



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

2018/19 and 2019/20

# Executive summary

The Hawke's Bay Civil Defence Emergency Management (CDEM) Group's work programme details the major work streams and projects we intend to progress during the 2018/19 and 2019/20 financial years. Given the timing of this programme in the council Annual Plan cycle, it covers two years of work to mid-2020. The priority one projects for this period are set out in Table 1 below:

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

Work Stream	Priority One Projects	Project Management Phase	Project % Completed	
			2018/19	2019/20
<b>Community Resilience Planning</b>	Rural coastal communities' resilience plans	Project execution and monitoring	70%	100%
	Ahuriri Resilience Plan	Project initiation	20%	60%
<b>Operational Readiness</b>	Incident management teams' capability development	Project execution and monitoring	40%	75%
	Hikurangi Response Plan	Project planning	35%	70%
	Operational plans and processes	Project execution and monitoring	40%	80%
<b>Recovery</b>	Building Hawke's Bay's recovery capacity	Project execution and monitoring	50%	100%
	Hawke's Bay recovery tool box	Project execution and monitoring	50%	100%
<b>Governance and Management</b>	Capability assessment review	Not commenced	40%	100%
	Review of Group Plan	Project initiation	20%	100%

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

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# Introduction and purpose

## THE GROUP PLAN VISION AND GOALS

### OUR VISION

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

### GOALS

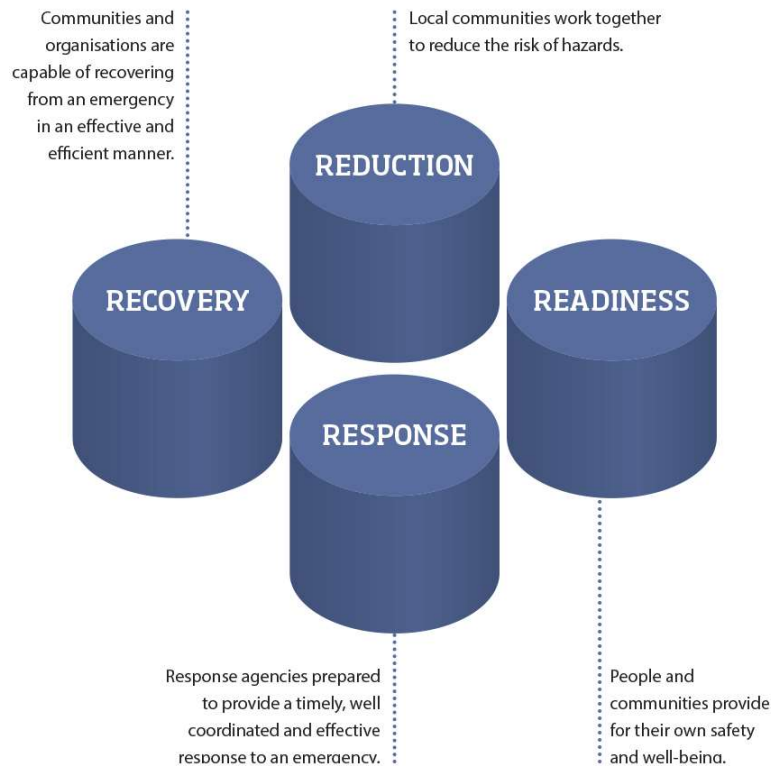


Figure 1: Hawke's Bay CDEM strategic framework

## Our strategic framework

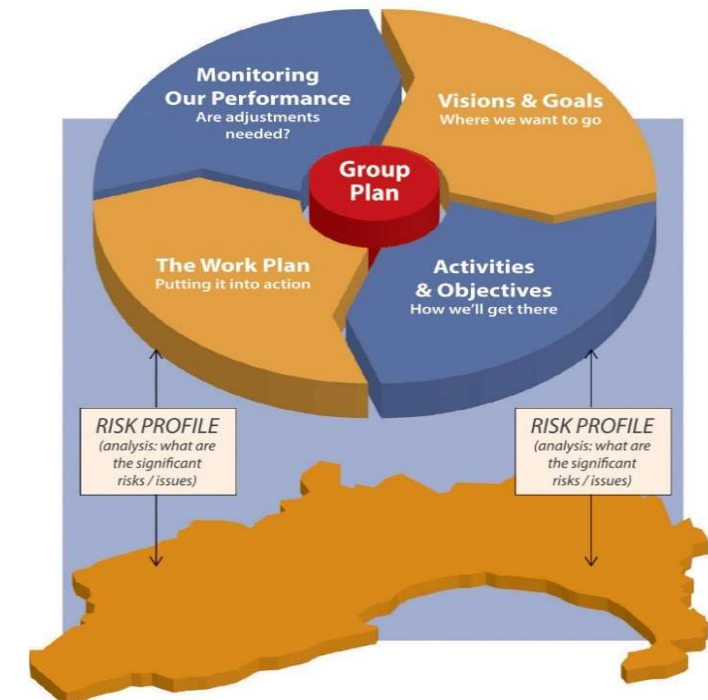
The Hawke's Bay CDEM Group Plan 2014-19 sets out our long-term strategic framework, which is summarised as Figure 1. At a meeting in August 2018, the Joint Committee endorsed the strategic priorities developed by staff and the Coordinating Executives Group (CEG) for the next two years. These are to:

- focus on operational readiness and ensuring the Group can effectively respond to the risks we face
- continue and further develop our Community Resilience Planning process – including implementation projects
- progress and improve recovery structures and planning.

## 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 2018/19 and 2019/20 years. It does not include our business as usual activities and minor projects, or any future projects that are not a priority or resourced. Business as usual activities are a significant part of our work.

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

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

## Our project prioritisation approach

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

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 stream are to:

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

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

**Risk Reduction work stream and projects table**

Project Name	Priority	Description	Why we are doing this	Target Description		Project Management Phase
				2018/19	2019/20	
<b>Hawke's Bay Risk Profile Review</b>	1	Review of hazard impact and risk for Hawke's Bay. Include identification of top hazards.	The Hawke's Bay risk profile review is required as the first part of the Hawke's Bay CDEM Group plan review.	75%	100%	Project initiation
<b>Tsunami Risk Reduction Programme</b>	1	An existing programme comprising a wide range of initiatives including education, signage, the "Know Your Zone" project, vertical evacuation guidance and targeted organisation-specific tsunami resilience workshops.	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.	30%	60%	Project execution and monitoring
<b>Hikurangi Response Plan</b>	1	A collaborative East Coast LAB project between five lower North Island CDEM Groups, funded by the MCDEM Resilience Fund. This three-year project will develop an inter-agency initial response plan for a credible and realistic Hikurangi subduction zone earthquake and tsunami scenario.	The Hikurangi subduction zone and associated hazards is identified as one of the biggest risks to Hawke's Bay. This project will provide a multi-agency plan to guide the response to a major event in this subduction zone.	35%	70%	Project planning
<b>Local Government Long Term Risk Reduction</b>	1	Develop a long-term strategy to identify and implement long-term region-wide strategies across the various roles and responsibilities of the regional and territorial councils.	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	20%	40%	Yet to commence

Project Name	Priority	Description	Why we are doing this	Target Description		Project Management Phase
				2018/19	2019/20	
			coordinated and agreed approach across all Hawke's Bay councils.			
<b>Hazard Research (Landslide)</b>	2	In conjunction with the National Landslide Database, proposed research will further assess the level of risk to life and property/businesses from rock fall and cliff collapse hazards in a pilot area, to determine risk and future research requirements.	This project is part of our funded 10 Year Hawke's Bay Hazard Research Strategy. This project fills a gap in our hazard knowledge and will help to further mature our risk profile.	20%	80%	Project initiation





# Community Engagement

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

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

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

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

The following table outlines the programme to achieve this:

Community Engagement work stream and projects table

Project Name	Priority	Description	Why we are doing this	Target Description		Project Management Phase
				2018/19	2019/20	
<b>Develop Community Resilience Indicators and Surveys</b>	1	Review all surveys completed over the east coast in the past 20 years – to identify key questions, results and any common questions across previous surveys. Develop resilience indicators and measurement methodology.	We want to measure how we are achieving our resilience goals. In doing this, we want to identify opportunities for continuity of data from older to future surveys and studies, and get a better measure of the benefits of our education programmes and resilience initiatives.	90%	100%	Project initiation
<b>Rural Coastal Communities' Resilience Plans</b>	1	Complete community resilience plans, mapping and tsunami signage for all rural coastal communities.	Our more remote coastal communities are at greatest risk of sudden-impact events primarily due to tenuous lines of communication. We will also be working separately over the next few years with larger communities such as Clive, Napier and Wairoa that also have a high risk profile.	70%	100%	Project execution and monitoring
<b>Ahuriri Resilience Plan</b>	1	The Ahuriri Resilience Plan interconnects with and leverages off the development of	The Ahuriri/Westshore area is at substantial risk from a Hikurangi subduction zone event. We will	20%	60%	Project initiation

Project Name	Priority	Description	Why we are doing this	Target Description		Project Management Phase
				2018/19	2019/20	
		the Hikurangi Response Plan. This will include working across several stakeholders such as communities, business and schools across Ahuriri (Napier).	use the East Coast LAB, specifically the development of the Hikurangi Response Plan, to leverage the science and planning to work with this community to develop a resilience plan.			
<b>Participatory Technology and Science</b>	2	We will collaborate with East Coast LAB to trial three forms of technology – drones, video games and Lego modelling – to see whether they increase participation in the community resilience planning process.	Evaluate whether there are better and more contemporary methods to increase communities' participation in the community resilience planning process, especially children.	100%		Project initiation
<b>Review and Maintain the Public Education Programme</b>	2	<p>Review the wide variety of public engagement and education work currently undertaken. This includes programmes such as:</p> <ul style="list-style-type: none"> <li>• in schools/community programme with FENZ, Police and the DHB</li> <li>• 'Let's Get Ready' Red Cross programme</li> <li>• <i>Ruaumoko's Walk</i> – e-book</li> <li>• community events/presentations</li> <li>• public education campaigns (using media and social media)</li> </ul>	We need to review the public education programme to ensure it is still relevant, and better coordinate the programme between our councils, the emergency services and other partners. We also want to better coordinate the activities of this work stream with other projects such as risk reduction work (e.g. East Coast LAB).	30%	100%	Project initiation



# 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 focus of the projects within this work stream 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 we are doing this	Target Description		Project Management Phase
				2018/19	2019/20	
<b>Rapid Relief Projects</b>	1	These projects will scope out the issues and likely need for guidance on rapid relief planning in New Zealand. The second part of this project will take this guidance to provide rapid relief planning into the Hikurangi Response Plan.	Rapid relief planning for significant emergencies is not well developed in New Zealand. The Hawke's Bay hazard profile means we will have major sudden-impact events. The immediate provision of resources and assistance to ease the suffering of those impacted by such an event is a priority and needs to be pre-planned. We have secured national resilience funding for this project.	70%	100%	Project initiation
<b>Implementation of Volunteer Strategy</b>	2	Work to implement the Hawke's Bay Volunteer Strategy including the Volunteer Management Plan, team SOPs and policies.	Volunteers are an important part of community readiness and response. We need to ensure that our volunteers provide	100%		Project execution and monitoring

Project Name	Priority	Description	Why we are doing this	Target Description		Project Management Phase
				2018/19	2019/20	
			appropriate support in a safe and effective manner.			
<b>Group Emergency Coordination Centre (GECC) Redevelopment</b>	1	This project is to rebuild the existing GECC to new earthquake standards and use the opportunity to reorganise the facility's internal layout and fit-out with up-to-date technology. The Group office will reoccupy the building, confirm technology and develop procedures once complete.	Our primary response facility must be a safe and contemporary environment.	Hastings District Council-led project. Due for completion in July 2019.		
<b>Response Management Systems Review and Development</b>	1	This work stream includes several interrelated projects that will review and implement changes to our response support systems. These include (but not exclusively): <ul style="list-style-type: none"> <li>• regional warning systems</li> <li>• mass public alerting systems</li> <li>• incident management team activation systems</li> <li>• response management systems</li> <li>• response facilities</li> <li>• CDEM radio communication review.</li> </ul>	Technology is becoming an increasingly important tool in the timely and effective management of a response. While we have invested in several systems over the years, we need to ensure these are kept up to date, are used to their full capability and coordinated with other systems. We also need to ensure the processes for using these tools are developed and maintained.	50%	100%	Project initiation
<b>Incident Management Teams Capability Development</b>	1	The review and establishment of a programme that provides for the personnel capability that supports our response needs. This includes a training needs assessment, course development, training and exercising.	This work stream will build on the work already done. We want to formalise the way we develop individual capability to coordinate a response to an event.	40%	75%	Project execution and monitoring
<b>Operational Plans and Processes</b>	1	This comprises several projects including: <ul style="list-style-type: none"> <li>• finalising the Group Response Framework.</li> </ul>	This work stream seeks to ensure we that we have a rapid, well-coordinated and effective response to an emergency. We need to	40%	80%	Project execution and monitoring

Project Name	Priority	Description	Why we are doing this	Target Description		Project Management Phase
				2018/19	2019/20	
		<ul style="list-style-type: none"> <li>Continuing to develop a Group Initial Response Plan with hazard-specific sub-plans.</li> <li>Develop and review Group and local SOPs.</li> <li>Development of a Group Fuel Contingency Plan with Hawke's Bay Lifelines Group.</li> </ul>	identify and plan for actions and make arrangements prior to an emergency, to ensure we minimise the immediate consequences from an event and provide early and targeted support to individuals and communities.			
<b>Civil Defence Centres (CDCs)</b>	2	This project will develop a strategic approach to the identification, use and public messaging for CDCs.	We need to review our approach to CDCs. This will include identifying facilities, the resources available, agreements of use, pre-deployment of resources, signage and access considerations. We will develop messages to the community and education to support any change of approach.	60%	100%	Project initiation
<b>Welfare Small Events Exercise and Guidance Development</b>	2	Exercise a small event scenario with the Welfare Coordination Group and Rural Liaison to practice their procedures and understand the unique implications of small-scale response. Where appropriate we will develop plans for small event welfare delivery.	Recent events have helped us identify some unique challenges to managing small emergencies. We want agencies and advisory groups to develop improved awareness and planning approaches to responding to small-scale events.	100%		Project initiation





# 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 we are doing this	Target Description		Project Management Phase
				2018/19	2019/20	
<b>Hawke's Bay Recovery Tool Box</b>	1	Confirm roles and responsibilities; and develop structured tools for recovery in Hawke's Bay.	Poor recovery outcomes will have significant and long-term social and economic impacts. Recovery from an emergency is complex and requires clarity around responsibilities and best practice to be followed.	50%	100%	Project execution and monitoring
<b>Building Hawke's Bay's Recovery Capacity</b>	1	Develop task groups (environmental, economic, built and social) and individual TLA capability.	Effective recovery requires that we develop capability and relationships before an emergency occurs.	50%	100%	Project execution and monitoring
<b>Review Hawke's Bay's Recovery Strategy</b>	2	The existing Hawke's Bay Recovery Strategy was completed in 2014 and is due for review in 2019.	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.		30%	Not commenced



# Governance and Management

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

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

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

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

The following table outlines the programme to achieve this:

**Governance and Management work stream and projects table**

Project Name	Priority	Description	Why we are doing this	Target Description		Project Management Phase
				2018/19	2019/20	
<b>Capability Assessment Review</b>	1	Undertake a self-initiated Capability Assessment Review for the Hawke's Bay Group, using the MCDEM assessment tools.	The MCDEM programme of Capability Assessment Reviews has been suspended. However, we want to ensure we are still progressing against the outcomes sought for CDEM. Our 2011 and 2015 assessments will provide benchmarks for us to assess how we have progressed. The report will also be used to inform the Group Plan review.	40%	100%	Not commenced
<b>Review of Group Plan</b>	1	Five-yearly review of the Hawke's Bay CDEM Group Plan, our CDEM strategy for Hawke's Bay.	The Group Plan sets the strategic vision and goals for CDEM in Hawke's Bay. A five-yearly review of our Group Plan is required under legislation.	20%	100%	Project initiation
<b>Review of Service Level Agreement with Councils</b>	2	Review and agreement of the CDEM roles and responsibilities between the CDEM Group and individual council members.	The Hawke's Bay CDEM Group operates using a shared service approach while acknowledging each individual member must be engaged and is responsible for CDEM. A cornerstone of this arrangement is an agreement defining the roles of the Group and its councils including financial responsibilities. This agreement is now three years old and needs a review given the evolution of our shared service approach.	100%		Not commenced

# Appendices

## 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.	