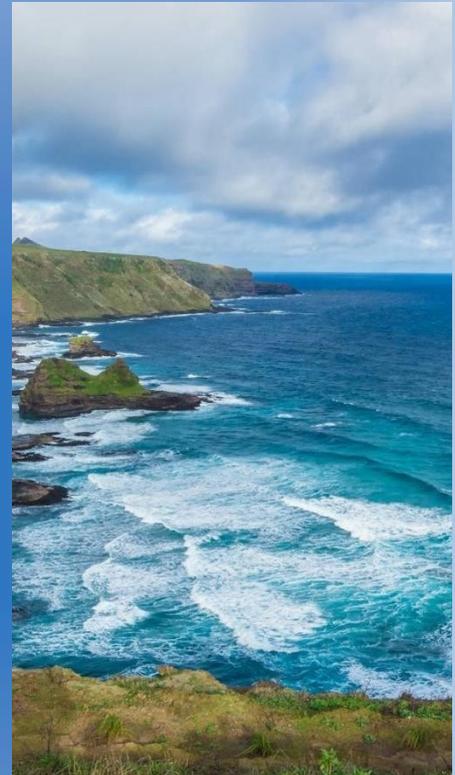


# Chatham Islands Civil Defence Emergency Management Group Emergency Management Capability Analysis Report

Submitted - 29 June  
2022



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## Mandate and Disclaimer

This report and the work undertaken to prepare it has been commissioned by the Chatham Islands Civil Defence Emergency Management Group (CI CDEM Group) with funding provided by the National Emergency Management Agency (NEMA) Resilience Fund, which is gratefully acknowledged. Direction and tasking were provided through a Project document which is attached as Appendix: 1

The information gathered and consequential recommendations presented in this report are intended to support future decision making around capability and capacity development for the Group. Recommendations are based on information gathered from interviews, and from the Lead Consultant's knowledge and experience in the emergency management field and with the Chatham Islands structure and operational challenges.

While we have exercised all reasonable skill and due care in the preparation of this report, neither we nor the Chatham Islands Civil Defence Emergency Management Group accept any liability in contract, tort or otherwise for any loss, damage, injury, or expense, whether direct, indirect, or consequential, arising out of the provision of information or actions are taken in response to this report.

## Purpose, Objectives, and Scope of the Review

With the increase in responsibilities and expectations from Central, Regional, Local government, Iwi/Imi, and the community, there is a need to analyse the CI CDEM Group's current structure and capability to determine how capacity can be built to meet the increased expectations.

The objective of the review is to highlight organisational system capability needs and resources and determine if and how they are being met and make recommendations about what is needed to deliver a functionally strong and robust structure to cope with the growing expectations and demands.

The scope of the review is to Identify what the CDEM Groups responsibilities are according to the CDEM Act, the National CDEM Strategy and other Emergency Management documentation. This has required the reviewers to,

- Identify what emergency management capacity and capability is optimal and realistic to achieve functional efficiency for the Chatham Islands
- Document what the current capacity and capability of the CI CDEM Group is
- Document current CI CDEM Group partnership arrangements on and off the Island
- Identify what resources are needed to build future-focused emergency management capacity and capability for the Chatham Islands, including partnership arrangements that may assist with supporting a more effective delivery of CDEM
- Identify timeframe for reaching emergency management optimal functional capability and capacity for the Chatham Islands

It is noted that the following areas were deemed "out of scope" and were not included in this review,

- Review of the current Chatham Islands Group plans and arrangements.
- Evaluation of individual staff capacity or capability.
- Evaluation of partnership arrangements.

## Introduction

In general terms, Chatham Islands residents are resilient and generally capable of dealing with emergencies they may face as individuals, and families. They are also well used to supporting vulnerable people and those impacted by an emergency. It is in the area of coordination of resources and the development of procedures within an ECC to gather information and to share effectively this with stakeholders that the CI CDEM Group is challenged.

Whilst many accept that CDEM is short of resources, any additional CDEM resourcing/expenditure is generally questioned. The main deficiency is human resources and recommendations and options for this are addressed later in this report.

## Methodology and Thanks

This review was developed following the review of key documentation, followed by a visit to Chatham Islands over the period 3-10 May 2020. During this time a range of elected members, council staff, CDEM Group staff, NEMA staff and key partner agencies and stakeholders were interviewed. The following list details the interviews undertaken, and their willing contributions are acknowledged and appreciated.

- Monique Croon, Mayor Chatham Islands Council (CIC) and Chair Chatham Islands CDEM Group
- Steve Joyce, Councillor CIC and FENZ representative on Coordinating Executive Group (CEG) and CDEM Group member
- Graeme Hoare, Councillor CIC and CDEM Group member
- Owen Pickles, Chief Executive, CIC, and Chair Coordinating Executive Group
- Toni Gregory-Hunt, Chatham Islands Enterprise Trust, CEG member
- Barby Joyce, Heartland Services, CEG member
- Sally Lanauze, Chatham Islands Health Centre, CEG member
- Debbie Goomes, Moriori representative on CEG, and Group Welfare Manager (voluntary role)
- Jeff Clarke, Deputy Controller
- Rana Solomon, Group Controller and Emergency Manager, CI CDEM Group
- Colette Peni, Operations Manager, CIC and ECC personnel
- Jo Guise, Chatham Islands Council Executive Assistant and ECC personnel
- Tasman Carryer, IT Consultant, CIC
- Richard Hardie, Manager, Operational Policy, Department of Internal Affairs
- Simon Chambers, Regional Emergency Management Advisor, NEMA

## Ministerial Review: Better Responses to Natural Disasters

This review has been undertaken as directed by the Scope of Works provided, but also takes careful note of the New Zealand Government's response to the Ministerial review of the Civil Defence Emergency Management Sector through the document; "Delivering better responses to natural disasters and other emergencies" (August 2018).

The report's opening statement notes that, "Our response system must change too to ensure it works when we need it. Improvements are therefore needed to clarify, strengthen, modernize, and professionalize it, to ensure it performs when needed." The reports first section also clarifies that the No.1 priority is to put the safety and wellbeing of people at the heart of the emergency response system. One of the principles of this document is to ensure that the delivery of Emergency Management is consistent throughout New Zealand (Aotearoa)

## Regulatory Framework Review ("Trifecta") Programme

The National Emergency Management Agency (NEMA) has established a Regulatory Framework Review Programme (also known as the "Trifecta") to bring together three projects that have significant alignment. The projects are:

- developing a new Emergency Management Act (the Act)
- review of the National Civil Defence Emergency Management Plan Order (the Plan Order) 2015 and the accompanying Guide to the National CDEM Plan (the Guide) 2015
- development of the National Disaster Resilience Strategy (NDRS) Roadmap.

The Programme will ensure the Act, Plan Order/Guide, and NDRS Roadmap are aligned in content and outcomes, as well as ensuring the projects are coordinated and aligned with other NEMA projects and workstreams.

## Ministerial Review and Trifecta Implications

Every CDEM Group must be engaged with the work programmes from both the Ministerial Review and the Trifecta Programme and this adds further administrative burden to a Group the size of the Chatham Islands.

## CI CDEM Key Issues

### Legislative Responsibilities

Sect 17 of the Civil Defence & Emergency Management Act (2002) (The Act) sets out the functions which a CDEM Group is required to deliver.

The CI CDEM Group has carried out many of these functions admirably, given its limited resources, and has appropriately identified its hazards and produced a Group Plan.

S17 (1) of the Act requires the Group to.

*(a) in relation to relevant hazards and risks,—*

*(i) identify, assess, and manage those hazards and risks:*

*(ii) consult and communicate about risks:*

*(iii) Identify and implement cost-effective risk reduction:*

*(b) take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or to otherwise make available suitably trained and competent personnel, including volunteers, and an appropriate organisational structure for those personnel, for effective civil defence emergency management in its area:*

*(c) take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or otherwise to make available material, services, information, and any other resources for effective civil defence emergency management in its area:*

*(d) respond to and manage the adverse effects of emergencies in its area:*

- (e) plan and carry out recovery activities:*
- (f) when requested, assist other Groups in the implementation of civil defence emergency management in their areas (having regard to the competing civil defence emergency management demands within the Group's own area and any other requests for assistance from other Groups):*
- (g) within its area, promote and raise public awareness of, and compliance with, this Act and legislative provisions relevant to the purpose of this Act:*
- (h) monitor and report on compliance within its area with this Act and legislative provisions relevant to the purpose of this Act:*
- (i) develop, approve, implement, and monitor a civil defence emergency management group plan and regularly review the plan:*
- (j) participate in the development of the national civil defence emergency management strategy and the national civil defence emergency management plan:*
- (k) promote civil defence emergency management in its area that is consistent with the purpose of this Act.*

Whilst the Group has identified and assessed the risks it faces, the Group has struggled to deliver in a number of these requirements and in particular, to make available suitably trained and competent personnel and volunteers, and to provide an appropriate organizational structure for those personnel. With the limited resources on the Island this will always present challenges and consequently, other options should be considered.

There is also more it could do more to manage those hazards and risks including consulting and communicating more effectively with the Community and implementing cost-effective risk reduction. The main challenge to achieving this is the lack of resources available to undertake the required work.

### Emergency Co-ordination Centre (ECC ECC) Facility

The newly established ECC in the new council building is an excellent facility. This exists by good fortune as the area had originally been planned to be occupied by Enterprise Trust which did not in the end move into the council building. Although the state-of-the-art ECC will provide additional IT capability, there are implications coming from the use of the Centre which have to be considered as there will be additional operational expenses for the Group. This includes additional training of ECC staff in areas such as the web-based management system (i.e., D4H). Nevertheless, the ECC will assist in achieving more effective multi-agency response management. It was also noted that there has been discussion on the Island about a possible future multi-agency facility (with FENZ and St John) and this may have to be factored into thinking for the future. An excellent ECC on its own will however not ensure an effective response as it also requires trained and capable staff.

### Group/ECCECC Staffing

There is currently only one full-time CDEM Group staff member, this being Rana Solomon. Rana is required to perform multiple roles from being the Group Manager to operational emergency management officer and to perform tasks as the Group's administrator including for all meetings. At times Rana is also drawn into other tasks, some of which could be considered as being in addition to her primary role, and these should be reviewed. Such tasks include supporting FENZ in its rural fire response role.

When Rana is off the Island there is a significant risk to the Community and Council as ensuring her absence is covered appropriately is essential and, on some occasions, this has presented difficulties. In the past, Rana has relied upon willing volunteers to provide cover, but this has not always been possible. With just 600 residents on the Island, there will always be challenges in attracting and retaining good staff. In the past, it was possible to attract volunteers to fill many community roles, including CDEM, but as with many other areas of society, attracting volunteers, especially for stressful roles, is not proving easy anywhere.

CI Council staff have ECC responsibilities included in their position descriptions which require them to staff the ECC during an activation. This enables most ECC functions to be provided for, but currently many are not sufficiently trained or experienced for their roles, and this is an area that needs to be addressed urgently as unprepared and untrained staff are a significant risk to the Islands, and unfair to the staff involved. This also relates to the volunteers from outside Council who must also be trained and capable. Most ECC training is provided by Canterbury CDEM Group via the ECan support arrangement.

After careful consideration, we recommend that the ideal number of staff the office should have, is three. These additional staff could support Rana in ECC readiness, including ECC equipment readiness and staff training, welfare support, community resilience (including public education), and administrative support. One of the additional staff would also provide cover for Rana when she is off the island.

Staff could share the required roles e.g., one person could cover welfare and community resilience, and another staff member could cover ECC readiness and administration. Each person should be able to interchange with another to ensure the greatest efficiency and overall team effectiveness.

The Joint Committee has previously agreed to hire one additional staff member and we believe that a third staff member should be considered, accepting the funding limitations and the difficulty in recruiting the suitable staff on the Chathams.

If a third role was found to be unachievable, an alternative might be to seek external funding to support CI by funding the secondment of selected staff to carry out particular projects. This might involve identifying external staff who can complete short deployments to CI. This would overcome the difficulty of identifying suitable staff living on CI. It is understood FENZ have established a system by which approximately five staff, including an incident controller, are identified in NZ who can deploy to CI and support the establishment of an ECC during a fire response. Such a system could be considered for CDEM.

## Recommendations

1. That the CI CDEM staffing level be increased by at least one additional staff member to cover when Rana is off the island.
2. That the additional function required should encompass: ECC readiness, welfare management, community resilience, administration.
3. That given the breadth of these requirements, further consideration should be given to hiring a third staff member.
4. That consideration also be given to identifying projects from within the Group Plan that NZ based CDEM staff could assist CI achieving. These staff could also deploy for a response.
5. That discussions are initiated with FENZ to formalise arrangements for the use of the ECC and staffing the same in the event of a Rural Fire incident

## Emergency Manger's Workload

The current NEMA work programme involves a number of national working groups which Group Managers, or staff, are expected to participate in. Of these, there are around eight that Rana has been involved with. These include the Trifecta programme, exercises, capability development, tsunami, Lifelines, and Welfare. Larger CDEM Groups have the ability to delegate staff to attend many of these meetings but for the Chatham's, there is only Rana and she is expected to attend these meetings as often as possible.

To deliver on those responsibilities, Rana has been necessarily focused on engaging with NEMA and other CDEM Groups as the sector carries out a programme of work to build capacity and capability in the sector, including changes to legislation as detailed later in this report. This programme of work has involved considerable consultation between NEMA and CDEM Groups and this has had a detrimental impact on Rana's ability to work with the community.

Rana is also expected to support other emergency activities. She has a role with Maritime NZ to manage oil spill response planning. This requires her to undertake training and exercises with Maritime NZ. Rana is also expected to support FENZ for any Rural Fire Response. These roles are not generally included in the job description for a CDEM EM and illustrate again the importance of having additional staff in the office.

### Controllers

The Group has four identified Controllers available, although some are coming to the end of their careers. In the near future, it will be necessary to identify some additional controllers which will require more in-depth training but it is also noted that the current Controllers have yet to complete their conversion training in accordance with the new requirements to be deemed qualified. Although the course costs for this can potentially be supported by the NEMA training fund.

Rana is one of these controllers, but we believe consideration in the longer term could be given to having Rana take on the primary role of Response Manager as this is a critical role which requires experience and a strong skill set. One of the other named controllers would then be the initial lead for a response but we note that Rana could still retain Controller designation as a backup.

## Recommendations

6. That additional alternate controllers should be identified and trained.
7. That consideration should be given to Rana not functioning as Primary Controller unless there is no alternative. Rana could add more value to the ECC as a Response Manager.

### Area Coordinators.

As noted above, the scale of work has impacted Rana's ability to work with the community and it has been the intention to utilize Area Coordinators to assist in developing and maintaining community readiness. The role of the Area Coordinators is to act as a link between the ECC and the community. The island is divided into zones and each Area Coordinator provides information about any emergency as advised by the ECC and also passes on information to the residents in each zone to assist them in responding to an emergency, and feeds information back to the ECC.

To ensure that the Area Coordinators are effective, there needs to be a close and supportive working relationship between them and the Group Office. It was reported that in the past there was a strong link between the Area Coordinators and EM staff, but this has lessened recently, no doubt due to competing priorities for the office. This task alone requires a considerable time commitment and on top of other responsibilities, this appears to us to be difficult to almost unachievable as it is too large for just one person.

One additional staff member with the role of community resilience/public education should address this issue.

### Welfare Manager

Most welfare agencies with responsibilities to provide welfare support to CI during an emergency are located in NZ and are based in several different regions, but mostly in Canterbury.

The main point-of-contact for welfare support agencies on CI is the CI Heartland Centre which assists residents in accessing government services. Whilst the Heartland Centre can provide routine support outside an emergency, there is often a need to engage directly with the regional welfare agencies during an emergency.

This presents a significant challenge to working effectively with these agencies in both peacetime and during an event and a new and more efficient engagement solution needs to be considered.

Until recently the role of Group Welfare Manager was carried by an unpaid volunteer. The workload to carry out this role effectively is considerable, and it is unrealistic to expect an unpaid volunteer to fill the role. Until now Rana has undertaken some of the Welfare Manager's roles but as this has increased is no longer able to.

As noted above, most regional welfare agencies that support CI are based in Canterbury. For this reason, welfare coordination readiness at the regional level is probably best carried out by a staff member located in NZ, probably Canterbury. This representative could be a staff member of NEMA, or Canterbury CDEM Group, subject to support arrangements, including financial support, being established. There would still be a requirement for a Welfare Manager on CI to support those impacted by an emergency. The role in NZ would be as an assistant to maintain links with regional welfare agencies. This would reduce the requirement for a welfare staff member on CI to 0.75 FTE.

### Recommendations

8. That an additional staff member would overcome the problem of attracting a volunteer and address the importance task of welfare support in an emergency.
9. That consideration be given to appointing an assistant welfare manager located in NZ, probably Canterbury, to support CI by liaising with NZ based welfare agencies. This as a 0.25 FTE role. The representative could be a member of either NEMA or Canterbury CDEM Group.

### Governance

The Chatham Islands Council is a territorial authority that has many of the functions, duties, and powers of both a district and regional council and is in effect a unitary authority. Most of its funding comes from Central Government Agencies to meet its statutory obligations as a Council with both regional and district functions. The annual financial assistance is monitored by DIA.

Civil Defence is a key function for a local authority and as required by the Civil Defence Emergency Management Act, local authorities are required to unite to establish CDEM Groups within regional council boundaries. CIC is unique in that the CI CDEM Group is one of only two which consist of just one council. The administration of the CDEM Group is usually carried out by the regional council, and so the CIC Council has this responsibility. This imposes an additional burden on the small CI council.

The question must be raised as to whether a CDEM Group the size of the CI CDEM Group should realistically be expected to be a viable entity. There are a number of roles and responsibilities that a CDEM Group has which involve considerable work and it is clearly difficult for the CI CDEM Group to carry out those functions to the standard expected. It is also noted that during a response to any medium to a large-scale event, CIC will also struggle to resource the response while still maintaining core services.

In assessing the challenges faced by CIC, an option which we believe should be considered is for CI CDEM Group to be supported under the umbrella of another CDEM Group, just as CIC receives support from Environment Canterbury through funding from the DIA administered government financial assistance package. This funding enables Environment Canterbury staff to support the Chatham Islands Council with planning, science, corporate services, resource management, emergency management, maritime safety, and biosecurity.

It is noted that there is some support in place for CI CDEM from the Canterbury Group under approval from ECan in its role as Administering Authority of the Canterbury CDEM Group, however, this is ad hoc and does not address the larger issues.

Emergency Management should not be seen as just another council function given the level of community risk so a better option, we believe should be considered is a model similar to the ECan/CIC relationship being developed between CI CDEM Group and Canterbury CDEM Group. If this occurred, a case could be made to include emergency management funding as a component of the DIA financial support which could then be allocated by ECan to the Canterbury CDEM Group for use in supporting CI CDEM under the terms of a joint agreement.

This would also support the Ministerial Review principle that the delivery of Emergency Management should be consistent throughout Aotearoa-New Zealand. (See recommendations 10 & 11 Following).

This could still recognize that the CI CDEM Group is a separate entity but also a partner within the Canterbury Group. Core services would be provided by the Canterbury Group and just as ECan staff and CIC staff meet regularly, usually monthly, staff from Canterbury CDEM Group and CI CDEM Group could meet regularly to discuss support and monitor progress towards agreed tasks and goals.

Such a change would need to be implemented over a longer term, perhaps via a request that DIA considers an alternative arrangement for funding and support for the CI CDEM Group. This may require some amendment to any relevant funding procedures or legislation for the DIA monitoring of funding arrangements with CI and it would also require agreement from both the Canterbury CDEM Group and the CI CDEM Group.

An additional opportunity from this could lead to the CI JC Chair (usually the mayor) attending Canterbury CDEM Group JC meetings in some form from time to time, and the Chair of CI CEG attending Canterbury CDEM Group CEG meetings in a similar fashion. This would further assist in developing the relationship and provide an opportunity for peer support to the Chairs of both committees.

## Joint Committee (JC) and Coordinating Executive Group (CEG)

The CI CDEM Group Joint Committee currently consists of the full membership of the CI Council. The Council meets regularly, usually every six weeks, and a Joint Committee meeting usually follows the Council meeting. The CEG usually meets monthly on the morning of the Council/JC meeting.

The problem with this practice is that there is little opportunity for the CEG to provide strategic direction to the JC. This means it is little for the JC to consider, as no recommendations are generally received from the CEG. Both meetings tend to be no more than information sessions which reduces the effectiveness of both committees as few decisions are taken by JC.

Most CDEM Groups in NZ usually meet quarterly, with a CEG held several weeks in advance so that issues may be raised and, where appropriate, taken to JC for decisions.

The number of JC and CEG meetings creates a significant administrative burden on the CI CDEM Manager creating reports and agendas and then taking and distributing minutes. In other Groups,

the regional council, as administering authority, is able to provide such administrative support to the CDEM Group. As CIC is too small to offer much support, these tasks generally fall to the EM. Fewer meetings would provide the EM office with more time to carry out other duties. If the frequency of these meetings was reduced in line with other group practices, considerable time would be saved for the CDEM Manager to devote to other more pressing tasks.

As noted previously, the CI CDEM Group Joint Committee membership consists of all 10 council members. Nationally this is unusual as most Joint Committees consist of only Mayors (or delegates), but for unitary authorities', other structures exist (i.e., Auckland's JC consists of four councilor's, and Marlborough's JC responsibilities are handled by their Assets and Services sub-committee).

We believe that the makeup of the JC should be reviewed as it would be much more efficient for the JC to consist of fewer members which then act similarly to a sub-committee of the Council.

## Recommendations:

10. That the CI CDEM Group is too small to function as a CDEM Group unless it receives more resourcing and/or support.
11. That the CI CDEM Group seek more formal support from the Canterbury CDEM Group in the same fashion that CIC is supported by ECan. The current support arrangement for Civil Defence directly from ECan to CIC ignores that CDEM Groups are separate entities that are (only) administered by regional councils.
12. That consideration be given to reducing the frequency of JC and CEG meetings
13. That consideration be given to reducing the number of members of the JC

## Other CI CDEM Group Manager's Competing Responsibilities

Rana is also expected to support other emergency activities. She has a role with Maritime NZ to manage an oil spill response plan. This requires her to undertake training and exercises with Maritime NZ. Rana is also expected to support FENZ for any Rural Fire Response. These roles are not usually included in the JD for a CDEM EMO and illustrate again the need for having additional staff in the office.

## Strategic Alliances

As noted previously in the report, one of the biggest challenges facing the CI CDEM Group is the acute lack of resources. This comes from two key areas, firstly funding, and then the difficulties experienced in recruiting suitable staff. As noted previously, a more formal partnership with another CDEM Group and/or NEMA would significantly assist Chatham's CDEM Group to function more efficiently, if this could be scoped and resourced appropriately.

Having a Partner Group (or even possibly Groups) support specific functions such as training (already supported by the Canterbury Group), response staffing, welfare support, technical support (i.e., remote support for the Web based ECC management system), and general administration, would significantly help to address the challenges the CI CDEM Group office face.

During a response event, the NEMA Emergency Management Assistance Team (EMAT) are deployed, and which is made up of EM staff from across the Country. Additional support could also be sourced from the Strategic Alliance arrangements with staff tasked who are not part of the EMAT

One of the most successful strategic alliances that the CI Council has established is with the DIA sponsored Stakeholders Forum. which involves all the National Ministries and Agencies working with the Chathams community. Continued Participation in this Forum by the Emergency Management Manager is seen as essential in maintaining a relationship with the likes of MSD, Health, and DIA etc.

With a stronger relationship with the Canterbury CDEM Group (as recommended previously), Canterbury CDEM Group could also proactively deploy an element if/when an emergency is anticipated, or has occurred, to assist with response wherever possible. This would be in addition to an EMAT deployment.

## Recommendation:

14. That NEMA also be approached with a request for additional support through more regular visits by project specific staff. It is noted that subject to commitments, NZ EMAT would proactively deploy an element if/when an emergency is anticipated or has occurred to assist with response.

## Conclusions

This review makes the following conclusions which are supported by our recommendations.

The main problem is that the CI CDEM Group is simply too small to function in the manner that the Act intended that Groups operate on its existing funding and further consideration should be given to ways of providing greater funding. The size of CI is smaller than all other TAs that are members of CDEM Groups. Whilst this funding and resource limitation is recognized for the CI Council, which receives support from ECan with funding from DIA, similar support is not received for the CI CDEM Group.

One option to address this is to develop an arrangement whereby Canterbury CDEM Group receives additional funding to support CI CDEM Group in the same way that ECan receives funding from DIA to support CIC. In addition, a more formal partnership with an NZ-based CDEM Group and NEMA (utilizing EMAT) could also assist in overcoming the resourcing shortfall.

It is also unrealistic for the CI CDEM Group office to function effectively with only 1 FTE. The role has expanded over time and there is also a workload involved in supporting NEMA's work programme following recent sector reviews. Whilst CI JC has agreed to fund an additional FTE, it is considered that at least one more staff member is required three in total

There needs to be cover when Rana is off the island or sick and there needs to be more focus on ECC readiness, welfare management, community resilience, training for ECC staff and administrative support for the office. If greater support and expanded formal partnerships were achieved, more effective coordination would occur noting that most regional welfare support agencies are based in NZ. There may also be merit in establishing a part-time NZ-based assistant welfare manager.

The newly established ECC is an excellent facility, however for it to operate effectively, it will require resourcing to ensure it has suitable IT equipment and trained EM staff.

The number of JC and CEG meetings can be reduced and the number of members of the JC could be reviewed to ensure more efficiency.

Report Approved for Release:

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## Summary of Recommendations

1. That the CI CDEM staffing level be increased by at least one additional staff member to cover when Rana is off the island.
2. That the additional function required should encompass: ECC readiness, welfare management, community resilience, administration.
3. That given the breadth of these requirements, further consideration should be given to hiring a third staff member.
4. That consideration also be given to identifying projects from within the Group Plan that NZ based CDEM staff could assist CI achieving. These staff could also deploy for a response.
5. That discussions are initiated with FENZ to formalize arrangements for the use of the ECC and staffing the same in the event of a Rural Fire incident
6. That additional alternate controllers should be identified and trained.
7. That consideration could be given to Rana not functioning as Primary Controller unless there is no alternative. Rana could add more value to the ECC as a Response Manager.
8. That an additional staff member would overcome the problem of attracting a volunteer and address the importance task of welfare support in an emergency.
9. That consideration is given to appointing an assistant welfare manager (0.25 FTE) who is located in NZ, probably Canterbury, to support CI by liaising with NZ-based welfare agencies. The representative could be a member of either NEMA or Canterbury CDEM Group.
10. That the CI CDEM Group is too small to function as a CDEM Group unless it receives more resourcing and/or support from DIA.
11. That the CI CDEM Group seek more formal support from the Canterbury CDEM Group in the same fashion that CIC is supported by ECan. The current support arrangement for Civil Defence directly from ECan to CIC ignores that CDEM Groups are separate entities that are (only) administered by regional councils.
12. That consideration be given to reducing the frequency of JC and CEG meetings
13. That consideration be given to reducing the number of members of the JC
14. That NEMA also be approached with a request for additional support through more regular visits by project-specific staff. It is noted that subject to commitments, NZ EMAT would proactively deploy an element if/when an emergency is anticipated or has occurred to assist with response.

## CHATHAM ISLANDS CDEM GROUP

### Emergency Management Capability Analysis Project (EMCAP)

#### **Project Justification**

With the increase in responsibilities and expectations from Central, Regional, Local government, Iwi/Imi, and community there is a need to analyze Chatham Island CDEM Group current structure and capability to determine how capacity can be built to meet the increased expectations.

Funding from the NEMA Resilience fund has been provided for this project.

#### **Scope Description**

EMCAP will identify what CDEM Groups expectation and requirements are according to the CDEM Act, the National CDEM Strategy and other Emergency Management documentation.

EMCAP can be used as a template for other CDEM Groups to use as an analytical tool.

#### **Objectives**

EMCAP's objective is to highlight required organisational system capability needs and resources and determine if, and how they are being met or what is needed for a functionally strong and robust structure to cope with the growing expectations and demands.

#### **In Scope**

- Identify what emergency management capacity and capability is optimal and realistic for functional efficiency for the Chatham Islands.
- Document the current capacity and capability of the Chatham Islands CDEM Group.
- Document current partnership arrangements on and off the Island, to support CDEM.
- Identify what resources are needed to build emergency management capacity and capability for the Chatham Islands including partnership arrangements that may assist with obtaining and delivery of CDEM.
- Identify timeframe for reaching emergency management optimal functional capability and capacity for the Chatham Islands.

#### **Out of Scope**

- Review of the current Chatham Islands Group plans and arrangements.
- Evaluation of individual staff capacity or capability.
- Evaluation of partnership arrangements.

#### **Cost**

Project cost \$13,900 +GST

## Assumptions

The Council and CDEM Group will use the final report to identify and prioritize opportunities for building capability for the Chatham Islands CDEM Group to meet ongoing and increasing needs and expectations in this area.

## Deliverables

- A report to the Chatham Islands CDEM Group/council/CEG outlining.
- Research results
- Including recommendations for action
- Description outlining what and how CDEM connect with NEMA, what their requirements, demands, expectations are, and the resources needed to meet these.
- A description of increased expectation and demands that come from outside the current CDEM Group objectives, and how they might be met by the Chatham Islands CDEM Group.
- A presentation to the Chatham Island CDEM Group outlining results and recommendations, including what the new structure would look like when fully functional and reporting lines in the new structure.
- A report to NEMA (for Resilience Fund accountability)

## Constraints

- Unplanned leave
- Emergency event
- Access to relevant personnel outside the CDEM sector

## Reports

- Prepare Analysis report to present to the following:
- Council/CDEM Group and CEG
- NEMA (for Resilience fund accountability)

## Appendix: 2 – Reviewed Documents

### Reviewed Documents

- Chatham Islands Council Act 1995
- Chatham Islands CDEM Capability Assessment Report 2015
- Chatham Islands CDEM Group Plan 2018-2022
- Ministerial Review – Better Responses to Natural Disasters and other Emergencies
- Joint Committee and Coordinating Executive Group Agendas and Minutes
- Chatham Islands Investment Strategy

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## Appendix: 3 - Report Authors

### Neville Reilly

Neville Reilly was until recently the Group Controller/Regional Manager for the Canterbury Civil Defence Emergency Management (CDEM) Group, a role he held for ten years. During that time, he coordinated responses to a number of emergencies, including the 2016 Hurunui/Kaikōura Earthquakes, the 2017 Port Hills Fires, and several severe floods in Canterbury.



Neville served in the New Zealand Army for 39 years, holding a number of command, operational and training appointments, including leading New Zealand's first Provincial Reconstruction Team in Bamiyan Province, Afghanistan. His experience of working in international and multi-agency environments has given him an understanding of the challenges of leading and coordinating agencies in all aspects of emergency management.

### Chris Hawker

Chris's experience in hazard and disaster management stretches back over 20 years in both management and senior management roles in the corporate, higher education, and local government sectors. Between 2006 – 2009 Chris developed an international best practice emergency management programme at the University of Canterbury and then led the University's operational response to the 2010 & 2011 earthquakes. Post quakes, he developed and led a new internationally focused University teaching and consulting Centre (UCR3).



Chris left the University in 2015 when he was appointed Regional Manager and Group Controller of the Otago Civil Defence and Emergency Management Group. During his time in Otago, he either led or supported responses to numerous emergency events both within Otago and in support of other regions across the Country.

In his current role as a consultant, Chris provides support services to local government and to organisations and institutions to promote and support the development of greater capability and resilience, specifically in the areas of structural review, crisis readiness, business continuity, operational response, and recovery, and includes working with executive and governance teams on effective crisis leadership and communications.

Chris remains a nationally certified Civil Defence Controller, internationally certified assessor for the Emergency Management Accreditation Programme (EMAP), a member of the International Association of Emergency Managers (IAEM), and an affiliated member of the Business Continuity Institute (BCI). Chris also holds a Post Graduate Diploma in Emergency Management (Massey University 2013).

### Peter Cameron – Peer Reviewer

Peter retired in 2021 from the position of Regional Coordinator -Southern, National Emergency Management Agency. He has been with the Agency (formerly the Ministry of Civil Defence and Emergency Management) for 14 years. During that time, he has been involved with numerous emergencies including the Christchurch Earthquake sequences, Kaikoura Earthquake and a number of flooding and major rural fire events throughout the South Island. He was also the REMA focal point for the Chathams for some 7 years prior to his retirement.



Prior to joining the Ministry /Agency, Peter was with the Red Cross, firstly as the Emergency Services Manager for the Canterbury Region, then with the International Federation of Red Cross and Red Crescent Societies (IFRC) in Southeast Asia, mainly Indonesia. During that time, he was Organisational Development Delegate with PMI, Programme Manager after the Bali Bombing and Deputy Head of Delegation, managing the Federations (IFRC) response to the Indian Ocean tsunami in Banda Aceh for two years. Peter also led the IFRC response to the Yogyakarta earthquake.

Before becoming a professional in emergency management, he was a volunteer with Red Cross for 25 yrs. working in all levels of the Society from emergency response volunteer to governance.