

# Resilience Fund Application Form

This form provides the minimum information for the application. A detailed project plan should be developed to inform this application and may be attached.

Project title	Napier Hill (Mataruahou) Community Emergency Hub (CEH) Resilience Project
Date of application	31 January 2024

## Details on application

Applicant <i>[CDEM Group must endorse/sponsor all applications]</i>	Napier Hill (Mataruahou) Community Emergency Response Society (Inc)
Sponsoring CDEM Group	Hawke's Bay Civil Defence Emergency Management
Other local authorities, Groups or organisations supporting this proposal	Hawke's Bay Regional Council Napier City Council Fire & Emergency New Zealand St John Mana Ahuriri MBIE

## Project description

### Executive summary *[200 words maximum]*

This Napier Hill (Mataruahou) Community Emergency Hub (CEH) Resilience Project is a community-led initiative that seeks to equip and prepare Napier Central School as the central evacuation and emergency response site for Napier Hill, Napier CBD, Ahuriri and surrounding areas. Mataruahou's central location and elevation naturally makes it Napier's primary evacuation point in the event of a major disaster, such as a Hikurangi subduction zone earthquake or tsunami. In such an event, it is anticipated that Mataruahou and its local community would be inundated with an influx of tens of thousands of evacuees from surrounding areas.

Mataruahou currently lacks any Civil Defence sites, infrastructure, systems, or emergency management resources to support such an influx. While the Napier Hill CEH was initiated by local community leaders in 2024 (with full support from Hawke's Bay CDEM, and the Napier Central School Board) to address this critical gap, it remains critically under-resourced and underprepared. The CEH currently lacks essential equipment, including communication equipment, generators, food, water and medical supplies, as well as trained personnel required to effectively coordinate emergency operations and response efforts during emergencies. Consequently, both the local community and evacuees are left vulnerable, at risk and ill-equipped to handle large-scale disasters, highlighting a major deficiency in Napier's overall emergency preparedness.

Addressing this issue through this initial project is paramount to ensuring the safety and resilience of the Napier people and its local communities, particularly in response to a major seismic/tsunami event affecting Hawke's Bay.

We also attach the following documents for more information about the Napier CEH and the support for this project:

1. Concept & Vision Paper August 2024.
2. NZ Herald Article dated 20 October 2024.
3. Letter of Support from Kirsten Wise (Mayor of Napier) Napier City Council dated 25 November 2024.
4. Letter of Support from Hinewai Ormsby (Chair of the Hawkes Bay Regional Council and Chair of the Hawke's Bay Civil Defence Group Joint Committee) dated 5 December 2024.
5. Letter of Support from Shane Briggs (Acting Group Manager and Group Controller) HBCDEM dated 16 January 2025
6. Certificate of Incorporation of the Napier Hill (Mataruahou) Community Emergency Response Society (Inc).

We also note that a community launch of the CEH took place on 22 October 2024 (attracting over 100 local community members) and a 'role play' session followed in November based on the CDEM Community Hub structure and format (refer attached photographs, and Hawke's Bay Today article) overseen by Napier City CDEM staff. Over 80 community members have since enrolled to support and participate in the CEH on an ongoing basis as part of the host community for the CEH. We also note that separate MBIE funding of \$100,000 has been received and applied to solar generation and battery storage at Napier Central School, also being based on the school being the CEH base for this project. Broader community and mana whenua engagement has also progressed since August 2024.

Challenge/opportunity [200 words maximum]

Napier faces significant and immediate disaster risks, particularly from the Hikurangi subduction zone, which has a 26% chance of causing a major earthquake and tsunami in the next 50 years. In such an event, thousands (if not tens of thousands) of evacuees would be forced to flee low-lying areas, including Napier CBD and Ahuriri, to Mataruahou (Napier Hill). Despite its strategic importance, Mataruahou currently lacks the Civil Defence infrastructure, systems, and emergency management resources necessary to support evacuees or coordinate an effective community-led response. This leaves both local residents and displaced evacuees vulnerable and unprepared in the face of a large-scale disaster.

Napier's history underscores its vulnerability to such events. The 1931 Hawke's Bay earthquake, New Zealand's deadliest natural disaster, devastated the region, levelling much of Napier and displacing thousands. While lessons were learned, the local communities remain exposed to significant risks, particularly with the growing threats of seismic activity and climate-driven extreme weather.

Cyclone Gabrielle in 2023 also demonstrated the devastating impacts of extreme weather events and exposed gaps in community-level preparedness across Hawke's Bay. Isolated communities relied on ad hoc, under-resourced sites to provide critical support, highlighting the need for well-equipped, well-prepared, strategically located emergency hubs. The Napier Hill CEH at Napier Central School initiated in 2024, was a direct response to this need but remains significantly underprepared to meet the demands of a major disaster.

This project presents a vital opportunity to close these gaps by equipping and empowering the CEH with essential resources, such as communication equipment, generators, food, water and medical supplies, and providing comprehensive training for the local community. Beyond addressing immediate risks, this initiative also aims to set the foundation for a scalable, replicable model of community-led emergency preparedness. By investing in Mataruahou's

resilience, this project not only safeguards lives but can also demonstrate best practices in community readiness and resilience that can inspire and inform other groups across the Hawke's Bay region and beyond.

Alignment with priorities and objectives of the National Disaster Resilience Strategy (NDRS) [200 words maximum]

This community-led resilience project strongly aligns with the priorities and objectives of the NDRS in the following ways:

1. **Managing Risks:** This project minimises the significant human risks posed by a seismic or tsunami event originating from the Hikurangi subduction zone. Mataruahou is the designated evacuation zone for thousands of evacuees from Napier CBD and Ahuriri, yet there is no Civil Defence infrastructure or resources to support this influx. As a result, an emergency would leave evacuees and residents vulnerable and unassisted, further compounding distress and endangering lives. Developing the Napier Hill CEHs' emergency response capacities and capabilities is a critical to ensure a coordinated, effective and controlled community-driven response.
2. **Effective Response and Recovery:** Mataruahou and the Napier Hill CEH is being strengthened to serve as a critical community-led coordination point for emergency management building capability and capacity to manage an emergency at community scale. It will ensure immediate communication, support, and recovery operations in the aftermath of a disaster, addressing the needs of evacuees and residents during the crucial first 72 hours before the wider civil defence response is mobilised.
3. **Empowering Communities:** This project specifically invests in community preparedness and resilience by building skills, knowledge and confidence through collaboration, training and collective community action. This ensures local residents are equipped and empowered to operate the Napier Hill CEH and respond effectively to large scale emergencies such as a major earthquake/tsunami event involving the Hikurangi subduction zone.

This initiative also reflects the NDRS vision of a safer, more resilient Aotearoa, ensuring Napier, Mataruahou and its surrounding communities are better prepared for future disasters.

Alignment with Principles and Allocation Preferences [200 words maximum]

This project also aligns with key principles and allocation preferences set out in the NDRS in the following ways:

1. **Community-led resilience:** This project supports the principle of community-led resilience by equipping the CEH with essential resources and providing training to empower the local community to take an active role in disaster preparedness and response. By strengthening local capabilities, this project aims to reduce reliance on external support during the first 72 hours following a disaster event and foster a culture of self-reliance, collaboration and resilience within the local community.
2. **Equity:** Aligned with the principle of equity, this initiative targets a high-risk evacuation area that currently has no resources to support large-scale emergencies. Napier Hill is the designated evacuation site for thousands of people from the CBD and Ahuriri, yet evacuees face significant risks without a properly equipped and operational hub. This project addresses this urgent need, ensuring equitable access to critical services.



3. **Value for investment:** The project also demonstrates value for investment by leveraging existing resources and networks, lessons learned from Cyclone Gabrielle and other major disasters, Mataruahou's strategic geographic location, and providing a scalable, community-led framework for other vulnerable communities. This crucial first step builds a solid foundation for long-term resilience by combining immediate resource provision with a inclusive community-led disaster resilience program.

Application of outcomes/benefits to sector [200 words maximum]

This project also aims to serve as a national model for best practices in community-led emergency management in an urban setting. Its establishment, equipping, and training framework will demonstrate how localised solutions can address critical gaps in disaster readiness and resilience, particularly for high-risk coastal, urban and densely populated evacuation areas.

The project's design and operational framework will be documented and made available under a Creative Commons license to ensure it can be adapted and adopted by other regions across New Zealand. This includes detailed processes for equipping hubs, training and engaging community members, and fostering collaboration between local authorities and residents. By sharing these resources, the project aims to help build capacity nationwide and promote consistency in community resilience initiatives. The lessons learned will inform future planning and investment, enabling other regions to replicate or adapt the model to their unique hazard profiles and community needs.

This initiative not only enhances Napier's preparedness but also contributes to the wider Civil Defence and emergency management sector by setting a replicable standard for resilience-building at the community level.

Ongoing costs (post-project) and how it will be funded [200 words maximum]

The Napier Hill (Mataruahou) CEH Resilience Project has been designed to minimise ongoing costs post-project by implementing systems and resources that require minimal maintenance and operational expenditure. Equipment provided through this project has been prioritised and will be selected for its durability and low maintenance requirements, and appropriate measures will be put in place to ensure its longevity. Periodic training sessions will be streamlined to maximise community engagement while minimising costs.

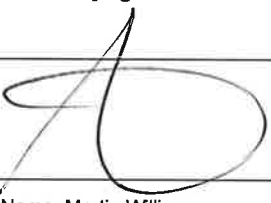

If ongoing costs arise, they will be relatively small and covered through local fundraising efforts, support from local organisations (such as Napier City Council), community charity organisations and corporate sponsorships. These manageable expenses will ensure the CEH remains operational and effective without placing reliance on external funding.

Any future investments to expand the hub's capabilities and capacities, aligned with community needs, will focus on securing additional funding through capital projects supported by other third-party funding providers (not NEMA). A specific purpose of this application is to secure co-funding to support future applications to other agencies and bodies requiring a base level of funding in place. Any initial funding received as part of this application is therefore expected to provide a strong foundation and serves as a compelling business case and support for other future funding opportunities, demonstrating support for the hub's success and community impact.

To be clear, this project is designed to stand independently post-funding and will not require further financial support from NEMA. It is a critical first step in building resilience while laying the groundwork for sustainable growth and development over time as community needs evolve.

Project design		
Project manager	Martin Williams	
Other project members	Michelle McGuinness Tony Clifford Lisa Daysh Dean Ferguson Harry McPhail Helen Jackson Peter Torrington Dan Toss will Stefan Freudenberg	
External providers/contractors	FIRST72 Communicate NZ Fire Rescue & First Response Ltd	
NEMA resource (if needed)	Specialist support and/or training for large scale disasters and management of urban and larger population-based hubs and civil defence centres and support for establishing a successful framework/model.  Engagement with HBCDEM and local councils.  NEMA to suggest any particular resource that may be available to support project and continued development of the CEH.	
Deliverables <i>[Note: payments will be made after successful completion of milestones identified]</i>		
Key milestones	Date for completion	Cost (invoice amount)
Purchase and installation of emergency equipment (as specified in the budget)	2 months following confirmation of successful funding	\$ 81,514.81 (excluding GST) Refer quote from FIRST72
Conduct the series of initial training sessions (as specified in the budget)	2 to 4 months following confirmation of successful funding	\$ 22,000.00 (excluding GST)
D4H Set Up	6 months following confirmation of funding	\$ 8,700.00 (excluding GST)
Test and review hub functionality through simulated emergency scenarios and refresher sessions	Bi-annually each year following final training sessions.	\$ 0

	Equipment protocols, emergency procedures and course notes to be kept and reviewed accordingly for refreshers.	
Identified risks		
Risks	Suggested mitigation / management	
Insufficient community participation in training: Reduces operational readiness and weakens the hub's capacity to respond effectively	Targeted community engagement campaigns and incentives through the Napier CEH's website and Facebook page	
Delays in acquiring or installing equipment: Could delay the hub's operational readiness for disaster response.	Advance procurement planning and partnership with suppliers (which is already completed)	
Funding shortfall for ongoing costs: May affect maintenance of equipment and continuity of training sessions.	Leverage local fundraising, charity partnerships, corporates and businesses and sponsorships.	
Disruption to Napier Central School's operations: Potential conflict between school and hub activities during emergencies.	Establish clear protocols through a Memorandum of Understanding (MOU).	
Funding request and use		
CDEM Resilience Fund contribution	\$ 123,436.29 (excluding GST)  <b>Please refer to the attached spreadsheet for a comprehensive breakdown of project costs.</b>	
Local authority / organisation contribution	Members of organisation to contribute time to the course planning and delivery	
Other sources of funding or support	Previous funding: MBIE Funding of \$100k was received to install solar panels and batteries in the roof of the Napier Central School both as a use case for the school and as part of the development of this Community Emergency Hub.  Otherwise all other applications for funding have been declined to date (approximately \$150,000).	
Budget <i>[please supply spreadsheet]</i>	The budget is broken down into both initial capital and operational expenditure for this phase 1 of this project.  <b>Please refer to the attached spreadsheet for a comprehensive breakdown of project costs.</b>	

Applies if application exceeds \$100,000 over the life of the project	Are you prepared to attend an interview in support of this application (if needed)?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Application confirmation			
Is this application from an individual or other organisation		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Does the CDEM Group support this application? <i>[sign off below confirms support]</i>		Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Approval of Chief Executive [Chief Executive or Head of the organisation receiving the funding]	 Name: Martin Williams		
Approval of CEG Chair	 Name: Doug Tate		
All communications regarding the application, including approval decisions will be addressed to the Chief Executive and CEG Chair			
CDEM Group comment			

Note: Only complete forms will be considered for assessment. All completed forms and supporting documents must be emailed to NEMA at [resilience.fund@nema.govt.nz](mailto:resilience.fund@nema.govt.nz)

NEMA Assessment [internal use only]		
Principles	Yes	No
Local / regional focus	<input type="checkbox"/>	<input type="checkbox"/>
Values the role of Māori in the Emergency Management System	<input type="checkbox"/>	<input type="checkbox"/>
NEMA involvement required	<input type="checkbox"/>	<input type="checkbox"/>
Allocation Preferences		
Alignment with NDRS	<input type="checkbox"/>	<input type="checkbox"/>
Achieves equity of outcomes for Māori communities, marae, hapū, iwi and Māori organisations	<input type="checkbox"/>	<input type="checkbox"/>
Outcome focused	<input type="checkbox"/>	<input type="checkbox"/>



Applicable in other regions / CDEM Groups	<input type="checkbox"/>	<input type="checkbox"/>
Supports national consistency	<input type="checkbox"/>	<input type="checkbox"/>
Wider funding / resource commitment	<input type="checkbox"/>	<input type="checkbox"/>
Build on existing work	<input type="checkbox"/>	<input type="checkbox"/>
Operational expenditure (Opex)	<input type="checkbox"/>	<input type="checkbox"/>
Capital expenditure (Capex)	<input type="checkbox"/>	<input type="checkbox"/>
Other		
Application from individuals or other organisations endorsed/sponsored by CDEM Group		
NEMA Subject Matter Expert Comment	Supported <input type="checkbox"/>	Not supported <input type="checkbox"/>
NEMA Regional Emergency Management Advisor Comment	Supported <input type="checkbox"/>	Not supported <input type="checkbox"/>
NEMA Review Panel Comment	Supported <input type="checkbox"/>	Not supported <input type="checkbox"/>

NEMA Director Decision Sign-off	Approved <input type="checkbox"/>	Declined <input type="checkbox"/>
 <b>Director of Civil Defence Emergency Management</b>		

## Appendix A Report Template

CDEM Resilience Fund Project Status Report			Date: DD MMMM YY	
Project title				Project number
Project manager		Contact details		
Executive summary of status				
Progress of deliverables				
Milestones	Status (on track, delayed, etc.)		Progress this quarter and next steps	

Identification of any issues (actual or potential)					
	Issue			Mitigation	
Schedule					
Staff resources					
Budget					
Dependencies					
Stakeholders					
Quality					
Other					

Budget					
Activity	Expenditure to date	Budget to date	Full year budget	Budget forecast	Variance



Comment on variance

Confirmation

I confirm the status report is accurately reflected and the invoice amount is correct.

**Project Manager**

**Chief Executive**

**CEG Chair**

Comment by Resilience Fund Coordinator