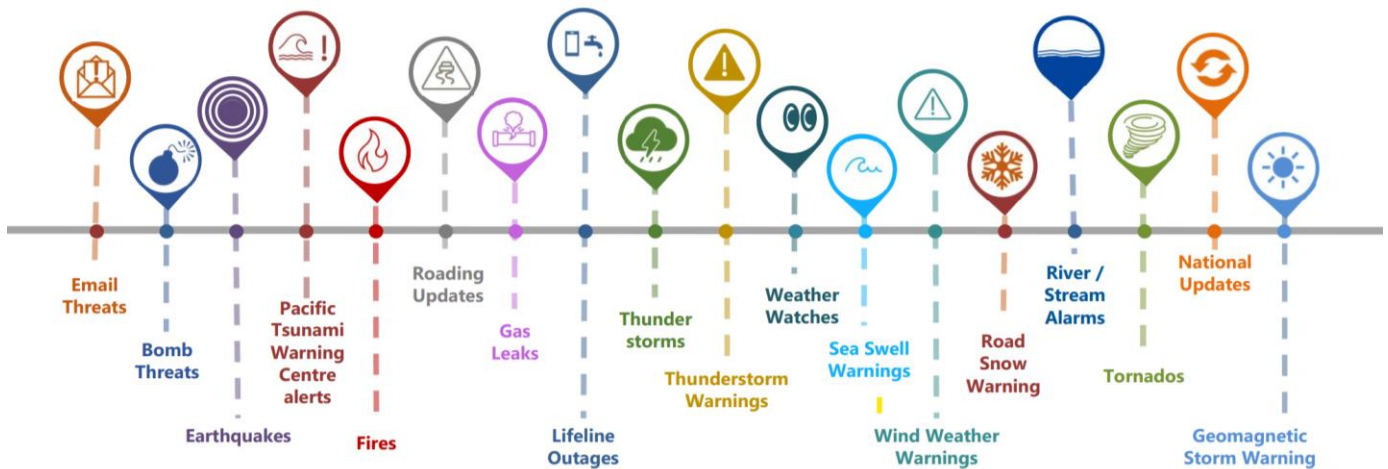
2023-2024 Events notified by WREMO Duty Officer

Wairarapa EOC

The three Wairarapa councils, WREMO and GWRC jointly operate the Wairarapa EOC under a Concept of Operations Agreement. A part-time Welfare Manager is also jointly employed and based at MDC. The cost of the EOC is shared between SWDC, CDC and MDC in accordance with the Shared Services Funding Policy reflecting the population split.

The EOC currently has five staff available to undertake the Controller role. MDC employ the Primary Controller plus two Alternate Controllers, with SWDC and CDC providing another one each. Regular EOC Controllers 'Huddles', Function Manager, and Function Team meetings are held by WREMO to maintain relationships and update knowledge and skills.

The ORR EMA facilitates a monthly meeting of the councils' EM Managers to maintain relationships, provide updates on activities, and ensure coordination and alignment across Wairarapa. The meeting is also attended by the CRR EMA and the Wairarapa Recovery Manager.

Hīkina Wairarapa - Wairarapa Recovery

Following the initial response to Cyclone Gabrielle, a longer-term recovery programme was established with funding from the Government, involving local councils, support agencies and organisations in the rural sector.

The Recovery Office works across the three Wairarapa Districts with a focus on:

- supporting people & communities still impacted by 2023 weather events

- building community resilience for future disasters

- sourcing and distributing government and other funding.

Activities include a rural health programme covering physical and mental health checks; coordinating resiliency assets such as water tanks, AEDs, solar battery resilient internet setups; and working in collaboration with the Rural Support Trust.

As well as engaging the wider Carterton District community directly, the Recovery Office is also working closely with CDC on a number of resiliency projects including providing Psychological First Aid Courses to council staff, workplaces, marae, iwi and community organisations;

installing an emergency resources storage container at Flatpoint, and funding the Flatpoint Flood Resilience Initiative to build a planted, earthen bund around the western and northern boundaries of the settlement to redirect surface water flow to the ocean.

The Recovery Office also works closely with the three Wairarapa council EM Managers and WREMO to strengthen EM across the four R's.

Further information on the Wairarapa Recovery can be found on their website at www.wairaraparecovery.nz

Kayakers paddling across Te Kopi Road, near Gladstone (Source: Frances Chin/Stuff)

WELA

Another significant relationship is with the Wairarapa Engineering Lifelines Association which works with its members to study Wairarapa's engineering lifelines. The Association assesses levels of risk from natural hazards, and suggests mitigation measures to reduce the level of risk, and support lifeline providers. The Infrastructure Services Manager sits on this group alongside MDC, SWDC, GWRC, KiwiRail, Waka Kotahi, Powerco, Spark, Transpower and Vodafone.

Wairarapa EM Coordinating Committee and Local Welfare Committee

The other two groups that are important in maintaining good relationships in Wairarapa are the Emergency Services Coordinating Committee, and the Local Welfare Committee. These groups are led by WREMO and councils, and meet regularly to maintain relationships and provide updated information on their services and EM related activities.

The Coordinating Committee includes 18 other EM organisations such as NZ Defence, Red Cross, FENZ, Police, Health, and Wellington Free Ambulance. The Welfare Committee has 22 member organisations including social service organisations such as East Coast Rural Support, Neighbourhood Support, Animal Welfare, Victim Support, MSD, and Oranga Tamariki.

5.4 Staff understand their role

General EM obligations and responsibilities, including EOC requirements, are outlined in staff job descriptions, the staff manual, policies and Standard Operating Procedures (SOP). EM is also regularly communicated throughout the council through various training activities, community resilience events, and health, safety and wellbeing messaging.

At CDC, the People & Wellbeing (P&W) Manager holds the EM Portfolio alongside their primary portfolio of Human Resources. Neither portfolio have any other specialist staff delivering these functions. The EM portfolio includes the coordination of the Crisis Management Team, EOC staff capacity and capability, EM Control Room functionality, policy development and review, budget management, and council reporting. The P&W Manager is also the Council representative for the Local Government Collective, WREMO liaison (including severe weather alerts), has oversight of the Community Emergency Hub, and has the Risk Management portfolio. With the significant increase in the EM workload over the past 3 years, alongside the other portfolios of work, this demand presents a significant challenge in capacity.

Other ELT Managers are primary members of the CMT, and the Infrastructure Services Manager and Planning and Regulatory Services Manager also held EM portfolios as Recovery Manager, and Alternate EOC Controller respectively.

The Communications and Engagement Manager is also another primary CMT member and other staff may be included in the CMT depending on the specific nature of the event eg. environmental health, water contamination, road closure.

5.5 Asset infrastructure resilience

Building resiliency is a principle woven across all infrastructure activities, and where funding and resourcing allows, implemented. Roading and Waters are the two largest areas where this is applicable, and our teams strive to increase resiliency as opportunities arise.

In terms of specific EM practices, as well as the previously mentioned collaborative work with WELA, and the flood prevention being undertaken at Flatpoint, CDC is working across a number of projects to increase resiliency in the District's infrastructure including the solar project at Gallons Road, and upgrading Wastewater Treatment Plant.

5.6 Public information and education

WREMO leads the majority of the region's public information and education through a range of activities from its online website and Facebook presence, to 'on the ground' engagement with communities, business, schools, community organisations, and marae. Various campaigns and programmes are delivered with the most successful this year being the Tsunami campaign, Shake Out, Poonelope and Get Ready Week.

Wairarapa council communications teams are included in any public information with collateral easily shared across other teams' communication platforms (such as the Neighbourhood Support Newsletter), council websites and social media platforms.
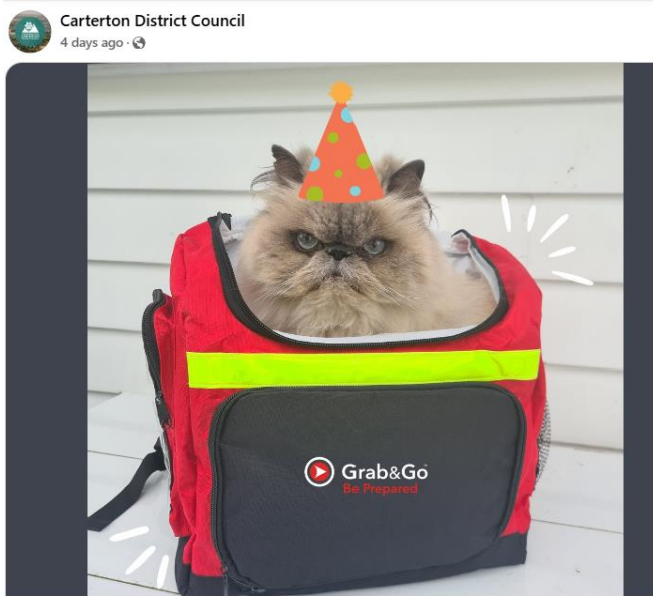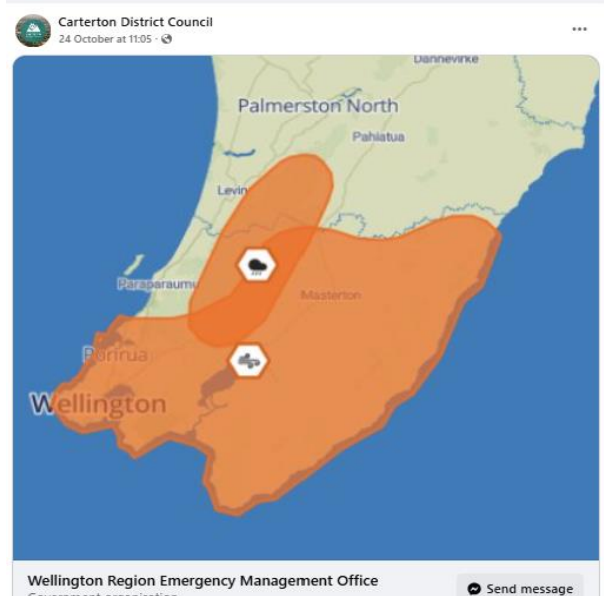
WREMO's 2023-2024 Annual Report public information highlights include:

- Delivered over 200 community workshops with 2,500 participants

- Won Emergency Media and Public Affairs (EMPA) New Zealand Award for our Emergency Sanitation Campaign

- Helped establish the Community Hub model across five other CDEM Groups and several jurisdictions internationally

- Record-breaking participation in Long Walk Home event

- Shared 190 Facebook posts, with over 2.5 million views and 157,061 engagements

- Engagement with marae across the region progressed with significant work being done alongside Motuwairaka Marae in Riversdale, Hau Ariki Marae in Martinborough, and Kohunui Marae in Lake Ferry.

The WREMO CRR EMA also supports CDC community readiness and events by partnering with our Neighbourhood Support Coordinator, Community Development Team and Māori Liaison Team. Collaborative initiatives undertaken this year include the Flatpoint resilience projects that included engagement with local hapū Ngai Tumapuhia-a-Rangi, supporting local businesses to develop Business Continuity Plans, and building the awareness and effectiveness of the Community Emergency Hubs at the Events Centre, Gladstone and West Taratahi.

During 2023 and 2024, CDC provided Gold Card and Community Services Card holders the opportunity to win 1 of 30 200L water tanks. This helps to support emergency preparedness in more vulnerable neighbourhoods.

The West Taratahi hall are having a very exciting event on August the 25th at 1.30pm till 4pm

☺ We have Wellington free ambulance and WREMO coming along to talk about CPR course and what happens in the event of an emergency in our area

☺ We have local neighbourhood support groups coming along

☺ We have FREE outside children's play equipment coming from Masterton District Council

☺ We have a BBQ and refreshments GOLD COIN

5.7 Earthquake prone buildings

Our Building Team continue to work with owners to identify and assess their buildings, taking a very proactive and supportive approach encouraging owners to seek information and advice.

As at October 2024, we have 18 buildings classified as being earthquake prone.

6.   RECOMMENDED CHANGES TO MITIGATIONS

There is no change to the overall risk score however the following minor changes are recommended:

1. Addition of the four R's
2. Addition of assessment to ensure competency in EM roles
3. Addition of the relationship with Wairarapa Engineering Lifelines Association (WELA)
4. Deletion of examples for infrastructure resilience
5. Addition of broader 'planning and regulatory considerations'
6. Addition of Emergency Response Plan.

RISK	POSSIBLE CAUSE	MITIGATION	Raw RS	Mitigated RS
Emergency Management	- Council overwhelmed in a major incident - Inappropriate decisions being made - Lack of compliance with policies and processes - Lack of capability, knowledge and ability - Lack of well-defined or practiced processes - Lack of community resilience - Lack of staff capacity - Lack of pandemic planning - Poor business continuity planning	- Emergency Management planning and ~~practices~~ delivery across the four R's – Reduction, Readiness, Response and Recovery. - Regular adequate training and competency assessment. - Policies and procedures in place and followed. - Good relationships with WREMO, other Councils, and WELA. - Ensure staff are aware of what is required and what their role is. - Asset Infrastructure resilience ~~(e.g. purchasing of pipe work, joints and introduction of practices that have shown to be more resilient in the Christchurch earthquakes)~~ - Public information and education - Focus on potential earthquake prone buildings within the district. - EM and resilience factors are included in planning and regulatory considerations. - Staff have sufficient capacity to undertake training and EM duties. - Specific pandemic plan in place. - Emergency Response Plan and Business Continuity Plan regularly reviewed.		

7.   CONSIDERATIONS

7.1 Climate change

The increasing frequency of severe weather events due to climate change means we are more likely to experience environmental events such as flooding. Many EM mitigations and activities seek to address or reduce anticipated climate impacts and support adaptation strategies.

7.2 Tāngata whenua

EM activities includes engagement with tāngata whenua through the EOC Pou Māori roles, and CDC Māori Liaison Team. WREMO have a specific focus on integrating Te Ao Māori and this year, mana whenua representatives began participating in CDEM Group governance.

7.3 Financial impact

There are no budgetary decisions required in this update report however any increases that may be proposed to the levels of service or staff capacity will require an increase in budget.

7.4 Community Engagement requirements

There are no community engagement requirements required in this report.

7.5 Risks

The report provides an in-depth review of EM risks and mitigations. Not including the additional mitigations recommended may increase the likelihood and adverse impact of the risks.

7.6 Community Wellbeings

Effective EM supports the following community wellbeing outcomes:

Social
- A strong and effective council providing trusted leadership
- A caring community that is safe, healthy, happy and connected
- Fit for purpose public facilities, spaces, parks and rural reserves

Cultural
- Te Āo Māori/Māori aspirations and partnerships are valued and supported

Environmental
- A safe and resilient water supply, and wastewater and stormwater systems
- Healthy, sustainable waterways
- An environmentally responsible community committed to reducing our carbon footprint and adapting to the impacts of climate change
- A resilient community capable of responding and recovering from environmental shocks

Economic
- Quality, fit-for-purpose infrastructure and services that are cost-effective and meet future needs

8 RECOMMENDATION

That the Committee:

1. **Receives** the report.

2. **Endorses** the changes to the Risk Register mitigations as recommended.

File Number: 413793

Author: Geri Brooking, People and Wellbeing Manager

Attachments: 1. Wairarapa Emergency Management Annual Assessment 2024 ⇩

WAIRARAPA EMERGENCY MANAGEMENT

Annual Assessment 2024

Contents

1

Summary

This report sets out an annual assessment of the emergency management system delivered by the South Wairarapa, Carterton, and Masterton District Councils who work together with the Wellington Region Emergency Management Office (WREMO) (see Appendix One for more information regarding roles and responsibilities) to manage their Civil Defence Emergency Management (CDEM) responsibilities under the CDEM Act 2002 and the Wellington CDEM Group Plan 2019 - 2024.

This assessment draws on available Community Preparedness Metrics, the 2024 Wairarapa Capability Assessment, recent Exercise Evaluations and available After-Action Review findings.

This report can be used to:

1. Support the evaluation of the effectiveness of current strategies, activities and work programmes that are being delivered to improve the emergency management system delivered by councils in the Wairarapa (some of which are delivered by WREMO on their behalf), and,

2. To inform the development of future strategies, activities and work programmes designed to strengthen the emergency management system in the Wairarapa and across the region.

Ideally this report will provide an evidence base to keep governance informed with regards to the state of the current system, focus the available resources in the areas that will deliver the best effect and to seek additional resources where they may be required.

This is the first time an assessment like this has been completed in the Wairarapa and while a range of useful insights have been developed, the level of confidence in the analysis has been limited by several factors such as the divergence of opinion, levels of system awareness and understanding, and the uncertainty, quality and quantity of information available for the assessment. It is expected that these factors will be reviewed and refined for future assessments.

Overall, the emergency management system in the Wairarapa was assessed to be at a "**Basic**" level of maturity (See Appendixes' Two & Three for more detail).

This basic level of maturity is generally characterised by the following criteria:

Maturity Scale: *Basic – basic documented and repeatable processes. Some training and awareness programs are in place. Response is more coordinated but may lack consistency. Established protocols for communication, resource allocation, and control structure. After-action reviews are conducted informally.*

Achievement Scale: *Basic - Some progress, but without systematic policy and/or organisational commitment in some areas.*

2

Arrangements Scale: *Basic - Some work completed but requires further work to develop, test, verify and/or embed in the organisation.*

The key areas identified as system strengths for the Wairarapa include the following:

1. While no "acceptable" or desired levels of community preparedness have been identified for the Wairarapa, 76% of people in the Wairarapa have heard of the key life safety message – "If it is long or strong – get gone", 80% of survey respondents indicated they had enough food to last for seven days in an emergency and 76% of survey respondents indicated they had enough supplies to keep warm and dry if they could no longer stay in their homes. These are encouraging figures.

2. Exercising, Welfare planning and arrangements, and elements of Recovery were identified as areas of strength in the existing system. The recent Recovery efforts underway in the Wairarapa because of Cyclone Gabrielle have supported progress across several elements of the recovery portfolio in the Wairarapa.

3. There is clear organisational commitment, solid relationships and a willingness to work together in the Wairarapa to continue to mature the emergency management system. A number of dedicated people across local government, partner agencies, central government, business, iwi and community work hard to reduce risk and prepare for emergencies in the Wairarapa.

Key areas identified that currently represent areas of risk or weakness in the system include:

1. Limited capability and capacity to develop and implement strategies, activities and work programmes designed to lift the levels of maturity across the emergency management system in the Wairarapa.

2. An increasing dependency on official warnings if people experience a "long or strong" earthquake. 49.5% of survey respondents expect a text alert which could put these people at risk if they are near the coast and a tsunami has been generated by the earthquake offshore.

3. Levels of community preparedness across water storage (35% have not stored water), emergency toilet arrangements (32% do not have a means), household planning (48% do not have a plan to reconnect with their households in an emergency) and awareness of Community Emergency Hubs (59% of people do not know where their nearest Hub is located) are likely to create demands on the official system in an emergency that the system cannot currently meet.

4. Reduction activities in the Wairarapa were identified as the most immature aspect of the local emergency management system currently operating at an ad hoc level. The following areas were assessed at an ad hoc to basic level -

Viable risk reduction options are identified, evaluated, and used to inform planning	3.0	*Ad hoc*

3

Implementation of risk reduction programmes is inclusive and coordinated	*3.0*	*Ad hoc*
Hazards, vulnerabilities, and risks are monitored on an ongoing basis	*3.0*	*Ad hoc*

5. Across Readiness and Response, the following areas were assessed as being at an ad hoc to basic level –

Emergency Operation Centres (EOC/ECC) have appropriate facilities	4.5	*Basic*
Controllers are able to provide effective leadership	3.2	*Ad hoc*
Critical resources can be sourced rapidly in response to an emergency	3.7	*Ad hoc*
Logistics processes are in place to manage resources effectively in an emergency	4.2	*Basic*

6. Across Recovery, the following areas were assessed as being at a basic level –

Recovery planning is integrated with risk reduction and other community planning	4.7	*Basic*
Arrangements for the transition from response to recovery are pre-defined	4.0	*Basic*
Impact assessments are conducted before, during and after events in order to inform recovery planning and management	4.0	*Basic*
Information management systems are effective in supporting recovery management	4.0	*Basic*

7. Across governance, management and organisational resilience the following areas were identified as being at a basic level -

The Emergency Management Community shares collective responsibility for championing CDEM outcomes	5.0	*Basic*
Organisation's hazard reduction funding is prioritised to risk	4.0	*Basic*
Risk management is comprehensive and integrated throughout the organisation	5.0	*Basic*
Business Continuity Management has a formalised programme with high-level commitment	5.7	*Basic*
Critical business functions and processes, and potential impacts on them are defined	5.3	*Basic*
Business continuity strategies and arrangements are developed and implemented	5.3	*Basic*
Leadership and culture are enabling of a forward-looking, agile organisation	5.3	*Basic*
Adaptive capacity is fostered through active learning and capability development	5.3	*Basic*

These findings provide clear areas of focus which could form part of future work programmes in the Wairarapa, for WREMO and regionally to strengthen the system and lift levels of preparedness wherever possible.

4

Wairarapa Exposure Assessment & Critical Vulnerabilities

The National Disaster Resilience Strategy 2019 defines disaster risk as *"the potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined as a function of hazard, exposure, vulnerability and capacity"*. Exposure in this context is explained as – *"People, infrastructure, buildings, the economy, and other assets that are exposed to a hazard"* and, vulnerability is explained as - *"the conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards"*.

This section of the report sets out a high-level summary of the levels of exposure and vulnerability for the Wairarapa where this information is known.

Given this is the first time this report has been generated, this section is expected to improve and develop over time.

Wairarapa Exposure Assessment

- The Wairarapa District covers an area around 130 kilometres long (from Ngawi in the south to Mount Bruce in the north) and 65 kilometres wide (from the Tararua Range east to the coast). The total land area is around 830 square kms.
- The main towns are Masterton, Carterton, Greytown, Featherston and Martinborough.
- The district includes several coastal settlements including Mataikona, Castlepoint, Riversdale, Flat Point, Tora, Cape Palliser, Ngawi, Lake Ferry and Ocean Beach
- The Wairarapa district is exposed to several significant natural hazards with a range of events having occurred in recent history.
- According to the 2023 Census Data, the population is around 57,387.
- It is estimated around 650 people (+/- 100) live in tsunami zones in the Wairarapa. This number can increase to c.5000 people in summer.
- It is estimated that around 25,000 people are exposed to flooding in the Wairarapa.
- The overall number of buildings and structures exposed to natural hazards in the Wairarapa is currently unclear. However, the Register of earthquake-prone buildings identifies 138 earthquake-prone buildings across the main towns of the Wairarapa.
- The estimated economic cost of a Moderate to Major emergency in the Wairarapa is currently unclear.

Critical Vulnerabilities in the Wairarapa include (for further information – see the Local Emergency Response Plan):

1. Limited access to tertiary healthcare in a Moderate to Major emergency
2. Limited flood forecasting capability and capacity
3. Low levels of community preparedness and emergency awareness in some areas
4. The potential for communities to be isolated for extended periods due to road outages
5. Limited ability to scale up capability and capacity in an emergency
6. Extended lifelines outages following an emergency; and

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7. Extended supply chain disruption

2023 Census Data:

	Population							Dwelling Count
	European	**Māori**	**Pacific**	**Asian**	**Other**	**Total**		
Masterton district	23,163	6,267	1,260	1,413	468	27,678		12516
Carterton district	9,222	1,428	234	312	204	10,107		4677
South Wairarapa district	10,638	1,821	324	411	222	11,811		6390
Total	43023	9516	1818	2136	894	57387		23583

Infrastructure

- There are no significant natural harbours in the Wairarapa making roading essential for the movement of people and supplies.
- The district is served by State Highway 2 running south over the Remutaka Hill connecting to the remainder of the Wellington Region and to the north into Manawatu and Hawkes Bay.
- State Highway 53 runs west to east connecting Featherston and Martinborough. The remainder the roading network includes both sealed and metaled local roads. Many of these roads are vulnerable to slips which can cause closures for weeks or even months.
- A commuter rail service operates between Masterton and Wellington which depends on the Remutaka tunnel being open.
- There are numerous small private airstrips across the Wairarapa (mainly associated with aerial Top Dressing). The main airfield is the Hood Aerodrome located near Masterton. This aerodrome can accommodate a limited range of relatively small aircraft although it is currently being upgraded. Hercules C130's can operate either off the grass or sealed runways.

Economy

- The Wairarapa economy is primarily centred around agricultural industries. A number of residents commute to other parts of the region for employment.
- There are estimated to be several hundred businesses in the Wairarapa but the exact number is unclear.

Hazards

- The Wairarapa is prone to earthquakes. New Zealand's strongest recorded earthquake (M8.2) occurred on the Wairarapa fault in 1855.
- In 1942 a series of earthquakes struck the Wairarapa with the largest a magnitude 7.2 resulting in the collapse of around 4,700 chimneys.
- The Wairarapa coastline is about 90 kilometres from the Hikurangi Trough, a potential source of significant tsunami.
- Partially sheltered by the Tararua Range, Wairarapa has a predominately warm, dry climate which can lead to droughts.

6

- Strong winds can also occur in the Wairarapa with gusts reaching around 170kmh at Castlepoint.
- Towns such as Masterton, Carterton, Greytown, Featherston, Martinborough and Tinui all face a risk of surface and river flooding, or the effects of flooding (e.g. being cut off by road closures) because they are located in low-lying areas.
- The upper Wairarapa Valley (the area around Masterton, Carterton and Greytown) is at risk of flooding due to river networks that begin in the Tararua Ranges. These rivers are quite short and have steep gradients, especially in their upper reaches, and are prone to rising quickly following heavy north-westerly rain.

7

Wairarapa Community Capability, Capacity and Preparedness Assessment

This section of the report provides a summary of the community capability, capacity and preparedness levels in the Wairarapa.

For further information about this section of the report please contact your Wairarapa WREMO Community Resilience Advisor – Mel.

Total Number of Community Emergency Hubs in the Wairarapa:	Community Response Practises held in the last 12 months:	Business Continuity Planning Workshops offered in the last 12 months:	Marae Emergency Plans underway or completed:	School & Childcare Emergency Planning Workshops completed:
17	**6**	**1**	**2**	**1**

June 2023 Wellington CDEM Group Community Preparedness Survey – Wairarapa Results

The following summarises the Wairarapa specific responses to the Community Preparedness Survey undertaken in June 2023.

What do you think is the single most important thing that we, as a nation, need to do to ensure our communities can withstand and recover from a disaster?

Looking out for each other/being good neighbours = 16.5% : Always be prepared / have a solid plan = 15.9% : Infrastructure - roads, utilities, building standards = 14.8%

In the last 12 months, have you taken any steps to prepare yourself or your household for a disaster?

Yes - 65.90%   No - 29.70%   24.2% of people that took action did so due to recent flooding (Cyclone Gabrielle was in Feb 2023)

8

Life Safety Metrics – Tsunami Risk in the Wairarapa

Have you ever heard the following message? If an earthquake is long or strong get gone.

(Yes: 76, No: 18)

What kind of warning do you expect to receive if you feel an earthquake that is longer than a minute or strong enough to knock you to your feet?

(None - The earthquake was the warning: 53, Text alerts: 50)
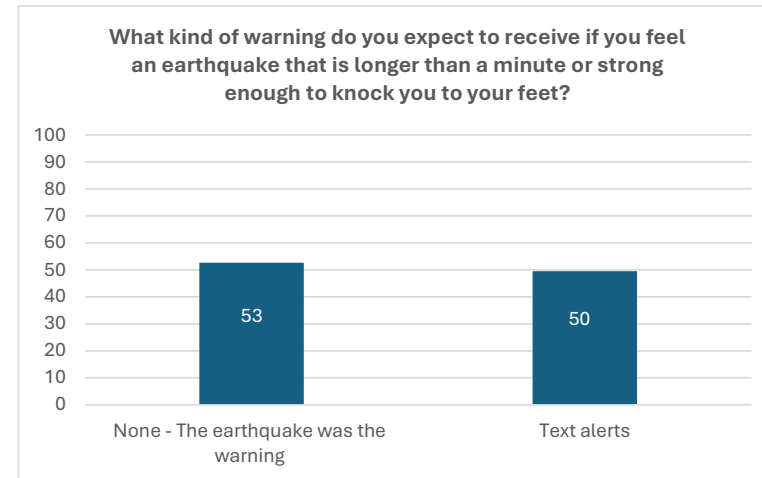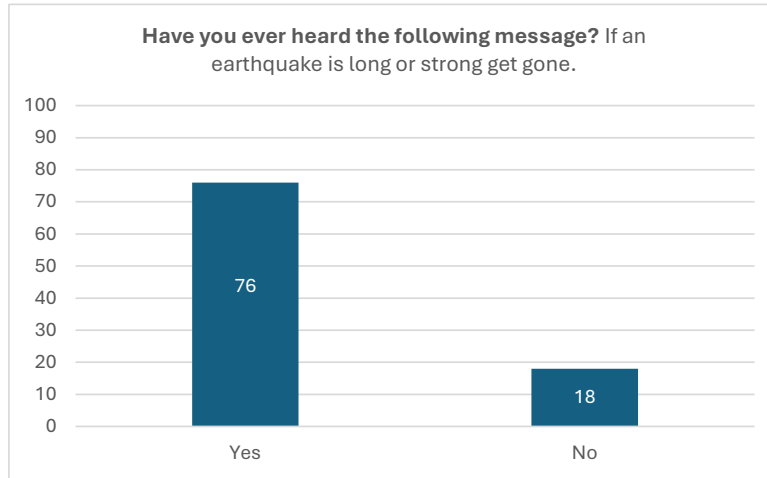
- Large tsunami generated by a large Hikurangi Subduction Zone earthquake could produce tsunami waves which would impact the coastal areas of the Wairarapa within minutes.
- The probability of this occurring is 25% in the next 50yrs.
- Around 650 people live in the tsunami zones in the Wairarapa.
- Currently close to 80% of people in the Wairarapa have heard of the "Long or Strong – Get Gone" message.
- However, only around 50% of people in the Wairarapa indicated that there would be no official tsunami warnings when a long or strong earthquake occurred, and an increasing number of people (50%) believed that they would receive a text alert to advise them if there was a tsunami threat following a long or strong earthquake.
- Additional analysis of coastal communities to assess more accurately their tsunami awareness and subsequent work to reduce any official warning dependency may be desirable.

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Household Preparedness Metrics in the Wairarapa

How many of your neighbour's first names do you know?
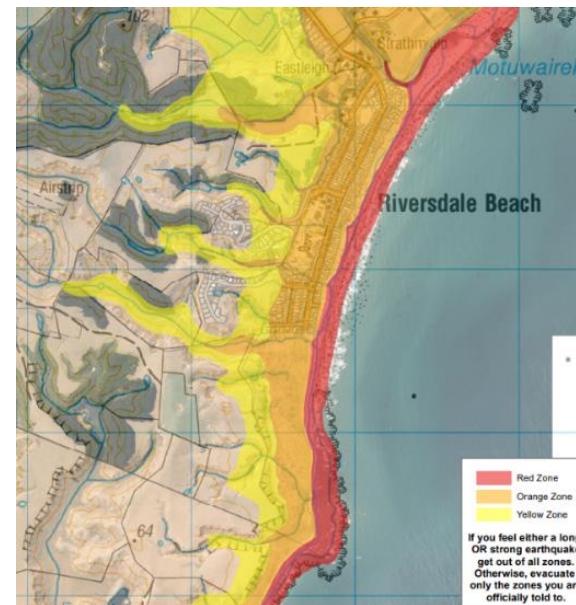
Household Preparedness
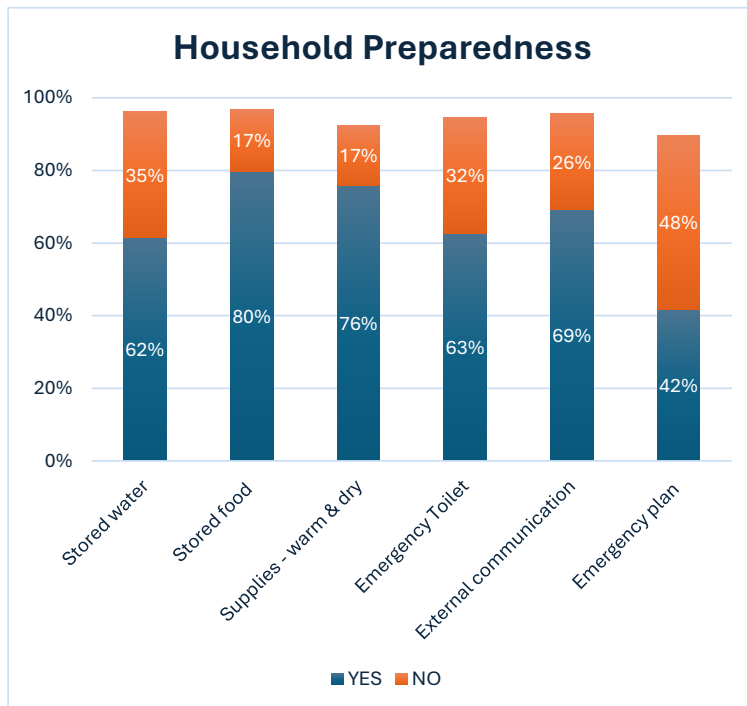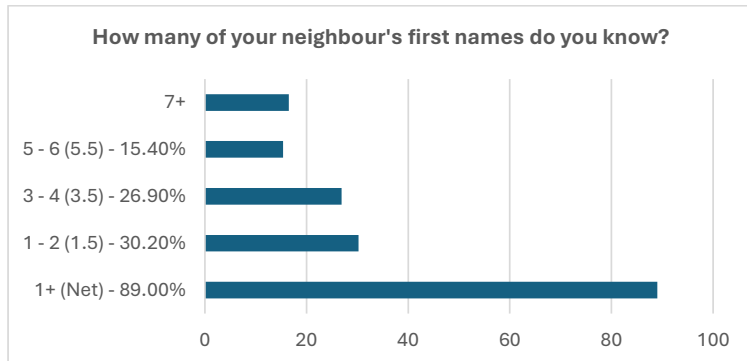
Social connectedness and cohesion is a critical element in an emergency setting and this factor was the single most important thing identified by survey respondents as being important to preparedness.

89% of respondents indicated that they knew the names of at least one neighbour which is an encouraging result.

62% of respondents indicated that had enough stored water for each person in their house for seven days. This is 4% higher that the regional average. However, a deduction from this is that around 38% of the Wairarapa's population (21807 people) may not have an adequate emergency water source in an emergency. If each of these people were provided with 3L per day then an emergency water plan to deliver around 65000L of water per day across the district may be required.

63% of respondents indicated that they had a way to go to the toilet in an emergency. Given the available land areas in the district and generally lower density there may be an opportunity to explore this figure and lift preparedness in this space?

42% of respondents indicated that they have an emergency plan to reconnect with their households in an emergency. Given the potential for some of the population to be in Wellington during a working day possibly with school aged children at school, and, the distances travelled across the Wairarapa this is another area that may benefit from further exploration.

Reflecting on the results across the community preparedness metrics, it seems like an important step to consider is actually setting some sensible, acceptable levels to targets collectively moving forward.

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Business Preparedness Metrics in the Wairarapa

Does your place of employment/study have a business continuity plan?

- Yes
- No
- I don't know
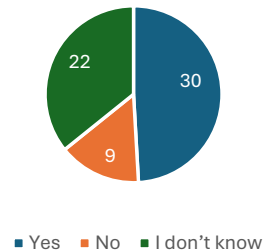
38% of respondents indicated that this question was not applicable to them.

Of the remainder, 30% indicated that their place of employment or study had a business continuity plan, 22% did not know and 9% answered no.

Community Emergency Hub Metrics in the Wairarapa

Do you know where your nearest Community Emergency Hub is located?

- Yes
- No
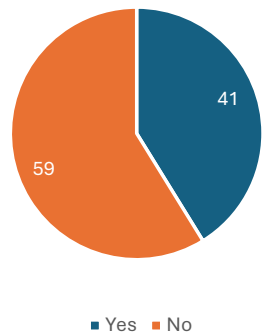
What is the purpose of a Community Emergency Hub?

A place in your suburb for the community to gather and support each other by sharing information, skills and resources during a disaster = 65.90%

A place for people to receive official support from Civil Defence = 23.10%

Who opens and operates a Community Emergency Hub?

Civil Defence = 58.20%

Local community members like you = 34.10%

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Wairarapa Capability Assessment

This section of the report sets out the findings of the Wairarapa Capability Assessment completed in June 2024.

The assessment was completed using the Capability Assessment Tool developed by the former Ministry of Civil Defence and Emergency Management now National Emergency Management Agency (NEMA). This tool has been used nationally since 2014. While there are opportunities to strengthen the tool, it was assessed as the best option to deliver local level assessments in the short-term pending improvements to the tool by NEMA in the future.

The assessment was completed by the respective emergency management teams from the South Wairarapa District Council, Carterton District Council, Masterton District Council and the Wellington Region Emergency Management Office who self-scored elements of the local and regional system based on their respective awareness and understanding of the existing system.

The Capability Assessment Tool looks across four goals and two enablers applying a scoring system to generate a maturity level.

The planning scenario primarily applied during the scenario was a Moderate to Major severe weather event. System performance during the most recent response and recovery in the Wairarapa (Cyclone Gabrielle 2023) was frequently referred to. For further information regarding the planning scenario please see Appendix Two – Planning Scenario.

The results by Goals and Enablers were:

Results by Goal	Score	Maturity
G1 To increase community awareness, understanding, preparedness and participation in civil defence emergency management	5.79	Basic
G2 To reduce the risks from hazards to New Zealand	4.16	Basic
G3 To enhance New Zealand's capability to manage civil defence emergencies	6.00	Defined
G4 To enhance New Zealand's capability to recover from civil defence emergencies	5.34	Basic
E1 Governance and management arrangements support and enable civil defence emergency management	6.06	Defined
E2 Organisational resilience supports effective crisis management	5.48	Basic

OVERALL SCORE	5.47	Basic

For further information about the Capability Assessment process see Appendix Three – Capability Assessment Process.

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Goal One – Increasing Community awareness, understanding, preparedness and participation in CDEM

#	Score by Goal	Score
G1	To increase community awareness, understanding, preparedness and participation in civil defence emergency management	5.79

#	Score by Objective	Score
G1A	Increase the level of community awareness and understanding of the risks from hazards	6.28
G1B	Improve individual and community preparedness	5.87
G1C	Improve community participation in CDEM	5.30
G1D	Encourage and enable wider community participation in hazard risk management decisions	5.70

#	Score by Key Performance Indicator	Score
G1A-1	Public education programme on hazards and risks is planned, coordinated and given priority by the organisation	6.60
G1A-2	Awareness-building opportunities are proactively pursued	5.60
G1A-3	Public information management is planned, coordinated and given priority by the organisation	6.60
G1A-4	Public information manager is appointed and resourced to be able to do the job	6.30
G1B-1	A deliberate, strategic, and coordinated approach to community resilience is taken	6.00
G1B-2	Community resilience and related programmes are monitored and reviewed	5.60
G1B-3	The preparedness message is disseminated using multiple methods	6.00
G1C-1	Communities are supported to enhance their capacity and capability	6.00
G1C-2	Social capital is invested in as a method of enhancing community resilience	5.30
G1C-3	Volunteer participation in CDEM is supported and encouraged	4.60
D1D-1	Information on hazards and risks is readily available to the public	6.80
D1D-2	Community input on hazard risk management is sought, and 'acceptable levels of risk' defined	4.60

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Goal Two – Reducing the risks from hazards

#	Score by Goal	Score
G2	To reduce the risks from hazards to New Zealand	4.16

#	Score by Objective	Score
G2A	Improve the coordination, promotion and accessibility of CDEM research	4.95
G2B	Develop a comprehensive understanding of New Zealand's hazardscape	4.53
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels	3.00

#	Score by Key Performance Indicator	Score
G2A-1	EM research is undertaken, assessed, and analysed	5.30
G2A-2	EM research is applied	4.60
G2B-1	Hazard risks are understood through ongoing research	5.60
G2B-2	Hazard risks are analysed to determine local impact	4.00
G2B-3	Hazard risk information informs organisational plans, priorities, and expenditure	4.00
G2C-1	Viable risk reduction options are identified, evaluated, and used to inform planning	3.00
G2C-2	Implementation of risk reduction programmes is inclusive and coordinated	3.00
G2C-3	Hazards, vulnerabilities, and risks are monitored on an ongoing basis	3.00

Commentary from participants:

Much of this is GWRC responsibility and whether Council's can do all they want to do is dependent on rates and ratepayers' desires.
B2-C3 related to overall council functions, not just EM
A1. Not aware of this work
C1. Not aware of this work
C3. Not aware of this work
This is answered frm an MDC perspective where EM risk reporting is immature at the moment.

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Goal Three – Enhancing capability to manage emergencies

#	Score by Goal	Score
G3	To enhance New Zealand's capability to manage civil defence emergencies	6.00

#	Score by Objective	Score
G3A	Promote continuing and coordinated professional development in CDEM	6.33
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies	5.67

#	Score by Key Performance Indicator	Score
G3A-1	Capability development strategy and programmes are developed according to organisational needs	5.50
G3A-2	Capability development programmes are comprehensively implemented and evaluated	5.70
G3A-3	Exercising is effective in improving capability	7.00
G3A-4	Exercising is integrated across organisations and levels	7.00
G3B-1	Local CDEM planning is integrated and aligned across agencies	6.90
G3B-2	CDEM Group member agencies work together cooperatively and collaboratively	6.80
G3B-3a	Emergency operating centres (EOC/ECC) have appropriate facilities	4.50
G3B-3b	Emergency operating centres (EOC/ECC) are staffed adequately	5.00
G3B-3c	Emergency operating centres (EOC/ECC) are resourced and operated efficiently	5.30
G3B-4	Warning systems are in place and are maintained and effective	6.20
G3B-5	Communication with partner agencies is able to be maintained in an emergency	5.50
G3B-6	Controllers are able to provide effective leadership	3.20
G3B-7	Critical resources can be sourced rapidly in response to an emergency	3.70
G3B-8	Logistics processes are in place to manage resources effectively in an emergency	4.20
G3B-9a	Group welfare planning is comprehensive and coordinated	7.30
G3B-9b	Local welfare planning is comprehensive and coordinated	7.40
G3B-9c	Welfare is able to be provided to affected communities in a timely, effective manner	6.80
G3B-10	Lifeline utilities are coordinated in response	6.60

Goal Four – Enhancing capability to recover from emergencies

#	Score by Goal	Score
G4	To enhance New Zealand's capability to recover from civil defence emergencies	5.34

#	Score by Objective	Score
G4A	Implement effective recovery planning activities	5.68
G4B	Enhance the ability of agencies to manage the recovery process	5.00

#	Score by Key Performance Indicator	Score
G4A-1	Structures, roles and responsibilities for recovery are pre-determined and documented	6.70
G4A-2	Recovery Managers are identified, trained, supported and ready to perform the role	6.70
G4A-3	Recovery Plan outlines arrangements for holistic recovery management	6.30
G4A-4	Recovery planning is integrated with risk reduction and other community planning	4.70
G4A-5	Arrangements for the transition from response to recovery are pre-defined	4.00
G4B-1	Impact assessments are conducted before, during and after events in order to inform recovery planning and management	4.00
G4B-2	Plans and procedures for establishing a recovery centre or 'one-stop shop' are in place	5.00
G4B-3	The community is an integral part of recovery planning and management	6.70
G4B-4	Information management systems are effective in supporting recovery management	4.30
G4B-5	Processes for learning from emergencies are embedded in the organisation	5.00

Commentary from participants:

I'm not sure if the Recovery Office has specific Recovery Centre's but the way we are structuring our EAC's they will easily morph into Recovery Centres.
B2. Not aware of any plans to have physical centres

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Enabler One – Governance and management arrangements

#	Score by Goal	Score
E1	Governance and management arrangements support and enable civil defence emergency management	6.06

#	Score by Objective	Score
E1A	Implement effective organisational structures for CDEM	6.46
E1B	CDEM Group culture positively influences the effective delivery of CDEM	6.00
E1C	Ensure agencies have funding for civil defence emergency management	5.73

#	Score by Key Performance Indicator	Score
E1A-1	CDEM Group Plan provides the platform for comprehensive, coordinated CDEM across its area	7.00
E1A-2	CDEM Group Joint Committee includes appropriate level representation and has formalised procedures	6.00
E1A-3	Coordinating Executive Group includes appropriate level representation and has formalised procedures	7.00
E1A-4	CDEM Group's CDEM activity is planned, monitored, and effective in achieving CDEM objectives	6.30
E1A-5	Local authority CDEM activity is planned, aligned, monitored, and effective in achieving CDEM objectives	6.00
E1B-1	CDEM leadership (see note) is effective in directing and managing CDEM outcomes	6.30
E1B-2	The Emergency Management Community shares collective responsibility for championing CDEM outcomes	5.00
E1B-3	CDEM organisations demonstrate behavioural attributes that contribute positively to CDEM delivery	6.70
E1C-1	CDEM Group funding arrangements are identified and reported	6.40
E1C-2	Organisation's emergency management funding arrangements are identified and reported	6.80
E1C-3	Organisation's hazard reduction funding is prioritised to risk	4.00

Commentary from participants:

C1 - C3 Sorry I have no visibility of funding.
A2, A4, B1-C1 relate to the CDEM Group including emergency services such as FENZ, Police etc.

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Enabler Two – Organisational resilience

#	Score by Goal	Score
E2	Organisational resilience supports effective crisis management	5.48

#	Score by Objective	Score
E2A	Organisational resilience is developed through risk management and planned strategies	5.33
E2B	Organisational resilience is developed through adaptive capacity	5.63

#	Score by Key Performance Indicator	Score
E2A-1	Risk management is comprehensive and integrated throughout the organisation	5.00
E2A-2	Business Continuity Management has a formalised programme with high-level commitment	5.70
E2A-3	Critical business functions and processes, and potential impacts on them are defined	5.30
E2A-4	Business continuity strategies and arrangements are developed and implemented	5.30
E2B-1	Leadership and culture are enabling of a forward-looking, agile organisation	5.30
E2B-2	Effective relationships, partnerships and networks are developed	6.30
E2B-3	Adaptive capacity is fostered through active learning and capability development	5.30

Commentary from participants:

A1 - A4 not in the loop with this really either

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Wairarapa Exercise Evaluation & After-Action Review Summary

During this assessment period, the following Exercise Evaluations and After-Action Reviews were considered:

1. Exercise Ru, an Alpine Fault scenario, Sep 2023 20230915 EXERCISE RU - AAR Wai DRAFT.docx (sharepoint.com)
2. Exercise Ua Whero, a severe weather event, May 2024; and 20240509 - AAR EX AU WHERO - Wairarapa FINAL.docx (sharepoint.com)
3. After Action Review: Cyclone Gabrielle – Wairarapa Response Feb & Mar 2023 231017-Cyclone-Gabrielle-Wairarapa-Response-AAR-v1.3.pdf (cdc.govt.nz)

Both exercise evaluations found that participants reported positively on their experiences in the exercise in terms of growing confidence and competence.

Both exercises highlighted several improvement opportunities across the system which are set out in the respective reports.

Exercise Ru – Sept 2023: Recommendations and Corrective Actions Summary

No.	Recommendation/Corrective Actions	Theme/s	Responsibility	To be completed by
01	Finding: **Exercising has boosted the confidence of the EOC Staff** Recommendation: Continue exercises in a face-to-face format. Continuation of exercises which help practice the training already received. Include more partner agencies in the exercise.	Exercise and Training	Jane Mills/Training	
02	Finding:Need for more training on processes and tools. Lack of familiarity with accessing **WREM portal and some tools** Recommendation: Re-check that all EOC staff have access to WREM portal. Help staff who do not have access gain access. Also check that staff understand the contents of the information in the WREM portal. Demonstrate new things at Function Managers meetings. Sub CEG encourage staff engagement.	New tools/changes to system training	Jane Mills/Sub CEG	Ongoing
03	Finding: Need for more people to be **familiar with GIS** Recommendation: Some progress was tested but this needs to be imbedded.	GIS	Jane Mils/Controllers	30 June 2024

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04	Finding: **Only 27 people of 65ish attended Exercise**. Recommendation: Stress importance of attending exercises and get the date in people's diary early.	Attendance	Jane Mills/Controller	Ongoing
05	Finding: New WREMO **laptops needed updating** The were updated, tested and loaded 8 days beforehand but in future they'll be tested before the Exercise	Technology	Jane Mills/Logistics	Ongoing
06	Finding: Local **contact lists are out of date** Recommendation: Spend some time going over contact lists to make sure they are up to date. Difficulty keeping local contacts up to date, better to rely on existing Council Contact lists.	Contact lists	Jane Mills/Welfare Manager	30 Jun and ongoing 6mthly
09	Finding: **Need for more specific training on use of Event Log and Information Collection Plan** Recommendation: Intelligence Intermediate level training in the Wairarapa; also stress this in Foundation course and at Function Manager's meetings.	Training	Jane Mills/Training	Intelligence Function training book and available in Wai 30 June 2023

Exercise Ua Whero – May 2024: Recommendations and Corrective Actions Summary

No.	Recommendation/Corrective Actions	Theme/s	Responsibility	To be completed by
01	**Finding:** WREM SharePoint familiarity continues to be an issue. However, this improves the more training people receive. **Recommendation**: A range of recommendations have been proposed in the detailed findings that included Function meetings use that time to familiarise themselves with the SharePoint site.	Plans and Procedures WREM SharePoint	Wai EMA WREMO EMA Cap Dev	Ongoing
02	**Finding:** Staff enjoyed the interactive approach from exercise control and Partner agencies	Partners	Wai EMA WREMO EMA	As required.

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	Recommendation: Continued use of Exercise Control in an interactive way and the participation of partners to increase the overall effectiveness of Wairarapa CDEM responses.			WREMO ORR Manager WREMO Cap Dev	
03	**Finding:** Recruiting of Wairarapa staff in CDEM exercises to Intermediate and Advanced continues to be problematic, resulting in some staff feeling overwhelmed. This has a negative effect. Despite this the majority of Wairarapa staff enjoyed the exercise experience. **Recommendation:** Sustained messaging by Council Senior Leadership Team, aimed at proactively investing in their staff by encouraging and releasing their staff for training opportunities. Particularly exercises as these are the doing, where the real learning, development, and relationship building takes place.	People EOC Staff	Council Senior Leadership	Ongoing
04	**Finding:** Size of EOC and Breakout rooms would not be large enough in a large scale incident (During COVID 19 a 2nd large office space was used as it was empty) **Recommendation:** When MDC rebuilds Council building consider purpose built EOC. Or consider alternate large venue as part of planning	Building suitability	Council senior leadership and governance	Long term
05	**Finding:** Teamwork and support positive **Recommendation:** Keep encouraging positive supportive learning environments at Exercises.	People	EMA; Controller	

[Wairarapa councils release report on local Cyclone Gabrielle response | Carterton District Council (cdc.govt.nz)](#)

15 November 2023
The three Wairarapa councils have released the Wairarapa review of the region's emergency response to Cyclone Gabrielle, which was coordinated by Wellington Civil Defence Emergency Management (CDEM) Group.

The scope of the review was to cover three main areas: governance (political oversight and accountability), operational matters (how CDEM Group members responded) and community outcomes (what impact these actions or inactions had on the community). The purpose of the review was to identify areas of future work to help improve the response capability of the region.

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The report highlighted areas where the coordinated response delivered positive outcomes for the community, such as the level of support in rural isolated communities, delivery of food and medication, and evacuation efforts for severely affected properties.

Some areas highlighted for improvement include a more coordinated response across the three Wairarapa Councils needed earlier in the event to inform effective decision-making and effective use of limited resources; that local controllers from the three Wairarapa councils follow the agreed activation procedures outlined in the agreed concept of operations; and to ensure that the Wairarapa EOC functions effectively and provides the required level of service across the whole Wairarapa.

The important point with regards to these insights is that capability and capacity constraints locally and regionally has made addressing some of the findings challenging.

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Appendix One – Emergency Management Roles and Responsibilities in the Wellington Region

The Wellington Region Civil Defence Emergency Management Group (CDEM Group) is made up of a number of agencies who work together to provide civil defence and emergency management to the region. This includes the nine councils, emergency services, lifeline utilities, the Wellington Region Emergency Management Office (WREMO) and any other agency with civil defence and emergency management responsibility.

Governance of the Wellington Region Civil Defence Emergency Management Group and its activities is provided by the Joint Committee. The Coordinating Executive Group (CEG) provides advice to the CDEM Joint Committee and implements their decisions.

WREMO is a semi-autonomous organisation that co-ordinates Civil Defence Emergency Management services on behalf of the regions nine councils.

The role of the Wellington Region Emergency Management Office

WREMOs role is to lead and coordinate the effective delivery of CDEM across the 4Rs for the Wellington Region including:

- *integrating national and local CDEM planning and activity through the alignment of local planning with the national strategy and national plan; and*
- *coordinating planning, programmes and activities related to CDEM across the 4Rs and encourage cooperation and joint action.*

For the purposes of this Plan, 'leadership' is defined as the successful achievement of the Group's mission and tasks through the willing and cooperative effort of others. WREMO's role is to collaboratively work with local authorities and partners to develop and deliver effective emergency management to the region in a manner that is consistent with national direction.

The way this will be achieved is by:

- *Collaborating – Leading through alignment; establishing common ground for agreement; creating a shared vision; and creating win-win relationships, products and services.*
- *Coordinating – Effectively and harmoniously completing activities across the 4Rs.*
- *Promoting – Increasing awareness, creating interest and encouraging joint action in the emergency management sector.*

WREMO delivers a range of CDEM services on behalf of councils in accordance with a shared services agreement. Each year, WREMO prepares an Annual Plan which sets out the services to be delivered for councils. Councils approve the WREMO Annual Plan and monitor its delivery through the Local Government Emergency Management Collective (LGEMC).

Alongside the delivery of CDEM services by WREMO, each council undertakes a range of emergency management programmes, initiatives and activities locally that are complimentary to or separate from services delivered by WREMO.

All of the efforts by both WREMO and councils aggregate to generate the annual results in the capability assessment.

Additional information regarding the roles and responsibilities of each council and WREMO is available from your council emergency management team or WREMO.

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Appendix Two – Planning Scenario

"Most Likely" Emergency that the Wellington Region could face:

Over the past 20 years, the most frequent and therefore most likely emergencies Upper Hutt City Council has faced has typically been a result of severe weather involving heavy rain, high winds, swells, landslides and flooding.

Examples include the Kapiti Floods 2004, Wellington Storms 2013, Plimmerton Floods 2020, numerous Kapiti Severe Weather, Flooding and Tornado events, Kaiwhata River Landslides 2019 & 2020, numerous Severe Weather and Flooding events in the Hutt Valley, South Coast Swell events 2020 & 2021 and Cyclone Gabrielle 2023 (mainly Wairarapa).

These events required a coordinated multiagency response usually impacting 1 – 2 territorial authority areas at any one time over a 2 – 8 day response period followed by recovery efforts ranging in duration from weeks to months to years.

The less likely but more severe weather events we have seen impacting other parts of New Zealand in recent years would generate significantly worse impacts across Upper Hutt City Council than we have experienced in living memory.

The potential loss of life, property damage, extended lifelines outages, displacement of people and economic disruption would require a complex, prolonged, costly and widespread national, regional and local multiagency response and recovery effort for UHCC.

The capability and capacity required to reduce risk, and to prepare for and deliver an effective response and recovery for a more severe planning scenario like this is significantly greater than what the current system is able to deliver.

The analysis below is pending a request with GNS to progress.

- Probability: AEP = : ARI = : FREQUENCY =

- Moderate (TBC) risk to life – flooding/inundation of homes or entering flood water

- Moderate (TBC) risk to property – homes, businesses, schools, health care, Aged Residential, marae

- Minor – Moderate (TBC) lifelines outages

- Minor – Moderate (TBC) demand on health, emergency services and welfare agencies

- Minor (TBC) social and environmental impacts

Minor (TBC) financial impacts regional and locally $$ / %GDP

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Appendix Three - Capability Assessment Process

On the 10th of June 2024, the respective emergency management teams of the South Wairarapa District Council (SWDC), Carterton District Council (CDC) Masterton District Council (MDC) and the Wellington Region Emergency Management Office (WREMO) gathered to complete an emergency management capability assessment for the Wairarapa District.

The teams used the nationally consistent Capability Assessment Tool which was developed by the former Ministry of Civil Defence and Emergency Management to identify strengths and weaknesses within an emergency management system.

Elements of this report have been developed utilising the Objectives, KPIs and performance measures for the CDEM Goals and Enablers detailed as part of the national CDEM Capability Assessment Tool.

The tool consists of a set of key performance indicators and performance measures ('capability criteria') against which organisations can assess themselves or be externally assessed. Indicators span the 4Rs and are organised in a framework based on the prior National CDEM Strategy. There are six main sections - four based on the four goals of the National CDEM Strategy, and two 'enabler' sections. They cover topics as follows:

- Goal 1: Public education, public information, community resilience, community participation in hazard risk management

- Goal 2: Research, hazard risk profile, integrated planning, risk reduction

- Goal 3: Capability development, exercising, planning, coordination, operating facilities, warning systems, communications, controllers, resources, logistics, welfare, lifelines

- Goal 4: Recovery planning and management

- Enabler 1: CDEM Group governance, management, culture, funding

- Enabler 2: Risk management, business continuity management, organisational resilience

For the Wellington Region, some KPIs were adapted as these have become less relevant or been superseded since the tool was created. For example, EMIS, the former Emergency Management Information System has been superseded in the Wellington Region by wrem.nz.

Scores were generated as part of a facilitated workshop using the tool for Goal 3, while the remainder of the goals and enablers were self-scored and aggregated using an online MS Teams Form.

Discussions were used to surface examples and evidence of achievements in different areas to moderate and adjust the scoring as required.

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The scoring guide forms part of the tool which considers the frequency, achievement level, and arrangements in place which helps define the level of capability for each performance measure.

A 'maturity index' was introduced in the first National Capability Assessment report, which categorised performance as 'unsatisfactory', 'developing', 'advancing' or 'mature'. These categories describe achievement across measures, indicators, objectives, and goals in the Capability Assessment Tool.

Additional maturity descriptors have been added based on an internationally recognised capability maturity model as indicated below.

| | | | | CDEM Capability Assessment Tool | | |
| | | | | **Scoring Guide** | | |
Score	Frequency scale	Maturity scale	Maturity model	Achievement scale	Arrangements scale
NO (0)	Never			Not achieved, no progress, no sign of forward action	No arrangements in place
2	Infrequently	Ad Hoc	Response coorindation structures in place, may be fragmented or ad hoc. Reactive preparedness measures	Minor progress, with few signs of forward action in plans or policy	Arrangements are either old, in the early stages of development, or have considerable doubts about their current viability
4	Sometimes	Basic	Documented and repreatable processes. Established protocols for communication, resource allocation, and control structure	Some progress, but without systematic policy and/or organisational commitment	Some work completed but requires further work to develop, test, verify and/or embed in the organisation
6	Often	Defined	Integrated across all agencies and functions. Clear lines of communication and colloboration	Organisational commitment attained or considerable progress made, but achievements are not yet comprehensive of needs or requirements	Informal and/or untested arrangements in place, but with a high degree of confidence they will be effective, OR, formal and/or tested arrangements but with further work identified as needed
8	Mostly	Managed	Proactive response strategies based on evolving circumstances and changing needs	Substantial achievement but with some recognised limitations in capacities, capabilities and/or resources	Formalised arrangements, tested, mostly effective, mostly reliable, and largely embedded within the organisation
YES (10)	Always	Adaptive	Adaptive and anticipatory systems and approaches	Comprehensive achievement with sustained commitment and capacities at all levels	Formalised arrangements, tested, effective, reliable, and embedded within the organisation

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Context changes for previous Capability Assessment.

It is important to note that the capability assessment tool was developed in 2008 and piloted in New Zealand in 2009 (prior to the Canterbury earthquakes). The tool was revised in 2014 before its use in the second round of national capability assessments but has had no further revision since. In the intervening years, much has been learned following several significant emergencies, and emergency management practice has evolved. Where measures feel less relevant, have evolved, or participants felt like they did not have enough knowledge or evidence to generate a score, they were encouraged to score the area as 'n/a' in order that the overall score for that KPI would not be unduly influenced.

It is very likely that scores from prior assessments recognised the emergency management context of the time and in some cases, would not score at the same level given the ongoing maturity of the emergency management sector since 2015 (the last National Capability Assessment report). While inherent capacity and capabilities within local authorities are likely to be able to absorb the impacts of small, or short duration emergencies, recent experience has shown that emergencies with more significant community impacts, or of a duration longer than a few days, will quickly overwhelm organisational capacity to manage the effects of even moderate emergency events.

So given the additional knowledge and experiences gained across the sector in the last 20 years and fact that this assessment has been focused on subject matter experts within their areas of responsibilities, scores generated previously through this process do not compare well and it is anticipated that the 2024 assessments will set new baselines for the region.

Alignment of this capability assessment with the National Disaster Resilience Strategy

The prior National CDEM Strategy was replaced in April 2019 with the National Disaster Resilience Strategy (NDRS). Although the Capability Assessment Tool is anchored to the old CDEM strategy, broadly the outcome areas translate into the NDRS Goal areas and objectives. The tables on page 28 show a high-level mapping of the goals and objectives of the old CDEM strategy (and hence the Capability Assessment tool), with the goals and objectives of the NDRS.

This should provide some assurance for the Wellington CDEM Group that recommendations within this report will enhance emergency management capability over the long term and support meeting some of the objectives of the NDRS - i.e., investment in strengthening emergency management capability and capacity now will likely map into any future capability assessment process that is more specifically aligned to the NDRS.

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National Disaster Resilience Strategy Goals and Objectives

1 Managing Risks	2 Effective Response to and Recovery from Emergencies	3 Enabling, Empowering, and Supporting Community Resilience

OUR OBJECTIVES

1 Managing Risks

1. Identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making

2. Put in place organisational structures and identify necessary processes – including being informed by community perspectives – to understand and act on reducing risks

3. Build risk awareness, risk literacy, and risk management capability, including the ability to assess risk

4. Address gaps in risk reduction policy (particularly in the light of climate change adaptation)

5. Ensure development and investment practices, particularly in the built and natural environments, are risk-aware, taking care not to create any unnecessary or unacceptable new risk

6. Understand the economic impact of disaster and disruption, and the need for investment in resilience; identify and develop financial mechanisms that support resilience activities

2 Effective Response to and Recovery from Emergencies

7. Ensure that the safety and wellbeing of people is at the heart of the emergency management system

8. Build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/Māori perspectives and tikanga in emergency management

9. Strengthen the national leadership of the emergency management system to provide clearer direction and more consistent response to and recovery from emergencies

10. Ensure it is clear who is responsible for what, nationally, regionally, and locally, in response and recovery; enable and empower community-level response, and ensure it is connected into wider coordinated responses, when and where necessary

11. Build the capability and capacity of the emergency management workforce for response and recovery

12. Improve the information and intelligence system that supports decision-making in emergencies to enable informed, timely, and consistent decisions by stakeholders and the public

3 Enabling, Empowering, and Supporting Community Resilience

13. Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters

14. Cultivate an environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience

15. Take a whole of city/district/region approach to resilience, including to embed strategic objectives for resilience in key plans and strategies

16. Address the capacity and adequacy of critical infrastructure systems, and upgrade them as practicable, according to risks identified

17. Embed a strategic, resilience approach to recovery planning that takes account of risks identified, recognises long-term priorities and opportunities to build back better, and ensures the needs of the affected are at the centre of recovery processes

18. Recognise the importance of culture to resilience, including to support the continuity of cultural places, institutions and activities, and to enable the participation of different cultures in resilience

Capability Assessment Tool Goals and KPI's

Goal 1 – To increase community awareness, understanding, preparedness and participation in civil defence emergency management	
G1A	Increase the level of community awareness and understanding of the risks from hazards
G1B	Improve individual and community preparedness
G1C	Improve community participation in CDEM
G1D	Encourage and enable wider community participation in hazard risk management decisions
Goal 2 - To reduce the risks from hazards to New Zealand	
G2A	Improve the coordination, promotion, and accessibility of CDEM research
G2B	Develop a comprehensive understanding of New Zealand's hazardscape
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels
Goal 3 - To enhance New Zealand's capability to manage civil defence emergencies	
G3A	Promote continuing and coordinated professional development in CDEM
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies
Goal 4 - To enhance New Zealand's capability to recover from civil defence emergencies	
G4A	Implement effective recovery planning activities
G4B	Enhance the ability of agencies to manage the recovery process
Enabler 1 – Governance and Management arrangements support and enable civil defence emergency management	
E1A	Implement effective organisational structures for CDEM
E1B	CDEM Group culture positively influences the effective delivery of CDEM
E1C	Ensure agencies have funding for civil defence emergency management
Enabler 2 – Organisational resilience supports effective crisis management	
E2A	Organisational resilience is developed through risk management and planned strategies
E2B	Organisational resilience is developed through adaptive capacity

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6.3 HEALTH, SAFETY AND WELLBEING UPDATE

1. PURPOSE

This report updates the Risk and Assurance Committee on recent health, safety and wellbeing (HS&W) activities.

2. SIGNIFICANCE

The matters for decision in this report are not considered to be of significance under the Significance and Engagement Policy.

3. BACKGROUND

Quarterly HS&W reporting provides assurance to the Committee that relevant risks identified in Council's Risk Register are being appropriately managed.

The People and Wellbeing (P&W) Team are responsible for reporting on risks, mitigations, and activities undertaken across Health and Safety (HS), People Management, Staff Wellbeing, and Emergency Management.

4. FOCUS OF ACTIVITIES

The focus of activities for the reporting period August-October has remained on monitoring adverse customer behaviour, developing people management and payroll business improvements, renewing the Public Service Association (PSA) Collective Employment Agreement, and inducting new staff to the council.

4.1 ADVERSE CUSTOMER BEHAVIOUR

We continue to monitor adverse customer behaviour across the range of places we engage with the community - in person, over the telephone, email, and online. Adverse 'Behaviour' and 'Staff Wellbeing' are two of our five biggest health and safety risks which reached concerning levels earlier in the year. As a result, we introduced a number of new measures which appear to be showing success with incident reporting reducing from 5 reports in the last period, to 0 reports in this reporting period.

We are also pleased to see the number of staff undertaking online de-escalation training through our staff training platform. Four courses are available for staff, people leaders, and HS&W representatives, to help them support their teams:

| Course	# Enrolled	# Completed
De-escalation 1: Situational Awareness	80	33
De-escalation 2: Managing an Angry Customer	34	28
De-escalation 3: Staying Safe	28	23
De-escalation 4: Supporting Your Team (a course for managers)	3	1

4.2 BUSINESS IMPROVEMENTS

We have been working with the ICT Team to improve some of our people management processes across the P&W Team.

Process improvements

'Flowingly' is a cost-effective, NZ based platform that provides process mapping functionality to enable council to easily map, update, publish and share organisational processes. Many councils already use the platform and have shared process information and maps with us, reducing the cost of developing and testing ourselves.

Council already uses Flowingly for managing complaints and service requests across roading, solid waste and waters operations. Once a flow is started, the platform manages the process generating the relevant forms required, and sending alert and requests to people required to complete or approve actions.

We are now introducing Flowingly across some of our people processes to improve efficiency in onboarding and inducting new staff and managing staff delegations when people are away on leave.
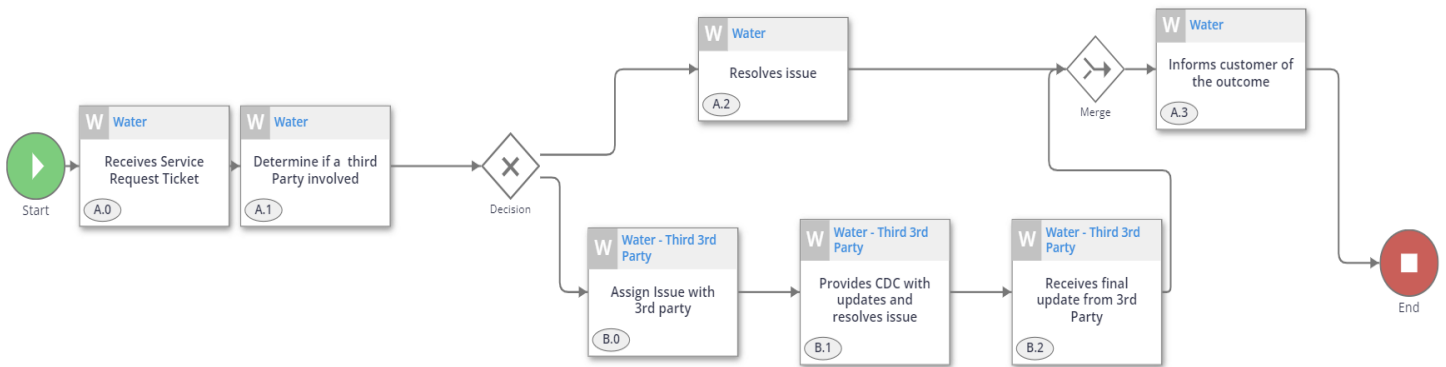
Process flow of a Waters service request.

Automatic timesheets

Traditionally council staff have been required to complete an electronic timesheet each fortnight, which is then approved by the line manager, and the P&W Manager. This is repetitive and time consuming with nearly half of all staff working the same standard hours each fortnight.

We have now moved these staff to a salaried 'automatic' payroll recording system where they only need to make timesheet entries when they take leave. The remainder of staff will remain on manual timesheets due to undertaking variable hours, or their salaries being funded across a number of different budgets or cost-centres.

Staff intranet

Our creative ICT Team have developed a very cost-effective, easy to use, staff intranet to improve communication and information access for staff. The site is linked to our existing websites, platforms and systems, and provides council news updates, organisational charts, staff and council policies, staff newsletters, upcoming events, and Team specific pages. Teams will be able to easily upload any activities, events, or information they wish to share across council staff.

4.3 PSA AGREEMENT

CDC and the PSA have renewed their 2024-2026 Collective Employment Agreement. The Agreement renews current provisions with the following material changes:

- Additional optional Christmas Savings Plan deduction amount from staff wages
- Additional one day's leave for PSA members
- Extension for sick leave medical certificate requirement to 5 days
- Review of staff engagement
- Inclusion of Te Reo Māori headings in the Agreement document.

4.4 STAFF INDUCTION

Ensuring staff are appropriately inducted and trained is a key factor in many of the council's risk mitigations. New staff complete a brief induction period which concludes with a final individual meeting with the P&W Manager, and attendance at an Induction Workshop and District Tour. The Mayor, Chief Executive, managers and team leaders host the Workshop and Tour, explaining the broader activities of council, and visiting the District's facilities such as water treatment plants, cemetery, Events Centre, and parks.

New staff learn about council facilities at the Kaipaitangata treatment plant and the cemetery.

5.   GENERAL RISK MONITORING

5.1   HEALTH & SAFETY INCIDENTS

Reporting of incidents by staff, including near miss reporting, continues to be consistent across all departments. Staff are reminded regularly of our various ways to report incidents and near misses through our staff newsletter, digital noticeboard and posters in staff lunchrooms. The HS&W Committee continues to work actively and be leaders in HS&W for the Council.

For the period Aug - Nov, we received 12 incident reports:

- 3 near miss reports including two environmental issues:
  - Sunshine glare on computer screens
  - Shortage of power points causing potential overload on sockets

- 4 reports of damage to equipment including two issues of damage to a tractor mower

- 4 reported injuries including three incidents caused by staff not following correct procedures

- 1 quality incident caused by an allergic reaction to dust from a heat pump being cleaned.

The HS&W Committee and HS&W Advisor have reviewed all incidents and are satisfied that the responsible managers and team leaders are taking appropriate actions in each case. None of the accidents have highlighted major systemic failings.

During September and October, we only received a total of 5 incident reports, all of which were either resulting in an injury, or damage to equipment. We received no near miss reports. While we are hoping that reporting is lower due to less incidents occurring, we must consider the possibility that staff have been under-reporting, particularly near miss incidents. The HS&W Advisor and Committee are currently canvassing our teams to gain an understanding of the situation.

Incidents and Near Miss Reports 2024
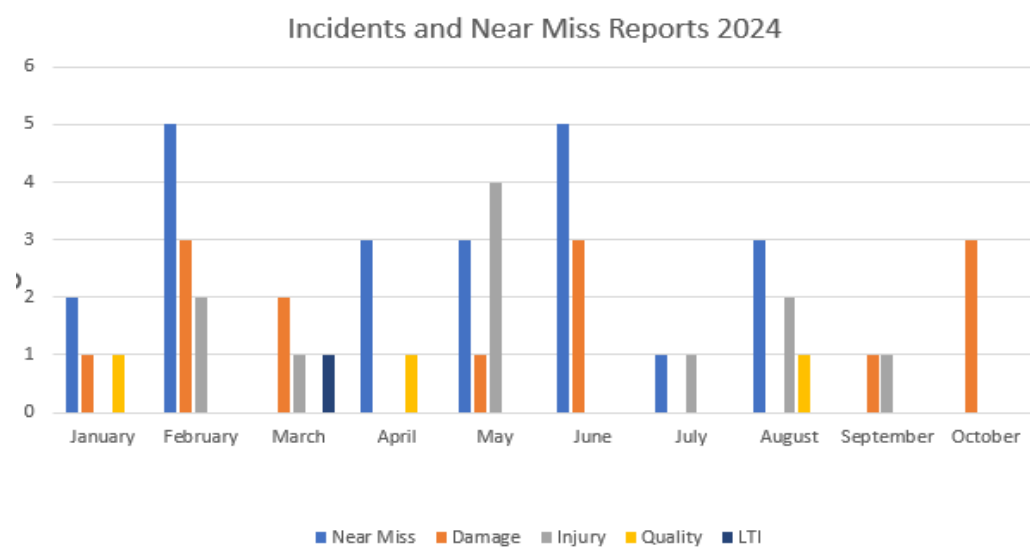
Follow up actions

Incident reporting provides the opportunity to review practices to prevent further incidents and/or minimise harm. Below are two examples of learnings from recent reports.

1. Injury

    A staff member was using the grinding machine and tried to adjust their hand grip while the disk was still turning. The disk caught the finger of the protective gloves that were being worn. The employee suffered a small cut. After the incident the team reviewed the gloves and have decided on a new type of protective glove for future use. The employee also noted that they should wait for the disk to stop moving before changing hand grips.

2. Quality Incident

    The heat pump units were being serviced and a lot of dust was created from cleaning the filters which aggravated a staff member's asthma and allergies. Staff spoke with the contractor involved and it was agreed that the contractor would advise us when servicing was due. This gives staff prior notice and time to either arrange a times outside of staff work hours, or organise an alternative space for staff to work during cleaning.

The HS&W Committee supports a no-blame culture so we can continue to be working proactively in health and safety.

5.2 HEALTH & SAFETY SITE INSPECTIONS

Site inspections were carried out at the Library, Events Centre and the main office building.

Required improvements noted:

- Some first aid kits had items that had expired, or had been used and not replaced. Items have been ordered to ensure all first aid kits are complete.

- One fire extinguisher was overdue for a service and has since been updated.

- Fire evacuation drills were overdue. Fire drills have since been run with Alliance Fire and Security in attendance.

- All previous and new fire wardens have undertaken fire warden and fire extinguisher training. Training was also extended to Library and Events Centre staff to ensure there is trained staff on site outside of regular hours.

5.3 CONTRACTORS

Contractors are one of our 'Five Biggest Risks'.

Contractor Management

45 of 47 contractors have been fully assessed in the SiteWise management system and hold green or gold status. This indicates a score above the expected competency level of 75%. The average score of all contractors assessed is 91% - above the national average of 84%.

By continuing to work with our lower scoring contractors the number of contractors in red (scores of 0-50%) is 0, and we only have 2 sitting in orange (scores of 51-74%).

YOUR CONTRACTORS
NUMBER OF YOUR SELECTED CONTRACTORS AT EACH STAGE

| 0 | 2 | 15 | 30 |

YOUR SELECTED CONTRACTORS AVG. SCORE

91%

ALL CONTRACTORS
NUMBER OF CONTRACTORS AT EACH STAGE IN SITEWISE

| 309 | 519 | 3629 | 3195 |

ALL CONTRACTORS AVG. SCORE

84%

Contractor Audits

At each Committee meeting, the number of contractor audits conducted by staff are reported to provide assurance that the contractor, and staff, are managing H&S risks appropriately.

The number of audits undertaken for the reporting period was 2:

Contractor 1

- Contractor is registered and pre-qualified with SiteWise in February 2024. They received a pleasing first score of 61%, which is a great first-time assessment score.

- Chemicals kept in locked work van with proof of Safety Data Sheets (SDS) sighted.

- Proof of training for staff was not sighted at time of audit but have since been sent through.

- Incident and near miss reporting process was discussed and while the contractor has their own incident reporting system, they were reminded that if an incident, accident or near miss occurs while working on a CDC site that we need to be notified.

- Appropriate barriers and signage were in place at time of audit.

- CDC Health and Safety induction was undertaken approximately five years ago. A refresher H&S induction will be completed when contractor is next back on site.

Contractor 2

- Contractor has been registered with SiteWise for 12 years and have received scores of over 90% for the past 8 years with the last 4 all having a score of 100%.

- Site induction process was in place and all visitors to the site are signed in.

- Incident and Near Miss reporting process is in place and staff know how to report and who to report to. Health and Safety reports are forwarded through monthly.

- First aid kits available in all vehicles.

- All contractor staff were wearing correct PPE at time of audit.

- CDC staff member noted that some safety signs were missing from site at time of audit. Contractor was spoken to and signs were put in place.

5.4   VEHICLE AND DRIVER SAFETY

Managers and team Leaders regularly monitor speed and safe driving behaviour through regular reporting from the HS&W Advisor.

Speed Monitoring

Despite a general downward trend in speeding during the year, we note a significant increase for the month of September. We have identified a small number of staff members who are largely responsible for this, caused in one situation by a single, long-distance journey. The managers have undertaken investigation processes with these staff members to ensure vehicles are driven lawfully, and that they comply with council's Vehicle Use Policy.

We have also focused our September H&S messaging on responsible safe driving, and vehicle speed compliance through:

- Staff newsletter messaging

- Placing 'GPS monitored' stickers inside and outside of council vehicles

- Review of the Vehicle Use Policy and Procedures including emphasising the disciplinary consequences of continued speeding.
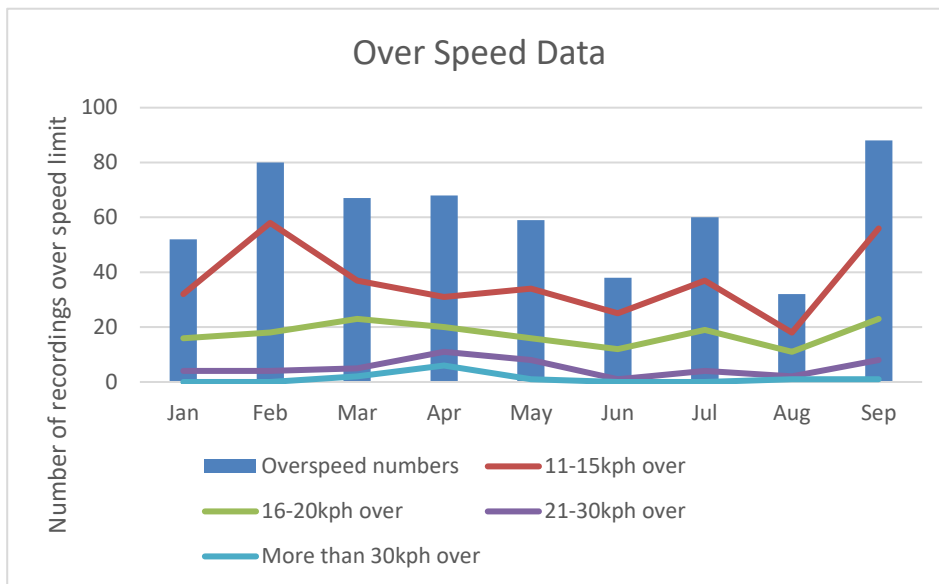
Data is taken from the Cartrack Monitoring System installed in all Carterton District Council vehicles. Multiple over speed recordings may be generated by one vehicle on a single journey.

5.5   RECRUITMENT

Over the reporting period, we had 1 permanent staff member leave the council, and 5 new staff members join:
- 1 permanent staff member (Infrastructure Services)
- 4 casual or fixed term staff members (Parks & Reserves, Events Centre)

We currently have no vacancies.

5.6   STAFF LEAVE ENTITLEMENTS

Managers are required to monitor leave levels to ensure staff are taking leave appropriately including monitoring sick leave, enabling sufficient rest from work, and managing the council's annual leave financial liability.

Annual Leave

As at 27 September (based on a 5 week/25 day entitlement, pro-rated accordingly):

- 70% of staff have balances within one year's leave entitlement

- 11% of staff have balances over two year's leave entitlement, noting that two staff members only work 3-hour days.
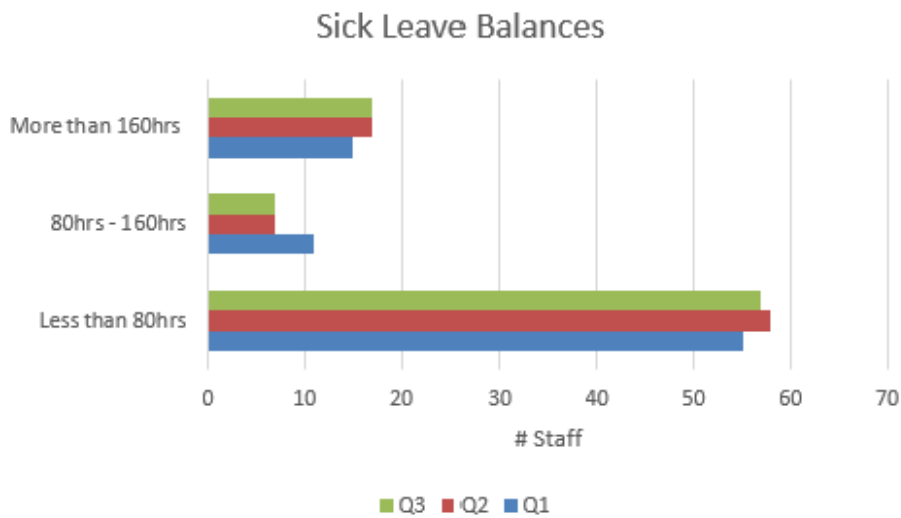
Outstanding Annual Leave
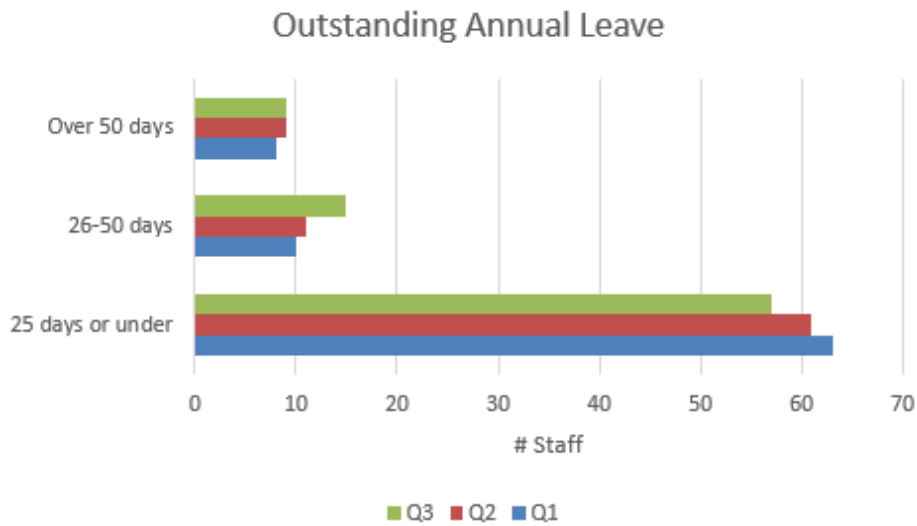
Note: The number of hours in a 'day' varies from 3hrs to 9hrs

Sick Leave

As at 27 September (based on a 10 day/8 hour per day entitlement):

- 70% of staff have balances within one year's leave entitlement of 80 hrs

- 21% of staff have balances over two year's leave entitlement of 160 hrs

Sick Leave Balances

5.7   STAFF POLICIES

The following policies have been reviewed:
- Leave Policy
- Wearable Video Camera Policy

Policies currently under review:
- Staff Training Policy
- Business Continuity Plan
- Motor Vehicle Use Policy
- Employee Code of Conduct

6. ENGAGING WITH OUR PEOPLE

6.1 HEALTH, SAFETY AND WELLBEING (HS&W) COMMITTEE

The Committee meets bi-monthly to report on HS&W issues and review incidents, near misses and hazards. The Committee remains well engaged and committed to leading HS&W across the Council. There are 7 members representing all teams across the council and supported by the HS&W Advisor.

6.2 2022 - 2025 HEALTH & SAFETY (H&S) STRATEGY

The H&S Strategy and Action Plan support the compliance and achievement of the aims of the H&S Policy.

The Action Plan activity for this quarter is to engage with staff to identify the three biggest risks in their roles. This will help to develop a training schedule and ensure our Standard Operating Procedures (SOP's) are fit for purpose.

6.3 STAFF WELLBEING

Staff Wellbeing is another of our 'Five Biggest Risks'.

The Wellbeing Strategy and Action Plan was developed through consultation with staff, and details objectives and outcomes that are important to their wellbeing. Initiatives and activities contribute to the four segments of the Staff Wellbeing Strategy: 'Healthy Lifestyle', 'Good Working Relationships', 'Job Satisfaction' and 'Positive Culture'.
Wellbeing Initiatives and Activities
Action plan focus activities have included

- All of Council Staff meeting

- Te Reo beginner and intermediate classes

- Waiata classes

- Shared curry lunch

- Monthly staff craft group

- Encouragement of staff to participate in "Wairarapa Walking Festival"

7.   EMPLOYEE ASSISTANCE PROGRAMME

The Employee Assistance Programme (EAP) is a workplace wellness programme designed to boost staff performance by proactively helping them resolve personal and work issues. The programme offers confidential and short-term support that assists with a variety of issues, including financial, legal, physical and mental health. EAPs are an essential part of supporting the health and wellbeing of Council staff, increasing productivity and encouraging a positive work environment.

EAP services have been accessed ten times between August and November.

8.   FIVE BIGGEST HEALTH AND SAFETY RISKS

The Five Biggest H&S Risks are identified and actively monitored to ensure control and reduction measures are in place.

Currently the Five Biggest Risks we are focusing on are:

1. Contractors
2. Working alone and remotely
3. Under reporting
4. Behaviour
5. Staff wellbeing

Risk	Controls and reduction measures	Actions
Contractors Council hires contractors because it doesn't always have the expertise or capacity to undertake the activities. Contractors pose a risk principally because we have little control over their staff and their work standards while they are on the job. It is not possible for us to supervise them at a micro level. We are reliant on them to employ staff who are trained and competent to undertake the work assigned while at all times observing safe practices and their obligations under the Health and Safety at Work Act.	• SiteWise contractor management system • Contractor briefing and induction processes • Site safety checklists • H&S plans included in procurement process • Regular contractor audits	• All CDC contractors are being moved to SiteWise, an online contractor management platform. H&S information is provided and assessed. An assessment score of 75% or over indicates competency. At present 91% of CDC contractors are at competency level. We are working with contractors that have not yet achieved the 75% assessment mark. **ONGOING**. • Managers and team leaders will be receiving training on the reviewed contractor processes for Sitewise. **COMPLETE.**

Working Alone and Remotely
 	
Being such a small organisation, it is often impossible for staff to work in teams or even in pairs. Staff are often required to work alone and remotely, where in some cases poor cell phone coverage is an additional factor.
 	
With the introduction of flexible working arrangements due to COVID-19, we have staff working from home more than we have had in the past.
	• Staff policies:
	  ○ Working From Home Policy
	  ○ Remote Working Guidelines
	• Appropriate communication devices and body cameras
	• Sign in/sign out systems
	• Leadership support
		• Lone worker app has been trialled. Information to be collated for recommendation to the ELT for purchase of lone worker devices and to engage with a monitoring service.
		IN PROGRESS.
		• Working Alone policies and associated Standard Operating Procedures (SOPs) reviewed.
		COMPLETE.
		• Hazard Register category – Working alone and working remotely updated.
		COMPLETE.

Under Reporting While there is a good level of reporting any physical accidents, the risk of under-reporting of near misses needs to be constantly monitored. This is due to a combination of staff thinking "nothing happened so why report it," and the perceived amount of time required to make a report.	• Staff policies: ○ H&S Policy • Employment Agreement and Job Description obligations • H&S induction process • H&S communications through posters, T.V. screen notices, and staff newsletters • Staff notebooks • "Sh!t That Was Close" Campaign • H&S Committee • Staff meeting, and Leaders Roopu, agenda item • ELT reporting • Site inspections	• Encouragement of reporting. **ONGOING.** • Site inspections. **ONGOING.**

Behaviour
 	
An unintended consequence of changes in our environment has seen Carterton District Council having to manage situations where people's behaviours pose a risk of somebody threatening or assaulting them, possibly with
	• Staff policies:
	  ○ Robbery Policy
	  ○ H&S Policy
	• Staff training:
	  ○ De-escalation
		• Refresher customer service and de-escalation training delivered (Feb 2024)
		COMPLETE.
		• Signs displayed in public offices.

a weapon with potential of a fatality.
 	
Introduction of a range of services and experiences such as social media engagement and public Wi-Fi, together with external environmental factors such as mental health issues, anti-establishment sentiment, conspiracy theories, economic pressures, troublesome youth, drug and alcohol abuse have potential to result in an increase in problematic individuals frequenting CDC premises and dealing with CDC staff in the community.
 	
Cash held on premises also presents potential for robbery.
	○ Personal safety
	
	    ○ Customer service
	
	    ○ Cash handling and robbery
	
	• Appropriate physical office design and security measures including cameras and communication devices
	
	• Electronic payment mechanisms
	
	• Community engagement and risk awareness
	
	• Leadership support
		COMPLETE.
		• Online training available for staff and people leaders
		COMPLETE.

Staff Wellbeing
 	
Being a small organisation and having departments under-staffed is placing some teams under pressure and the need to work long hours. Staff under pressure pose a risk to themselves, the organisation, and customers. Staff under pressure can lead to burnout, stress, fatigue, all leading to both mental/physical and social affects, contributing to lower performance levels.
 	
Working long hours under pressure can lead to poorer mental health including stressful feelings, an increase in anxiety, depression and lower quality sleep patterns. This will contribute to a higher number of accidents occurring, bad decisions being made, irritability and concentration/memory issues.
 	
Employees physical health can be compromised with the increased risk of a stroke, heart problems, high cholesterol and high blood pressure.
	• Staff policies:
	
	    ○ Staff Wellbeing Strategy
	
	    ○ Hours of Work and Fatigue Policy
	
	    ○ Leave Policy
	
	• Wellbeing communications through posters, T.V. screen notices, and staff newsletters
	
	• Early recognition of stress, fatigue and burnout symptoms
	
	• Managers support a safe environment to talk
	
	• EAP Services available
	
	• Clearly defined position descriptions and resourcing
	
	• Relieving staff available from councils
	
	• Staff training to manage negative social media impacts
		• Filling of vacant roles.
		ONGOING.
		• Address lack of work-space issues through physical relocation, working from home flexibility where appropriate.
		ONGOING.
		• Undertake office accommodation assessment.
		COMPLETE.
		• Support staff uncertainty caused by Three Waters, RMA, and local government reforms. **ONGOING.**
		• Provide change management training for staff.
		COMPLETE.
		• People leaders to highlight the issue of negative social media behaviour at Team meetings and provide helpful tips and resources including ensuring staff raise specific issues to managers when they occur.
		ONGOING.

Combined stressors of busy workloads, staff vacancies and absences, local government reforms, and COVID-19 can impact staff wellbeing. Negative social media comments can cause stress and anxiety for staff. While we have communications specialists that can mitigate and manage these issues on the council page, many comments are made on private and community pages.		

9. CONSIDERATIONS

9.1 Climate change

None of the issues reported in this paper are considered to have climate change implications.

9.2 Tāngata whenua

There are no decision implications for tāngata whenua.

9.3 Financial impact

All work undertaken is within planned budgets.

9.4 Community Engagement requirements

No community engagement is required.

9.5 Risks

There are no risk considerations related to decisions required in this report.

9.6 Community Wellbeing

There are no community wellbeing considerations related to decisions required in this report.

10. RECOMMENDATION

That the Committee:

1. **Receives** the report.

File Number: **426450**

Author: **Geri Brooking, People and Wellbeing Manager**

Attachments: **Nil**

6.4 RISK AND ASSURANCE COMMITTEE WORKPLAN 24/25

1. PURPOSE

For the Committee to confirm the Annual Workplan for the Risk & Assurance Committee for 2024/25.

2. SIGNIFICANCE

The matters for decision in this report are not considered to be of significance under the Significance and Engagement Policy.

3. BACKGROUND

A workshop was held on 16 October 2024 for the elected members to provide feedback on the Risk and Assurance Committee Annual Workplan for 2024/25.

This feedback has been incorporated and is in **Attachment 1.**

4. CONSIDERATIONS

4.1 Climate change

Not applicable.

4.2 Tāngata whenua

There are no direct implications for tāngata whenua related to the decisions in this paper.

4.3 Financial impact

There are no financial impacts related to the decisions in this paper.

4.4 Community Engagement requirements

Not applicable.

4.5 Risks

The workplan is important to systematically work on a wide range of issues, risks and potential risks.

5.   RECOMMENDATION

That the Committee:

1.   **Receives** the report.

2.   **Adopts** the Risk & Assurance Workplan for 2024/2025.

File Number: **427529**

Author: **Geri Brooking, People and Wellbeing Manager**

Attachments: **1.   Risk and Assurance Committee Workplan 24-25** ⇩

Exiting Terms of reference	November 2024	February 2025	May 2025	August 2025	November/December 2025
1. Identify, monitor, and manage risks, including emerging risks faced by the Council. - Top strategic risks limited to 10 (noting escalation of risks) - See / monitor projects with a high risk assessment - Management to determine how reviews are to be carried out to conduct appropriate reviews on internal controls	Risk update	Risk update	Risk update	Risk update Risk framework review	Risk update
	Insurance review		WWTP Review IT security update (public excluded)	Insurance review 2025/26	
	Key projects reported to R&A - Emergency Management	Key projects reported to R&A - LTP Review - EQP Buildings	Key projects reported to R&A - Organisational review - Staff review	Key projects reported to R&A - Pre-election update	Key projects to be reported to R&A - TBC
				Staff risks (resourcing, back-up key roles, Executive)	
	Government reform update (3 waters reform, RMA, review of LG)	Government reform update (3 waters reform, RMA, review of LG)	Government reform update (3 waters reform, RMA, review of LG)	Government reform update (3 waters reform, RMA, review of LG)	Government reform update (3 waters reform, RMA, review of LG)
2. Monitor the Council's health and safety management system and identification of risks in accordance with the Health and Safety at Work Act 2015 and any substitute legislation.	Health, Safety and Wellbeing update	Health, Safety and Wellbeing update	Health, Safety and Wellbeing update	Health, Safety and Wellbeing update	Health, Safety and Wellbeing update
3. Receive the annual external audit plan.			Receive the annual external audit proposal		
4. Review the external auditor's management letter and management responses.	LTP Management Letter (post Consultation Document audit).	Audit NZ final report for the year ended 30 June 2024		Audit NZ interim report for 2025	Audit NZ final report for the year ending 30 June 2025 (TBC)
	Update on Audit recommendations	Update on Audit recommendations	Update on Audit recommendations	Update on Audit recommendations	Update on Audit recommendations
5. Monitor management of the Council's internal control environment (not just financial), and report as appropriate to the Council on compliance with all external audit/review requirements and statutory responsibilities eg BCA RCA, Waka Kotahi.		Bi-annual Building Control Authority (BCA) audit review	Annual Report timeline and risks		Roading Control Authority (RCA) audit review
6. Monitor and review the Council's policies and Treasury performance.	Treasury Report	Treasury Report	Treasury Report	Treasury Report	
	Review at least once a triennium - Sensitive expenditure policy - Rating systems - Treasury Policy			Procurement	Delegations
7. Review the draft Annual Report prior to consideration by Council, including consideration of reports from external auditors.			AP review prior to adoption.	AR review prior to adoption.	
Other Business	Proposed R & A Cttee schedule for 2025				

7 EXCLUSION OF THE PUBLIC

RESOLUTION TO EXCLUDE THE PUBLIC

RECOMMENDATION

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
7.1 - Confirmation of the public-excluded minutes of the Risk and Assurance Committee held 14 August 2024	s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information s7(2)(e) - the withholding of the information is necessary to avoid prejudice to measures that prevent or mitigate material loss to members of the public s7(2)(g) - the withholding of the information is necessary to maintain legal professional privilege	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.2 - Confirmation of the PE minutes of the Extraordinary Risk and Assurance Committee 19 September 2024	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

8 KARAKIA WHAKAMUTUNGA