



Hawke's Bay Civil Defence Emergency Management Group Annual Report 2018-2019





This report outlines the significant activities of the Hawke's Bay Civil Defence and Emergency Management Group over the 2018/19 reporting period.

This past year was another period of growth for Hawke's Bay Civil Defence Emergency Management Group. Our group office was restructured in 2015 and again in 2017, transitioning to a centralised group office model funded by a regional targeted rate, with the aim of developing a staffing structure and culture that better supports our service to Hawke's Bay. Our new structure has given us a unique opportunity to create a flexible, adaptable and efficient organisation that better meets the changing needs of communities throughout the region, and the changing nature of our work.

To find out how we're tracking under our centralised model, we worked with the Ministry of Civil Defence & Emergency Management and independent consultants this year to commission a Capability Assessment Report. The report highlighted the quality of the work we've already carried out under these changes, and the confidence our stakeholders have in our new group structure. The review team observed an impressive culture, commitment and attitude across all levels of management and governance, and the relationships between local authorities, our group office and our partner agencies.

One of the foundations of our work is our community resilience programme. Experiences from around the world show the communities that best get through disasters already have a history of working together. These communities have formed networks of stronger relationships: they know each other and understand how to work together, they are aware of the strengths, skills and resources within their community; and they are sensitive to the areas of potential vulnerability. We facilitated a series of hui across our region this year to foster these vital relationships and help our communities understand how they can help each other before, during and after an emergency – setting the expectation that people should take ownership rather than waiting for official assistance. This work aims to have people and communities looking after themselves in the immediate response to an emergency.

Our people are central to our ability to help our communities get through emergencies and we are committed to building on the strengths and expertise of our group and partner agency staff. Over the last year, we have increased the number of council staff members trained to deliver civil defence emergency management services. We also made significant improvements to the way we recruit volunteers, making it easier for people from all walks of life to serve their community in an emergency.

We look forward to continuing our work together to better serve our communities.



Alex Walker
Chairperson
Joint Committee



Wayne Jack
Chairperson
Coordinating Executives Group

A dramatic landscape at sunset or sunrise. The sky is filled with large, dark clouds that are illuminated from below, creating a golden glow. The sun is low on the horizon, casting a warm, golden light across the scene. In the foreground, there are silhouetted mountains and a valley with some buildings and trees. The overall mood is serene and majestic.

Our reduction highlights

We keep communities safe by helping people identify and reduce their risk of emergencies at home, at work and in their community.

Reducing risk is one of the most important things we can do to protect people, property and the environment. It is embedded in our Group Plan 2014-2019 and was one of the key intents of the 2018 ministerial review, *Better Responses to Natural Disasters and Other Emergencies in New Zealand*.

Group Plan reduction outcomes:

- Everyone understands the risks they face and accepts responsibility for reducing risk and being prepared.
- Sound integrated planning, which has resulted in risks being reduced to acceptable levels.

Hawke's Bay hazard map portal

This year, the Hawke's Bay Civil Defence Emergency Management Group launched the latest version of the Hawke's Bay hazard map portal – an online tool that helps our communities identify the hazards where they live and work.

First launched in 2015, the portal has had a major facelift and is now much easier to navigate. With the latest improvements, it's now easier for people to find out which natural hazards might affect their local areas, and which hazards might affect Hawke's Bay in the future, including hazard descriptions and 'what can you do' information. Our community members can simply type in an address to find out everything we know about that property, and download a natural hazard property report free of charge – these being supplementary to LIMs.

There's also a quick link to tsunami evacuation zones and boat safe distance maps, so everyone can see which zone they're in and plan their tsunami evacuation route if necessary.

Visit the portal at www.hbhzards.co.nz

Tsunami Risk Reduction programme

We continued to make headway with our Tsunami Risk Reduction programme, which comprises a wide range of initiatives including education, signage, vertical evacuation guidance and targeted organisation-specific tsunami resilience workshops.

This year, we:

- promoted tsunami awareness week and evacuation drills through Tsunami Hikoī week and ShakeOut.
- continued our tsunami awareness education programme through East Coast LAB
- put up tsunami evacuation signage in Ocean Beach, Wairoa and Porangahau
- investigated vertical evacuation and designated evacuation buildings including working with the Ministry of Building and Innovation to develop New Zealand-specific planning tools and design codes.

Our East Coast LAB team also hosted the Napier Natural Hazards Resilience Workshop in September 2018, to better understand earthquake and tsunami consequences and help improve the resilience of Napier's asset and infrastructure management, and city planning.

Forty-six people representing central and local government, natural hazards research bodies, first responders, infrastructure organisations and community groups attended. The resulting report – *Napier Natural Hazards Resilience Workshop* – shows how, through shared learning and proactive management, we can increase our capacity to withstand, respond and recover from natural hazards' impacts.

The report's findings may also support similar initiatives, so communities across New Zealand can increase their resilience to natural hazards.

Hazard research (landslide)

We commenced two research projects into our region's landslide risk in conjunction with the National Landslide Database:

- We studied a pilot area on Napier Hill to find out more about the risk to life, property and businesses from rockfall and cliff-collapse hazards, and work out what we need to look into more in the future. The risk model will be completed by August 2019.
- Our regional mapping of earthquake-induced landslide probabilities for 500/1000/2500 shaking intensities will be finished in September 2019.

Partnering with others to reduce risk

Many of the ways we reduce risk are never seen by our communities, but they still play an important role.

We work with other agencies to influence policy, legislation and regulation, and with local authorities and developers as they establish approaches to land use and building developments.

These activities help to ensure long-term risk reduction by making sure the environments in which people live and work are as safe as possible, and that when we do need to respond, we can do so in a way that ensures our people and communities are best protected.

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.

Group Plan readiness outcomes:

- A strong community spirit, which helps people pull together to ensure their safety.
- 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.
- Our community recognises the critical role Civil Defence Emergency Management plays in ensuring their safety and prosperity.

Stronger engagement with communities

Our community engagement programme involves our people talking with diverse groups to help build their resilience to emergencies.

Whether it's a specific community resilience programme, one-on-one support and advice, or actively participating in community events, we're working hard to better understand the needs of the communities we serve and help them reduce their risk of emergencies.

Some of the ways we have improved our community engagement over the last year:

- We finalised our community resilience programme 2019-2026, putting the safety and wellbeing of people at the heart of our emergency management priorities. Historically, emergency management has focused on hazard management and official responses to emergencies. We saw in the Canterbury earthquakes the pivotal role communities themselves play in emergency management, and how we need to move from an organisational response-centric planning model to building resilience across our communities.
- We help our communities understand their risks, identify their resources and create achievable and sustainable community resilience plans that meet their individual needs while reflecting emergency management good practice.
- We completed several rural coastal communities' resilience plans: Porangahau, Ocean Beach, Iwitea, Whakaki, Nuhaka and greater Mahia.
- Our Clive and Cape Coast community resilience plan reviews are well underway, and we're looking to review our previous plans to make sure they're up to date and relevant.

Alongside our specific programmes, we also engage with other organisations to support local communities.

For example, we work closely with Age Concern to jointly identify ways to support older people in our communities. We also work with local businesses to help them plan for business continuity.



Public education programme

- We completed our communications strategy, which sets out the way we use our communications channels to help us deliver our vision of a resilient Hawke's Bay community, both day-to-day and during a response. This strategy is supported by individual communications plans for specific public education campaigns, key projects and group initiatives. It is a best-practice guide to our public information and education.
- We also completed 'Our voice' – our group's guide to written communications. The way we write influences how people respond to our messages, and what they think about us. It plays a big part in building people's trust and confidence. The guide sets out the tone, styles and standards for writing on behalf of our organisation, to help ensure our community receives clear and consistent communication, no matter who they are dealing with. It applies to every document we write, from short emails to large reports or plans.

Working with the media



Many of our activities are supported by public education and communications campaigns.

We worked with Seven Sharp to broadcast a prime-time segment on a simulated tsunami evacuation, with reporter Lucas de Jong springing three Marewa-based flatmates with a surprise magnitude 8.9 Hikurangi subduction zone earthquake scenario, leaving them to quickly work out what to do.

In the scenario, the earthquake caused widespread liquefaction, damaged buildings and roads, and triggered a tsunami that gave the flatmates 20 minutes to reach safety.

The segment prompted many phone calls and emails from our communities asking about tsunami preparedness, and a flurry of social media activity: our two Facebook posts on the segment reached more than 25,000 people with nearly 5600 post engagements. Ministry of Civil Defence & Emergency Management Executive Director Sarah Stuart-Black described the piece as “one of the best examples of tsunami education we’ve seen,” that “would have given a large chunk of the country pause for thought”.

The Exploring New Zealand's capacities to respond to people's basic needs during catastrophic events in New Zealand report



We have plenty of experience at managing emergencies and disasters in New Zealand – but we're yet to learn how we'd fare as a country in a catastrophic event. Catastrophic events have the potential to significantly impact a large number of people and multiple regions, and create extremely difficult environments in which to respond. It is likely that some time in our future we may experience an event of this scale.

The *Exploring New Zealand's capacities to respond to people's basic needs during catastrophic events in New Zealand* report is the first look at the New Zealand emergency management system's capacity and capability to provide for people's basic needs in a catastrophic event.

Our group led the development of this report with funding from the government's Resilience Fund. It aims to help emergency managers understand where New Zealand is currently at in terms of catastrophic event planning, define where it could be, and recommend what actions could be taken to lessen the gap between the current and ideal state.

The report includes lessons learnt internationally, with recommendations on how to incorporate these into our country's disaster planning.

Group Welfare Plan

We completed our Group Welfare Plan this year, which outlines how we will organise a coordinated response and what we need to do before an emergency. We developed the plan in collaboration with welfare agencies, after hearing from other welfare practitioners. This gave us a deeper understanding of the social impact of emergencies, and our communities' capabilities and vulnerabilities.

This plan differs from previous ones as it takes a more holistic look at welfare in an emergency: it helps us better understand our social environment, and takes an empathetic view of our affected communities' experience and journey through to recovery.

Working with our Rural Advisory Group – better outcomes for rural communities

When an emergency affects our rural communities, we need to quickly find out what's happening so we can provide the right support – and we do this through our connections to rural groups and networks.

Made up of government agencies, and rural industry and sector groups including Federated Farmers, Beef and Lamb New Zealand, Forestry Industry Contractors Association, Rural Women New Zealand and Young Farmers Clubs, our Rural Advisory Group helps us coordinate support from rural agencies to rural communities.

This year, we worked with our Rural Advisory Group to develop a draft response and recovery plan, which guides how people in the rural sector can work together in an emergency to improve outcomes for rural communities.

We also established a rural liaison function in our Emergency Coordination Centre. This role will coordinate the flow of information between stakeholders and ensure our rural communities' needs are heard; as well as getting information and assistance to our more isolated communities.

We know disasters can have a huge impact on farmers and rural communities. The Rural Advisory Group is ready to respond and support our communities when it's most needed.

Working with our volunteers

Responding to a major emergency requires a huge amount of resources, often beyond our capability and that of our partner agencies. Volunteers play a critical role in helping us manage emergencies.

This year, we worked to strengthen our relationship with our volunteers and our volunteers' capabilities, to make sure we're all as equipped as we can be when the worst happens.

- We completed our Volunteer Management Plan, which outlines how we will engage, train and exercise our volunteers and partner volunteer organisations, so our volunteers understand what's expected of them and how we can best work together.
- We led the creation of a Volunteer Technical Advisory Group, to ensure clear coordination across Hawke's Bay volunteering groups of volunteer resources in both readiness and response.
- We held several volunteer exercises this year including a public demonstration of our volunteers' communications and rapid response capability on Te Mata Peak.
- We'll be looking at our volunteer capability in Central Hawke's Bay and Wairoa, to further bolster our capacity.

Group Emergency Coordination Centre redevelopment

The project to rebuild the Group Emergency Coordination Centre to the latest earthquake standards went well. The rebuild was an opportunity to reorganise the facility's internal layout and fit it out with up-to-date technology.

Work on this project started in February 2019 and the building will be reoccupied and fully operational by September 2019.

Response management systems review and development

We've been working this year to review and improve our response support systems, to make sure we can let people know about emergency events and what to do as soon as possible. These include our regional warning systems, mass public alerting systems, incident management team activation systems and response management systems.

We've had some delays because of staff changes, but we're still on track. We completed the initial testing of the replacement system for the National Emergency Management Information System, and we've started looking at how we might use ARC geographic information system (mapping) for response.

We embedded a system called Whispir as our regional warning system and developed a 'one-touch' staff activation – so we can quickly and easily contact everyone we need and monitor staff availability through return replies staff. We'll continue to roll this out by the end of the 2019/20 financial year.

Incident Management Team (IMT) capability development

We carried out an extensive exercise and training programme across our group this financial year, to make sure we have enough people trained and capable of responding to an emergency event. This programme included a training needs assessment, course development, training and exercising, including Tier 1 IMT exercises with all territorial local authorities and at the Group Emergency Coordination Centre level.

We run our training development in conjunction with the Ministry of Civil Defence & Emergency Management ITF programme, and develop tailored training for individual functions. We trained 540 people, and 148 took part in exercises.



Hawke's Bay Civil Defence Emergency Management Group Response Framework

We finalised the development of the Hawke's Bay Civil Defence Emergency Management Group Response Framework, which outlines how our group will operate during response under our new centralised model of operations, and clarifies the roles and responsibilities for different parts of the response.

The framework also introduces a scale for events, with triggers to help us work out the appropriate response structure and lead organisation.

Tier 1 exercising

Tier 1 exercises are designed to test our core response agencies' response arrangements to local-level events, which territorial local authorities largely manage.

This year, we held Tier 1 exercises at our Group Emergency Coordination Centre and across Hawke's Bay's territorial local authorities, to test the arrangements for responding to these events and escalating them up to a group-led event.

These exercises also tested core functions such as status reporting, planning and media relations.

During the year, we started planning with our councils and partners for a Tier 2 (regional) exercise to be run in October 2019.

Group on-call advisor

We set up a duty on-call emergency advisor system to make sure someone is always available to support the group and initial response activities when national watches and warnings are issued.

We developed an On-Call Advisor manual and a training course for emergency management staff taking on the on-call role. The on-call role has already proven a valuable addition to our regional warning system by providing timely communication and advice to key response staff.

We issued 109 watches and warnings to regional response agencies over the year.



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 function is designed to ensure people, communities and organisations react and take appropriate action during an emergency.

Group Plan response outcomes:

- People know what to do and to help each other in the event of an emergency.
- A rapid, well-coordinated and effective response to an emergency.

Pigeon Valley fires in the Nelson-Tasman region

Started by machinery on 5 February 2019, the 2400ha Pigeon Valley fire was New Zealand's largest fire since 1955, requiring 22 helicopters and hundreds of fire-fighting personnel and Emergency Coordination Centre staff to manage the emergency.

The Tasman Mayor declared a state of emergency on 6 February 2019, and the response team evacuated 3000 residents over several days.

Hawke's Bay Civil Defence Emergency Management Group supported the response efforts by deploying three staff members on a five-day rotation, to work in the Planning, Logistics and Public Information Management functions.



Hikurangi Response Plan

It's been a busy first year for the Hikurangi Response Plan project.

The plan is a collaborative East Coast LAB project between five lower-North Island CDEM groups and funded by the Ministry of Civil Defence & Emergency Management Resilience Fund.

The three-year project will develop an inter-agency initial response plan for a credible and realistic Hikurangi subduction zone earthquake and tsunami scenario.

Hawke's Bay Civil Defence Emergency Management Group is leading this initiative.

- In June 2018, we held a hazard scenario workshop to determine what a credible scenario would look like for a Hikurangi subduction zone earthquake and tsunami.
- We commissioned GNS Science to further develop the scenario, producing a report on the credible magnitude 8.9 scenario late in 2018.
- We held five Civil Defence Emergency Management group workshops between February and April 2018. Around 350 people attended, representing a range of responding agencies and organisations.
- We held an inter-group Civil Defence Emergency Management-focused workshop in June 2019 to delve further into the issues identified at the earlier workshops. Around 40 people from the Ministry of Civil Defence & Emergency Management, lifelines representatives and the five Civil Defence Emergency Management groups attended.
- We produced and publicly released an educational video, reaching more than 70,000 people on Facebook.
- We presented on the project at many events and meetings including the QuakeCore Annual Conference, New Zealand Planning Institute Conference, and the Resilience to Nature's Challenges Conference.
- We began developing the inter-group draft Hikurangi Earthquake and Tsunami Framework.

A group of five people are sitting on a dark sand beach at sunset, gathered around a small campfire. The sun is low on the horizon, casting a warm glow over the scene. The sky is filled with soft, wispy clouds. In the background, there are dark, rocky hills or cliffs. The people are dressed in casual outdoor attire, and the overall atmosphere is peaceful and communal.

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.

Group Plan recovery outcomes:

- Organisations and agencies are aware and prepared for the role they may play in recovery.
- A responsive, well-coordinated and efficient recovery from an emergency.

Lifelines Group

We assisted the Hawke's Bay Lifelines Group in completing a vulnerability assessment of lifelines infrastructure servicing Hawke's Bay, so we know where our major risks are and can work out how to address them.

Group recovery

We formally appointed a new Group Recovery Manager and alternatives. Work has commenced with local council recovery managers to improve their understanding of the role councils play in recovery, and providing them with the tools to plan and deliver recovery outcomes after an emergency.





Governance and management

Capability assessment report

This year, we worked with the Ministry of Civil Defence & Emergency Management and an independent consultant to commission a Capability Assessment Report, to find out how we're tracking under our new centralised model.

The report highlighted the overall confidence in our new group structure and the work we've already carried out under these changes. The review team observed an impressive culture, commitment and attitude across all levels of management and governance, and the relationships between local authorities, the Hawke's Bay Civil Defence Emergency Management Group office and partner agencies.

The assessors used our group objectives, work programme, documentation and key performance indicators to assess our performance, reaching a score of 72.2 per cent. This means our group has an advancing capability, and we're well on track to keep thriving as an organisation. This score has steadily improved since the first report in 2010.

The assessment identified some standout areas including the increase in our community resilience work; hazard risk research; and response framework development.

The assessors also found several areas for improvement, including the need for all strategies and plans to better align to the Group Plan; the alignment of community resilience activities between agencies; coordination and alignment of projects; further development of operational response capability; further development of recovery capability; the development of aligned work programmes; and the review of Joint Committee and the Coordinating Executive Group meeting processes.

We're proud of this result and will continue to work to improve our services to Hawke's Bay.

Financial summary 2018/19

	CDEM expenditure	CDEM income	Lifelines expenditure	Lifelines income	Total result
Risk reduction (711)	120,234	(120,234)			(75,094)
Operational readiness and response (712)	552,629	(674,874)			(122,245)
Governance, coordination and recovery (713)	576,079	(564,952)	22,323	(18,500)	14,950
Local emergency management (714)	554,780	(702,330)			(147,550)
Totals	1,803,899	(2,137,661)	22,323	(18,500)	(329,939)

Reserves 2018-2019		
	Lifelines (\$'000)	CDEM (\$'000)
Balance carried forward from 17/18	(46)	(38)
Expenditure 18/19	22	1,778
Revenue 18/19	(18)	(2,119)
Balance	(42)	(375)

The current CDEM budgets are based on historical spending by all Hawke's Bay councils in this area.

With the development of our new shared service mode, some savings have been realised. These savings are being invested in developing and maintaining capability in areas we need to improve.

We also want to build an emergency reserve to fund the operational response to a significant event.

