

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	Governing and Managing Disaster Recovery in Uncertain Times – Enhancing Guidance and Practice
Date of application	January 2024
Details on application	
Applicant <i>[CDEM Group must endorse/sponsor all applications]</i>	Simon Markham Consulting Ltd ¹
Sponsoring CDEM Group	Canterbury
Other local authorities, Groups or organisations supporting this proposal	Environment Canterbury Waimakariri District Council Hawkes Bay CDEM Group Hawkes Bay Regional Recovery Agency Wellington Regional Emergency Management Office Auckland Emergency Management
Project description	
Executive summary [200 words maximum]	
<p>Recovery requires a fit for purpose governance and management structure (GMS). Experience across a range of events, from the Canterbury earthquakes to North Island extreme weather events, illustrates increasing variation in how recoveries are governed and managed.</p> <p>The complexity of disaster recovery grows exponentially with the scale of the event. With large events becoming increasingly common, understanding the success factors for GMS is critical.</p>	

¹ Simon Markham Consulting Ltd (SMC) was established in 2021 providing strategic analysis, public policy advice and governance development support with a local government sector focus. Simon is a former Executive Leadership Team member at Waimakariri District Council and is a Chartered Member of the Institute of Directors.

For five years following the 2010 Darfield Earthquake he held the position of Recovery Manager and subsequently held oversight responsibility for award winning recovery plan development for 80 hectares of former 'red zone' land in Kaiapoi. He was awarded in 2013 a Civil Defence and Emergency Management Ministerial Gold Award for outstanding contribution to CDEM in NZ and in 2022 was made a life member of Taituarā – Local Government Professionals Aotearoa. He has provided support to over 15 Councils across a variety of improvement areas, as well as assisting the combined CDEM Group Managers Special Interest Group and several Councils with submissions on the proposed Emergency Management Bill currently before Select Committee. For more information see www.smconsulting.co.nz

Simon is currently assisting the Canterbury CDEM Group Recovery Manager and the Waimakariri District Council Recovery Manager with pre-event Recovery Plan preparation.

Should this application be successful, then SMC would enter into a contractual agreement with Environment Canterbury as the Canterbury Group Administering Authority, to complete the approved project.

This project will research existing guidance and through case studies of recent events seek to document the basis for successful GMS. It will inform pre-event recovery planning across the country and draft a spectrum of options by event level for consideration in enhanced guidance.

The project will consider case studies from a range of perspectives: CDEM Group, iwi/Māori, local councils, and national agencies. It is not an evaluation of the 'success' of specific recoveries.

The project would be conducted in two main workstreams: One is the summary of the current frameworks and guidance for recovery GMS in the context of relevant New Zealand practice.

The second is targeted interview and document review in relation to recent and in progress, larger event recoveries. The two streams would be brought together in a report with recommendations for a menu of GMS options.

Challenge/opportunity [200 words maximum]

National regulation² and guidance³ provide for flexibility in recovery arrangements according to the circumstances of particular events. But experience since the 2010-11 earthquakes has demonstrated significant variability in how larger event recoveries have been governed and managed, especially how plans have been developed, funded, and implemented.

This has led to increasing uncertainty about the role of CDEM Groups and their recovery planning activities, and what is expected of a CDEM Groups and individual councils. Ad-hoc arrangements beyond Joint Committee and Group Office led activities have, in larger events, become increasingly 'the norm'.

What can Joint Committee members with busy ongoing roles and responsibilities effectively cope with? Is scaling up Group Office to embrace recovery management and 'coordination' for a larger event realistic? What is the practical value of local pre-event recovery planning and management arrangements in the aftermath of a larger event? When are centrally led interventions appropriate?

In all this, how is the axiomatic importance and expression of 'local voice' in recovery decision-making and implementation best evidenced? This appraisal of recent, larger event recoveries aims to address these questions in the context of best practice.

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

This project directly addresses the second of the three main priorities of the NDRS, "*effective response to and recovery from emergencies: building our capability and capacity to manage emergencies when they do happen*" by contributing to guidance for and the practice of recovery planning and management.

Across objectives (7) - (12) of the NDRS⁴ that progress this main priority, this project aligns:

- (7) It considers how arrangements for the implementation of larger recoveries retain focus on the central issue of maintaining and enhancing longer term wellbeing.

² National Civil Defence Emergency Management Plan 2015

³ Strategic Planning for Recovery: Director's Guideline for Civil Defence Emergency Management Groups [DGL 20/17]; CDEM Group Planning: Director's Guideline for Civil Defence Emergency Management Groups [DGL 09/18]; Recovery Preparedness and Management: Director's Guideline for Civil Defence Emergency Management Groups [DGL 24/20]

⁴ <https://www.civildefence.govt.nz/assets/Uploads/documents/publications/ndrs/National-Disaster-Resilience-Strategy-10-April-2019.pdf>

- (8) It considers how iwi/Māori perspectives and tikanga have been embedded into governance and management arrangements for recovery for the better and any opportunities foregone.
- (9) It provides an evidential base to contribute to the further development of national guidance.
- (10) It considers the efficacy of recovery governance and management arrangements from the perspective of how effect is given to 'local voice' and enablement of local leadership.
- (11) It contributes to understanding the competencies required to arrange and implement complex recoveries and the realism of drawing this from within the local government sector.
- (12) It considers the systems and processes for how governance bodies are best kept informed and advised for recovery decision-making.

Alignment with Principles and Allocation Preferences [200 words maximum]

Principles

The project has:

- *A local / regional focus* insofar as it addresses recovery governance and management at these levels within the EM system at a time of heightened need for clarity of event related roles, but also uncertain capacity within the local government system
- *Values the role of Māori in the EM system* by seeking to better understand the expectations and of and barriers to more effective involvement
- *NEMA involvement* as an architect of, interested party and ongoing participant in recovery frameworks and guidance, with appropriate interviews with key personnel proposed

Allocation Preferences

- *Alignment with NDRS* as discussed above
- *Achieves equity of outcomes for Māori communities, marae, hapū, iwi and Māori organisations* as discussed above
- *Outcome focused* by providing a recommended menu of recovery GMS by event level to input to the current Pre-Disaster Recovery Planning (PDRP) project, for consideration in developing national frameworks and guidance
- *Applicable in other regions / CDEM Groups* development of PDRP and organisational arrangements for recovery
- *Supports national consistency* through being relevant to developing national frameworks and guidance, including that being advanced through the Recovery Practitioners Working Group (RPWG)
- *Builds on the wider funding / resource commitment* being made by the sponsoring Group and supporting Council into the PDRP project
- *Builds on existing work* in progress as discussed above

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

The project will be of direct benefit to the PDRP project being led by WREMO for the RPWG, as well as individual Groups, such as Canterbury, and Councils such as Waimakariri District.

While several independent and Council-led reviews⁵ are in progress following the NI Severe Weather Events, they are focused on the response phase, with recovery still in progress. There is comparatively little recent appraisal of recovery governance and management arrangements in practice for CDEM Groups, distinct from review of specific event recovery results.

The findings from this project will complement and contribute to the PDRP Project being advanced in stages by the RPWG in collaboration with NEMA and CDEM Groups.

Depending on the pathway of the Emergency Management Bill currently before Parliament, and the progress of the regulatory instruments foreshadowed by it, the project may contribute to this reform process.

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

The project does not give rise to specific ongoing costs

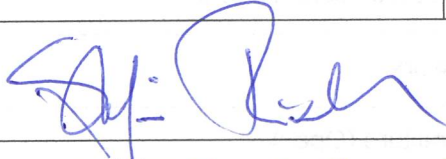
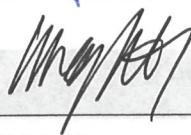
Project design

Project manager	Richard Ball, Group Recovery Manager Canterbury, Regional Emergency Management Office
Other project members	Other Groups, including but not limited to those supporting the application, will contribute through interviews and provision of information.
External providers/contractors	Simon Markham, Director Simon Markham Consulting Ltd
NEMA resource (if needed)	Appropriate regional liaison officer for signposting/advice

Deliverables [Note: payments will be made after successful completion of milestones identified]

Key milestones	Date for completion	Cost (invoice amount)
Workstream A: relevant guidance and practice appraisal	31 August 2024	\$14,000
Workstream B: 4 x case studies targeted interviews/document reviews	30 September 2024	\$25,000
Synthesis/Report preparation	31 October 2024	\$10,000
Travel disbursements – not to exceed budget	30 September 2024	\$ 5,000

⁵ Government Inquiry Into the Response to the North Island Severe Weather Events; National Emergency Management Agency (NEMA) Post-Event Review; Independent review into Hawke's Bay Civil Defence Emergency Management Group's response to Cyclone Gabrielle; Auckland Flood Response Review; Chief Ombudsman publishes extreme weather insights and observations report; Napier City Council independent review of the organisation's response during Cyclone Gabrielle; The Hawke's Bay Independent Flood Review - Pae Matawai Parawhenua has been commissioned by Hawke's Bay Regional Council (HBRC); An independent report requested by Wairarapa's Masterton (MDC), Carterton (CDC) and South Wairarapa (SWDC) district councils.

Total		\$54,000 + GST
Identified risks		
Risks	Suggested mitigation / management	
Identification and availability of key informants/documents	The Project Manager and the proposed Contractor have good networks among relevant CDEM Groups and local authority staff to identify and secure informant participation. A programmed approach to conducting case studies is practical given the lead time available.	
Contractor availability	Lead time notification of 31 March is adequate to enable contractor availability.	
Funding request and use		
CDEM Resilience Fund contribution	\$	
Local authority / organisation contribution	\$	
Other sources of funding or support		
Budget <i>[please supply spreadsheet]</i>	\$54,000 + GST	
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 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]	 Dr Stefanie Ritzke	
Approval of CEG Chair	 Name: Will Doughty	
All communications regarding the application, including approval decisions will be addressed to the Chief Executive and CEG Chair		
CDEM Group comment		

Uncertainty regarding governance and management arrangements is a critical gap in preparing for recovery, both prior to and immediately after an event. Have greater clarity on appropriate options will enhance our ability to prepare for recovery, reduce delays in establishing recovery systems, and support greater efficiency and effectiveness in delivery of recovery outcomes to the community. This has been recognised across the sector and this project will inform solutions and enhance better recovery planning and outcomes.

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

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"/>
<p>Director of Civil Defence Emergency Management</p>		

Not supported

Not supported

Not supported

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		
<p>Background</p> <p>Object</p> <p>Group</p>		
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