

# Hawke's Bay Civil Defence Emergency Management Group Work Programme

2022/24



**HAWKE'S BAY  
EMERGENCY MANAGEMENT  
GROUP**

[www.hbemergency.govt.nz](http://www.hbemergency.govt.nz)

Napier City Council  
Wairoa District Council  
Hastings District Council  
Hawke's Bay Regional Council  
Central Hawke's Bay District Council

WORKING TOGETHER

# Executive Summary

Since early 2020, the Hawke’s Bay Civil Defence Emergency Management (CDEM) Group’s work programme has been impacted by the need to support the Government and community response to COVID-19. While this has impacted on the ability of the Group to further initiatives to enhance CDEM in Hawke's Bay, the events of the past 2 years have also provided an opportunity to constructively identify areas for improvement substantiated through our experiences. There has therefore been a shift in priority projects towards improving operational readiness.

This Work Programme details the major work streams and projects we intend to progress during the 2022/23 and 2023/24 financial years. At the end of 2022/23 this work programme will be reviewed to provide updated detail for the next year and identify projects to be progressed in 2024/25.

The priority one projects for 2022/23 are set out in Table 1 below. This represents an increase priority one projects from the 2019/20 work programme. For this reason, a review of the Group resourcing is proposed in 2022/23 to enable informed decisions to be made on resourcing as part of the 2024 Long Term Plan development.

**Table 1: Summary of priority one projects**

Work Stream	Priority One Projects	Current Project Management Phase	Project % Completed	
			2022/23	2023/24
<b>Risk Reduction</b>	Local Government Long Term Risk Reduction Support	Project Initiation	25%	50%
	Information Dissemination	Project Initiation	30%	100%
<b>Community Resilience Planning</b>	Coastal and rural Community Resilience Plans	Project planning and execution	30%	60%
	Public Education and Tsunami Signage	Project planning and execution	25%	50%
<b>Operational Readiness</b>	Response Structure / Operating Framework Review	Project Execution	100%	
	Emergency Communications Plan	Project Execution	80%	100%
	Shared Information Systems and Intelligence Products Development	Project Planning	75%	100%
	Welfare Arrangements Revision	Project Planning	75%	100%
	Workforce Capability Review	Project Initiation	50%	100%
<b>Recovery</b>	Re-Building Hawke’s Bay’s Recovery Capacity	Project initiation	100%	
<b>Governance and Management</b>	Review of Group Plan	Project Planning	25%	100%
	Partnering with Māori in Emergency Management	Project Initiation	25%	100%
	Review of Group Resourcing	Project Initiation	100%	

The details of the above projects can be found in the work programme sections of this report.

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# Introduction and Purpose

## THE GROUP PLAN VISION AND GOALS

### OUR VISION

A Resilient Hawke's Bay Community  
He Aumangea Hapori ki Te Matau a Mui

### GOALS

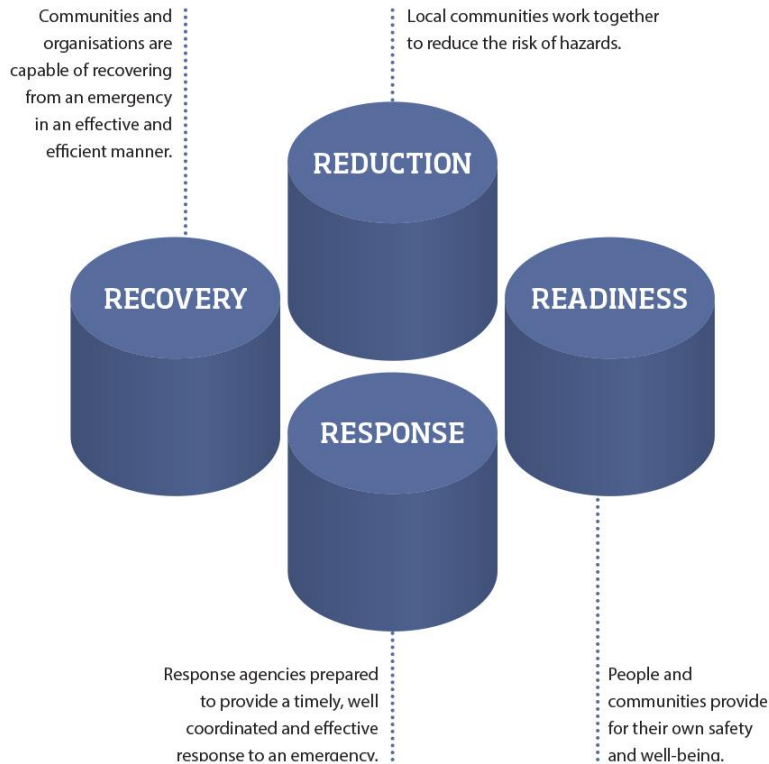


Figure 1: Hawke's Bay CDEM strategic framework

## Our strategic framework

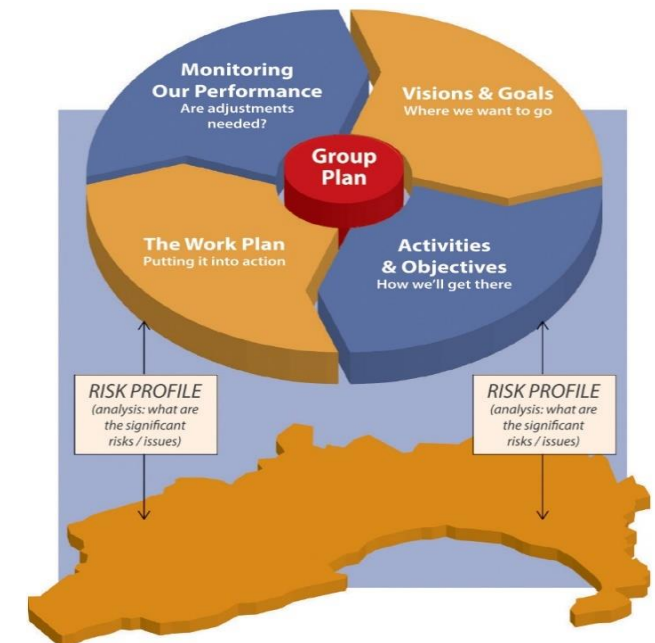
The Hawke's Bay CDEM Group Plan sets out our long-term strategic framework, which is summarised as Figure 1. At a meeting in November 2021, the Joint Committee considered and endorsed the priorities identified in the report *Strengthening CDEM in Hawke's Bay*. This report identified opportunities to further develop CDEM for Hawke's Bay using the lessons from the COVID-19 and Napier Flood responses of 2020. The key priorities identified included:

1. Further development and improvement of Group operational readiness including:
  - a. The use of technology
  - b. Reviewing the Group Operational Response Framework
  - c. Reviewing operational welfare relief structures.
2. Supporting improvement of Group, council and partner organisational resilience.
3. Improve Group and council recovery capability.

## Our strategic planning process

The process we use to identify, plan, implement and monitor our strategic direction and work is outlined in Figure 2. As the situation changes, we may need to adjust the plan. These changes may be driven by changes to legislation, our risk profile and public expectations, or significant emergency events.

Figure 2: Strategic Planning Process



## Linking our strategy and work programme

As our operating environment is at times unpredictable, we need to be responsive to change. We will review our work programme every year to ensure we are contributing to our strategic goals and objectives, which in turn help achieve the outcomes we have set for civil defence and emergency management for Hawke's Bay.

This work programme outlines our major projects for the 2022/23 and 2023/24 year. It does not include our business as usual activities, minor and repetitive projects, or any future projects that are not a priority or resourced. Business as usual activities are a significant part of our work.

To achieve our strategic goals and objectives, the work programme identifies five work streams that are linked to the delivery of one or more of our strategic goals, which in turn link to achieving the outcomes stated in our Group Plan. Work streams and projects will often aim to achieve more than one outcome. Our outcomes are attached as Appendix 1. The following table illustrates these linkages:

Work Steams	Work Stream Description	Links to our Strategic Goals
<b>Risk Reduction</b>	Initiatives that aim to reduce the overall risk and impact of disasters on Hawke's Bay.	<ul style="list-style-type: none"> <li>Local communities work together to reduce the risk of hazards.</li> </ul>
<b>Community Engagement</b>	Initiatives that provide for communities and individuals to decide together how to deal with, and respond to, emergencies that may affect them.	<ul style="list-style-type: none"> <li>Local communities work together to reduce the risk of hazards.</li> <li>People and communities provide for their own safety and wellbeing.</li> <li>Communities and organisations can recover from an emergency in an effective and efficient manner.</li> </ul>
<b>Operational Readiness</b>	Initiatives that support the actions taken immediately before, during or directly after an emergency to save lives, protect property and support communities to recover.	<ul style="list-style-type: none"> <li>Response agencies prepared to provide a timely, well-coordinated and effective response to an emergency.</li> <li>Communities and organisations are capable of recovering from an emergency in an effective and efficient manner.</li> </ul>
<b>Recovery</b>	Initiatives that develop Hawke's Bay's ability to recover from an event and return to an appropriate quality of life while reducing the risk of exposure to future hazards.	<ul style="list-style-type: none"> <li>Communities and organisations are capable of recovering from an emergency in an effective and efficient manner.</li> </ul>
<b>Governance and Management</b>	Initiatives to ensure the collective understanding of roles and responsibilities, and to encourage cooperation between CDEM Group members and partners who have CDEM responsibilities	<ul style="list-style-type: none"> <li>Local communities work together to reduce the risk of hazards.</li> <li>People and communities provide for their own safety and wellbeing.</li> <li>Response agencies prepared to provide a timely, well-coordinated and effective response to an emergency.</li> <li>Communities and organisations are capable of recovering from an emergency in an effective and efficient manner.</li> </ul>

## Our project prioritisation approach

We have assigned projects in this work programme to one of three prioritisation categories. Prioritising these projects helped us establish the importance of individual projects and will allow us to manage project delays according to each project's priority. This is particularly important given the need for the Group to respond to unforeseen emergency events. These responses may go on for many weeks or even months and will have a significant impact on this programme. This means we may need to reprioritise resources. We used the following method to help prioritise our significant work:

<b>Low Effort/High Impact</b>	<b>High Effort/High Impact</b>
<b>Priority One Projects:</b> these projects make the strongest contribution to achieving our vision and strategic outcomes and are achievable within a short to medium timeframe given the resourcing available.	<b>Priority One or Two Projects:</b> these projects make a strong contribution to achieving our vision and strategic outcomes but are not as easily achievable given their complexity or the resourcing available. Projects in this category will need to make a significant positive impact on our strategic outcomes to be priority one.
<b>Low Effort/Low Impact</b>	<b>High Effort/Low Impact</b>
<b>Priority Two Projects:</b> these projects are credible and may be important, but due to their lower impact on our strategic outcomes they are not a high priority. Due to the low resourcing required, we may implement these projects at short notice should an opportunity present itself (e.g. if a priority one project is completed ahead of time).	<b>Priority Three Projects:</b> these projects are credible and may be important, but due to their lower impact on our strategic outcomes and their need for significant resourcing, they are not a high priority. They will be placed into the work programme sometime in the future as resources allow.

## Project management methodology

We follow a project management methodology. The degree to which we use this depends on the complexity and priority of the project. For the purposes of this work programme, the following terminology has been used to describe the project management phase a project might be in:

Project Management Stage	Description
<b>Project initiation</b>	Establishment of project governance/team. Developing and gaining approval for project objectives and approach.
<b>Project planning</b>	Development of project scope or plan including identifying tasks, timelines, risks, stakeholders and consultation/communications plan.
<b>Project execution and monitoring</b>	Undertaking tasks, status reporting and taking corrective actions as appropriate.
<b>Project delivery and closure</b>	Managing the acceptance or delivery of project work or outputs. Ensures the deliverables meet expectations and project objectives. Reviewing the project and identifying follow-up actions.

# Risk Reduction

This work stream covers initiatives that aim to reduce the overall risk and impact of disasters on Hawke’s Bay. In its simplest form, risk is the likelihood of something happening and the consequences of it happening. In the CDEM construct, we can’t control the return period or likelihood of most of the hazards we face, but we can potentially reduce the consequences through avoidance or mitigation.

The focus of the projects within this work stream are to:

- identify and research the hazards we face and their consequences
- identify appropriate measures individuals, organisations and communities can take to reduce their risk and consequences
- communicate the risk and identify the actions that can be taken to avoid or mitigate this.

The following table outlines the two-year programme to achieve this:

**Risk Reduction work stream and projects table**

Project Name	Priority	Description	Why are we doing this	Target		Current Project Management Phase
				22/23	23/24	
<b>Hazard Research</b>	2	Review of existing Hazard Research (including global literature and East Coast LAB research) and identify gaps for future research.	Research is part of our funded 10 Year Hawke’s Bay Hazard Research Strategy, and this work fill a gap in our hazard knowledge and will help to further mature our risk profile. East Coast LAB is a multi-agency initiative, administered by the HBCDEM Group that seeks to improve community resilience through increased understanding of the East Coast plate boundary. The review will look at what research has been achieved and where future priorities need to lie.	10%	100%	Project initiation
<b>Information Dissemination</b>	1	A formalised system of constant review of new research, improved dissemination, and access for others. This project will feed into Shared Information Systems and Intelligence products Development (Operational Readiness).	There are significant amounts of data concerning Disaster Risk Management and Reduction (DRM/DRR), much of which is not easily accessible to decision makers and stakeholders.	30%	100%	Project initiation



Project Name	Priority	Description	Why are we doing this	Target		Current Project Management Phase
				22/23	23/24	
<b>Tsunami Risk Reduction Programme</b>	2	Comprises a wide range of initiatives across teams and organisations with a focus on improved community knowledge and resilience, enhanced response preparation, and effective and timely recovery. Vertical evacuation will be included following national guidelines.	Tsunamis are one of our most significant risks. This is a long-term project that aims to reduce our exposure to the consequences of a tsunami and increase our community's resilience to a tsunami. Significant work has already occurred in this area.	30%	60%	Project execution and monitoring
<b>Local Government Long Term Risk Reduction Support</b>	1	Support regional and territorial councils to identify, develop and implement long-term, region-wide strategies in accordance with their roles and responsibilities. Support HBRC in developing a change to the natural hazards provisions of the Kotahi plan (Combined Regional Plans, Regional Coastal Plan and Regional Policy Statement).	The members of the Hawke's Bay CDEM Group have a responsibility for intergenerational reduction of the significant risks we face from natural hazards. This is best achieved through a coordinated and agreed approach across all Hawke's Bay councils. HBRC has commenced a review of its Regional Policy documents (Kotahi) and the Group office has a key role in supporting the review of the policies for natural hazards, climate change and urban development. This is an opportunity to set the long-term policy direction with regard to the intersection of natural hazards and land use.	25%	50%	Project initiation



Figure 2: Radio Communications Volunteers



Figure 1: 1931 Earthquake Survivors Morning Tea



# Community Engagement

This work stream covers initiatives that provide for communities and individuals to decide together how to deal with, and respond to, emergencies that may affect them. These are often multi-disciplinary projects that require a multi-agency approach. Community engagement is a key component of improving individuals' and communities' resilience by changing behaviours and being ready to respond.

The focus of the projects within this work stream are to:

- ensure people understand the hazards they face and what actions they can take

- support communities to plan and lead their own response
- monitor community resilience indicators to ensure our work is making a difference
- ensure we work effectively and efficiently with our partners such as the emergency services to improve community resilience.

The following table outlines the programme to achieve this:

Community Engagement work stream and projects table

Project Name	Priority	Description	Why are we doing this	Target		Current Project Management Phase
				22/23	23/24	
<b>Community Resilience Plans Programme</b>	1	<p>Develop a strategic regional work programme led by CDEM with the support of our partner agencies. Develop a new community resilience plan (CRP) template. Continue community resilience plans with communities of place and interest. Focus will be coastal communities, rural communities, and priority communities such as marae and hapū, older people, disability, and migrant groups.</p> <p><b>2022-23</b> Complete 1 CRP in each TLA area</p> <p><b>2023-24</b> Complete 2 CRPs in each TLA area</p>	<p>Communities are often the first responders in an emergency, in a significant event they may need to look after each other until help arrives. Community members being involved in a community response supports recovery.</p> <p>This programme seeks to support communities in analysing their risks and identifying how they will respond and support each other. The process aims to build community connections and identify community strengths and how communities and TLAs can reduce risks.</p>	30%	60%	Project execution and monitoring

Project Name	Priority	Description	Why are we doing this	Target		Current Project Management Phase
				22/23	23/24	
<b>Public Education Programme</b>	1	<p>Continue public engagement and education work alongside our partner agencies.</p> <ul style="list-style-type: none"> <li>• Develop a public education strategy</li> <li>• Emergency preparedness (including business continuity) presentations &amp; workshops with priority communities, education providers, marae, social service organisations and local businesses.</li> <li>• Develop education resources and materials, e.g. tsunami information brochure.</li> <li>• Develop and implement a regional tsunami signage project plan for all coastal communities</li> <li>• Develop and coordinate local/regional public education campaigns, such as the 2021 Tsunami Zone campaigns, and supporting national public education campaigns such as Shake Out &amp; Tsunami Hīkoi</li> <li>• Support community events that support community connections &amp; sense of place.</li> <li>• Ongoing Comms activities – social media, advertising, &amp; media releases, publication of an annual plan</li> <li>• HB Emergency website refresh</li> </ul>	<p>Ensuring that communities understand their risks and know what to do in an emergency will support community response and recovery, encourage risk reduction activities, and help recovery.</p> <p>This project will focus on tsunami risk as tsunamis are one of our most significant risks. This is a long-term multidisciplinary project that aims to reduce our exposure to the consequences of a tsunami and increase our community's resilience to a tsunami.</p>	25%	50%	Project execution and monitoring



# Operational Readiness

This work stream covers initiatives that support the actions taken immediately before, during or directly after an emergency to save lives, protect property and support communities to recover. The Hawke’s Bay CDEM Group and our partner organisations will develop systems and capability to respond and recover from an emergency before it happens.

Operational readiness projects will cover facilities, technology and processes that support a response. Initial response plans will be developed ahead of time to provide a framework for responding to our significant risks.

People manage emergencies, so staff and volunteers need to be trained and exercised to ensure they can develop and carry out response plans. The response needs to be coordinated between agencies, which have different roles, responsibilities and expertise.

The response needs the to effectively support the community’s own efforts and also provide a safety net to meet needs unable to be met by the community.

The focus of the projects within this work steam are to:

- develop and maintain response facilities, systems and processes
- develop and maintain response staff and volunteer capability
- develop and maintain response plans for our major hazards
- maintain key relationships with the emergency services, welfare agencies and lifelines operators and improve interoperability and joint response planning.

The following table outlines the programme to achieve this:

Operational Readiness work stream and projects table

Project Name	Priority	Description	Why are we doing this	Target		Current Project Management Phase
				22/23	23/24	
<b>Response Structure / Operating Framework Review</b>	1	This project is the review and design of a response/operating framework that will work for the region and for partner organisations.	A key recommendation in the “Strengthening CDEM Arrangements in Hawke’s Bay” to rebalance some of the emphasis of emergency management system to the local level. This will improve clarity of roles and responsibilities between individual councils and the Group and reinforce local delivery of emergency management outputs.	100%		Project Execution

Project Name	Priority	Description	Why are we doing this	Target		Current Project Management Phase
				22/23	23/24	
<b>Emergency Communications Plan</b>	1	<u>Important and urgent</u> A comprehensive review and look into our targeted audiences' needs, channels, and messages during readiness and response including warnings	Community expectations around the way that we communicate and coordinate a response is changing. We must adapt our business practices of operational communication to meet this increasing demand in immediacy, accuracy, and relevance.	80%	100%	Project Execution
<b>Shared Information Systems and Intelligence Products Development</b>	1	Design, development, and delivery of a shared information system that supports intelligence generation at regional, local, and incident emergency management functions.	Key recommendation in the Strengthening CDEM Arrangements in Hawke's Bay was to develop shared systems across councils and partners. With more information available, having a data-driven response is now an expectation from communities and partners to the Group. Being able to seamlessly share and collaborate is a key enabler of understanding the totality of an emergency's impacts and unifying the response effort to work towards a common goal.	75%	100%	Project Planning
<b>Welfare Arrangements Revision</b>	1	The continuation of building resilience and functionality into HBCDEM's key business process of the delivery of coordinated emergency welfare.	Key recommendation in the Strengthening CDEM Arrangements in Hawke's Bay was to review how emergency welfare was coordinated and delivered within the HBCDEM Group. A key mandated outcome of the HBCDEM Group is the delivery of emergency welfare to those most affected by an emergency. This must occur in an auditable way where a link can be drawn between each case having a needs assessment done that justifies the meeting of that need. This process must also protect privacy and mana of those affected and is flexible enough to be applied in any emergency, and responsive enough to be established straight away.	75%	100%	Project Planning

Project Name	Priority	Description	Why are we doing this	Target		Current Project Management Phase
				22/23	23/24	
<b>Workforce Capability Review</b>	1	The continual development of the Emergency Workforce's capability in Hawke's Bay. Sourcing, building, managing and retaining talent in emergency management	Key recommendation in the Strengthening CDEM Arrangements in Hawke's Bay was to undertake an operational review of resourcing, training, and relationship support within the HBCDEM Group. Response capability is founded in the capability of people to come together in a crisis, understand what is happened, and work towards a common goal. For this to occur, we must know who we are asking to come in and what we're asking them to do, and then build capability in these people.	50%	100%	Project Initiation
<b>Strategic Volunteering Review</b>	2	A strategic look into the volunteering sector and what good emergency volunteerism looks like into the future	The last volunteer strategy was developed in 2017. Changes in volunteerism and the CDEM sector means that it is timely to re-visit our volunteer strategy and ensure it is still fit-for-purpose and fit-for-future.	80%	100%	Project Initiation
<b>Enterprise Risk Maturity</b>	2	The appreciation and management of the HBCDEM Group's strategic and operational risks, to inform and support strategic and operational decision making	The way in which the HBCDEM Group prepares for, responds to, and recovers from emergencies generates operational and / or strategic risk. This risk needs a management system around it so that it can be communicated and mitigated through programmes of work.	50%	75%	Project Planning

# Recovery

This work stream covers initiatives that develop the Hawke’s Bay community’s ability to recover from an event and return to an appropriate quality of life while taking the opportunity to meet future community needs and reducing the risk of exposure to future hazards.

The Hawke’s Bay CDEM Group will develop recovery arrangements to ensure that all available resources are effectively applied to recovering from emergencies.

The focus of the projects within this work stream are to:

- build recovery capacity within and between organisations
- develop the tools needed to support the recovery from an event
- ensure clarity of the roles and responsibilities for recovery.

The following table outlines the programme to achieve this:

## Recovery work stream and projects table

Project Name	Priority	Description	Why are we doing this	Target		Current Project Management Phase
				22/23	23/24	
<b>Building Hawke’s Bay’s Recovery Capacity</b>	1	Decide on the capability level sought for Hawke’s Bay and develop a strategy for building this capability	Current recovery capability has developed based on a perceived need. Given recovery capability is generally generated from local authorities a more deliberate consideration needs to be given as to what an acceptable level of capability in readiness looks like. Once this is decided a work plan for growing this capability needs to be developed.	100%		Project initiation
<b>Hawke’s Bay Recovery Strategy Review</b>	2	The existing Hawke’s Bay Recovery Strategy was completed in 2014 and is due for review. This will need to be post the Group Plan review already programmed.	This review will ensure our strategy is aligned to recent legislative changes and reflects progress we have made in developing recovery capability in Hawke’s Bay.	0%	50%	Not commenced



# Governance and Management

This work stream covers initiatives to ensure the collective understanding of roles and responsibilities, and to encourage cooperation between CDEM Group members and partners who have CDEM responsibilities.

Providing direction and monitoring performance, with the appropriate resourcing and support, is an important responsibility in governing and managing CDEM activities. The projects within this work stream seek to ensure this happens.

The focus of the projects within this work stream are to:

- ensure our strategy is relevant to the environment we operate in and the roles and responsibilities of the Group and our partners
- provide the link between strategy and action
- ensure resourcing is available to implement our strategy.

The following table outlines the programme to achieve this:

## Governance and Management work stream and projects table

Project Name	Priority	Description	Why are we doing this	Target		Current Project Management Phase
				22/23	23/24	
<b>Review of Group Plan</b>	1	Five-yearly review of the Hawke's Bay CDEM Group Plan, our CDEM strategy for Hawke's Bay.	The Group Plan sets the strategic vision and goals for CDEM in Hawke's Bay. A review of the Plan is overdue. However, this will be strongly influenced by proposed changes to legislation and the review of the National Plan. Delays in the National changes will influence the timings of this project.	25%	100%	Project planning
<b>Review of Service Level Agreements with Councils</b>	2	Review and agreement of the CDEM roles and responsibilities between the CDEM Group and individual council members.	The Hawke's Bay CDEM Group operates using a shared service approach while acknowledging each individual member must be engaged and is responsible for CDEM. A cornerstone of this arrangement is an agreement defining the roles of the Group and its councils including financial responsibilities. This agreement is now five years old and needs a review given the evolution of our shared service approach and review of our Operating Framework currently underway.	100%		No started
<b>Partnering with Māori in Emergency Management</b>	1	Develop and maintain relationships, partnerships and support capability with tangata whenua in emergency management.	Community and operational response in Hawke's Bay will be improved by acknowledging and supporting the response of Māori in emergencies. This must be done in partnership with Iwi, Taiwhenua, Te Tiriti entities, marae and hapu, and will require changes to our existing governance and management structures.	25%	100%	Project initiation



<b>Review of Group Resourcing</b>	1	Review of resourcing against agreed work programme, required day to day work expectations and changing expectations of what emergency management will deliver.	The expectations on the CDEM group to deliver emergency management outcomes has increased greatly over the last few years. This combined with the increasing complexity of delivering a coordinated multi-agency response and increasing risk profiles, means that the existing structure of the Group office and resourcing that supports the Group in achieving a more resilient Hawke's Bay across the 4Rs	100%		Not Started
<b>Monitoring &amp; Evaluation</b>	2	Development of KPIs, processes and objective methodologies to monitor, assess and evaluate the effectiveness of Group activities and projects.	This project aims to meet the Monitoring our Performance phase of the strategic planning process. It will be developed in accordance with NEMA's CDEM Monitoring and Evaluation Programme and meet the Group's obligations under the National Civil Defence Emergency Management Plan Order 2015.	20%	60%	Not started

# Appendices

## Resourcing

### Personnel

The Hawke's Bay CDEM Group Office contains the dedicated emergency management staff for the Group. However, the staff from each council support CDEM activities across the 4Rs and are essential to activating a well-resourced response in particular. Council staff have not been specifically considered as part of developing this work programme, however as individual project plans are developed the input of specialised council staff will need to be negotiated and agreed.

While Group office staff generally hold expertise in one workstream area, often workstreams require a multi-disciplinary approach. The following table outlines the fulltime equivalent (FTE) allocated to each Workstream.

Workstream	FTE
Risk Reduction	1.5 <sup>1</sup>
Community Resilience Planning	3.25
Operational Readiness	7.25
Recovery	.5
Governance and Management	1.5
<b>Total</b>	<b>14</b>

### Financials

The following table outline the operational budget allocation to each project area for the 2022/23. This does not include salaries or overheads.

Activity	Budget (\$)
Risk Reduction and Recovery	85,778
Community Engagement and Resilience Planning	62,062
Operational Readiness	200,627
Governance and Management	28,917
<b>Total</b>	<b>377,384</b>

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<sup>1</sup> This does not include the ECLab Coordinator role which is entirely funded from contestable external grants (i.e. not from the Hawke's Bay CDEM targeted rate) and works across the five east coast CDEM Groups on Hikurangi subduction zone initiatives.

## Hawke's Bay CDEM Group Plan outcomes

Outcome	Goal
Everyone understands the risks they face and accepts responsibility for reducing risk and being prepared.	Reduction
Sound integrated planning, which has resulted in risks being reduced to acceptable levels.	
A strong community spirit, which helps people to pull together to ensure their safety.	Readiness
Businesses and response organisations with well-rehearsed business continuity plans that safeguard both people and business income.	
Community and response organisations with the capability to deal with unexpected events.	
Community recognises the critical role Civil Defence Emergency Management plays in ensuring their safety and prosperity.	
People know what to do and to help each other in the event of an emergency.	Response
A rapid, well coordinated and effective response to an emergency.	
Organisations and agencies are aware and prepared for the role they may play in recovery.	Recovery
A responsive, well coordinated and efficient recovery from an emergency.	