



## Meeting of the HB Civil Defence Emergency Management Group Joint Committee

**Date:** Monday 29 August 2022  
**Time:** 1.30pm  
**Venue:** Council Chamber  
 Hawke's Bay Regional Council  
 159 Dalton Street  
 NAPIER

### Agenda

Item	Title	Page
1.	Welcome/Karakia/Notices/Apologies	
2.	Conflict of Interest Declarations	
3.	Confirmation of Minutes of the HB Civil Defence Emergency Management Group held on 28 March 2022	
4.	Action Items from previous HB CDEM Group Joint Committee Meetings	3
5.	Call for Minor Items Not on the Agenda	7
<b>Decision Items</b>		
6.	HB CDEM Group Annual Report 2020-2021 and 2021-2022	9
7.	Reviewed Group Operational Framework (Concept of Operations)	41
8.	Amendments to the Hawke's Bay CDEM Group Plan: Controller appointments	61
<b>Information or Performance Monitoring</b>		
9.	Progress report Strengthening CDEM in HB – Implementation report	65
10.	CDEM arrangements during the election period and post-election inductions	75
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## HB CDEM GROUP JOINT COMMITTEE

Monday 29 August 2022

### SUBJECT: ACTION ITEMS FROM PREVIOUS HB CDEM GROUP JOINT COMMITTEE MEETINGS

#### Reason for Report

1. Attachment 1 lists items raised at previous meetings that require action, and each item indicates who is responsible, when it is expected to be completed and a brief status comment. Once the items have been reported to the Committee they will be removed from the list.

#### Decision Making Process

2. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision-making provisions do not apply.

#### Recommendation

That the HB CDEM Group Joint Committee receives the *Action Items from Previous CDEM Coordinating Executive Group Meetings* report.

#### Authored and Approved by:

Ian Macdonald  
GROUP MANAGER/CONTROLLER

#### Attachment/s

- 1 [↓](#) Action Items for CDEM JC August 2022 meeting







### Hawke's Bay CDEM Group Joint Committee

Monday, 29 August 2022

### Action Items from previous meetings

#### 28 March 2022 meeting

	Agenda Item	Action	Responsible	Status/Comment
1.	Progress report: Strengthening CDEM in HB – implementation report	Joint Committee workshop on the status of the Strengthening CDEM in HB implementation programme is be held	Ian Macdonald	Verbal update to be provided at the meeting

#### 22 November 2021 meeting

	Agenda Item	Action	Responsible	Status/Comment
2.	HB CDEM review	Māori representation at CEG and / or CDEM JC level to be discussed with Ngati Kahungunu Iwi Inc. Report to be provided to next JC meeting	Ian Macdonald	Due to Covid situation we are having difficulties arranging this. Hopefully by the next JC meeting we will have a more positive update. Verbal update to be provided at the meeting





## HB CDEM GROUP JOINT COMMITTEE

Monday 29 August 2022

**Subject: CALL FOR MINOR ITEMS NOT ON THE AGENDA**

### Reason for Report

1. This item provides the means for committee members to raise minor matters they wish to bring to the attention of the meeting.
2. Hawke's Bay Regional Council standing order 9.13 states:
  - 2.1 "A meeting may discuss an item that is not on the agenda only if it is a minor matter relating to the general business of the meeting and the Chairperson explains at the beginning of the public part of the meeting that the item will be discussed. However, the meeting may not make a resolution, decision or recommendation about the item, except to refer it to a subsequent meeting for further discussion."

### Recommendation

That the HB Civil Defence Emergency Management Group Joint Committee accepts the following *Minor Items Not on the Agenda* for discussion as Item 13:

Topic	Raised by

**Authored by:**

**Peter Martin**  
SENIOR GOVERNANCE ADVISOR

**Approved by:**

**Ian Macdonald**  
CDEM GROUP MANAGER/CONTROLLER

### Attachment/s

There are no attachments for this report.





## **HB CDEM GROUP JOINT COMMITTEE**

**Monday 29 August 2022**

**Subject: HB CDEM GROUP ANNUAL REPORT 2020-2021 AND 2021-2022**

### **Reason for Report**

1. The purpose of this report is to provide a draft of the Hawke's Bay CDEM Group Annual Report for 2020-2021 and 2021-2022 for the Committee to comment on and approve.

### **Officers' Recommendation(s)**

2. That the Committee adopt the Hawke's Bay CDEM Group Annual Report for 2020-2021 and 2021-2022 with any amendments, as attached to this report.

### **Background /Discussion**

3. In the last few years, the Group has produced an annual report. The main purpose of this report is to help facilitate the governance and management of the Hawke's Bay CDEM Group as a shared service arrangement between the five Hawke's Bay councils and partner agencies.
4. The report attached to this paper is a combined version covering both the 2020-2021 and 2021-2022 reporting periods. The reports were combined due to ongoing response to the Covid 19 pandemic as well as staffing changes. Once the Committee is happy with the content further work will be done to format the final version.
5. Confirmation is also needed on the financials. Unfortunately, the final financials have not been able to be completed by the HBRC Finance team and we are still awaiting the final 2021/22 figures. These may not be completed until towards the end of the year as Councils have been given an extension to complete their annual reports.
6. Once these have been received, they can be put into the report and the financials reported separately to the Committee.
7. Should the Committee adopt the Annual Report, this will be distributed to the Group's member councils for inclusion on a suitable council meeting and be available online to the public.

### **Options Assessment**

8. The committee may decide to:
  - 8.1. Adopt the report as recommended
  - 8.2. Adopt the report with amendments; or
  - 8.3. Not adopt the report.

### **Strategic Fit**

9. The recommendations are consistent with the Group Plan in that they help provide for the effective governance of the Group in seeking to achieve its vision of 'A Resilient Hawke's Bay'.

## Significance and Engagement Policy Assessment

10. The Annual Report is not a statutory requirement of the CDEM Group. The thresholds of the Adminstrating Authority's (HBRC) Significance Policy have not been exceeded. We have assessed the significance as low.

## Financial and Resource Implications

11. There are no significant resource implications from the recommended decisions in this report.

## Consultation

12. The Annual Report has been consulted on internally with Group Office staff and has also been approved by the Coordinating Executives Group. As the report itself has no impact outside of the Group no other person needs to be consulted.

## Decision Making Process

13. Council and its committees are required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded:
  - 13.1. The decision does not significantly alter the service provision or affect a strategic asset, nor is it inconsistent with an existing policy or plan.
  - 13.2. The use of the special consultative procedure is not prescribed by legislation.
  - 13.3. The decision is not significant under the criteria contained in Council's adopted Significance and Engagement Policy.
  - 13.4. No persons can be identified who may be affected by this decision.
  - 13.5. Given the nature and significance of the issue to be considered and decided, and also the persons likely to be affected by, or have an interest in the decisions made, Council can exercise its discretion and make a decision without consulting directly with the community or others having an interest in the decision.

## Recommendations

That the HB CDEM Group Joint Committee:

1. Receives and considers the *Hawke's Bay CDEM Group Annual Report 2020-2021 and 2021-2022* report.
2. Agrees that the decisions to be made are not significant under the criteria contained in the Adminstrating Authority's adopted Significance and Engagement Policy, and that Council can exercise its discretion and make decisions on this issue without conferring directly with the community or persons likely to have an interest in the decision.
3. Agrees that the consultation requirements of the Local Government Act 2002 have been fulfilled.
4. Adopts the Hawke's Bay CDEM Group Annual Report 2019-2020 as attached (or with amendments).

### Authored by:

**Robert Johnson**  
**EMERGENCY MANAGEMENT ADVISOR (PUBLIC**  
**INFORMATION & EDUCATION)**

### Approved by:

**Ian Macdonald**  
**CDEM GROUP MANAGER/CONTROLLER**

### Attachment/s

- 1  HBCDEM Annual Report 2020-2021 and 2021-2022





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## Foreword

### A message from the Chairs of the Joint Committee and Coordinating Executive Group

This report outlines the significant activities of the Hawke's Bay Civil Defence and Emergency Management Group over both the 2020/21 and 2021/22 reporting periods.

The past two years have been unparalleled in terms of the ongoing challenges for the Region arising from the global COVID-19 pandemic. COVID-19 has had a profound impact on every facet of our lives and continued to be a major focus for the CDEM Group as we responded to Delta and Omicron variant resurgences.

As regional leaders, our top priority throughout the pandemic has been the health, safety, and welfare of everyone in our communities and we ensured we were prepared to keep the effects of COVID-19 to a minimum, for all our people. Systems were put in place early on to identify and connect our vulnerable with essential support services. The CDEM Group continued to work closely with Iwi Māori, regional partners, and agencies on the planning for a COVID-19 resurgence. This was initially focussed on coordinating the fight against community transmission, then preparing to support people who needed to isolate at home with their household, while supporting the Hawke's Bay DHB's vaccination programme. These planning arrangements were validated in a major multi-agency tabletop exercise held in December 2021.

From an emergency management perspective, the long-term nature of a global pandemic is very different from the sudden and relatively short impact of the usual natural hazard events we face here in Hawke's Bay. Added to the uncertainty brought on by COVID-19, we also had the Napier rainfall event in November 2020, and several smaller, though increasingly frequent, weather-related emergency responses. Moving forward, emergency management will have a key role to play as we adapt to the impacts of climate change.

The last two years has also seen the CDEM Group working on various change initiatives arising from the learnings identified from our response activities.

In 2021 the Chief Executives of the five Hawke's Bay councils commissioned a review of emergency management arrangements in the region, which was centred on the



emergency events that occurred during 2020 to capture lessons learned and opportunities for improvement.

The review recognises real strengths in our current emergency management arrangements while also providing a sound basis and framework for strengthening these. A change programme and series of workstreams have been established to manage implementation of the recommendations coming out of the review, and this has generated a number of projects which are progressing well, with others set to gather momentum over the next year.

COVID-19 resurgences and weather event responses over the last two years have significantly impacted the CDEM Group work programme. However, as the public health response to the pandemic evolves, our next year will be busy getting back to a 'business-as-usual' way of working and implementing the recommendations from the review of Civil Defence Emergency Management in Hawke's Bay.

We will continue to focus on enhancing our support to our communities to build their resilience, while enhancing our own capability and capacity to respond on behalf of our communities during emergencies.

These have been challenging and worrying times for all of us. The pandemic response, alongside other emergency events and the CDEM review have all reaffirmed that we have strong and supportive communities and emergency management relationships here in Hawke's Bay.

Given the increasingly complex nature of emergency management, these strong relationships will stand us in good stead to deal with the myriad challenges that may not be easily planned for ahead of time. Relationships are something we all need to nurture, and this will continue to be a key part of us all being ready into 2023 and beyond.

<b>Hon Rick Barker</b> Chairperson Hawke's Bay CDEM Joint Committee	<b>James Palmer</b> Deputy Chairperson Hawke's Bay Coordinating Executives Group
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## Highlights over the year

### Our reduction highlights

**Reducing risk is one of the most important things we can do to protect people, property, and the environment. Identifying the likelihood and consequences of the risk at a regional and local level is the focus of ongoing research.**

We keep communities safe by using this research to help people identify and reduce their risk of emergencies at home, at work and in their community.

#### **New national tsunami vertical evacuation guidance**

The CDEM Group undertook an initial assessment of new national tsunami vertical evacuation guidance learning we need to discover what our maximum considered tsunami is for zones along our coast before considering building new structures. GNS has been commissioned to provide tsunami modelling for Hawke's Bay that is appropriate to use for land use planning in the region. The National Emergency Management Agency Director's Guidelines for Tsunami Evacuation Zones recommends the use of "Level 3 or 4" probabilistic mapping to provide results with sufficient accuracy for land use planning purposes.

To create maps suitable for this purpose, GNS Science is to create probabilistic tsunami hazard mapping to a Level 3 standard for the Napier/Hastings coastal zone between Clifton and Tangoio where the greatest population is at risk. The Earthquake Commission (EQC) is co-funding this probabilistic tsunami hazard mapping to provide a pilot to national tsunami modelling.

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### **Napier Hill Hostee Report**

A joint study with Napier City Council of Napier Hill residents found they would be happy to host and support evacuees following an earthquake or tsunami. If we have a tsunami, people need to evacuate inland or to higher ground, and that could mean 12,000 more people on Napier Hill, so the study was a great way to understand how the community felt about having people on their doorstep looking for help.

We invited people to take part in focus groups or complete a survey, and were pleased to hear that Napier Hill residents were generally happy to host evacuees and offer support if they could, though only for the first few days.

The focus groups were given a scenario of a magnitude 8.9 earthquake and tsunami from the Hikurangi subduction zone and asked to reflect on the scenario, their priorities, and their willingness and ability to support evacuees. The scenario described intense shaking, widespread liquefaction, land subsidence and severe damage from a series of tsunami waves and aftershocks following the initial magnitude 8.9 earthquake.

A key outcome of the study was highlighting the need to do more community-led risk reduction planning, identifying local needs, abilities, and critical enabling resources, while preparing Napier Hill and surrounding areas better for disaster events.

Following the research project, a resource flyer was mailed out to nearly 2,000 households on the Napier Hill to raise awareness and spark ideas about how hill residents could host evacuees in case of an emergency. NCC and the CDEM Group are also working with interested residents to discuss ways to increase preparedness on the hill.

The study, completed in July 2020, was jointly funded by Hawke's Bay Civil Defence Emergency Management, East Coast Life at the Boundary, and Napier City Council, while Massey University conducted the research in association with the Resilience to Nature's Challenges Kia Manawaroa – Ngā Akina o Te Ao Tūroa research programme.

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### **New geological map of the Napier-Hastings urban area**

The CDEM Group also supported GNS Science in the release of a new detailed geological map of the Napier-Hastings urban area in August 2020. The 3-dimensional modelling better defines the geological make-up of the area, including the extent of rocks like limestone, and faults in the region. This included improved information about the Awanui Fault, part of which ruptured in the 1931 Hawke's Bay earthquake, showing the Awanui Fault closer to Bluff Hill than previously thought. While the new location doesn't change how Napier would be affected by any earthquake on the fault, because it runs so deep, it will allow Hawke's Bay councils to make better informed decisions on land use planning in the future.

### **East Coast LAB (Life at the Boundary)**

East Coast LAB is a multi-agency initiative, administered by the HBCDEM Group, which seeks to develop and build effective partnerships to promote and make accessible research that aims to increase understanding of the East Coast plate boundary, ultimately improving community resilience. This past year the team has worked with stakeholders to facilitate public talks on research programmes which aim to increase the understanding of the mechanics of subduction zone faults and the earthquakes/tsunami that occur on them, including slow-slip or silent earthquakes. Other activities were a roadshow which became virtual during COVID, social media campaigns, tsunami evacuation modelling and promotion of tsunami hīkoi, and Hikurangi response planning. Work is regularly reported on [www.eastcoastlab.org.nz/news/](http://www.eastcoastlab.org.nz/news/)



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### **Hawke's Bay seismic sensor network trial provides useful insights**

In July 2021 the CDEM Group initiated a one-year Hawke's Bay Seismic Sensor Network Trial to help identify which buildings are safe to occupy after an earthquake.

The trial network is part of a co-funding agreement between the CDEM Group and Canterbury Seismic Instruments (CSI), which has developed the network called Sentinel.

The trial network of 12 Sentinel sensors was installed at key buildings across the region, along with two existing Fire and Emergency New Zealand sites. Locations include the HBCDEM Group Emergency Coordination Centre, the Central Hawke's Bay Emergency Operations Centre, the alternate Emergency Operations Centre at Wairoa Hospital, and other important lifeline and community sites like the Hawke's Bay Airport, and Flaxmere Community Centre.

The sensors measure the actual earthquake shaking and ground movement at a building, then provide a status notification to advise staff if they should evacuate immediately, inspect for hazards, or carry on business as usual.

Having a direct measurement taken at specific buildings in real-time following a shake will enable HBCDEM and subscribed building owners to make fast, evidence-based decisions about which buildings have experienced shaking beyond their design tolerance and whether a response is required to assess the wider area.

Since installation, several earthquakes have been recorded and the trial sensor network has provided some useful insights. As an example, analysis of the widely felt moderate 4.9 earthquake near Waipukurau in early September 2021 found:

- The strongest shaking is not necessarily nearer the event epicentre.
- Close buildings on different soils have different experiences.
- The earthquake had a lesser impact on buildings with a greater Importance Level (IL) and tolerance to earthquakes.

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When an earthquake hits, the Sentinel network immediately collects all the shaking data. A range of ground shaking 'heat maps' are then created from the sensor data, which show shaking intensity reported as Modified Mercalli Index (MMI). These data aid decisions about probable damage to underground services such as power, water, and telecommunications.

This information can be sent to different user groups within two minutes of an earthquake. Sensors may also be used in the future to better understand the structural capacity of the region's building stock.



Group Controller Ian Macdonald with the Sentinel sensor located at the Group Emergency Coordination Centre

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## Our readiness highlights

### **Resilience in readiness means people and communities are ready and prepared to react when an event occurs.**

We build greater resilience within our diverse communities, particularly those most vulnerable, by helping them identify their own strengths, risks, and needs, and supporting them to plan for emergencies.

#### **Afternoon tea to mark 90th anniversary of 1931 earthquake**

The annual afternoon tea for survivors of the 1931 Hawke's Bay earthquake was held on Sunday, 7 February 2021, marking the 90th anniversary of one of New Zealand's most devastating natural disasters.

The event was a special occasion for people who survived the life-changing 7.8-magnitude quake and paid tribute to all those who experienced the earthquake or helped in its aftermath.

The survivors' afternoon tea was jointly organised by Napier City Council, Hawke's Bay Regional Council, Hawke's Bay Civil Defence Emergency Management Group, Art Deco Trust, New Zealand Red Cross and Napier Boys' High School and generously supported by local businesses and organisations that sponsor food and equipment.

#### **Community preparedness events**

We took part in two nationwide events designed to remind people of the right actions to take during an earthquake and potential tsunami – the Tsunami Hīkoi in March, and the ShakeOut earthquake drill in October.

While ShakeOut 2021 was impacted by the COVID-19 resurgence, here in Hawke's Bay we still had 21,200 people participating -- 13 % of the regional population.

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On the day, our staff joined the students at Port Ahuriri School and Hastings Central School to practice Drop, Cover and Hold.

We also partnered with Volunteering Hawke's Bay to help drive registrations, and thanks to their mahi we were able to reach out directly to an additional 700 groups and organisations in the region.



Our Community Engagement Team at Port Ahuriri School for NZ ShakeOut 2021

### **Building on the success of Te Hīkoi a Rūaumoko**

The journey of *Te Hīkoi a Rūaumoko – Rūaumoko's Walk* continues with NEMA investing \$50,000 to translate the story into other languages, following a successful funding application by the HBCDEM Group.

*Te Hīkoi a Rūaumoko – Rūaumoko's Walk* is a bilingual picture book that tells children what to do to keep safe in an earthquake and a later tsunami threat. It was created in 2014 by a Hawke's Bay rūpū and based on Ngāti Kahungunu legends and language. The printed book won an excellence award from Te Taura Whiri i te Reo Māori (Māori Language Commission) and was further developed into a digital book in 2018.



The book has now been translated into Cook Islands Māori, Samoan, Tongan, Hindi and Chinese.

Since Rūaumoko's Walk was first developed, it has been widely distributed to schools, libraries and families throughout Aotearoa New Zealand. These new translations build on this success by supporting tsunami and earthquake preparedness in our diverse communities and empowering young children and their families to understand the right actions to take.

There are many Pacific and ethnic communities around New Zealand living and working in tsunami zones, and ensuring they understand and have a plan to respond to this hazard could be life saving for them and enable a better outcome for everyone.

This latest evolution of Rūaumoko's Walk is a result of The National Emergency Management Agency (NEMA) investing \$50,000 to translate the story into other languages, following a successful funding application by HBCDEM.

HBCDEM will be working with Pacific and ethnic communities in Hawke's Bay and Civil Defence groups around the country to coordinate distribution of the new translated versions.

All versions of *Te Hikoī a Rūaumoko – Rūaumoko's Walk* can be viewed and downloaded online at [hbemergency.govt.nz](http://hbemergency.govt.nz)



The new translated versions of *Te Hikoī a Rūaumoko – Rūaumoko's Walk* were launched at Taokotaiaanga Apī Kuki Airani Early Childhood Centre in celebration of Cook Islands Language Week 2022.

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### Partnering with communities

One of our ongoing focusses is stronger engagement with communities and we are working with several rural coastal communities to develop and update Community Resilience Plans (CRP). We have worked with the communities of Pōrangahau, Clifton, Te Awanga, Haumoana, Eskdale, Bay View, Whirinaki, Tangoio, Waikaremoana, Māhia, Whakaki, and Nūhaka to review and update their CRPs. Work has begun in Waipātiki, Mangakuri, Putorino and Wairoa township to create CRPs for these areas.

Following the March 2021 tsunami warnings, tsunami inundation maps were put up in Wairoa shop windows and community meetings held with our northern beach communities in Māhia, Whakaki, and Nūhaka. Emergency information brochures were delivered to Clive, Te Awanga, Haumoana and Waimārama residents. Previously, there had been a digital approach, with this information available online, but following feedback from the community, printed materials were delivered to residents. We have been working with a researcher from Canterbury University who is conducting nationwide surveys with residents about the March tsunami warnings, so we learn from people's experiences.

We have been supporting Te Puni Kōkiri with their Kāinga Rua programme, running training for Waiohiki, Waipatu, Te Hāroto and Ōmahu Marae. The Kāinga Rua programme aims to create a network of marae that are well placed to provide support to the community following an emergency event.



Representatives from HB CDEM, Red Cross, Wharariki Trust, and Ōmahu, Waipatu and Te Hāroto Marae at a Kāinga Rua hui hosted by Te Puni Kōkiri in February 2022

## Major local-source tsunami campaign rolled out

It is a matter of when, not if, a tsunami will impact Hawke's Bay – and it could well be as big as the waves that devastated Japan in 2011. In July 2021 a major campaign was launched to ensure everyone living or working in the 20,000-plus Hawke's Bay properties within the tsunami evacuation zones knows to get uphill or inland immediately following a long or strong earthquake.

While the mantra 'Long or Strong (an earthquake that lasts longer than a minute or is hard to stand up in) – Get Gone' is well known, it was less clear to us that residents knew which properties needed to be evacuated. This campaign aimed to remove any doubt for Hawke's Bay communities.

The campaign included print and radio advertising, social media, and a letter, factsheet and outdoor-graded letterbox sticker sent to all residences, businesses, and homes within the zones.

The campaign generated plenty of buzz, with media coverage in Hawke's Bay Today, RNZ Morning Report, Newshub, NZ Herald, the Hawke's Bay App website, and the Newstalk ZB and Magic Talk bulletins.



Headlines following the launch of our tsunami campaign in July 2021

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Our initial Facebook post announcing the campaign also had extensive reach, with 91,000 post impressions, 69,000 post reach, and 13,000 engagements with the post. Analytics from the Tsunami page on our HB Emergency website also showed a huge rise in page views following the campaign launch. In the month preceding the launch of the campaign, Tsunami page views averaged at 33 views per day. For the month following the campaign, page views averaged at 165 per day, with our daily page views in July peaking at 1,184 views.

The campaign also resulted in increased engagement from the community, with various individuals, businesses, and organisations, including schools, apartment complexes and hotels, reaching out to HBCDEM for guidance with emergency plans, or requests for resources.

### **Tsunami Pou Project for Waimārama School**

In 2021, Waimārama School received approximately \$5,000.00 of funding from NEMA's Resilience Fund to design, develop and install a culturally relevant tsunami pou and practise their tsunami evacuation hikoi.

Through this project ākonga (students) have had a proactive role in making their communities' safer and their kura more resilient. Research highlights the value of hazard education programmes in schools and the benefits, including increasing awareness of risk and motivating preparedness actions of tamariki who participate in such programmes.

This project is also a great example of community organisations working in partnership, with the project supported by East Coast LAB, HBCDEM, and Waimārama School. Unison donated materials for the pou, and the local marae and papakāinga were also consulted throughout.



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### Emergency planning workshops for schools, kura and early learning services

In August 2021 we held emergency planning workshops for schools, kura and early learning services in Napier and the tsunami evacuation zones, hosted by the Ministry of Education.

This was an opportunity to introduce principals, BOT chairs, educators and managers to Hawke's Bay's hazards and their impacts, and to cover the key elements of a good emergency plan so schools can prepare for and respond to an emergency and keep ākonga and kaimahi safe.

It was great to have so many engaged people in the workshops. The Ministry of Education is following this up with cluster workshops so that schools and early learning services heading the same direction can work and plan together.



An emergency planning workshop held for schools, kura and early learning services at the Ministry of Education in August 2021

## Tsunami Signage

A great example of communities, councils and the CDEM Group working together is through the development and installation of tsunami information boards and evacuation route signage.

Tsunami signage is a low-cost, high-impact public education tool that increases awareness of our tsunami risk, and the community's ability to respond effectively in a tsunami event.

Tsunami information boards present awareness and action messages about:

- recognising the natural warning signs and acting quickly – Long or Strong, Get Gone
- tsunami evacuation zones
- key survival facts, and
- a QR code to the HBCDEM website to assist in planning your own evacuation route.

In 2020/21 and 2021/22 tsunami signs were installed at high visitor areas in Mahia, the Cape Coast, and Napier.



A new Tsunami Information Board outside the National Aquarium of New Zealand on Napier's Marine Parade

### New Blue Lines a first for Hawke's Bay

In June 2022 the Central Hawke's Bay township of Pōrangahau became the first community in the region to receive tsunami 'Blue Lines' - a public education initiative that could save lives.

Blue Lines are road markings that show the maximum reach of a large tsunami and the safe places to evacuate to if there is a long or strong earthquake. Blue Lines were pioneered at Island Bay in Wellington in 2010, when Wellington City Council worked with the local community to develop an effective tsunami public education campaign. Since then the concept has been rolled out in different communities around New Zealand - and has even been adopted by the Oregon Office of Emergency Management in the United States.

In July 2021, the CDEM Group began consulting with the Wellington Region Emergency Management Office (WREMO) on using Blue Lines in Hawke's Bay. We know from Wellington's experience that Blue Lines keep people aware of the tsunami risk and of the need to be prepared. They also complement our standard tsunami signage.

The Group will be working with other councils and communities across the region to see where Blue Lines may be appropriate for other locations.



HB CDEM Operational Readiness Team Leader Edaan Lennan, Central Hawke's Bay Mayor Alex Walker, Pōrangahau Primary students, Anthony Tipene-Matua of Rongomaraeroa Marae, John Singer from NZ Police at the blessing of the region's first Tsunami Blue Line in Pōrangahau.

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## Staff Training

The Group office hosts and facilitates many training courses to ensure those who will be involved in an emergency response have the skills and knowledge to safely and confidently do the mahi.

Training varies from Foundation Training which is high level and has a strong focus on response specifically in the GECC, providing the opportunity to grow in confidence, competence and connectedness in aspects of response. Additionally, there is more specific training to the doctrine for increased knowledge, such as Coordinated Incident Management Systems Level 4 and Function Training. Over the last two years, the Group held 160 training courses and workshops.



A CIMS training workshop held at the Group Emergency Coordination Centre in July 2021

## On-call duty system

Our group's 24/7 duty on-call emergency system ensures someone is always available to support the group and initial response activities when national watches and warnings are issued. The Group issued 309 watches and warnings to regional response agencies over the last two years.



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## Our response highlights

Emergencies happen, and we all rely on the people who respond in these events to be well trained to deal with the situation as it unfolds, ensuring lives and property are protected and well looked after. Our response activities range from enhanced monitoring activities of emerging threats, through to full activation and response during declared states of emergency.

### COVID-19 Resurgence Action Plan

Following de-escalation of the first COVID-19 lockdown in New Zealand, the Group initiated a series of activities to increase the readiness of the Group for the expected resurgence of COVID-19.

As part of readiness, the National Emergency Management Agency (NEMA) requested each CDEM Group produce a Regional Resurgence Plan outlining key roles and responsibilities for COVID-19 resurgence. Following receipt of a template from NEMA the Group had approximately five working days to compile and submit this plan.

The Regional Resurgence plans developed by each CDEM Group are intended to coordinate ongoing readiness and response activities in each region. The plans will also inform the ongoing development of the AoG National Resurgence Plan.

The Hawke's Bay CDEM Regional Resurgence Plan (version 3.3) was issued on the 18 September 2020 and incorporates the Group's previous Group Action Plan (version 3.2), with additional information included as per the NEMA template.

The purpose of the Regional Resurgence Plan is to provide an overview of readiness and response activities and coordination arrangements within the Hawke's Bay region regarding COVID-19 resurgence.

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## COVID-19 National State of Emergency Regional Response Review

The HBCDEM Group commissioned an independent Review of the Hawke's Bay CDEM operational response to COVID-19 up to 30 June 2020.

The aim of the review was to identify key lessons from the Hawke's Bay CDEM Group operational response as part of the national state of emergency and recovery notice. As such the focus of the report is on areas of improvement; and should be read with the appreciation that the response was very positive overall – with Hawke's Bay CDEM successfully supporting the government's intent of alert level restrictions and the delivery of welfare to impacted by these restrictions.

The following were the desired outcomes of the review:

- Hawke's Bay CDEM has followed a thorough and proportionate debrief process with its stakeholders, internal staff and TLA staff following the COVID-19 event.
- Those who participated in the response have had the opportunity to provide feedback about the response.
- Lessons identified are incorporated into the Group work program and planning for COVID-19 resurgence.

The review used a combination of questionnaires, interviews, and workshops to gather stakeholder and staff observations.

Observations have then been categorised into the following areas:

- Iwi involvement
- Regional Leadership Group
- Group, Local, and Incident Controllers
- Emergency Services
- The GECC and Council EOCs
- Network of Networks and the Welfare Coordination Group (WCG)

Insights and recommendations have been made against each of the above themes. The Hawke's Bay CDEM Group will use the insights and recommendations in the report to inform the corrective actions to improve readiness work and responses in the future. The report was completed by Louise Bennett, a consultant with extensive CDEM sector experience.

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## Napier Flood

The Hawke's Bay CDEM Group activated its GECC in response to the Napier Rainfall event on 9 November 2020 and in support on the NCC response.

On Monday, 9 November 2020 a sudden onset and localised rain event occurred in Napier. The impacts varied from power outages, people trapped in cars, landslips, and houses and businesses affected by flooding. As a result, a local State of Emergency was declared and HBCDEM, FENZ, Police and Napier City Council's Incident Management Teams were mobilised.

Over 240mm of rain fell in less than 20 hours in the Napier City area on 9 November 2020. The capacity of the city's drainage network was overloaded and particularly felt in the suburbs of Maraenui, Napier South and Pirimai, where 117 homes were damaged beyond repair and many more suffered flood damage. Flooding was also experienced in parts of Marewa, Onekawa, the Napier CBD, Taradale and Tamatea, with localised landslides on Napier Hill. 35 family groups were provided with emergency accommodation at the Kennedy Park facility operated by Napier City Council, where a small number of family groups remained over six months later.

On Tuesday 10 November, multi-agency teams made up of personnel from Civil Defence, Fire and Emergency's Urban Search and Rescue, Red Cross and Napier City Council began visiting Napier suburbs impacted by the flooding in the city, checking on people's welfare and assessing property damage.

Napier's state of emergency was lifted as of 6pm Friday 13 November 2020. A Civil Defence Centre on Kennedy Road was set up to provide information and advice to flood-affected Napier residents.

Te Taiwhenua O Te Whanganui-a-Orotū, the mandated Iwi authority for Ahuriri Napier, was the driving force behind the enormous community response to the flooding, with 150 volunteers supporting clean-ups at several houses, schools and kōhanga reo.

A community clean-up on Saturday 14 November was jointly organised by Te Taiwhenua, Napier City Council, Fire and Emergency New Zealand, Hawke's Bay Civil Defence Emergency Management Group and the Hawke's Bay District Health Board.



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### Independent reports find Napier flood event unavoidable

Two independent reports on the Napier flood in November 2020 found that the intensity and location of the rainfall resulted in unavoidable flooding. The *Napier Rainfall Event November 2020 Hazard Report* and the *FENZ Independent Operational Review – Napier Floods November 2020* found that the overall response of agencies was good, but the reports also identified areas for improvement.

The hazard report focussed on the cause and consequences of the event, including the inability to accurately predict where the rain would fall, and the inability of key assets to control drainage and flooding due to the event's intensity.

The second report reviewing the multi-agency operational response to the flood identified areas to improve structures and processes. It found that overall, this was a good response underlined by the good relationships in Hawke's Bay between the responding agencies.

The Napier flood was an overwhelming event on many levels, taking the community by surprise. It took Napier city's infrastructure well beyond its designed capacity. However, the response was quick, organised, and effective, which is a testament to the strong network of civil defence relationships in Hawke's Bay.

The hazard report also acknowledged the good initiative taken by Napier residents with little warning of the severity of the rain and subsequent flooding for the city, meaning most evacuations were self-initiated. The community worked very well together in the wake of the flood, with many offers of help from all over the city and region.



### Hawke's Bay CDEM lend support to Buller flood response

In July 2021 an extreme rain event brought over 690 mm of rain to parts of the West Coast in under 72 hours, causing the Buller River to experience the country's largest flood flows since 1926. Nearly 500 homes in Westport were flooded and more than 2,000 of the town's 4,300 residents had to evacuate their homes, while a state of emergency would go on to last three weeks.

Buller District Council was quick to activate its Emergency Operation Centre, but it became apparent early on that this was going to be a significant response.

Eight HBCDEM Group staff and one Hawke's Bay Regional Council staff member were deployed at short notice to Westport to support the response and recovery in various CIMS functions, including leadership roles in Welfare, Logistics and Public Information Management, and critical team roles in Operations, Intelligence and Recovery.

We've had great feedback about the capability and support shown by the staff who assisted in the response. We've had events in Hawke's Bay where CDEM staff from other regions have come in to support us. Helping each other out in times of need is just what we do in the emergency management sector and it's part of who we are as New Zealanders.

Working in an emergency response also provides invaluable experience and learning opportunities for staff, increasing skill levels - which will be an asset for our region.



The Emergency Operations Centre at Westport, during the extreme rain event in July 2021

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## COVID-19 Resurgence

Following the Prime Minister's announcement that New Zealand would move to Alert Level 4 in August 2021, HBCDEM moved quickly and activated the Group Emergency Coordination Centre at 8.00am the following morning. We had been planning for more cases on a regional and national level and were well placed to stand up again.

As we were dealing with the Delta variant, we ran a light ship in the GECC with the aim of working as virtually as possible. Our focus was on developing an Action Plan to support and coordinate the non-health operational response; establishing connections with partner agencies and developing an Emergency Welfare support system for the region, in case the situation here escalated.

As no national state of emergency was declared for this resurgence, the lead agency was the Hawke's Bay DHB, with the Group providing planning support, regional coordination and support for partners to ensure emergency welfare needs were being met and systems put in place. Two CDEM staff were seconded to the COVID Coordination Centre to support the establishment of the local SIQ system.

With the move to Alert Level 2 in September we officially deactivated the GECC for this response, however, we continued with a few activities including:

- Maintaining regular Welfare Coordination Group meetings and supporting ongoing Regional Leadership Group meetings.
- Working with Hawke's Bay DHB to support the COVID-19 vaccination drive.
- Working with our councils to maintain a reserve shift of staff should we need to stand up an expanded response at short notice. We have also been working with the people identified by the councils in this shift to conduct refresher training and GECC induction.



HBCDEM Community Engagement Team Leader Jae Whelan with DHB staff at a vaccination bus in Central Hawke's Bay during 'Super Saturday' in October 2021



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### **Strengthening Civil Defence Emergency Management in Hawke's Bay Review**

In 2021 the Chief Executives of the five Hawke's Bay councils commissioned Contextus Solutions to undertake a review of emergency management arrangements in Hawke's Bay. The review was centred on the emergency events that occurred during 2020, and involved engaging with personnel from CDEM, emergency service and council organisations along with a number of other partner agencies to capture lessons learned and opportunities for improvement.

The review found that, viewed as a whole, the Hawke's Bay CDEM system and collective capability has real strengths. Key outcomes were delivered for the community during the events of 2020. However, these events also highlighted a number of opportunities to further strengthen the Hawke's Bay CDEM system. Relationships are generally strong and constructive between CDEM Partner Agencies and participants. An Emergency Services Coordinating Committee provides for strong working relationships across agencies, and constructive working relationships are in place at governance and management levels and among Group and Local Controllers. However, there are opportunities to develop relationships further and strengthen support mechanisms for CDEM leaders and community welfare networks.

A change programme has been established to manage implementation of the recommendations coming out of the review. This involves reporting to each of the Hawke's Bay councils and the CDEM Joint Committee on the findings of the review, establishing a work programme and series of workstreams to implement the review recommendations, engaging council and CDEM partner resources in the review and managing the work programme components and workstreams to achieve desired outcomes.

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### **New MHU could save lives**

In November 2021, Group office staff went through a training exercise in the use of HBCDEM's new Multipurpose Habitation Unit (MHU), facilitated by a member of the NZ Emergency Management Assistance Team (EMAT).

HBCDEM is one of eight Civil Defence Groups around the country who received grants from NEMA to purchase a Covertex AirShelter costing \$45,191.30.

The 6x9 metre shelters provide nearly 60 square metres of weathertight space, as well as ancillary equipment including lighting, power generation and distribution. The shelters could be used in a variety of emergencies, in incident control points, coordination and briefing facilities at holding points, and as responder accommodation - and may be of particular use in more remote areas of the region such as Wairoa and CHB.

HBCDEM staff recently saw these tents in action while on deployment during the emergency response to the July flooding in Westport.

Shelters can be connected to expand facilities and create a community under canvas, with customisable features to suit specific requirements.



HB CDEM staff setting up their new Multipurpose Habitation Unit (MHU) during a training exercise in November 2021



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### Testing the region's COVID preparedness

Testing the preparedness of public service organisations for a major COVID outbreak in the region was the purpose of a multi-agency tabletop exercise held in December 2021.

The exercise was facilitated by Napier City Council, Fire and Emergency New Zealand (FENZ) and the CDEM Group and saw 30 participants from a wide range of Hawke's Bay and Tairāwhiti agencies come together at the HBCDEM Group Emergency Coordination Centre in Hastings. Agencies represented included Police, Corrections, Ministry of Health, Ministry of Social Development (MSD), FENZ, Ministry of Business, Innovation and Employment (MBIE), Ministry of Education, Te Puni Kokiri, Oranga Tamariki, Kāinga Ora and our local councils.

Representatives were split into three groups and provided video scenarios from regional leaders, covering the early stages of a major outbreak, through to critical supply chain issues and the social and economic impacts on the region.

While our regional agencies are already well connected, the exercise was designed to build capability and resilience while allowing agencies to gain a greater understanding of each other's roles and responsibilities.

In addition to allowing partner agencies to all work together, the exercise also provided people whose normal day jobs aren't in emergency management to get a feel for what a real life response involves.



Representatives from regional agencies at a multi-agency tabletop exercise held in December 2021

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## Our recovery highlights

Dealing with an emergency can be stressful and exhausting. Recovering from a disaster is a complex process that may take months, even years to overcome. We work to help people get back to acceptable quality of life as soon as possible.

### Recovery workshop

Emergencies can affect people, communities, regions and nations. How well we recover will depend on how well we have prepared.

In August 2021 we hosted a Recovery Workshop attended by representatives from a variety of agencies and facilitated by NEMA's Recovery Team.

It was an informative day with a strong emphasis on communities being at the heart of any successful recovery.



The Recovery Workshop facilitated by NEMA in August 2021

## Lifelines

We continued to support the Hawke's Bay Lifelines Group in building resilience and preparedness into the critical infrastructure they manage. This has included meetings and project support. One of the key projects the Group has advanced in 2022 is improving critical infrastructure resilience.

### New EMA (Lifelines & Recovery) role created.

In December 2021, the Group appointed an EMA (Lifelines & Recovery). This is a newly created role with the Hawke's Bay CDEM Group that focuses on lifelines, recovery and building organisational resilience.

## Finances

### Financial Summary 2020/21

Financial Summary 2020/21	CDEM Expenditure	CDEM Income	Lifelines Expenditure	Lifelines Income	Total Result
Risk reduction					
Operational readiness and response					
Governance, coordination and recovery					
Local emergency management					
<b>Totals</b>					

Emergency Management Reserve	
Balance carried forward from 19/20	
Expenditure 20/21	
Revenue 20/21	
Balance 20/21	

**(DRAFT) Financial Summary 2021/22**

Draft Financial Summary 2021/22	CDEM Expenditure	CDEM Income	Lifelines Expenditure *	Lifelines Income	Total Result
Reduction – Hazard Identification and Mitigation					
Operational Readiness					
Group Leadership and Governance					
Community Engagement and Resilience					
<b>Totals</b>					

Draft Emergency Management Reserve	
Balance carried forward from 20/21	
Expenditure 21/22	
Revenue 21/22	
Draft Balance 21/22	



## HB CDEM GROUP JOINT COMMITTEE

Monday 29 August 2022

### Subject: REVIEWED GROUP OPERATIONAL FRAMEWORK (CONCEPT OF OPERATIONS)

#### Reason for Report

1. This report seeks the Committee's approval of the proposed HBCDEM Concept of Operations, which is a key output of the Operational Framework workstream of the Strengthening CDEM Arrangements in Hawke's Bay Change Programme.

#### Officers' Recommendation(s)

2. Staff recommend that the Joint Committee approves the Hawke's Bay Concept of Operations.
3. Staff asks that the Joint Committee consider providing feedback that can be incorporated during the implementation phase of the project.

#### Executive Summary

4. The Hawke's Bay CDEM Concept of Operations has been developed as a key output from the Strengthening CDEM Arrangements in Hawke's Bay Change Programme.
5. The Concept of Operations seeks to outline and reflect the concepts and principles that the Hawke's Bay CDEM Group use to structure a response to a Civil Emergency.
6. The project has been a highly consultative process with the CEG, local controllers, emergency services, and the National Emergency Management Agency.
7. If ratification is provided by the Joint Committee, the principles and concepts will be implemented and embedded through the HBCDEM Group through training and exercising pathways, and the further workstreams of the Strengthening CDEM Arrangements in Hawke's Bay Change Programme.

#### Background /Discussion

8. The Coordinating Executive Group commissioned a review into the Hawke's Bay CDEM Group, resulting in a report titled *Strengthening CDEM Arrangements in Hawke's Bay*.
9. A change programme was established, with one of the priority workstreams being a reset of the operating framework and response structures, roles and responsibilities. This workstream would specifically address the following recommendation out of the Strengthening CDEM Arrangements in Hawke's Bay report:
  - 9.1. *That the Coordinating Executive Group commission a reset of the Operating Framework and the Response Structure, Roles and Responsibility to provide for a Group Emergency Coordinating Centre, and a Local Emergency Operations Centre/Incident Management Team in each Council area. These arrangements will better reflect the context that Civil Defence Emergency Management is operating within in Hawke's Bay. This reset should specifically address and take account of:*
    - 9.1.1. *community expectations of Council assistance and response*
    - 9.1.2. *effective support for Mayoral leadership and spokesperson roles*



- 9.1.3. *council capabilities including (but not limited to) welfare, lifeline utility and building inspections*
- 9.1.4. *the need for effective regional coordination, and*
- 9.1.5. *the efficiency and coordination benefits for Emergency Service organisations.*
- 10. Three workshops with Group and Local controllers, regional emergency service leads, and the National Emergency Management Agency were held as part of this workstream to define the problem, develop solutions, and endorse the draft Concept of Operations.
- 11. The Coordinating Executive Group has endorsed a draft of the Concept of Operations on 25 July 2022 and provided feedback; some of which has been incorporated and some of which will require further work in the implementation phase of the project.
- 12. It was intended that the Joint Committee would have viewed and endorsed a draft of this work at the scheduled meeting in June, however this was not possible due to the meeting being cancelled. The HBCDEM Group Manager has socialised the possible changes and focus areas of the project at individual meetings with Mayors and the HBRC Chair during May and June.
- 13. The Concept of Operations seeks to outline and reflect the concepts and principles that the Hawke's Bay CDEM Group use to structure a response to a CDEM emergency. Core concepts that were highlighted during the development process were:
  - 13.1. Support to the regions' strategic / political leaders
  - 13.2. Delivery of key emergency management functions (e.g. Welfare)
  - 13.3. Inter-agency coordination and communication
  - 13.4. Integration with the wider emergency management system and workforce.
- 14. The Concept of Operations details roles and responsibilities between the Emergency Coordination Centre (ECC), Emergency Operations Centres (EOC), Incident Control Points (ICP) and Stakeholder clusters, such as the Emergency Services Coordination Committee, Welfare Coordination Group, and Engineering Lifelines Committee.
- 15. A final version of the Concept of Operations is now attached to this report and ratification sought from the Joint Committee.

### **Strategic Fit**

- 16. The Civil Defence Emergency Management sector is undergoing legislative and regulatory reforms. This Concept of Operations is aligned with all legislation requirements but may have to be reviewed when this changes.
- 17. The Concept of Operations is a key output delivered as part of the Operating Framework Reset workstream of the Strengthening CDEM Arrangements in Hawke's Bay Change Programme.
- 18. The Concept of Operations is aligned with the Coordinated Incident Management System (CIMS) and the Hawke's Bay CDEM Group Plan.

### **Considerations of Tāngata whenua**

- 19. General engagement between the HBCDEM Group Office and tāngata whenua has been occurring, with the emphasis on building strong relationships prior to formalising response arrangements. No specific engagement with tāngata whenua has been conducted as part of this project.
- 20. Tāngata whenua / mana whenua entities that have taken leadership roles in recent emergencies have been named alongside Crown response entities - this is Ngāti Kahungunu iwi and the taiwhenua that are in each local authority.

21. Further engagement will occur through the subsequent Welfare Reset workstreams of the Strengthening CDEM Arrangements in Hawke's Bay change programme. If necessary, amendments to the Concept of Operations will be recommended.

### Decision Making Process

22. Council and its committees are required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded:
  - 22.1. The decision does not significantly alter the service provision or affect a strategic asset, nor is it inconsistent with an existing policy or plan.
  - 22.2. The use of the special consultative procedure is not prescribed by legislation.
  - 22.3. The decision is not significant under the criteria contained in the Adminstrating Authority's (HBRC) adopted Significance and Engagement Policy.
  - 22.4. Beyond those consulted as part of the drafting process, no other person is affected by this decision.
  - 22.5. Given the nature and significance of the issue to be considered and decided, and also the persons likely to be affected by, or have an interest in the decisions made, the Committee can exercise its discretion and make a decision without consulting directly with the community or others having an interest in the decision.

### Recommendations

That Hawke's Bay CDEM Group Joint Committee:

1. Receives and considers the *Reviewed Operational Framework (Concept of Operations)* staff report.
2. Approves the Hawke's Bay CDEM Group Concept of Operations (with any modifications identified) as attached to this paper.
3. Agrees that the decisions to be made are not significant under the criteria contained in Adminstrating Authority's adopted Significance and Engagement Policy, and that Council can exercise its discretion and make decisions on this issue without conferring directly with the community or persons likely to have an interest in the decision.

### Authored by:

**Edaan Lennan**  
**TEAM LEADER EMERGENCY MANAGEMENT**  
**OPERATIONAL READINESS**

### Approved by:

**Ian Macdonald**  
**CDEM GROUP MANAGER/CONTROLLER**

### Attachment/s

- 1 [↓](#) Hawke's Bay Concept of Operations - August 2022





# Concept of Operations

Hawke's Bay Civil Defence Emergency Management Group



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## FORWARD

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The purpose of this regional guidance is to outline how the Hawke's Bay CDEM Group intends to lead the response to local and regional civil emergencies.

The Coordinating Executives Group (CEG), as the management agency of the Hawke's Bay Civil Defence Standing Joint Committee, are committed to ensuring civil defence emergencies within Hawke's Bay are effectively and efficiently managed. The Concept of Operations (CONOPS) document has taken into consideration the changing nature of emergency management, the capability of individual Hawke's Bay Group members, the physical characteristics of the Hawke's Bay region and the resources available within the Group.

This CONOPS builds on the original Response Framework developed in 2018. At that time the Group was starting to develop a more cooperative and collaborative approach to supporting all members of the Group, and to provide for a high level of safety and wellbeing for our communities during and after a disaster. Since then, there have been a number of events that have illustrated the benefits of this approach in the context of Hawke's Bay communities facing increasing risks and increasing their expectations of the response to disruption. At the same time, several areas have been identified where adjustments have needed to be made to further improve the overall delivery of emergency management outcomes to our communities.

A significant success of the current approach has been improving the coordination between local government, the emergency services, welfare agencies and lifeline organisations. The Hawke's Bay CDEM Group Office acts as the regional centre of excellence and subject matter experts in bringing these parties together to prepare for and provide a coordinated and community centred emergency response.

Another key achievement has been the focus of local authority responsibilities for managing their own essential services as lifeline operators. The individual members of the Group are committed to ensuring the essential services they are responsible for have appropriate continuance planning including emergency response plans. As outlined in this document the Hawke's Bay CDEM Group will continue support local authorities in achieving this across risk reduction, readiness, response, and recovery

Like in any learning system, there are also areas for improvement. This modified framework provides for increased emphasis on empowering local delivery of appropriate emergency management functions by local councils, as they are most connected to our communities. Immediate welfare needs will be central within these functions. Local councils are often best placed in the short-term to deliver emergency welfare, such as shelter and accommodation, and essential goods and services to help people recover. This effort makes up a key element of the overall Hawke's Bay CDEM Group's response alongside coordinating the efforts of our emergency service partners, welfare agencies, and lifeline services.

The other area focused on for improvement is the support and engagement of the region's elected leaders in the response – the Mayor of each authority and the Chair of the Regional Council. The involvement of the region's strategic leadership in governing any response is vital to ensuring communities' needs are considered in the response and an equitable approach to informing and supporting individuals and communities is taken. Greater advisory and communication support for elected leaders, together with a strengthened and more clearly defined role for Council organisations, will enhance the effectiveness of the Mayors and Regional Council Chairs in carrying out their community leadership roles.

It is intended this directive will be a "living" document that will be reviewed and if necessary amended as part of the corrective actions arising from exercises and events. Any changes will need to be approved by the CEG.

While this document has been approved by the CEG, it is acknowledged that during an emergency the situation can be fluid and operational structures may need to be adapted. This decision will always lie with the Lead Group Controller at the time as the person who has statutory responsibility for leading the response.

However, the response structures and approach outlined in this document represent the baseline approach of the Hawke's Bay CDEM Group and will be used as a first basis for preparing and responding to emergencies.

## 1 PURPOSE

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The purpose of this document is to:

Outline how the networked hierarchy of the national Critical Incident Management System (CIMS) is applied to the response environment in the HBCDEM Group

Give clarity of roles and responsibilities of the members of the HBCDEM Group.

## 2 REFERENCES

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This plan exists within the wider doctrinal and regulatory framework of the Emergency Management Sector. Key references are listed below that this CONOPS is consistent with.

- The Coordinated Incident Management System (CIMS 3<sup>rd</sup> Edition)
- Civil Defence Emergency Management Act 2002
- National Civil Defence Emergency Management Plan 2015
- Guide to the National Civil Defence Emergency Management Plan 2015
- The National Disaster Resilience Strategy
- Civil Defence Emergency Management Regulations 2003
- The Hawke's Bay Civil Defence Emergency Management Plan

## 3 APPLICATION OF CIMS

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### 3.1 PRINCIPLES

The HBCDEM Group are committed to applying the principles of CIMS 3<sup>rd</sup> Edition

#### 3.1.1 Responsive to community needs

This CONOPS represents an operational structure that is responsive to community needs because it places the emphasis on where appropriate empowering the delivery of emergency management functions to local government, who are the closest and most connected with communities.

#### 3.1.2 Flexibility

This CONOPS provides a framework guidance for how a response should be structured to begin with but appreciates that there will be emergency situations that require situation specific more flexible structures to be implemented.

#### 3.1.3 Unity of effort

This response model unifies effort by outlaying the command and control arrangements and drawing a 'golden thread' between the strategic outcomes of the Group, the operational control and coordination of the wider response and the tactical delivery at local Incident Control Points.

#### 3.1.4 Region Specific Principles

Escalation is seamless and scaffolded. Existing structures in response are built from the ground up, with each added layer of management providing additional support and value.

A golden thread exists between strategic, operational, and tactical layers of Emergency Management. Assurance and alignment with the objectives of the higher levels of the emergency structure.

Accountability and responsibility are aligned between the members of the HBCDEM Group. Group members who are responsible for the delivery of certain outcomes will be accountable to the CEG and Joint Committee.

Nationally enabled, regionally coordinated, locally delivered, community centred, and collectively led.

## 4 APPLICATION OF NATIONAL EMERGENCY LEVELS

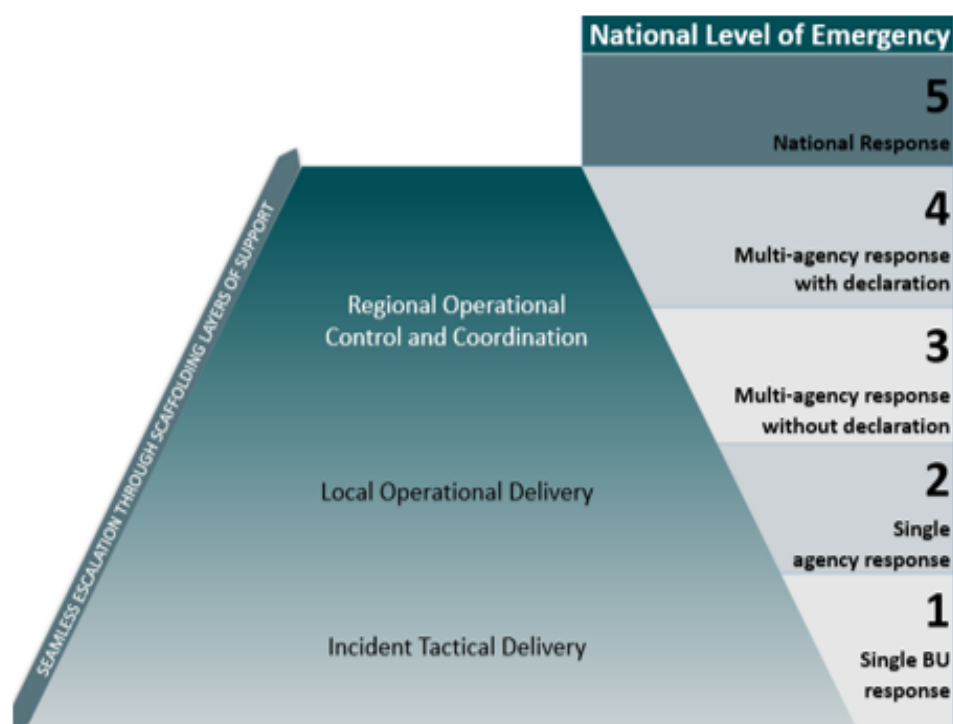
This CONOPS is focused on Regional, Local, and Incident Emergency Management provisions in the Hawke's Bay. National arrangements are out of scope and should form part of a national CONOPS.

**Level One** Emergencies are managed by business units within a lead agency to provide **Tactical Management and Delivery of the Response**. These responses do not require a coordinated organisational effort to manage the disruption caused. These incidents may be managed through the establishment of an Incident Control Point (ICP) and the appointment of a Lead Incident Controller, who commands tactical resource to respond to the incident, and who has tactical control of personnel from support agencies on their defined incident ground. No CDEM state of emergency would be appropriate at this level.

**Level Two** Emergencies require a whole of organisational response by the lead agency, but not a multi-agency response that needs coordination. A local layer of operational management and delivery is added to support the incident response(s) and the wider organisation, using an Emergency Operations Centre (EOC) if desired. The Lead Incident Controller(s) are now **commanded** by the Lead Local Controller. The Lead Local Controller does not control Support Incident Controllers from other organisations who may be active within their locality. It is unlikely that a CDEM state of emergency would be appropriate at this level.

**Level Three** Emergencies requires multi-agency coordination, but do not immediately meet the criteria for a declaration of a local state of emergency. A layer of **regional operational coordination** is added to support the lead and support local controller(s) of an emergency. The lead local controller(s) responsibilities remain the same as a level two emergency, and now they're supported with **coordination** by the Group Controller. The lead Group Controller may choose to achieve operational coordination through establishing an Emergency Coordination Centre (ECC) and standing up regional coordinating clusters, such as the Emergency Services Coordination Committee (ESCC), the Welfare Coordination Group (WCG) or the Hawke's Bay Engineering Lifeline's Committee (HBELC). The Group Controller does not control the lead local controller(s), or any supporting local controllers, or any incident controllers.

**Level Four** Emergencies are defined as meeting the criteria for a declared local state of emergency. In addition to the multi-agency operational coordination responsibilities for a level Three emergency, the Group Controller will have **operational control** of the lead local controller(s) to effect any strategic intent of the HBCDEM Joint Committee. This may involve the issuing of directives, or the delegation of powers under the CDEM Act 2002 to local controllers to achieve desired operational outcomes.



## 5 ROLES AND RESPONSIBILITIES

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It is important that members of the HBCDEM Group understand their responsibilities under legislation and the role they need to play in an emergency.

In principle, the following phrase shapes the overall responsibilities of each level:

*Regionally coordinated,*

*locally delivered,*

*community centred, and*

*collectively led.*

It is important to note that this document provides guidance, but every emergency environment is different and may require deviation from this guidance. During an emergency, deviations from this guidance may be made if agreed by members of the HBCDEM Group.

**Appendix 1** details the roles and responsibilities of each level in more depth

## 6 COMMAND, CONTROL, COORDINATION, AND COMMUNICATION

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Operational Control of subordinate functional organisations is an important part of ensuring an effective emergency response in a multi-agency environment. This provides the authority to establish a hierarchy of decision making across organisations and allows a response system to be led by a common set of objectives and for timely decisions to be made. Operational Control is only enacted in states of declared emergency, when elected officials believe a layer of operational authority above the normal democratic and system processes of the region are required to respond.

However, simple command and control arrangements cannot account for non-declared emergency responses or for the range and complexity involved in coordinating a whole-of-Hawke's Bay response. The coordination of a wrap-around service that puts community at the centre of the response structure is an important additional model to highlight.





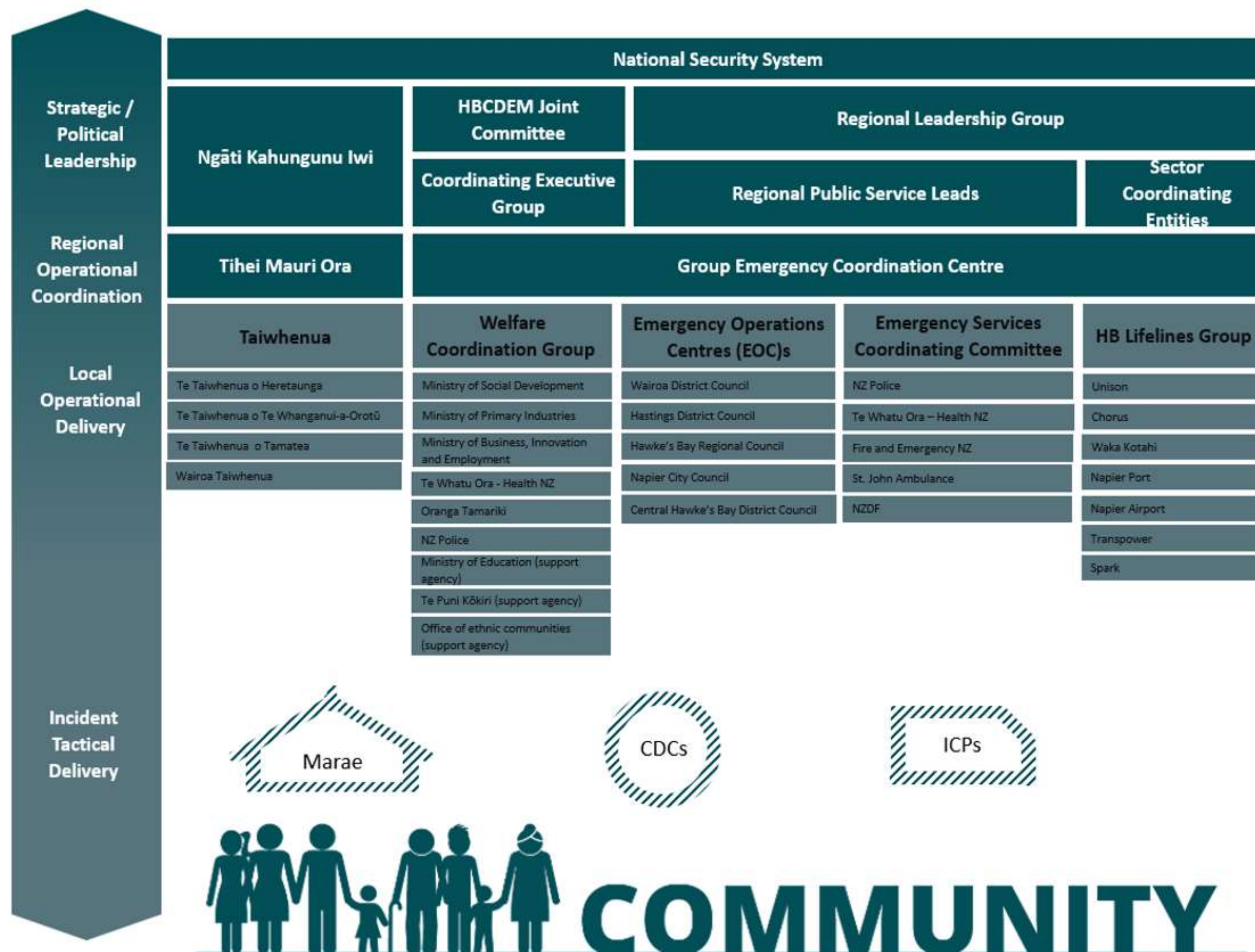
## APPENDIX 1: ROLES AND RESPONSIBILITIES MATRIX

LEVELS 3-4: GROUP EMERGENCY COORDINATION CENTRE (GECC)	
Role	Responsibilities
<b>Support Strategic / Political Leadership</b> – the GECC will be the lead for the region's Strategic Comms function in CIMS. The Group Controller will lead the engagement of the Joint Committee and /or the region's central government political interface during a declared emergency.	Engages with Political and Senior management layers of governance of the emergency to confirm how the event will be led and provide ongoing support to governance. Engages with national agencies, <u>e.g.</u> NEMA or other lead agencies. Establishes strategic communications support function with resources. Provides a monitoring and assurance reporting function for the response.
<b>Organisational taskings and delegations</b> – The Group Controller will task members of the HBCDEM Group in order to make effect to the Joint Committee's / Central governments strategic intent.  Set priorities and objectives for partner agencies and emergency services.	Establishes a consolidated regional mission statement and sets objectives. Facilitates shared situational understanding by providing integrated information management and communications systems. Coordinates resources across controlled and uncontrolled entities. Key link with regional Emergency Services and leads the Welfare Coordination Group in support of any local welfare response. Issues directives to local controllers and facilities, and guidance to supporting partner controllers and facilities.
<b>Connect to national enablement</b> – The Group Controller will lead the region's connection to the National Emergency Management Agency and wider National Security System. This may be for coordinating the deployment of national resources into region, escalation of the response to a national response, or provision of regional reports and plans to the National Coordination Centre.	Provides situation reporting to NEMA Interprets and actions any direction provided by NEMA Requests and receives national surge support and resource from NEMA <u>e.g.</u> E.g. the New Zealand Emergency Management Assistance Team (EMAT) Contributes to National Controller coordination opportunities and maintain situational awareness of National / International considerations.
<b>Support to Local Operational Delivery</b> – The Group Controller will lead and coordinate the region's support to local councils, so that they are enabled and empowered to respond to their communities. This may involve coordinating the deployment of staff from a non-affected local authority to help resource an activated EOC.	Deploys trained staff and CDEM volunteers in support of local controllers to deliver agreed capabilities. Coordinates through NEMA the deployment of staff and resources from other national or regional assets. Sets standards (or the application of national standards) and monitors across the 4R's. Coordinates delivery occurring through "regional and national level agencies". Collection, analysis, and dissemination of information to generate regional intelligence products Facilitates an integrated regional planning process to develop agreed regional objectives and organisational taskings for EOCs. Provision of regional welfare needs assessment tools to be provided to local EOCs
<b>Facilitates Communication and Engagement with Stakeholders</b> – The Group Controller will lead the multi-agency stakeholder engagement during a response. This involves establishing a regional operational schedule, <u>chairing</u> or supporting coordinating cluster communications, developing regional level intelligence, planning, and communication products.	Facilitation and support of coordinating cluster meetings: Emergency Services Coordination Committee (ESCC), Welfare Coordination Group (WCG), Engineering Lifelines Committee (ELC), and Local Controller meetings. Coordinates provision of technical hazard advice from technical experts and the HBRC. Engages with communities that are across multiple council boundaries or communities of interest / association within Hawke's Bay.
<b>Partners with Iwi</b> – the Group Controller will lead the Regional Partnership with Ngāti Kahungunu through their emergency coordination office: <u>Tihei</u> Mauri Ora	Embeds Ngāti Kahungunu liaison (if provided) in the GECC when activated Provides a liaison officer to <u>Tihei</u> Mauri Ora ECC (when requested) if activated
LEVELS 2-4: EMERGENCY OPERATIONS CENTRES (EOC)	
Role	Responsibilities
<b>Support community / local political</b> – Local controllers will be responsible for engaging with their local councils and elected community representatives, <u>e.g.</u> community boards.	For L2 emergencies advise on situation and engage with the CDEM Group office on support requirements Engages local councillors as required. Engages through GECC for regional governance requirements. Engages with local communities and 'grass-roots' networks in their local community.
<b>Reports to the regional level</b> – The Local Controller will ensure that accurate reporting and returns is sent to the regional level to support the regional appreciation and assurance of the Joint Committee / NEMA	Develop local operational schedule / battle rhythm based of regional schedule and reporting requirements (where it exists). Situation reporting is conducted to meet the regional operational schedule and reporting requirements. Action planning
<b>Tactical taskings to Incident Control Points (ICPs)</b> – Managing local delivery by establishing <u>field based</u> facilities in accordance with CIMS	Manages Civil Defence Centres, supports complex cordon management, council impact assessment teams ( <u>e.g.</u> needs assessment outreach and / or building inspectors).
<b>Delivers Operational Emergency Management functions</b> – The local controller manages the delivery of emergency management functions for their authority.	Delivers immediate emergency welfare for survival levels of service (shelter, food & water) for 24 hours. Stands up and runs an Emergency Operations Centre according to CIMS, the CDEM Group Plan, and the Hawke's Bay CONOPS. Receives, interprets, and gives effect to the Group mission, regional objectives, objectives, and organisational taskings. Manages delivery of critical council functions (as necessary) and reconciles business continuity planned activities ( <u>i.e.</u> suspending non-

	critical council activities to resource the response). Receives and manages all staff deployed from other organisations safely. Conducts local intelligence collection, analysis, and dissemination in accordance with regional reporting requirements and to enable local delivery of response effort Conducts local planning to interpret regional intent and organisational taskings, develop local action plans, provide tactical taskings. Uses existing council procurement processes and financial systems to resource the response, and escalate any resource and supply shortage for regional awareness Engage with geographic communities within authority boundaries, provide regionally agreed key messages through existing channels. Engage with regionally delivered community engagement for communities of association / interest.
<b>Partners with Taiwhenua.</b> The Local Controller will lead the local partnership with the Taiwhenua to deliver emergency management	Embed liaison officer from mana whenua within EOC when offered Provide liaison officer to mana whenua when asked
<b>LEVELS 1-4: INCIDENT CONTROL POINT (ICP)</b>	
<b>Role</b>	<b>Responsibilities</b>
<b>Deliver Tactical Emergency Management Functions</b> Incident Controllers, through the establishment of Incident Control Points, Assembly areas, such as CDCs, cordons, outreach teams, building inspectors etc. May establish CIMS functions for ground-based / grass roots activities.	Deliver on the task plan set by EOC Provide verbal briefings to those in ICP and in the field Conduct dynamic risk assessments IAW organisation's procedures Utilise CIMS
<b>LEVELS 3-4: COORDINATION CLUSTERS</b>	
<b>Cluster Name</b>	<b>Cluster Functions</b>
Emergency Services Coordinating Committee	Report on tactics underway and resources allocated towards achieving lead agency strategic / operational objectives Discuss issues emerging at multi-agency incident grounds and how tactical command and control is implemented Collaboratively plan and coordinate tactical delivery of emergency service functions, for example effecting evacuations, controlling movement, life-safety operations. Share any national strategic intent as commanded through each individual agency
Welfare Coordination Group	Share the activities and approaches of what different members are doing to align with the lead agency's strategic / operational intent. Discuss and prioritise common issues, barriers, challenges, and opportunities to achieving the coordinated delivery of emergency welfare. Collaboratively plan and coordinate service delivery of emergency welfare sub-functions, for example the provision of emergency shelter and accommodation, essential goods and services, financial assistance, psychosocial support etc. Share any national strategic / governance intent of each individual agency Plan for the transition to recovery of the social environment
Engineering Lifelines Committee	Establish organisation and communication processes to ensure the coordinated response of utility organisations to disasters and events. Report on levels of service to communities, any outages, restoration times, and resources required. Share capacities and service level information to make informed decisions about interdependencies in restoration plans Plan for the transition to recovery of networks and infrastructure in a coordinated way



## APPENDIX 2: CONTROL AND LEADERSHIP STRUCTURE





COORDINATION CONCEPTS

Enablement and Empowerment

Operational Control is the authority to provide legal direction and tasking across organisations to achieve a unified goal. When this authority does not exist, the capability to coordinate effort for a unified direction relies on enablement and empowerment. Enablement means supporting the entities that are delivering service to the community. Empowerment means delegating authority for decision making that achieves the desired outcomes. In this way, a coordination structure sits as a dispersed decision-making model, that supports wrap around services to be provided to a affected communities.

Assurance and Alignment

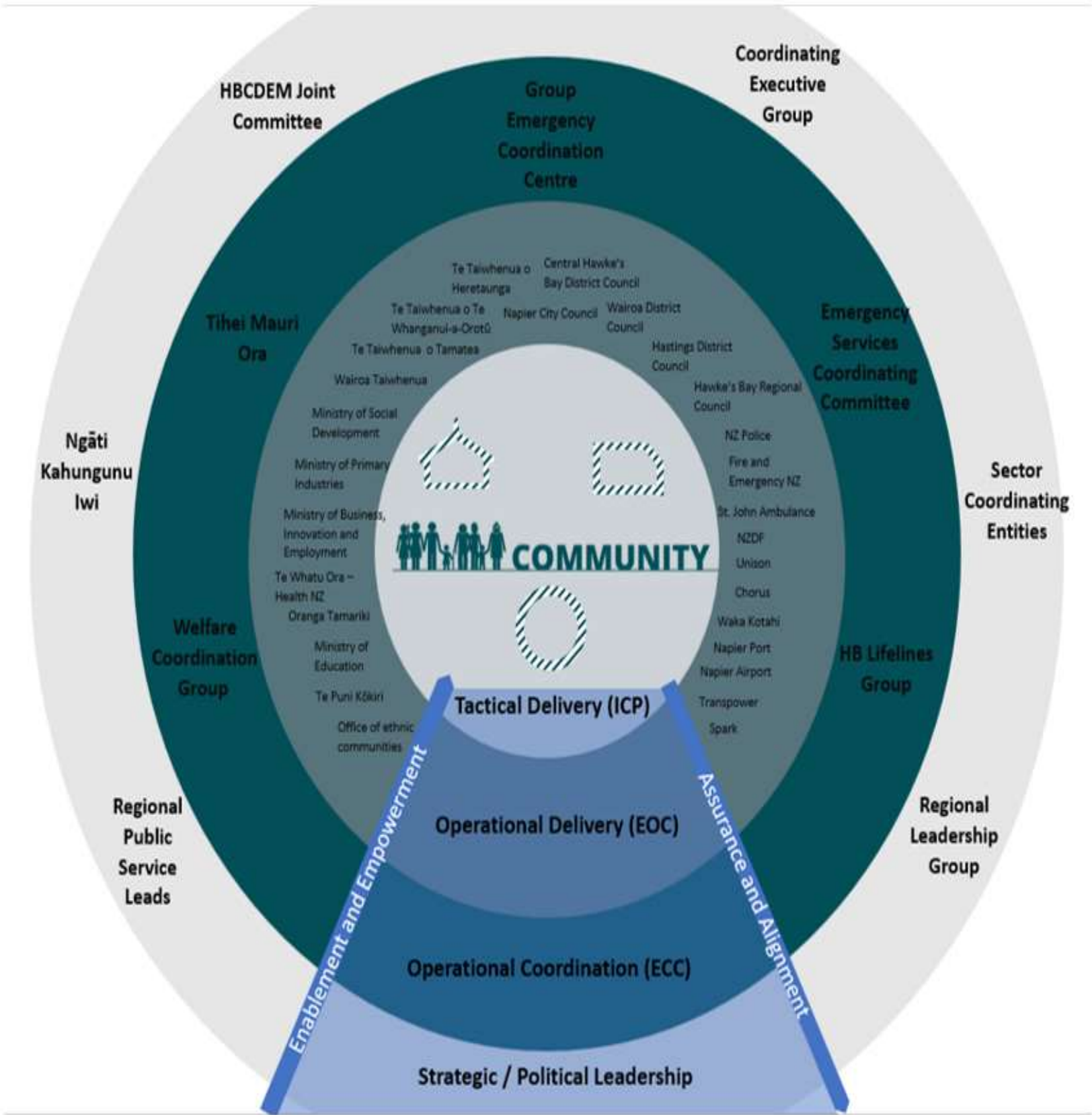
Organisations that are delivering service to affected communities have a responsibility to ensure that their service is coordinated, in that it contributes to the overall response objectives, is fit-for-purpose, and does not conflict or contradict other services being provided. Provision of clear, accurate, reliable, and timely reporting is key to providing regionally strategic / political leaders with an understanding of the services, risks, and measurement of progress against the desired outcomes.

Community centred

Ensuring that the community's needs are put in the centre of the emergency management system is a key part of the National Disaster Resilience Strategy. Having structures that principally support the 'grass-roots delivery' of services is important in a coordinated emergency response structure.

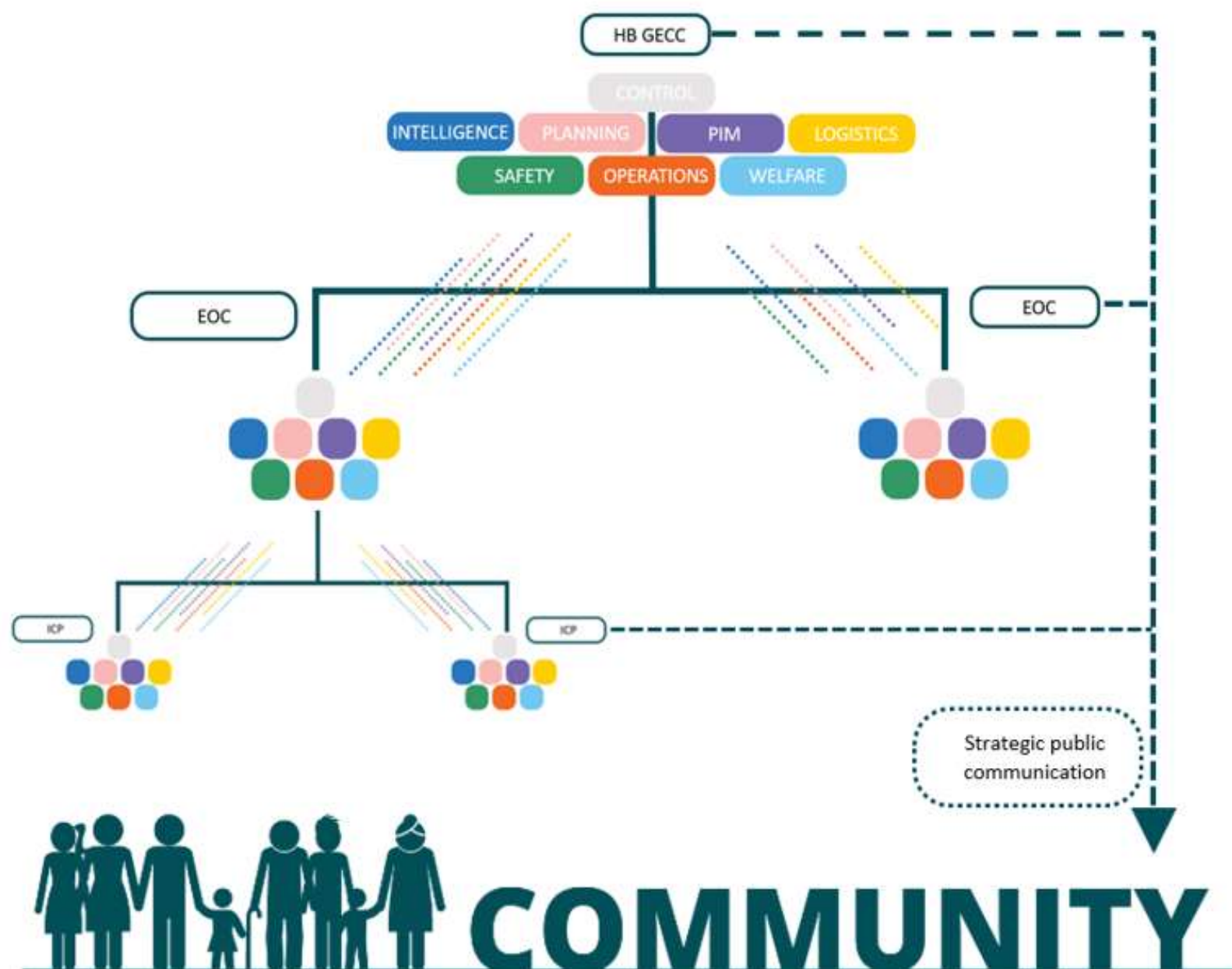
Wrap around

People's ability to navigate normal society services is limited if they are affected by an emergency. Providing streamlined services that provide a '1-stop-shop' for affected communities that fully cater to a range of sometimes complex needs is an important feature of service delivery. Those providing service need support and coordination, to ensure that their service is aligned with other similar services. Those who are coordinating need support from strategic and political leaders to maintain and influence social licence to operate.





## APPENDIX 4: COMMUNICATION LINES



## COMMUNICATION CONCEPTS

**Up and across**

Communication lines generally go up 1-level before going across to a counterpart response entity. This is to ensure that situational awareness is maintained by a single entity in relation to their roles and responsibilities, who ensure that communication is streamlined and fit for purpose.

**Formal and informal communication**

Formal communication supports command and control authority, and is via pre-established methods of reporting up the hierarchy (e.g. SITREPs), and providing direction down the hierarchy (Action Planning). Informal communication supports coordination and is via a networked approach. This is implemented by 'coordination cluster' meetings, such as the WCG, ESCC, and ELC. These meetings are facilitated in a structured way to ensure that this communication remains streamlined and purposeful, whilst still supporting the function of coordination.

**Purposeful and streamlined communication**

In an emergency with limitations on time, a tension exists between how much time is spent doing the work, and how much time is spent communicating about the work. It is important in emergency communication that there is clear purpose to every communication, and the operational schedule is used to tempo the rate of communication. Meeting attendee lists are managed to try and reduce the bottleneck of communication caused by 1-to-1 communication lines, whilst still allowing for communication to be focussed enough to maintain relevance to the audience.

**Vertical breadth and depth of communication**

It is important that those involved in a response acknowledge that each entity won't have the breadth of situational awareness as the level above. And the level above doesn't have (or require) the same depth or detail as lower-level entities. For example, a council EOC will have an operational level of understanding about all of the ICPs under their control. However, they will not know (or need to know) the on-the-ground detail of those ICPs over and above what is reported up to their operations manager. Similarly, a council's EOC may not know (or need to know) what is happening in the neighbouring authority, but the GECC will have oversight of both, and be able to focus on issues that are relevant to both.

**Strategic Public Communication**

It is critical that clear, accurate, reliable, and timely information is communicated to the public during an emergency event. For information to be clear, it has to be aligned across the multitude of responding organisations, and supports the agreed key messages of the lead agency.









## HB CDEM GROUP JOINT COMMITTEE

Monday 29 August 2022

### Subject: AMENDMENTS TO THE HAWKE'S BAY CDEM GROUP PLAN: CONTROLLER APPOINTMENTS

#### Reason for Report

1. Under the Civil Defence Emergency Management Act 2002 (CDEM Act) the Civil Defence Emergency Management Group Joint Committee makes appointments to the positions of Group and Local Controllers. These appointments and associated delegations are contained in the Hawke's Bay CDEM Group Plan and, as such, represent a minor change to this Plan.
2. This item seeks confirmation of proposed changes to Local Controller appointments and, as a result, proposes resulting minor changes to the Hawke's Bay CDEM Group Plan.

#### Confirmation of the Appointment of Local Controller Hawke's Bay CDEM Group

##### Group Controllers

3. Mr Edaan Lennan is currently the Team Leader Operational Readiness. The following is a resume for Mr Lennan:
  - 3.1. *Edaan has a background in the Royal New Zealand Navy, where he was a commissioned officer specialising in Supply Chain and Logistics. During his military career, he had operational deployments to the Arabian Sea and Gulf of Aden on counter-piracy missions under the Combined Maritime Forces and North American Treaty Organisation; where he served as the ship's boarding officer leading a team of specialist sailors to board vessels on suspicion of piracy.*
  - 3.2. *Edaan also spent two years as a mission desk officer and battle-watch captain at the Headquarters Joint Forces New Zealand, where he was part of planning and deploying New Zealand Armed Forces to overseas missions.*
  - 3.3. *Edaan joined HBCDEM Group Office in late 2017, and in that time has been involved at the regional and local level at several emergency events, usually fulfilling the role of response manager and 2IC to the controller. These events include the Esk Valley Floods in 2018, Napier floods 2020, various tsunami warning events, Covid activations, and other disruptions such as the Cape Coast Slip (2019) and Tangoio Fires (2020).*
  - 3.4. *Edaan completed the Tier 1 Response and Recovery Leadership Development Programme in 2021.*
4. Mr Lennan has extensive experience and has now completed the national Response and Recovery Leadership Development Programme with an advanced pass. The Group Controller has worked with him both in a day-to-day capacity, and in several responses and recommends his appointment as an alternate Group Controller. This would also broaden the number of Group Controllers and allow for better coverage with a dedicated CDEM Group office staff member when the primary Group Controller is absent or on leave.



*Central Hawke's Bay District Council (CHBDC)*

5. Mr Doug Tait is currently appointed as a local controller for the Hawke's Bay CDEM Group. With Mr Tait being appointed Chief Executive of CHBDC, he has asked to be removed from this appointment and a replacement be considered.
6. Mr Darren de Klerk was nominated by CHBDC and is currently appointed in the role of Transport Asset Manager for CHBDC and provided the following resume:
  - 6.1. *Darren has worked for CHBDC since 2018, initially in the role of 3 Waters programme manager, and since 2020, as the Director Projects and Programmes, delivering the capital infrastructure programme for CHBDC. Since 2018, Darren has been a member of the local CHBDC emergency management team and holds the role of Operations Manager within the local CDEM structure. Darren has worked in a number of emergency events for CHBDC and supported regional events within the GECC including the 2020 Napier Floods.*
  - 6.2. *Prior to relocating from Auckland to Hawke's Bay in 2018, Darren worked in the energy sector, and held a number of leadership positions in the gas distribution sector, and now has over 18 years' experience in the infrastructure sector, in his previous role in Auckland, Darren was a member of lifelines representing the gas industry and was involved in numerous high profile gas emergency events in Auckland as duty manager for Vector/ Electrix between 2009 and 2018.*
  - 6.3. *Darren has completed CIMS 4 training in 2019, holds numerous gas industry trade qualifications, business and project management tertiary qualifications, is a certified project management professional (PMP), and is currently studying towards his Masters in Engineering Project Management through the University of Auckland.*
7. At the same time, Napier City Council (NCC) have asked to replace one current Controller who has resigned, with two nominated controllers. This will bring their number of controllers to three.
8. Ms Rachael Bailey is currently Manager Regulatory Solutions at NCC. Her resume is as follows:
  - 8.1. *Rachael Bailey has worked in central and local government for 30 years, predominantly in law enforcement and regulatory roles. She started her career with the New Zealand Police as a sworn officer, specialising in intelligence. She moved to Department of Internal Affairs as an intelligence and compliance specialist and held management positions with the Charities Commission and Commerce Commission before she relocated to Hawke's Bay where she is currently the Regulatory Manager for Napier City Council.*
  - 8.2. *Rachael has significant experience in operational leadership across a wide range of sectors and has been deployed in various emergency management responses over this time. She has a Masters in Public Management from Victoria University (Wellington).*
9. Ms Philippa (Pip) Connolly is currently Personal Assistant to the Director Corporate Services at NCC. Her resume is as follows:
  - 9.1. *Pip Connolly has experience in a broad spectrum of administration and practical roles. After ten years in international freight forwarding, she joined the Police in South Auckland and ultimately held the rank of Detective Constable in the South Taranaki CIB. In partnership, she established a successful rural transport business, before moving into payroll while raising a family.*
  - 9.2. *Pip gained experience in Health, Safety and Compliance across high-risk manufacturing, agriculture, and processing environments, before joining Napier City Council six years ago. She handled the logistics for the relocation of 250 staff from the earthquake-prone Civic and Library buildings in 2017, and now holds the role of Personal Assistant to Deputy Chief Executive and Executive Director of Corporate Services.*
  - 9.3. *In 2020 she worked as Welfare Manager 2IC in the GECC during the first COVID response and then helped manage the Evacuation Centre during Napier Flood, before returning to the GECC for the 2021 Covid Resurgence.*

10. The Group Manager/Controller has met with all the four staff that were recommended by NCC and CHBDC for Local Controller positions and has worked in a response situation with Mr de Klerk and Ms Connolly. The appointment of the three staff detailed in para 6, 8 and 9 is recommended to the Committee.
11. Should the Committee agree to these appointments, they will be required to attend the national Tier 1 Response and Recovery Leadership Development Programme. Ms Bailey and Connolly have already been accepted onto the course later this year.
12. The following changes are therefore recommended to *Appendix 5: Key Appointments to the Hawke's Bay CDEM Group Plan 2014-19*:
  - 12.1. Add the following to the Alternate Group Controller, Hawke's Bay CDEM Group list:
    - 12.1.1. Edaan Lennan.
  - 12.2. Add the following to the Local Controller, Hawke's Bay CDEM Group list:
    - 12.2.1. Darren de Klerk
    - 12.2.2. Philippa (Pip) Connolly
    - 12.2.3. Rachel Bailey.
  - 12.3. Remove the following from the Local Controller Hawke's Bay CDEM Group list:
    - 12.3.1. Doug Tait
    - 12.3.2. Antoinette Campbell.

### Strategic Fit

13. The recommendations are consistent with the Group Plan in that they provide for an effective response and recovery to an emergency, a key objective of the Plan.

### Financial and Resource Implications

14. There are no significant financial or resource implications that may result from this decision. Budget exists to pay for the training of two controllers, with NCC agreeing to pay for their third controller.

### Decision Making Process

15. Committee is required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded:
  - 15.1. The decision does not significantly alter the service provision or affect a strategic asset.
  - 15.2. The use of the special consultative procedure is not prescribed by legislation.
  - 15.3. The decision does not fall within the definition of the Adminstrating Authority's (Hawke's Bay Regional Council) policy on significance and engagement.
  - 15.4. No persons can be identified who may be affected by this decision.
  - 15.5. The decision is not inconsistent with an existing policy or plan.
  - 15.6. Given the nature and significance of the issue to be considered and decided, and also the persons likely to be affected by, or have an interest in the decisions made, the Committee can exercise its discretion and make a decision without consulting directly with the community or others having an interest in the decision.
  - 15.7. The proposed amendments to the Group Plan meet the requirements of section 57 of the Civil Defence Emergency Management Act 2002 and can be considered as a minor change to the Group Plan that does not need public consultation.

## **Recommendations**

That the Hawke's Bay CDEM Group Joint Committee:

1. Agrees that the decisions to be made are not significant under the criteria contained in Council's adopted Significance and Engagement Policy, and that the Committee can exercise its discretion under Sections 79(1)(a) and 82(3) of the Local Government Act 2002 and make decisions on this issue without conferring directly with the community and persons likely to be affected by or to have an interest in the decision.
2. The Hawke's Bay CDEM Group Joint Committee resolves to make minor amendments to Appendix 5: Key Appointments of the Hawke's Bay CDEM Group Plan pursuant to section 57 of the Civil Defence Emergency Management Act 2002, and make appointments and changes to the roles of Local Controller as follows:
  - 2.1. Add the following to the Local Controller Hawke's Bay CDEM Group list:
    - 2.1.1. Darren de Klerk
    - 2.1.2. Pip Connolly
    - 2.1.3. Rachel Bailey.
  - 2.2. Remove the following from the Local Controller Hawke's Bay CDEM Group list:
    - 2.2.1. Doug Tait
    - 2.2.2. Antionette Campbell.

## **Authored and Approved by:**

**Ian Macdonald**  
**CDEM GROUP MANAGER/CONTROLLER**

## **Attachment/s**

There are no attachments for this report.



## HB CDEM GROUP JOINT COMMITTEE

Monday 29 August 2022

### Subject: PROGRESS REPORT STRENGTHENING CDEM IN HB - IMPLEMENTATION REPORT

#### Reason for Report

1. The purpose of this report is to give the Committee an update on the work programme so far in implementing the recommendations of the report *Strengthening CDEM in Hawke's Bay*.

#### Discussion

2. Since the last report to the Committee in April, the project leads for key projects have been advancing the projects in line with the agreed outcomes and mostly within timelines and resourcing. All of this has been against the background of further work and disruption primarily through sickness and isolation requirements for seasonal flu and Covid-19.
3. Another matter contributing to timeline pressures is staffing at the Group office, with the Group office still holding vacancies at the time of writing this paper and the need to induct recently recruited staff.
4. The above issues have also impacted of Council staff who are a key part of either direct management of projects or input through consultation.
5. Despite the challenges of the first half of the year, the programme remains on largely on track with some pinch points around specific projects. An up-to date Programme Monitoring Report is attached.
6. The remaining projects in Phase 2 will be embedded within the Group Work Programme which is discussed in another item on this agenda. Also included in this agenda is a final draft of the new Concept of Operations which the Committee will be asked to adopt.

#### Next Steps

7. Work will continue in accordance with the project plans with some key outcomes included in this Agenda for approval.
8. Phase 2 projects and any implementations of Phase 1 projects will be embedded in the Group Work Programme.

#### Decision Making Process

9. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision-making provisions do not apply.

#### Recommendation

That the Joint Committee receives and notes the *Progress Report Strengthening CDEM in Hawke's Bay - Implementation Report* staff report.

**Authored and Approved by:**

**Ian Macdonald**

**CDEM GROUP MANAGER/CONTROLLER**

**Attachment/s**

**1** [!\[\]\(e2376d476d06eb31946dc01a69a4403a\_img.jpg\)](#) Strengthening CDEM in HB Programme Status Report 26 Aug 22





## Strengthening CDEM in Hawke's Bay Programme Reporting

In April 2021, a review of Civil Defence Emergency Management arrangements based on the lessons from emergency events that had affected the region in 2020 was commissioned. The review was focused on response and recovery arrangements and was carried out by Contextus Solutions.¶

While the review found significant areas of strength within the Hawke's Bay CDEM Group, it made a number of recommendations aimed at strengthening response and recovery arrangements, including the establishment of a change programme to coordinate the various change and improvement initiatives identified.¶

Specific programme governance is provided on behalf of the Joint Committee and CEG by a Programme Governance Group, consisting of the CEG Chair and Deputy Chair. The council chief executives, having specific responsibilities for supporting and resourcing the CDEM response and recovery structures, also have an oversight role.¶

Supporting and reporting to the Programme Governance Group will be a Change Programme Manager (Ross McLeod), who will programme manage and monitor the overall programme, and the CDEM Group Manager, who will lead incorporation of agreed change into the CDEM operating approach, structure and work programme.¶

Together, Change Programme Manager and CDEM Group Manager will form the Programme Management workstream together with senior officers from partner agencies.¶

The Change Programme consists of nine projects and will have two phases—Phase A comprising of projects emerging from priority recommendations which are also the critical path for other projects, and Phase B comprising of workstreams relating to other recommendations. These phases will overlap in some areas. Phase A consists of the Operating Framework and Response Structure Reset and Shared Emergency Operating Systems (COP) Development projects.¶

This report provides the wider Joint Committee and CEG an overview and ability to monitor and provide feedback on the programme.¶

The following are the key risks identified to the work programme:¶

- → Inherent risk of the need to respond to a Hawke's Bay or national CDEM emergency.¶
- → CDEM, Council and partner agency staff availability due to COVID sickness and the need to support COVID response. This is a priority for the emergency management system.¶
- → Vacancies within the CDEM Group office in key roles that support the programme.¶
- → Funding for supporting the change programme and any identified implementation requirements have not been budgeted and need to be found from existing operational budgets.¶
- → The current national emergency management reforms (Trifecta) may impact on some projects.¶

The timeframe to complete this programme is November/December 2022.¶



Performance Indicators: **Green** = On-Track, **Amber** = At-Risk, **Red** = Off-Track, **Grey** = Not-started/On-hold

Status-Change-Keys:

	Unchanged since last report
	Worsened since last report.
	Improved since last report

**Last report to the Joint Committee was 28 March 2022**

\*Risk is inherent vs residual risk (i.e., Red/Amber/Green status prior to mitigations and controls implemented). An overview of the scope of each project is attached at the end of this report.

	Project Title	Schedule	Risk*	Budget	Comments	Status Change
1	Operating Framework & Response Structure Reset				<p>Engagement workshop and follow-up sessions now held with all councils and operational partners.</p> <p>Engagement Workshop 2 was completed 1 April.</p> <p>Paper/presentation on options for improvement and development prepared and included on 23 May CEG meeting agenda. CEG agreed to proposals in principle.</p> <p>Individual Mayors/Chair have been briefed by GM at regular catchups. Briefing scheduled to Mayors/Chair at regional leaders meeting 20 June was cancelled. Report went to CEG on 25 Jul with draft operational framework for consideration and agreement. Some adjustments resulted and a final workshop was held with Controllers and Incident Controllers on 15 August. General agreement occurred and acknowledgement that a transitional implementation period and Plan is required.</p> <p>The final framework document and will be submitted for approval by the Joint Committee at its meeting on 29 Aug.</p> <p>Three key areas have been identified for improvement:</p> <ul style="list-style-type: none"> <li>• Improved support for Governance (decision making &amp; crisis coms)</li> <li>• Local welfare delivery</li> <li>• Changes to operational structure (Local EOCs) to support changes</li> </ul> <p>Implementation steps will follow approval.</p>	<p>With the onset of current Omicron/flu outbreak there are increased risks of the unavailability of key council and emergency services staff and increased workloads impacting on the ability to effectively engage.</p> <p>This is compounded by the resignation or change of lead controllers at NCC and CHBDC which could impact on the level of feedback from council controller on options.</p>



Project-Title	Schedule	Risk*	Budget	Comment	Status-Change
2 Shared-Emergency-Operating-Systems-(COP)-Development				<p>On-track—workstream-completed-and-reported-to-CEG-23-May-2022.. Recommendations-approved-in-principle-due-to-lack-of-full-quorum.. Confirmation-of-decisions-endorsed-at-CEG-meeting-on-25-July.¶</p> <p>¶</p> <p>Solution-architecture-work-and-report-writing-completed-and-briefed-to-CDEM-Group-Manager-and-Project-Management-workstream..Project-approach-to-system-is-to-make-it-as-simple-and-familiar-to-users-as-possible—Office-365/Teams/ArcGIS-environment—along-with-collective-methodology, workflow, process-structure, naming..Project-aim-is-to-make-COP-system-part-of-council/agency-BAU.¶</p> <p>¶</p> <p>An-implementation-programme-has-been-developed..It-comprises-5-work-packages-as-follows:¶</p> <ul style="list-style-type: none"> <li>• → <b>Teams-Response-Templates</b>—MS-Teams-and-CIMS-based¶</li> <li>• → <b>Information-and-Data</b>—data-storage-&amp;-sharing-across-organisations¶</li> <li>• → <b>Integration</b>—identify-and-embed-supporting-technology-tools-in-Teams-(e.g..Power-Apps-and-common-operating-picture)¶</li> <li>• → <b>Rapid-Building-Inspections</b>—standard-approach-and-integrated-tools..Real-time-and-remote-updating.¶</li> <li>• → <b>Commissioning, Management, and Standard-Operations</b>—ongoing-governance, management, documentation, and-training.¶</li> </ul> <p>¶</p> <p>Project-governance-and-ongoing-support-require-agency-commitment-and-will-be-part-of-implementation-planning-work..A-budget-estimate-for-the-implementation-programme-is-being-prepared-as-part-of-this-work.¶</p> <p>¶</p> <p>Further-work-has-also-been-completed-to-ensure-the-robustness-of-the-CDEM-website.</p>	<p>With-the-onset-of-current-Omicron/flu-outbreak-there-are-increased-risks-of-the-unavailability-of-key-council-and-emergency-services-staff-and-increased-workloads-impacting-on-the-ability-to-effectively-engage.¶</p> <p>However, the-identification-of-two-staff-from-HBRC-ICT-Team-to-support-the-implementation-phase-has-helped-to-ease-the-risks-in-this-project</p>



Item	Project Title	Schedule	Risk*	Budget	Comment	Status Change
3	Group Work Programme Review and Rebalancing				<p>Completed and reported for endorsement. Work started on a review of the existing work programme and identification of current projects being undertaken.</p> <p>The intent was to provide draft combined work programme to CEG at its meeting on 23 May and the Joint Committee at its 27 June meeting. Unfortunately, this could not be achieved for a number of reasons (see Status Change).</p> <p>However, the "Strengthening CDEM in Hawke's Bay" programme is in itself providing direction, priority and rigour for the work of the Group.</p> <p>A draft of a Group Work Programme for 2022/23 and 2023/24 was agreed by the CEG at its meeting on 25 July with some amendments. This was refined and is included in the agenda of the Joint Committee on 29 Aug for endorsement.</p>	<p>Due to key staff being seconded to the DHB to support the Omicron welfare response, others being impacted by the need to isolate for COVID reasons, and the responses to the two March rain events, the timeframes for producing a formal Group Work Programme have had to be pushed out.</p> <p>This is now back on track.</p>
4	GECC and EOC Operational Workforce Support Review				<p>Delayed. Was to commence Q2 2022/23. Some initial scoping work has been completed, however with the resignation of the EMA (workforce Capability) until recruitment processes have concluded and a new staff member is inducted, this project will need to be progressed slower than intended.</p> <p>Discussions currently being held with P&amp;C Manager HBRC to try and identify an external resource to assist with this project.</p>	<p>Due to the resignation of the project lead for this project, this project will be delayed. The first round of recruiting for this role was unsuccessful and a second round has commenced.</p> <p>The project will be progressed when suitable existing resources become available.</p>
5	Collective Responsibility & Resource Commitment Monitoring				<p>On track. 'Stocktake' of implementation progress and organisational/network buy-in has occurred. To be discussed with new CEG Chair.</p>	






Item	Project Title	Schedule	Risk	Budget	Comments	Status Change
6	Welfare Arrangements Reset				<p>Delayed/Commenced—programme plan now drafted.</p> <p>Demands across the welfare network due to covid and staff illnesses delayed the intended commencement proper of the workstream—as a result, the workstream is slightly behind the overall programme schedule.</p> <p>A meeting of the Welfare Coordination Group (WCG) was held in early May to help advance the main components of this project.</p> <p>Welfare stocktakes with councils and related agencies for each council area completed. The Group Welfare Manager (GWM) has held an initial meeting with the welfare managers/advisors from across the region. The intent is to complete a fully consultative process from the ground up. This will support the strategic decisions on local welfare delivery being considered as part of the Operational Framework project.</p> <p>Project plan now completed (draft) and under review. Further project scoping and specific partner engagement will take place ahead of the main commencement.</p>	<p>The COVID response has had the greatest impact in the welfare workstream.</p> <p>GWM had been seconded (6 weeks) to the DHB and MSD with the welfare response to Omicron outbreak, and subsequently has also been directly impacted by COVID and influenza.</p> <p>With the completion of the project plan the scheduling for this project has improved.</p>
7	Building Assessment Process Standardisation				<p>Complete—Workstream programme now complete and now transitioning to implementation.</p> <p>Report to CEG occurred 23 May 2022 and solution approved.</p> <p>Key decision is the use of MBIE RAPID Assessment as default position in applicable emergencies, with departure from this position only on consensus agreement of Group Controller, Local Controller and Building Response Manager. If no agreement, use of RAPID assessments will proceed; Controllers can require use if necessary.</p> <p>Planning now underway for implementation and how this comes together with other workstreams such as COP.</p> <p>Some minor residual discussions need to be had as part of the recovery workstream as to the role of the recovery structures in managing impacted buildings post initial response.</p>	<p>Complete and moving into implementation phase.</p>





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Project-Title	Schedule	Risk*	Budget	Comment	Status-Change
Recovery-Capability-Development				<p>On-track-Project-plan-drafted.-Draft-project-scope-currently-under-review-with-a-meeting-of-project-manager-and-project-governance-occurring-last-week.¶</p> <p>Workstream-meeting-with-recovery-managers-to-be-held-in-September.¶</p> <p>Once-this-project-scope-and-scheduling-is-complete-this-project-will-be-monitored-and-reported-on.</p>	



## Programme Summary¶

1x	<p><b>Operating Framework and Response Structure Reset.¶</b></p> <p>To design and implement an operational framework that will work at the local and regional level and for partner organisations and allow the region to <u>efficiently and effectively respond and provide for the needs of the community during an emergency.</u>¶</p> <p>Framework and Structure design based on review observations and issues highlighted during reports. Including:¶</p> <ul style="list-style-type: none"> <li>• → Draft RACI (responsible, accountable, consulted, informed) Matrix¶</li> <li>• → Stakeholder engagement analysis and strategy design¶</li> <li>• → Local context analysis and HB specific requirements¶</li> <li>• → Appreciation of capacities and constraints of capability against levels of emergency¶</li> <li>• → Outside of region dependencies and reciprocity.¶</li> </ul> <p>Now reported for endorsementx</p>
2x	<p><b>Shared Emergency Operating Systems (COP) Development.¶</b></p> <p>Enable the development of a regional common operating platform shared emergency operating system which includes:¶</p> <ul style="list-style-type: none"> <li>• → Emergency operational information management and communication system.¶</li> <li>• → Common operating picture (GIS).¶</li> <li>• → Impact assessment system.¶</li> </ul> <p>Key components of the project include:¶</p> <ul style="list-style-type: none"> <li>• → Technological environment analysis and stock take.¶</li> <li>• → Engage with key partner agencies on system needs and technical/operational constraints.¶</li> <li>• → Establish proposed project scope and system design/development approach.¶</li> <li>• → Ensure project scope/approach supports the implementation of a coordinated response methodology under NZ CIMS.¶</li> <li>• → Proposal to CEG and operational partners for consideration/approval.¶</li> <li>• → Proceed to COP design and implementation—detailed implementation programme to be produced.¶</li> </ul> <p>Programme recommendations approved by CEG and proceeding to implementationx</p>



3x	<b>Group Work Programme Review and Rebalancing¶</b> Reshape work programme to include as priority items in key response and operational readiness activities identified in Review. Key elements include:¶ <ul style="list-style-type: none"> <li>→ Review and reprioritisation of existing work programme commitments to identify those that can be given lesser priority.¶</li> <li>→ Draft revised Group work programme based on priorities identified in the review. Specific attention to resourcing maintenance and check on current operational readiness.¶</li> <li>→ Identify resource requirements for work programme, including in-kind resourcing requirements from Councils and other CDEMG partners.¶</li> <li>→ What are the priorities and sub-priorities and how are these resourced.¶</li> <li>→ Engage with key Group staff and CDEMG partner personnel on Draft proposed work programme.¶</li> <li>→ Prepare proposed work programme for the two years commencing for 2022/23, and report to CEG and CDEMG for consideration and approval.¶</li> </ul> Work programme now reported to Joint Committee for approvalx
4x	<b>GECC and EOC Operational Workforce Support Review¶</b> Detailed scope yet to be developed.¶ The objective of this project is to review and improve existing processes, systems and training to ensure the Groups' coordination centres are resourced in a timely manner with capable people who are able to manage and support the response to a CDEM emergency.¶ This will include the identification, engagement and deployment of suitable staff across the council and developing their capability through an integrated training and exercising programme.x
5x	<b>Collective Responsibility &amp; Resource Commitment Monitoring¶</b> The objective of this workstream is to ensure that collective CDEM decisions and commitments are embedded across the Councils and understood and delivered vertically with those organisations. Initial stocktake undertaken and to be discussed with CEG Chair.x
6x	<b>Welfare Arrangements Reset¶</b> The purpose of this project is to review and if appropriate redesign welfare readiness and delivery systems to ensure that impacted persons can be identified, assessed, and delivered appropriate welfare assistance to ensure their wellbeing during and after an emergency event.¶ Draft project plan developed. Programme <u>work</u> underway.x
7x	<b>Building Assessment Process Standardisation¶</b> The purpose of this project is to identify a recommended process for building assessment in a civil defence emergency that is statutorily compliant and provides for the health and safety of impacted persons and their ability to recover from an event.¶ Complete—transitioning to implementation.x
8x	<b>Recovery Capability Development¶</b> Detailed scope/project plan <u>drafted</u> ... Workstream meeting to be held in September.¶ The purpose of this project is to embed Recovery within the other “R”s—especially Response and further develop Recovery capability across the Group.x



## HB CDEM GROUP JOINT COMMITTEE

Monday 29 August 2022

### Subject: CDEM ARRANGEMENTS DURING THE ELECTION PERIOD AND POST-ELECTION INDUCTIONS

#### Reason for Report

1. The purpose of this report is to advise the Committee of arrangements for declaring a local state of emergency after the elections on 8 October 2022 and to seek feedback for a proposed plan for the induction of elected officials after the 2022 Local Government Elections.

#### Discussion and Recommendations

##### *Post-Election Date Arrangements*

2. Only an elected official authorised under the Group Plan may declare a state of emergency. Due to the interplay between the CDEM Act 2002, the Local Government Act 2002 and the Local Electoral Act 2001, during the period between the date of the election and the swearing in of elected Mayors/Chair and Councillors, successful candidates are not able to declare a state of emergency. This is because they are not considered elected officials until they have been sworn in. In most cases, this is a period of 2-3 weeks.
3. The CDEM Act allows for the Minister to declare a local state of emergency at any time. NEMA have prepared a process to allow for a recommendation to be made via the Group Controller to the Minister for this to occur.
4. The above advice reflects a presentation given to Group Managers by DPMC legal.
5. The existing Hawke's Bay CDEM Group process of preparing the recommendation for a declaration involves consultation between the Local and Group Controller and the emergency services. During this interim period, consultation will also occur with the Mayor-elect of the authority concerned.
6. In the past, NEMA has advised this requirement to be re-sworn in also applies to officials who have been elected unopposed, as their term lapses on the date of the election. This is currently being checked by DPMC legal and, if available, this information will be passed on to the CDEM Group Joint Committee at the meeting.
7. This is a long-standing issue with the CDEM Act, and NEMA advise this will be addressed in the yet to be finalised Emergency Management Bill.

##### *Joint Committee Induction*

8. The Committee is asked to consider if induction specifically for the CDEM Group Joint Committee is needed as part of its first meeting of the new triennium.
9. This was run in 2019 and would cover the following matters:
  - 9.1 Committee Terms of Reference (this is an item on the first meeting)
  - 9.2 The role of the Joint Committee in readiness activities
  - 9.3 Declarations – delegations and considerations

- 9.4 Media and spokespersons in a disaster
- 9.5 Role of the Joint Committee in a response and recovery
- 9.6 The Hawke's Bay Disaster Relief Trust
- 9.7 Distribution/discussion of a 'clear view' (or electronic if preferred) folder with key documents and information such as media messages, declaration forms and guidance, key contacts and delegations.
- 10. It is recommended that this induction training be completed as soon as possible after the elections and preferably prior to the first meeting of the Committee on 28 November 2022.

#### *All Councillors Induction*

- 11. Post the last three elections, the CDEM Group office, with the support CDEM Coordinating Executive Group (CEG) members and local controllers, delivered CDEM induction for all councillors across the Groups five local authorities.
- 12. It is recommended that this should also occur as soon as possible after the elections. It is also recommended that the Civil Defence Emergency Management (CDEM) Group Office would deliver this in Waipawa, Wairoa, Napier, and Hastings with the support of local controllers, CEG members and resident Group Office Emergency Management Advisors.
- 13. This would be a forum for a maximum of a two-hours to be delivered at each Council. The extent of the forum may be dependent on discussion and questions from the councillors.
- 14. It is proposed the forum will cover the following topics:

#### *Introduction to CDEM in Hawke's Bay*

- 14.1. While there is a need to discuss legislation, the main focus of this topic is how CDEM in Hawke's Bay works and who is responsible for what. This will include a brief overview of the national structure.

#### *Elected Officials role in CDEM during business-as-usual*

- 14.2. The focus of this topic is making the connections between what Councils do every day and readiness for an emergency. This will include linkages with Council functions such as asset management, planning and community development. We will also explore how elected officials can become involved with their communities in preparing for an emergency.

#### *Elected Officials role in CDEM during response*

- 14.3. This topic will outline the different roles during an emergency and what a state of emergency means and who has the power to declare. The best way that elected officials can help their communities in an emergency will also be examined. This topic will also include lines of communication - how they might be communicated with during an event so they can feed community information back into the response, how they are made aware of the situation, and the key CDEM messages to be given to the community.

#### *Personal Preparedness*

- 14.4. This will focus on the fact that if they and their families are not prepared then their usefulness to their communities will be greatly reduced during an event. Some practical advice will be available. The main aim of this topic is to increase their individual resilience during an emergency but also to give some basic tools that they can pass on to members of their community before an event.
- 15. It is intended the forums will be as interactive as possible and will not include large volumes of PowerPoint presentations. To an extent each forum will be tailored to the relevant Council.
- 16. It is requested that the Committee provide any feedback on the above.
- 17. There may be other matters which Committee members wish to see covered in either the councillor or Joint Committee inductions.



**Recommendations**

That the Joint Committee notes and receives the report *CDEM Arrangements During the Election Period and Post-Election Inductions*.

**Authored and Approved by:**

**Ian Macdonald**  
**CDEM GROUP MANAGER/CONTROLLER**

**Attachment/s**

There are no attachments for this report.





## HB CDEM GROUP JOINT COMMITTEE

Monday 29 August 2022

### Subject: GROUP WORK PROGRAMME 2022-2023 AND 2023-2024

#### Reason for Report

1. The purpose of this report is to inform and discuss with the Committee the Group Work Programme for 2022-2024 approved by the CDEM Coordinating Executive Group (CEG) at its last meeting.

#### Background /Discussion

2. The current Group Work Programme was agreed to prior to the first Covid-19 response and lock down. Since this time the Group's priority have been on responding and supporting the 'all of government' response to the Covid pandemic and other events such as the Napier flooding event in 2020.
3. As a result of the reviews of the responses to these events, the report *Strengthening CDEM in Hawke's Bay* was completed. This report had a number of recommendations and subsequently a work programme was developed to implement these recommendations. In effect, this has been the work programme for the Group since the end of 2021.
4. That work programme is discussed in another paper on this agenda and was split into two parts. Phase 1 projects were priority and are well advanced. Most of these projects will need to continue and will require further implementation work. The Phase 2 projects are either just starting or are programmed to commence before the end of 2022.
5. The projects from the *Strengthening CDEM in Hawke's Bay* programme have been included in the new Group Work Programme 2022-2025 which is attached.
6. This proposed work programme covers off the wider 4Rs and is intended to give detail for the 2022-2023 year while outlining projects proposed in the 2023-2024.
7. The significant project of note is the recommencement of the review of the Group Plan which was commenced just before the first Covid lockdown. This was delayed due to the focus on responses and the fact that the Government is conducting a national review of emergency management colloquially known as the "Trifecta Review". While these reviews are still outstanding and the new Bill has yet to be introduced to Parliament, it would be prudent to make space for the review to recommence in 2023.
8. Overall, the work programme is ambitious given:
  - 8.1 The increased expectations on emergency management from the community and a reduced appetite for risk in this area
  - 8.2 The increasing complexity of preparing for and delivering a response in a multi-agency environment
  - 8.3 Technological change and complexity in response tools, and
  - 8.4 A changing hazard environment with better knowledge and the increasing risk brought about by the impacts of climate change.

- 9 Given the above, one of the projects in the Work Programme under Governance and Management is a review of Group Resourcing. This will look at both the structure of the Group Office and resourcing. This will be timed to be completed in support of the 2024 LTP process in 2023.

**Recommendation**

That the HB CDEM Group Joint Committee receives and notes the Group Work Programme for 2022-2023 and 2023-2024 staff report.

**Authored and Approved by:**

**Ian Macdonald**  
**CDEM GROUP MANAGER/CONTROLLER**

**Attachment/s**

- 1 [!\[\]\(7a8011739ec4e250e2f89a547d75fb0a\_img.jpg\)](#) DRAFT Group Work Programme 2022-24

2022-24

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

2022/24





## 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



Figure 1: Hawke's Bay CDEM strategic framework

## Our strategic framework

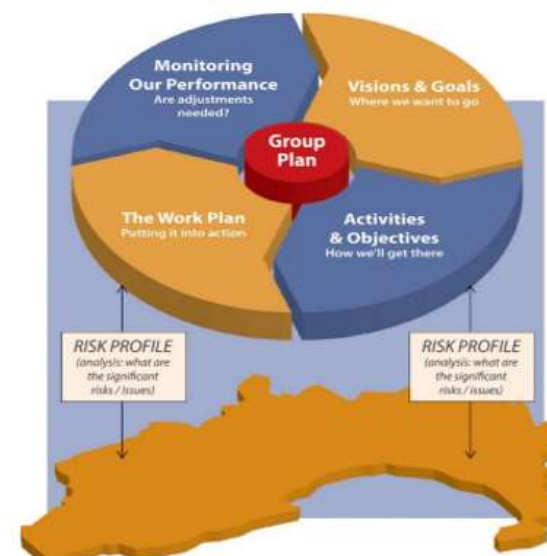
The Hawke's Bay CDEM Group Plan sets out our long-term strategic framework, which is summarised as Figure 1. At a meeting in November 2021, the Joint Committee considered and endorsed the priorities identified in the report *Strengthening CDEM in Hawke's Bay*. This report identified opportunities to 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 Streams	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 <u>are capable of recovering</u> 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 <u>are capable of recovering</u> 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 <u>are capable of recovering</u> 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:

Low Effort/High Impact	High Effort/High Impact
<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.
Low Effort/Low Impact	High Effort/Low Impact
<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 steam 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	
Hazard Research	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
Information Dissemination	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 steam 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	
Community Resilience Plans Programme	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, <u>e.g.</u> 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 Hikoi</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	
Response Structure / Operating Framework review	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' <u>needs</u> , 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 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 steam 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	
Review of Group Plan	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; <u>however</u> this will be strongly influenced by proposed changed 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
Review of Service Level Agreement with Councils	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
Partnering with Māori in Emergency Management	1	Develop and maintain relationships, <u>partnerships</u> 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 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	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 delivery a coordinated multi-agency response and increasing risk profile 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, each council’s staff 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
Total	14

### 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
Total	377,384


<sup>1</sup> This does not include the EC Lab 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.	







## HB CDEM GROUP JOINT COMMITTEE

Monday 29 August 2022

### Subject: NEMA UPDATE REPORT

#### Reason for Report

1. This item introduces the NEMA update report.

#### Recommendation

That the HB CDEM Joint Committee receives and notes the *NEMA update report*.

#### Authored and Approved by:

Ian Macdonald  
CDEM GROUP MANAGER/CONTROLLER

#### Attachment/s

- 1 [📄](#) NEMA Update report for CDEM JC Hawke's Bay August 2022







## National Emergency Management Update

August 2022

Hawkes Bay Joint Committee meeting 29 August 2022

### Trifecta Programme

Proposals for the legislative reform are being refined to inform the final content for the Emergency Management Bill. The Emergency Management Bill will be introduced to the House of Representatives after Local Government elections. There will be an opportunity to provide feedback through the formal consultation process at the Select Committee stage. While Select Committee will set the timeframe, we anticipate that submissions will be heard in the first quarter of 2023 once the House is sitting.

The review of the National Civil Defence and Emergency Management Plan and accompanying Guide is happening alongside the development of the new Emergency Management Bill to ensure alignment. NEMA is aiming to engage with sector partners on an early draft of the National Plan from November 2022 to May 2023.

### New Minister for Emergency Management

On Monday 13 June it was announced that Hon Kieran McNulty, MP for Wairarapa, has picked up the Emergency Management portfolio from Hon Kiri Allan, with effect from Tuesday 14th June. His role has a specific focus on regional issues and includes the Associate Transport (on regional transport) and Associate Local Government portfolios.

Officials from NEMA have met with the new Minister and will continue to engage closely with him to brief him on the portfolio and hear about the Minister's priorities in this space. We don't expect the new Minister's focus or direction will significantly diverge from Minister Allan on key priorities such as the Trifecta programme, working with iwi/Māori, and operational readiness.

We are looking forward to working with Minister McNulty and will work with his office and Groups to facilitate opportunities for him to get some valuable face time in your regions. We are thankful to Minister Allan for her support of the emergency management portfolio over the last two years.

### National Tsunami Strategy

Tsunami preparedness is a key priority for the emergency management sector. There are programmes of work underway to enhance preparedness at local, regional, and national levels. NEMA and CDEM Group Offices have made a joint commitment to develop a National Tsunami Strategy to guide the sector in ensuring communities are tsunami ready. The development of this strategy will be a collaborative effort with the CDEM Groups and partner agencies e.g. GNS Science. The strategy will be delivered by the third quarter of 2023.

This strategy will be supported by a National Tsunami Work Programme, which will combine the key tsunami work across NEMA, CDEM Groups and partner agencies and show the interdependencies across the sector.



### Foot and Mouth Disease

Foot and Mouth Disease has been found in Indonesia and other Southeast Asian countries. Given the importance of the Agricultural sector for New Zealand's economy and communities, Foot and Mouth disease is considered a major risk. If an outbreak were to occur in New Zealand it would halt trade in animal products, and it would severely impact exports of dairy, red meat and pork products as we would no longer be regarded as Foot and Mouth Disease-free by trading countries.<sup>1</sup>

The Ministry for Primary Industries is the lead agency for biosecurity, and holds the responsibility to plan for and respond to the risks and impacts of Foot and Mouth Disease. NEMA is participating in All of Government planning, and further activity is programmed in coming weeks. We will keep you briefed as details emerge of national planning and what expectations there might be NEMA and the CDEM sector.

### Severe weather events

This winter there has been several severe weather events across the country. We would like to acknowledge the hard work that has occurred at the local and regional level to respond to these events and keep our communities safe. Thank you to those of you who have provided surge staff or EMAT members to support these responses. As always, we have appreciated the opportunity to work hand in hand with the sector to support these responses.

### Strengthening emergency management cooperation between New Zealand and the United States

The NEMA has signed a Memorandum of Cooperation with the United States' Federal Emergency Management Agency (FEMA). The agreement will allow the sharing of best practices and lessons learned from past emergencies which will contribute towards building a more disaster resilient global community. The Memorandum of Cooperation will formalise information and data sharing between our two countries, and boost opportunities to engage in joint research, as well as conferences, workshops, and exercises.

### New Zealand Response Teams

In collaboration with CDEM Groups, a national accreditation process has been developed for the New Zealand Response Teams (NZRTs). This is designed to provide assurance that the teams meet certain standards and is also in line with recommendations from the TAG review. All NZRTs must commit to the new accreditation process by December 2023.

CEG endorsement is required for all NZRT specialised 'strands' outside of the framework's foundation skill requirements (e.g. swift water rescue). Existing Group-to-Group arrangements for NZRT support may be impacted under the revised system as only accredited teams will provide for out-of-region. CDEM Groups that do not currently have NZRTs may consider establishing teams under the revised system, which is now more robust and provides national oversight, governance and HSWA protections.



**National Emergency  
Management Agency**  
Te Rākau Whakamarumaru

## Flooding Campaigns

Floods pose significant risks to communities across the Aotearoa/New Zealand. NEMA have developed new public education campaigns to increase awareness of the dangers of flooding. These campaigns include print, social media, video and radio ads for use during readiness and response. The campaigns will be delivered in two parts.

The Get The Flood Out readiness campaign went live on Thursday 9 June. The campaign is designed to discourage people from entering floodwaters. The campaign is targeted to those who may be more likely to place themselves at risk, such as younger males, and uses bold graphics and a play on words telling people to GTFO (get the flood out).

The Flood Waters are Deep Trouble campaign will be deployed when severe weather likely to result in flooding is forecast (particularly if a red weather warning is in place) or when flooding is already occurring. This advertising has a more serious and impactful tone and would be activated when a large weather event is about to hit.



Image 1: Get the flood out campaign material.







## HB CDEM GROUP JOINT COMMITTEE

Monday 29 August 2022

### SUBJECT: DISCUSSION OF MINOR ITEMS NOT ON THE AGENDA

#### Introduction

This document has been prepared to assist the CDEM Group Joint Committee members to note any Minor Items to be discussed, as determined earlier in the Agenda.

Item	TOPIC	Member/Staff
1.		
2.		
3.		