



GROUP PLAN

2014-2019

HAWKE'S BAY CIVIL DEFENCE
EMERGENCY MANAGEMENT

TE RĀKAU WHAKAMARUMARU KI
TE MATAU A MĀUI



READY



This plan aims to build resilience and you will see this as an emphasis throughout. Resilience is how we withstand, adapt and 'bounce back' in response to a disaster. A resilient community is one which expects and is well prepared for an adverse event; they can cope well with the disruption and recover quickly. Everyone has a role to play in creating a resilient community.



GROUP PLAN 2014-2019



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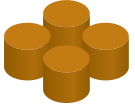
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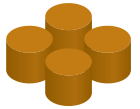
PART ONE

INTRODUCTION AND RISK PROFILE



STRUCTURE OF THE PLAN

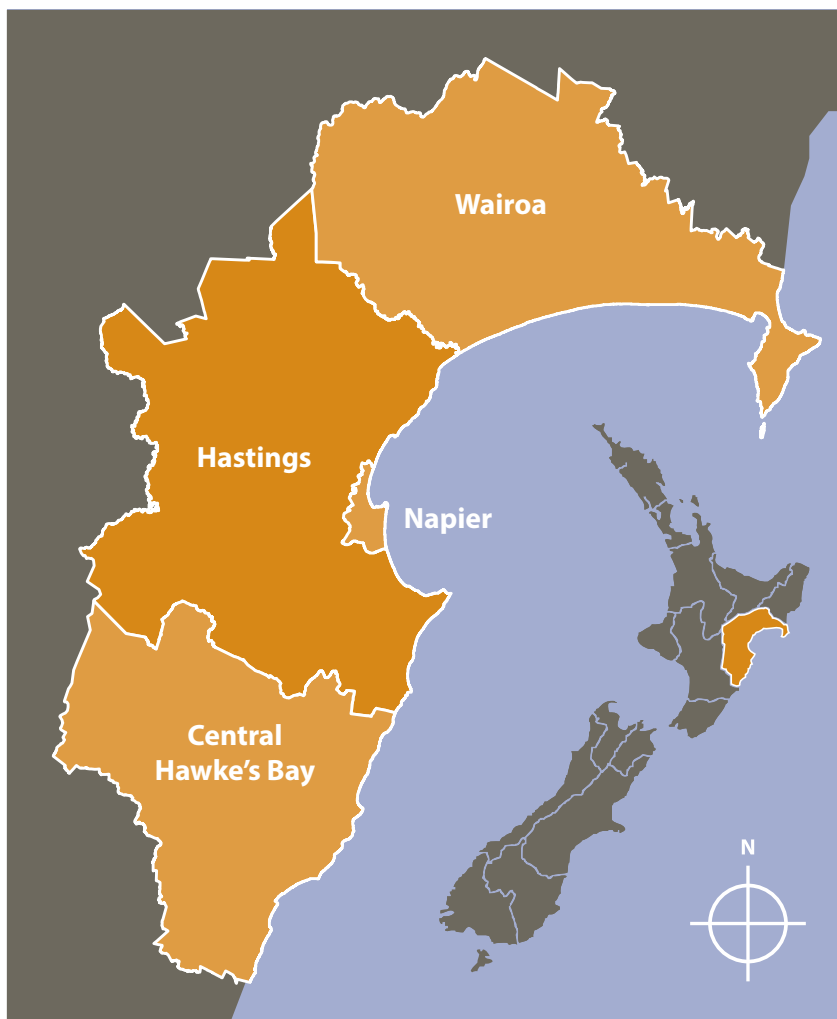
Part 1: Introduction & Risk Profile	<p>Introduces the Group Plan.</p> <p>Provides information on our environment and a description of Hawke's Bay hazards and their implications.</p>
Part 2: Strategy	<p>An overview of the 4R's of emergency management: Reduction, Readiness, Response and Recovery.</p> <p>The strategic policy framework, principles and objectives in relation to these.</p>
Part 3: Activities	<p>An overview of the core activities which enable the Group to achieve comprehensive emergency management.</p> <p>These activities are:</p> <ul style="list-style-type: none">• Governance, Management & Finance• Risk Reduction• Building and Maintaining Capability• Volunteer Management• Community Engagement and Education• Public Information Management• Welfare• Emergency Operations• Recovery Operations• Lifelines• Monitoring and Evaluation. <p>Covers the principles and specific objectives in relation to these which will guide our work programme over the term of this plan.</p>
Part 4: Appendices	<p>Includes additional information which supports the plan including a Glossary and a list of supporting plans and procedures.</p>



INTRODUCTION

This is the Civil Defence Emergency Management Group Plan for Hawke's Bay, covering the areas contained within Central Hawke's Bay District Council, Hastings District Council, Napier City Council and Wairoa District Council. This is the second plan prepared by the Hawke's Bay CDEM group to meet the requirements of the CDEM Act 2002.

HAWKE'S BAY: TERRITORIAL AUTHORITIES



The Hawke's Bay CDEM Group Plan (the Group Plan) has been primarily written to guide and inform the agencies involved in CDEM (local government, emergency services, non-government organisations).

It also gives the Hawke's Bay community an overview of how hazards and risks in the region will be managed. We encourage people to find out more on local hazards and what individuals and communities can do to prepare.

See www.hbemergency.govt.nz

or follow us on Facebook:

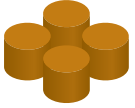
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and Twitter:

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The Group Plan was approved by the Hawke's Bay CDEM Group to take effect from 20 June 2014.

A review of this plan will commence no later than five years from this date.



THE GROUP PLAN VISION AND GOALS

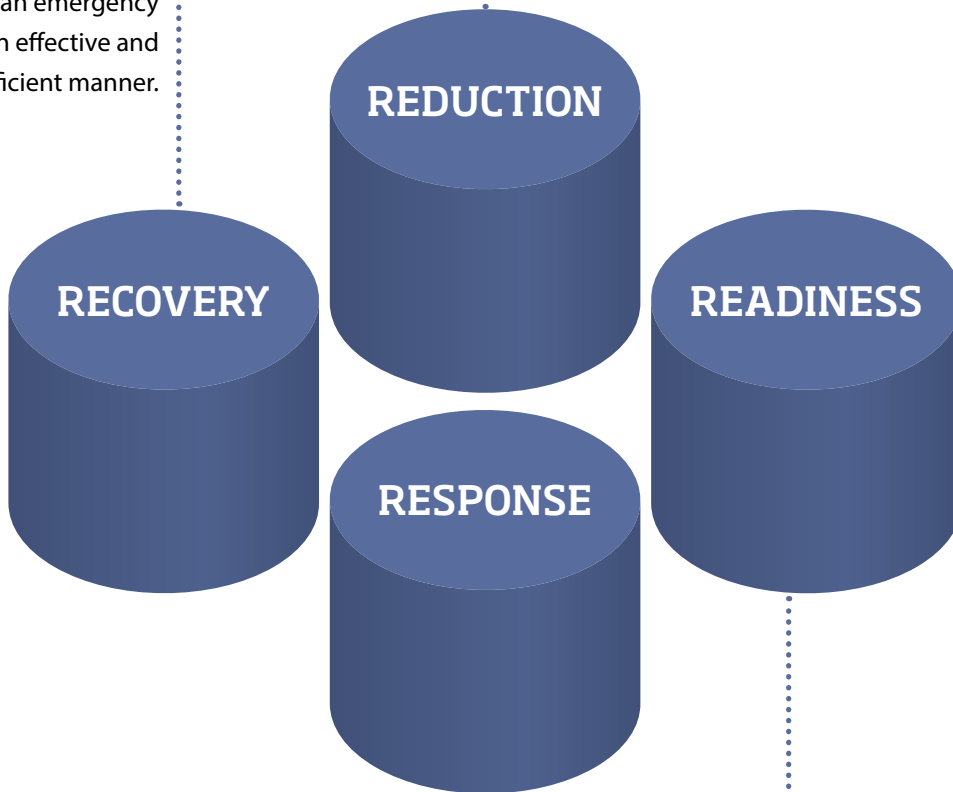
OUR VISION

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

GOALS

Communities and organisations are capable of recovering from an emergency in an effective and efficient manner.

Local communities work together to reduce the risk of hazards.



Response agencies prepared to provide a timely, well coordinated and effective response to an emergency.

People and communities provide for their own safety and well-being.

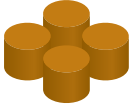


To meet this Resilience Vision, Hawke's Bay will need to achieve the following outcomes:

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.	Response
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.	Recovery
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.	

Achieving the CDEM Group's vision also contributes to the high level community outcomes identified as part of Hawke's Bay councils' Long Term Plans in 2012. These are:

- A strong, prosperous, and growing economy
- Communities that value and promote their unique culture and heritage
- Strong regional leadership and a sense of belonging
- Supportive, caring and inclusive communities
- Safe and secure communities
- An environment that is appreciated, protected, and sustained for future generations.



PURPOSE OF THE PLAN

The Group Plan is a strategic document that outlines our vision and goals for CDEM, how we will achieve them; and how we will monitor the outcomes sought by these goals.

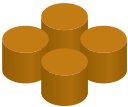
The Plan provides for effective risk reduction, readiness, response and recovery (4Rs) through:

- Defining the vision, goals, principles and objectives for providing comprehensive CDEM within the Hawke's Bay CDEM group
- Strengthening the relationships between all the agencies involved in CDEM
- Cooperative planning and actions between the various agencies and the Hawke's Bay community.

The Group Plan is supported by a number of processes, procedures, work plans and other documents which provide the detail to our CDEM partners and communities about how and why we operate. All documents referenced in this Plan are periodically reviewed or will be developed by the Group Office and key partners as provided by the Group Work Plan.

COMPREHENSIVE EMERGENCY MANAGEMENT

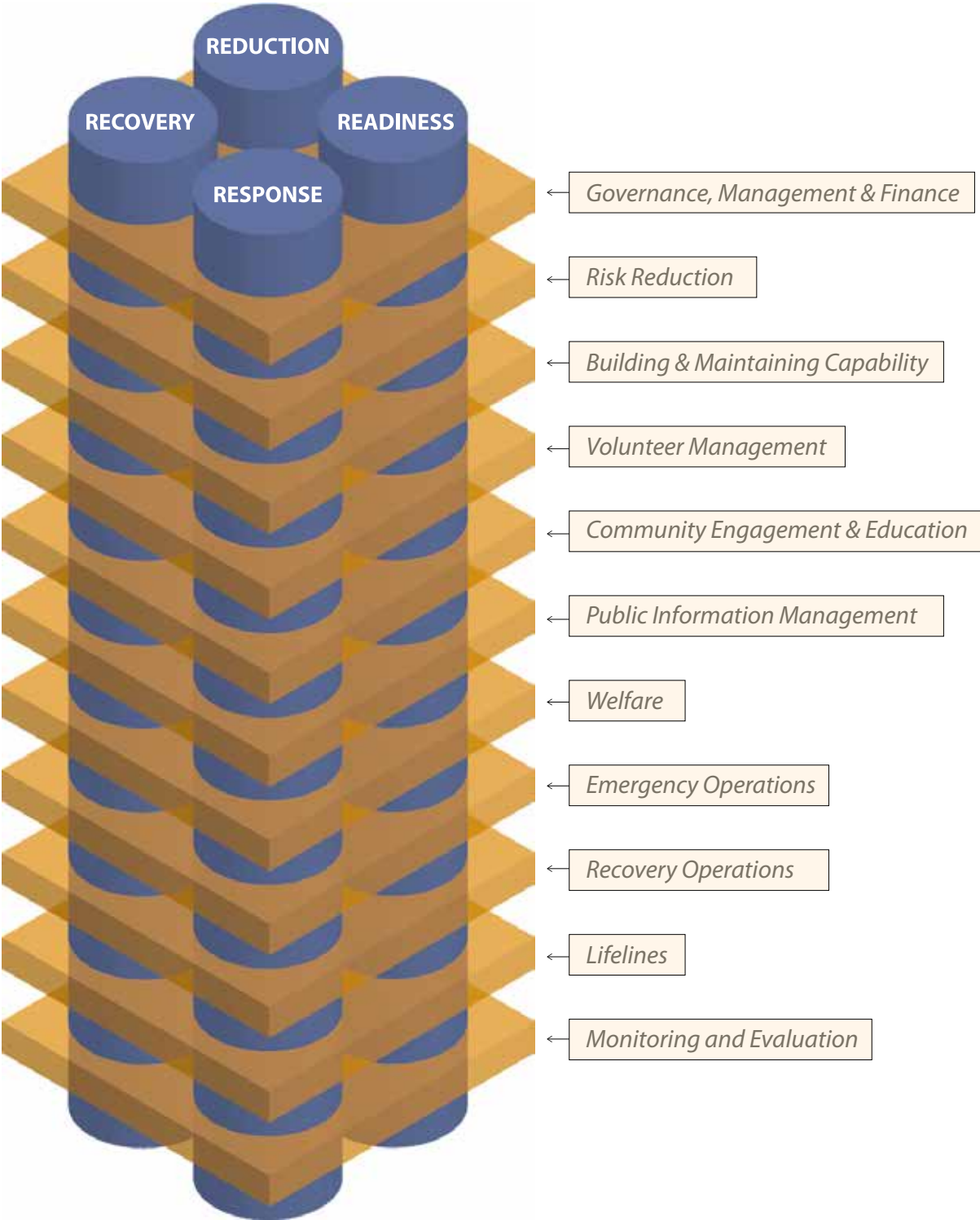
Comprehensive emergency management in Hawke's Bay is defined as "achieving our vision and goals by undertaking activities or actions cooperatively with our stakeholders that consider all hazards and risks facing the community, within the framework of the 4Rs".

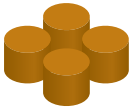


OUR VISION: A RESILIENT HAWKE'S BAY COMMUNITY

STRATEGIC GOALS
Where we want to go

ACTIVITIES
How we will get there

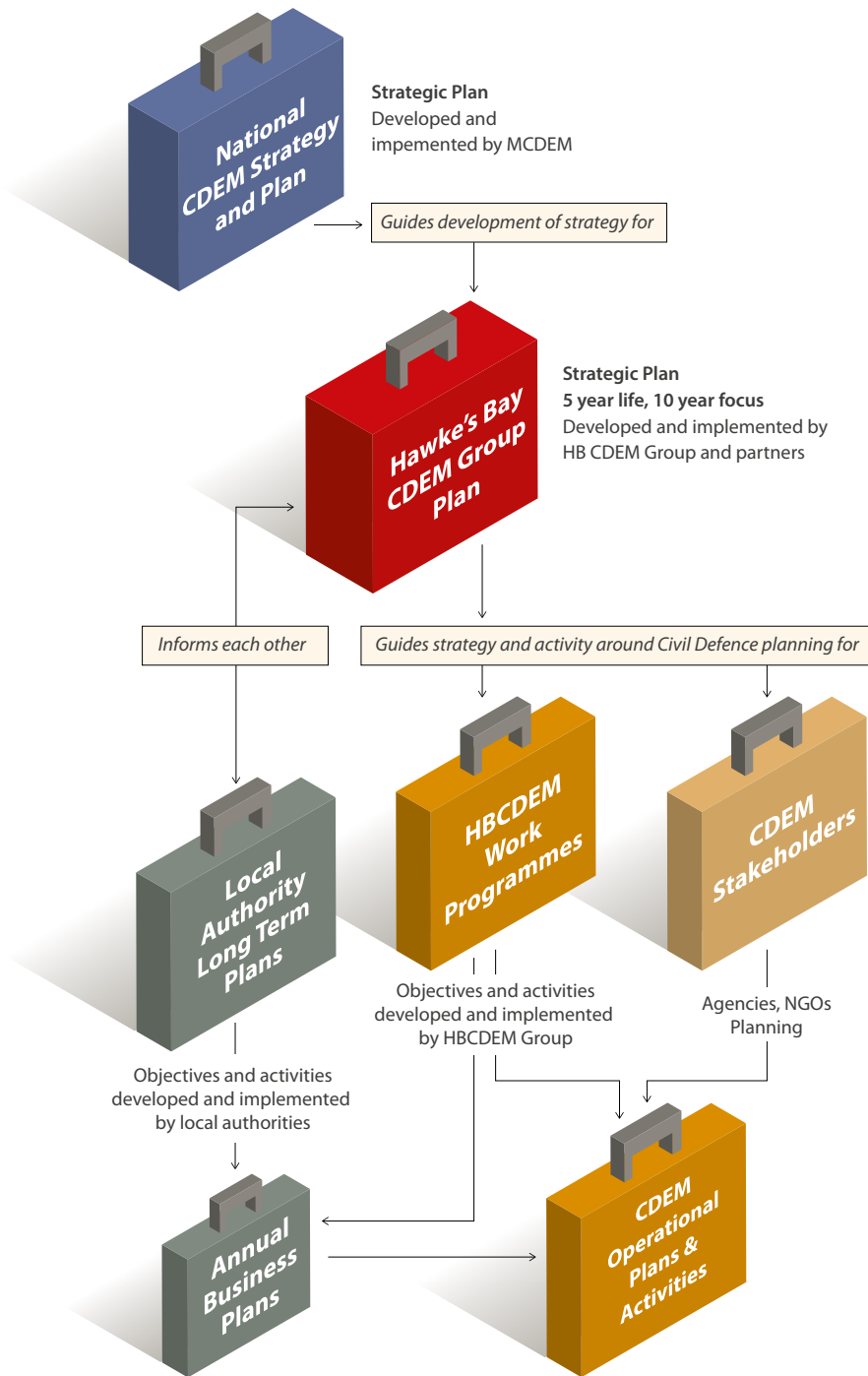


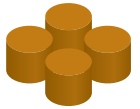


HAWKE'S BAY PLANNING FRAMEWORK AND RELATIONSHIP TO THE NATIONAL CDEM STRATEGY AND PLAN

The Group Plan is consistent with the National CDEM Strategy (2007) and National CDEM Plan (2006) and ensures Hawke's Bay's operational arrangements link to national planning

arrangements for managing nationally/ regionally significant hazards and risks along with national/ regional emergencies. The plan takes into account other guidelines, codes, regulations and technical standards issued by the Director of Civil Defence Emergency Management.



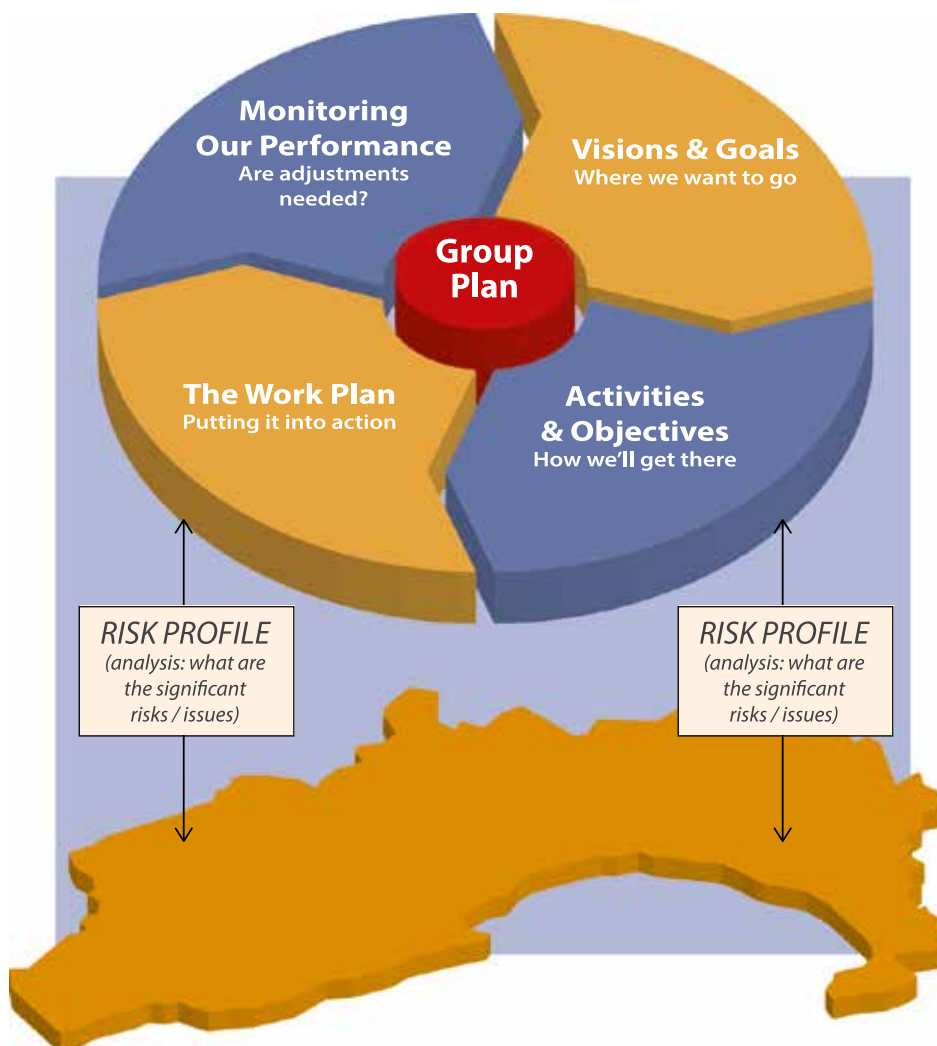


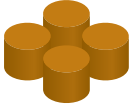
DEVELOPMENT PROCESS AND CONSULTATION

This Group Plan was developed from the first Group Plan, completed in 2005. The following process was used to ensure all interested parties have participated in its development:

- The development of this plan started in late 2011.
- Draft content for sections was developed by working parties made up of representatives from the Hawke’s Bay CDEM Group and partners with particular knowledge and experience in the field. They reviewed current practice for each section, what we were doing well, the gaps and opportunities (see Appendix 3 for current practice review). This guided the development of objectives.

- During 2012/13 all Hawke’s Bay CDEM partners were invited to participate in workshops focused on key elements of the plan. The facilitated workshops enabled participants to test the draft sections, identify gaps and add value to the plan. At key points, governance guidance and input was provided by the Hawke’s Bay CDEM Joint Committee and Coordinating Executive Group.
- In late 2013, the public were given an opportunity to provide input into the plan.
- The plan was publically notified on 9th November 2013 and subsequent submissions were heard and decided upon by the Joint Committee on 11th April 2014.





RISK PROFILE

It is important to have a good understanding of the Hawke's Bay's community and environment so we can develop a risk profile which is the context this Group Plan operates within.

This section identifies the hazards that require Hawke's Bay CDEM Group's management. It assesses the risk and assigns a level of priority to each. This guides the allocation of resources and effort for the treatment of risk across the four phases of civil defence emergency management: Reduction, Readiness, Response and Recovery. This section summarises Hawke's Bay's risk profile which replaces a review of the profile contained in the first Group Plan, and references the regional profile in Hawke's Bay Regional Council's Long Term Plan.

SOCIAL ENVIRONMENT

Population

Approximately 155,300 people live in Hawke's Bay. This is projected to increase by only 2% over the next decade but with an increasing proportion of Maori, which is currently 24% of the population.

The age profile of the population is 0-14 years (22% of the population), 15-39 years (29%), 40-64 years (33%) and 65+ years (16%). Over the next decade the 65+ share is projected to increase to 21%.

Income

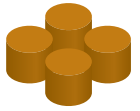
Hawke's Bay is in the lower quartile for national salaries. Pockets of extreme social and economic disadvantage are found throughout the region.

Preparation for an Emergency

Research indicates 56% of residents in Hawke's Bay have an emergency plan for their household, but food, water and cooking preparedness levels are higher. While individual readiness is good, there are variable levels of community and organisational readiness across the region.

Risk implications for Hawke's Bay's SOCIAL environment include:

- The high number of young and elderly, and below-average family incomes indicate that large sections of the community may have difficulty providing for their own safety. Welfare services will be necessary following any major emergency.
- Hawke's Bay's aging population will require attention following the impact of some hazards, such as those requiring evacuation and welfare needs.
- With a known history of hazards such as the 1931 earthquake and on-going risks, there could be significant numbers of people and financial capital leaving the region after a major disaster.
- Variable levels of community and organisational preparedness means higher levels of welfare may be required in some areas, while ensuring other areas are not overlooked during a prolonged response.
- Hawke's Bay has significant numbers of tourists who are unfamiliar with the local natural hazard environment.



NATURAL ENVIRONMENT

Hawke's Bay's total land area of 12,770km² accounts for 5% of New Zealand's land area.

Geology

Hawke's Bay is located on a zone of high deformation on the Australian Plate, about 150km west of the Hikurangi Trough, which marks the subduction boundary between the Pacific and Australian Plates. This means the region has many fault lines and earthquakes. The region can also be impacted by ash fall, being downwind from major active volcanic zones.

Weathered, faulted rocks and comparatively shallow soils on short, steep catchments means the region has frequent landslides triggered by rainfall and earthquakes.

Hawke's Bay contains 24 river catchments comprising 7 major rivers (the Wairoa, Mohaka, Esk, Tutaekuri, Ngaruroro, Tukituki and Waipawa) with flat river plains (Heretaunga, Ruataniwha and Takapau) containing rich alluvial soils which support the important primary production sector. Large aquifer systems under the Heretaunga/ Ruataniwha Plains and smaller systems in other parts of the region provide relatively clean groundwater.

Weather

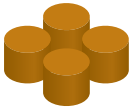
The Hawke's Bay climate is generally dry and temperate. The region has one of the highest percentage variations in rainfall across New Zealand – there are periods of both drought and major rainfall, and there is much higher rainfall in the mountain ranges compared to coastal areas. Cyclonic storms periodically impact the region. Climate change predictions for Hawke's Bay indicate increased variability in our climate. This means we will have a drier climate, particularly in the north, but an increase in extreme events such as storms and intense rainfall.

Coastal Areas

Hawke's Bay faces the Pacific Ocean with 353km of coastline. The various coastal landscapes include low-lying sandy or gravel beaches, steep cliffs, lagoons and sandy beaches. Consequently there are existing and potential erosion and inundation hazards for some coastal communities and landowners. The Hikurangi Trough runs parallel to our coastline about 150km away and has been a source of local tsunami over the centuries.

Risk implications for Hawke's Bay's NATURAL environment include:

- A high number of natural hazards (see list on page 20) which can affect populations, infrastructure and economic prosperity.
- The majority of Hawke's Bay people live on flood plains where, despite extensive flood control works, flooding is still a significant risk.
- Landslides pose an on-going risk to transportation links, property and long term economic productivity.
- Coastal areas require greater controls on development to minimise people's exposure to the natural hazards of storms, inundation and erosion and potential sea level rise.
- The impacts of climate change mean an increased variability in events over a shorter time – droughts to storms. This may increase the overall risk to the community and may test the ability of people to be well-prepared, and increase risks to economic productivity.
- There are significant areas of existing development located on potentially liquefiable soils and liquefaction has the potential to affect new urban development.



BUILT ENVIRONMENT

The main cities are Napier and Hastings, and the main towns are Wairoa, Havelock North, Waipawa and Waipukurau. There are numerous small country and coastal communities. The Napier-Hastings urban area is the fifth largest in the country with a population of over 131,000. Napier is recognised as architecturally important, being acknowledged as one of the best-preserved Art Deco cities internationally.

Residential Dwellings

Household dwellings in Hawke's Bay are estimated at 61,340 (2012). Home ownership is around 53% of private occupied dwellings, with or without a mortgage.

Infrastructure

Hawke's Bay has a well established infrastructure network which support communities and commercial/ industrial activity.

The road network totals 4,583km. There are 511km (11%) of state highways, and the remaining 4,072 km are District and City Council roads of which approximately 36% are unsealed.

Key transportation hubs and links are Hawke's Bay Airport in Napier, Port of Napier (5th largest in New Zealand), and the Palmerston North – Napier railway line.

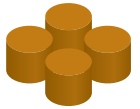
Energy networks are: electricity (mostly from Wairakei to Redclyffe, via Whirinaki); natural gas (from Taranaki via Manawatu in a single pipeline), and oil (supply terminals in Napier from Whangarei via the port).

Telecommunication networks rely on a public switched telephone network which now includes high-speed broadband, satellite services, cellular networks, paging, data and other dispatch systems such as Fleetlink and VHF landmobile.

Public drinking water and wastewater networks are operated by district and city councils mainly in urban areas and some small rural communities. Many rural settlements are not fully reticulated and rely on electric/ diesel powered water pumps and domestic waste water systems or older septic tanks.

Risk implications for Hawke's Bay's BUILT environment include:

- Smaller, relatively isolated communities (Wairoa, Mahia, Frasertown, Nuhaka, Tuai, Waimarama and Porangahau) particularly coastal communities with single road access
- Infrastructure networks, especially transportation structures such as roads, bridges and wharves, are vulnerable to a range of hazards.
- Major transportation hubs (port and airport) are close to each other and located in the coastal environment increasing their likelihood of being similarly impacted by the same event, especially storm or coastal events.
- Vulnerable road transport links are essential to enable access for other infrastructure networks to undertake repair and maintenance.
- Supply of both electric power and gas to Hawke's Bay is limited by the capacity of single main transmission routes. Alternative supply routes for electricity could maintain only a very restricted supply. Gas/ electricity supplies to the region may also be disrupted by events outside of the area.
- Earthquake prone buildings have been identified within the region's main cities & towns and although residential dwellings are considered a low risk, damage may be widespread requiring re-housing.
- Regional infrastructure is at risk from the associated perils of earthquakes, including liquefaction, lateral spread, the rupture of surface and buried faults.
- The two major population centres in Hawke's Bay are close together and could be impacted by the same event.



ECONOMIC ENVIRONMENT

Business & Employment

Hawke's Bay contributes an estimated 3.4% of the total national Gross Domestic Product (GDP) with Services sector 67%, manufacturing sector 16% and primary production sector 17%.

There is a high use of agrichemicals and other hazardous substances, associated with the extensive horticultural production, food-processing industries and cool stores in Hawke's Bay.

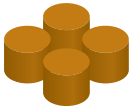
In September 2011, the unemployment rate in Hawke's Bay stood at 6.7% (compared to the national rate of 6.4%).

Visitor Industry

There is a strong tourism focus, with total visitor numbers estimated at 1.1 million. Many visitors are staying with Hawke's Bay family and friends, with a smaller proportion in tourist accommodation and cruise ships. The cruise ship sector using the port is increasing.

Risk implications for Hawke's Bay's ECONOMIC environment include:

- The majority of business and industry is built on flood plains in the area, and is close to the coast.
- The accidental release of any hazardous substances, either on site or during transportation poses a risk to transportation, human health and the economy.
- Population swells during summer months with visitors from other regions and tourists from overseas. This increases the potential need for welfare and evacuation with any event occurring between October and April.
- As a primary production focused economy Hawke's Bay depends on transportation links for distribution.
- Food processing industries are energy dependant.



HAZARDS

A hazard is something that may cause or aggravate an emergency, creating risks to people, property or the environment. Hazards can be natural, technological or biological. Natural hazards occur when environmental processes such as earthquakes, flooding, landslides or tsunamis interact with a community. Technological hazards result from human activities, such as infrastructure failure, fire or hazardous substance spills. An assessment of probability and impacts of major Hawke’s Bay Hazards was carried out with Civil Defence Emergency Management partners in June 2012. Table 1 identifies the Top 10 hazards in Hawke’s Bay that require management by the Hawke’s Bay CDEM Group.

TABLE 1: Top 10 hazards in Hawke’s Bay

#	Hazards
1	Earthquake
2	Tsunami
3	Volcanic (ashfall)
4	Human Pandemic
5	Flood/Storm Event
6	Animal Epidemic, Plant & Animal Pests
7	Urban Fire (Multiple)
8	Lifeline Failure
9	Rural Fire
10	Hazardous Substances Event

RISK ASSESSMENT & ANALYSIS

Risk is the chance of an emergency happening that will have an impact on either the community or the environment. In general terms, risk is measured by reviewing the consequences and likelihood of an event.

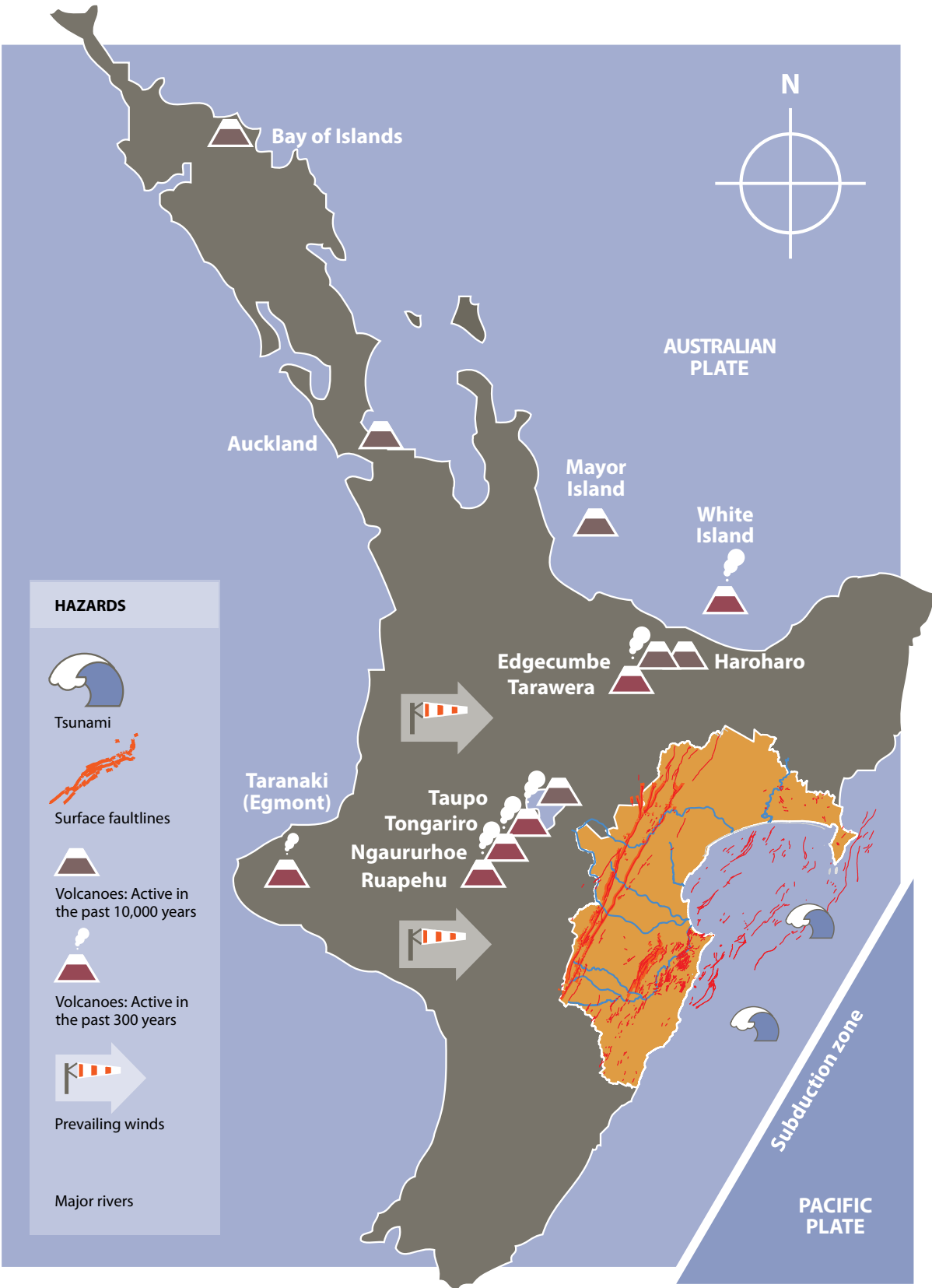
$$\text{Risk} = \text{Likelihood} \times \text{Consequences}$$

Hawke’s Bay’s risks were assessed based on the likelihood of a hazard occurring and its likely consequences. This assessment process is summarised in this section.

Table 2 records the results of the risk analysis conducted to complete this plan. It lists Hawke’s Bay’s hazards with the assessed likelihood and consequences. The final column states the risk rating given to each hazard based on this assessment.



HAWKE'S BAY HAZARDS



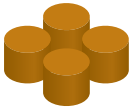


TABLE 2: Hazard and Risks Summary of Analysis, Evaluation and Prioritisation

Hazard Identification	Risk Analysis		
	Likelihood	Consequence	Rating
Natural			
Earthquake MMIX	Rare	Catastrophic	High
Tsunami (Large 500 years 5m)	Unlikely	Catastrophic	Very High
Volcanic Ash (Heavy 5-100mm)	Unlikely	Major	High
Earthquake MMVIII	Unlikely	Catastrophic	Very High
Flood (Large >1 in 100 AEP)	Possible	Major	High
Tsunami (Moderate 100 years, 1-2 m)	Possible	Major	High
Earthquake MMVII	Likely	Major	Very High
Volcanic Ash (Light 1-5mm)	Possible	Major	High
Flood (Average)	Almost Certain	Moderate	Very High
Rural Fire	Likely	Moderate	High
Earthquake MMVI	Almost Certain	Moderate	Very High
Coastal Inundation	Almost Certain	Minor	High
Drought	Almost Certain	Minor	High
Landslide (Very Large)	Rare	Major	Moderate
Coastal erosion	Almost Certain	Minor	High
Landslide (Large)	Likely	Moderate	High
Strong Wind	Almost Certain	Moderate	Very High
Extreme Temperature	Unlikely	Moderate	Moderate
Volcanic Ash (Trace <1mm)	Likely	Minor	Moderate
Snow	Possible	Minor	Moderate
Hail	Possible	Minor	Moderate
Frost	Almost Certain	Minor	High
Landslide (Small)	Almost Certain	Minor	High
Technological			
Urban Fire (Multiple)	Possible	Moderate	Moderate
Lifeline failure Electric	Likely	Moderate	High
Lifeline failure Water	Possible	Major	High
Hazardous substances event	Almost Certain	Minor	High
Pollution over unconfined aquifer	Possible	Moderate	Moderate
Lifeline failure Telecommunications	Rare	Major	Moderate
Civil Unrest/Terrorism	Unlikely	Minor	Low
Major transport accident Marine	Possible	Major	High
Lifeline failure Gas	Unlikely	Moderate	Moderate
Lifeline failure Waste Water & Sewage	Likely	Moderate	High
Major transport accident Air	Unlikely	Moderate	Moderate
Dam Failure	Rare	Minor	Very Low
Major transport accident Road/Rail	Possible	Minor	Moderate
Biological			
Human Pandemic	Likely	Major	Very High
Animal Epidemic, Plant & Animal Pests	Likely	Major	Very High



RISK EVALUATION

The risk analysis generates a 'Risk Rating' to prioritise hazards. A higher priority means that more resources should be assigned to the management of that hazard. Prioritisation is based on an analysis of both consequence and likelihood. Therefore, a major hazard that is very unlikely may be a lower priority than a frequently occurring minor hazard. The next stage in risk analysis is to take the information gathered in Table 2 and assess the 'Risk Rating' against being able to manage the risk effectively. It summarises three factors:

- **Seriousness:** the relative consequences in terms of human life and well-being, the built environment, economic damage and the natural environment.

- **Manageability:** the degree of difficulty in managing the hazard, and the degree of effort being applied across the 4Rs.
- **Growth:** the potential of the hazard risk to increase over time, such as the impacts of climate change or rising sea levels, or growth of community.

This evaluation process produces a prioritisation of risk with values assigned to each hazard which can be seen in Appendix 2. These have been used to determine the Top 10 hazards for Hawke's Bay in Table 1. Table 3 shows these values in a risk matrix supporting likelihood against consequences of the different hazard events based on the CDEM 'SMG' model and the Australia/New Zealand Risk Management Standard 31000/20094.

TABLE 3: Simple likelihood versus consequence risk matrix showing risk evaluation scores in brackets for various hazards.

		LIKELIHOOD				
		Rare	Unlikely	Possible	Likely	Almost Certain
IMPACT	Catastrophic	Earthquake MMIX (15.8)	Tsunami Large (14.3) Earthquake MMVIII (13.5)			
	Major	Landslide Very Large (7.8)	Volcanic Ash Heavy (14.3)	Flood Large (13.3) Tsunami Moderate (13.1) Volcanic Ash Light (10.4)	Human Pandemic (13.7) Animal Epidemic, Plant & Pests (11.8) Earthquake MMVII (11.0)	
	Moderate		Extreme Temperature (6.3)	Urban Fire Multiple (10.6) Pollution Over Unconfined Aquifer (9.3)	Rural Fire (9.6) Landslide Large (7.3) Lifeline Failure (10.6)	Flood Average (10.1) Earthquake MMVI (8.4) Strong Wind (7.1)
	Minor	Dam Failure (6.2)	Civil Unrest / Terrorism (7.8)	Major Transport Accident Road/ Rail (6.1) Snow (6.1) Hail (5.8) Frost (4.6)	Volcano Trace (6.1)	Hazardous Substance Event (9.3) Coastal inundation (7.8) Drought (7.8) Coastal Erosion (7.3) Landslide Small (4.3)
	Insignificant					



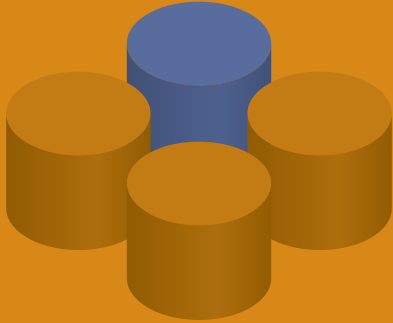
PART TWO

STRATEGY



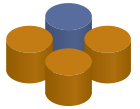
HAWKE'S BAY
EMERGENCY MANAGEMENT

GROUP



REDUCTION

Resilience means individuals and communities understand the risks they face and do what they can to reduce their impacts.



REDUCTION

This section describes how Hawke's Bay will reduce the risks posed by natural, technological and biological hazards.

Reduction is identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable; and, if not, reducing the magnitude of the impact of those risks and the likelihood of their occurrence.

Risk reduction measures include:

- Educating people about hazards so individuals, families and organisations can understand and reduce the risks they face
- Increasing our knowledge of natural hazards through research and investigation
- Incorporating risk reduction measures in land-use planning and development processes
- Incorporating risk reduction measures during preparation and implementation of asset and infrastructure management plans
- Ensuring capital works programmes work toward increasing the **resilience** of critical infrastructure
- Monitoring the long term trends and changes in how communities understand and reduce risk.
- Incorporating reduction of ongoing risk into the Group Recovery Strategy and plans.

STATUTORY AND POLICY FRAMEWORK

The policy framework for strategic risk management in New Zealand is set by a number of statutory and non-statutory instruments. The key legislation is:

Civil Defence Emergency Management Act 2002 mandates and requires the Hawke's Bay CDEM Group to identify, assess and manage the region's hazards and risks, and involves many other stakeholders, including central government organisations, emergency services and lifeline utilities, as well as individuals and communities.

Local Government Act 2002 requires local authorities to prepare Long Term Plans (LTPs) to describe the activities and strategic direction of the local authority over a 10-year period including the management of natural hazards.

Resource Management Act (RMA) 1991 provides tools for managing natural hazards including provisions in the Regional Policy Statement and District Plans.

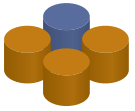
Building Act 2004 provides for building work on land subject to natural hazards and sets building construction standards.

Soil Conservation and Rivers Control Act 1941 makes provision for the conservation of soil resources, the prevention of damage by erosion and to make better provision for the protection of property from damage by floods.

There are also numerous non-statutory instruments such as regional and local growth strategies, and hazard and risk management guidelines and plans.

This section relates directly to Goal Two of the National CDEM Strategy:

GOAL TWO: Reducing the risks from hazards to New Zealand.



REDUCTION PRINCIPLES

The following principles underpin the reduction activities outlined in the Group Plan:

- A balanced approach to risk reduction that takes into account the hazard risk along with the need for communities to provide for their economic and social development will result in the sustainable reduction of the impacts of hazards in Hawke's Bay
- Prioritisation and coordination of reduction activities will ensure that the best value is achieved for the resources available
- Human life and safety takes precedence over all other risk priorities
- Risks that have the potential to cause severe economic losses, substantial damage to buildings, infrastructure or lifeline utilities have a high priority
- Risks with a high likelihood and high consequence will be given priority
- Hawke's Bay Group members will work together to reduce risk
- Community resilience is improved by providing communities with access to information about the hazards that may affect them so they make informed decisions.

Reduction Objectives

The Hawke's Bay CDEM Group has agreed the following objectives to guide the work programme development for the term of this plan.

RED1:	Improve our understanding of hazards in Hawke's Bay and the associated risks and consequences.
RED2:	Undertake long term strategic reduction of the risks from hazards through collaborative planning with stakeholders.
RED3:	Communities and individuals are aware of the hazards they face.
RED4:	Continue to identify, document and share current best practices and identify methods of improving and measuring Hawke's Bay community resilience through hazard reduction.

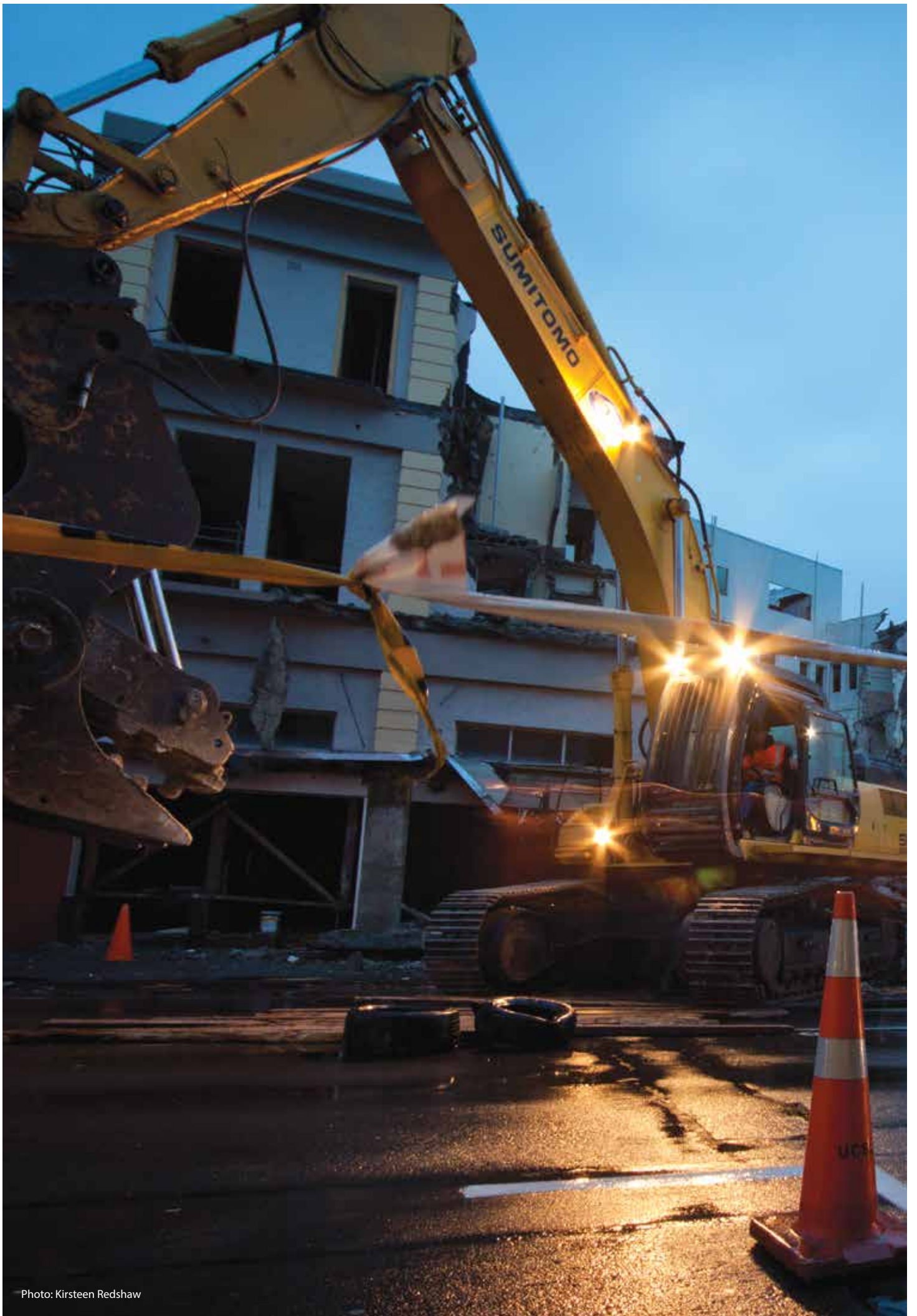
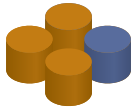


Photo: Kirsteen Redshaw



READINESS

Resilience means individuals and communities are ready and prepared to react when an event occurs.



READINESS

This section describes how Hawke’s Bay CDEM will work with the community to plan and prepare both individually and collectively for emergencies. Readiness means Hawke’s Bay individuals and organisations develop systems and capability to respond and recover from an emergency before it happens.

POLICY FRAMEWORK

Local authorities and some central government agencies are involved in community development processes which usually aim to improve the overall resilience of a community. This is further enhanced when individuals/families and businesses are prepared for an emergency. Opportunities exist to coordinate community development and CDEM community preparedness planning processes.

This section relates directly to Goals One and Three of the National CDEM Strategy:

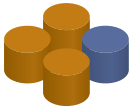
GOAL ONE: Increasing Community Awareness, understanding, preparedness and participation in civil defence emergency management

GOAL THREE: Enhancing New Zealand’s capability to manage civil defence emergencies.

READINESS PRINCIPLES

The following principles underpin the readiness activities outlined in the Group Plan:

- A coordinated approach by Hawke’s Bay CDEM agencies, with the community development activities conducted by local authorities and other agencies will better provide for individual and community preparedness and therefore improved overall community resilience
- The development of Community Response Plans will be an essential part of increasing community readiness
- The ability of CDEM response and recovery staff and volunteers to work well together across the various organisations is essential to increase the capacity and capability of Hawke’s Bay to deal with a CDEM emergency
- Coordinated public education is essential to prepare the Hawke’s Bay community – both people and business – to deal with an emergency
- A business community that is prepared before an emergency occurs will significantly increase the resilience of Hawke’s Bay.



Readiness Objectives

The Hawke's Bay CDEM Group has agreed the following objectives to guide the work programme development for the term of this plan.

CDEM Agencies Readiness

REA1:	Align all CDEM readiness activities with the hazard risk priorities identified in this Plan.
REA2:	Ensure CDEM Group members have the capability to respond to and recover from emergencies in their area and promote the need for this capability within emergency services and other partners.
REA3:	Continue to improve coordinated and integrated emergency management between local authorities and with other CDEM partners.
REA4:	Enhance the capability and interoperability of the Hawke's Bay CDEM Group through well planned, needs-based professional development.

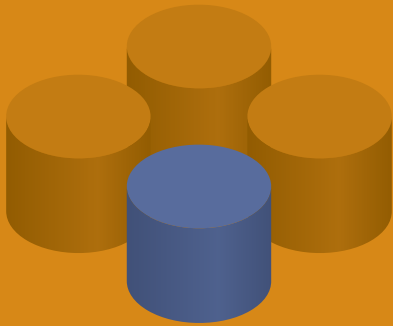
Community Readiness

REA5:	Improve community preparedness through strong leadership and commitment to CDEM at political and executive levels.
REA6:	Work with communities to develop Community Response Plans to improve community preparedness.
REA7:	Improve the level of awareness and preparedness of business to enable them to respond and recover from an emergency as quickly as possible.

Individual Readiness

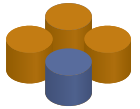
REA8:	Continue to improve awareness and preparedness through consistent and relevant public education, messages and engagement.
REA9:	Identify and prioritise vulnerable sections of the Hawke's Bay community and improve their preparedness for an emergency.





RESPONSE

Resilience means individuals, communities and organisations react and take appropriate action during an emergency.



RESPONSE

Response describes the actions taken immediately before, during, or directly after an emergency to save lives, protect property and support the ongoing efforts of communities to recover.

The Hawke's Bay CDEM Group's response arrangements are established to ensure that all available resources are effectively applied to emergencies within Hawke's Bay and, where appropriate, in support of emergencies in other parts of New Zealand.

POLICY FRAMEWORK

The key legislation in terms of managing the response to an emergency is the CDEM Act 2002. The Act establishes a framework for managing all emergencies, and defines the responsibilities of the CDEM Group and its members during an emergency. However many of the powers under this Act are only brought into force through the formal declaration of a State of Emergency.

The National CDEM plan and a number of Director's Guidelines also contribute to the framework for responding to a civil defence emergency.

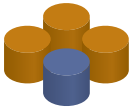
This section relates directly to Goal Three of the National CDEM Strategy:

Goal Three: Enhancing New Zealand's capability to manage civil defence emergencies.

RESPONSE PRINCIPLES

The following principles underpin the Hawke's Bay CDEM Group's response to an event:

- The Hawke's Bay CDEM Group will lead and coordinate the response to an emergency in accordance with the principles of integrated Emergency Management
- The priorities for response for the Hawke's Bay CDEM Group are those set out in the National CDEM Plan:
 - Preservation of life
 - Prevention of escalation of the emergency
 - Maintenance of law and order
 - Care of sick, injured and provision of welfare services
 - Provision of essential services
 - Preservation of government
 - Asset protection
 - Protection of natural and physical resources
 - Preservation of economic activity
- In the build up or initial response to an emergency, emergency services, welfare agencies and lifeline utilities will respond by activating their own plans and coordinating with the lead agency
- Emergency Services, welfare agencies and lifeline utilities will assess the effects of an event and communicate this information and their actions with the lead agency
- During the response to an emergency, the Hawke's Bay CDEM Group members and partners will collaborate and operate within the governance and management arrangements agreed to in this Plan.



Response Objectives

The Hawke's Bay CDEM Group has agreed the following objectives to guide the work programme development for the term of this plan.

RES1:	Develop levels of activation and their trigger points to guide the transition of the management of an event from an incident to a complex emergency.
RES2:	Develop response plans in accordance with the hazard risk priorities identified in this Plan and that these are implemented effectively during an emergency.
RES3:	Develop, maintain and implement appropriate Group Standard Operating Procedures to enable CDEM agencies to effectively respond and recover from the priority hazards identified in this Plan.
RES4:	Ensure the CDEM Group warning system is relevant and effective for all Group members and partners.
RES5:	Ensure that the Hawke's Bay CDEM Group maintains and where appropriate practices a coordinated, mass public alerting system.
RES6:	The Hawke's Bay CDEM Group will provide coordinated support to the response of individual members during a local emergency.
RES7:	Ensure the Hawke's Bay CDEM Group will be capable of providing support to other CDEM Groups in the country if required.





RECOVERY

Resilience means individuals and communities get back to acceptable quality of life as soon as possible.



RECOVERY

Recovery is defined as the coordinated efforts and processes to re-establish an appropriate community quality of life while taking the opportunity to meet future community needs and reducing the risk of exposure to future hazards. The recovery phase can take an extended period of time and utilise significant financial, material and human resources.

Effective risk mitigation during the reduction, readiness and response phases, along with effective recovery planning will increase the speed at which Hawke's Bay communities can resume re-establish an acceptable quality of life.

The special relationship that the Crown and local government have with Tangata Whenua will be recognised during recovery planning.

The Hawke's Bay CDEM Group's recovery arrangements are established to ensure that all available resources are effectively applied to emergencies within Hawke's Bay, and where appropriate in support of the rest of New Zealand.

POLICY FRAMEWORK

The CDEM Act 2002 and National CDEM Plan establish a broad framework for managing recovery from an emergency. Depending upon the scale of recovery operations the LGA 2002 is likely to be a key piece of legislation in this process. Recovery management should be guided by a CDEM Group Recovery Plan, and the Director's Guideline for Recovery Management provides the framework for developing this.

The National CDEM plan and a number of other Directors Guidelines also contribute to the framework for recovery operations.

As the bulk of recovery operations occur after the emergency response, the existing functions of local government across a number of other enactments also needs to be considered. These include:

- The LGA 2002 and associated asset management plans
- The RMA 1991
- The Building Act 2004
- The Health Act 1956.

This section relates directly to Goal Four of the National CDEM Strategy:

Goal Four: Enhancing New Zealand's capability to recover from civil defence emergencies.



RECOVERY PRINCIPLES

The following principles underpin the Hawke’s Bay CDEM Group’s approach to strategic recovery planning and recovery operations after an event:

- Effort in developing recovery capability and planning before an event will benefit the recovery post event
- By seeking to minimise the consequences of an event as quickly as possible the CDEM Group will improve the ability of Hawke’s Bay to recover from an event
- Comprehensive community recovery is facilitated by recovery operations that address the emotional, social and economic wellbeing of individuals and communities
- The CDEM Group’s support of the Hawke’s Bay Welfare Coordination and the Hawke’s Bay Engineering Lifelines Groups will increase the community’s ability to quickly and effectively recover from an event
- Standardisation (as appropriate) of individual local recovery operations across the Hawke’s Bay CDEM Group will provide for more effective recovery from an event
- During the recovery from an event, consideration of future exposure to hazards and associated risks will promote the long term community sustainability
- Recovery is best embedded within Reduction and Readiness and needs to occur alongside the Response
- Effective communication with all stakeholders will enhance the recovery process
- To be effective, recovery planning needs to commence as soon as possible after the response is underway.
- Prioritising the transition from formal recovery to ‘business-as-usual’ activities in recovery planning will provide for a quick recovery from an event
- Recognising and providing for the political contribution to the recovery process will ensure recovery actions are targeted and relevant to local communities
- During local emergencies, recovery operations are best lead by the local authority with the support of the CDEM Group if required
- Where recovery operations are necessary across two or more local authorities, the CDEM Group is best positioned to coordinate and, if necessary, prioritise resourcing
- Consideration of the heritage and culture of Hawke’s Bay during the recovery to an emergency will support the long term recovery of the community.

Recovery Objectives	
The Hawke’s Bay CDEM Group has agreed the following objectives to guide the work programme development for strategic recovery planning for the term of this plan.	
REC1:	Recovery capability and capacity will be strengthened across Hawke’s Bay CDEM members and partners.
REC2:	Resources and funding for the recovery will be allocated in a timely manner.
REC3:	Recovery is integrated into the other 3Rs of Reduction, Readiness and Response.
REC4:	Recovery planning and operations are integrated across the social, economic, natural and built environments.





PART THREE

ACTIVITIES



HAWKE'S BAY
EMERGENCY MANAGEMENT

GROUP



GOVERNANCE & MANAGEMENT

Resilience means governance that represents local communities while being united under a common vision.

GOVERNANCE & MANAGEMENT

This section clarifies governance and management arrangements to ensure the collective understanding of roles and responsibilities, and to encourage cooperative action between CDEM Group members and Partners with CDEM Group responsibilities.

Taking a comprehensive approach to emergency management requires that CDEM activities must encompass the 4Rs. Under the CDEM Act 2002 the governance and management of CDEM activities is vested with local government through the Joint Committee and Coordinating Executive Group (CEG).

The Joint Committee and CEG are therefore primarily responsible for overseeing the governance and management of CDEM activities during reduction, readiness and recovery. Both the Joint Committee and the CEG are responsible for ensuring that the Group is prepared and capable of responding to and recovering from an emergency. However primary responsibility for managing and implementing the response to an emergency is placed with the Group and local controllers. Controllers are appointed by the Joint Committee.

PRINCIPLES

These define how the Group will operate and work together to achieve CDEM outcomes for the Hawke's Bay community:

- All Group members will actively participate in CDEM activities
 - Comprehensive CDEM in Hawke's Bay will be successfully delivered through local knowledge and delivery with region wide coordination
 - The Group members will cooperate to achieve interoperability across organisations to facilitate the support of each other across the 4Rs
 - The Group will support its individual members in achieving comprehensive CDEM outcomes appropriate to their communities.
-

GROUP STRUCTURE AND MEMBERSHIP

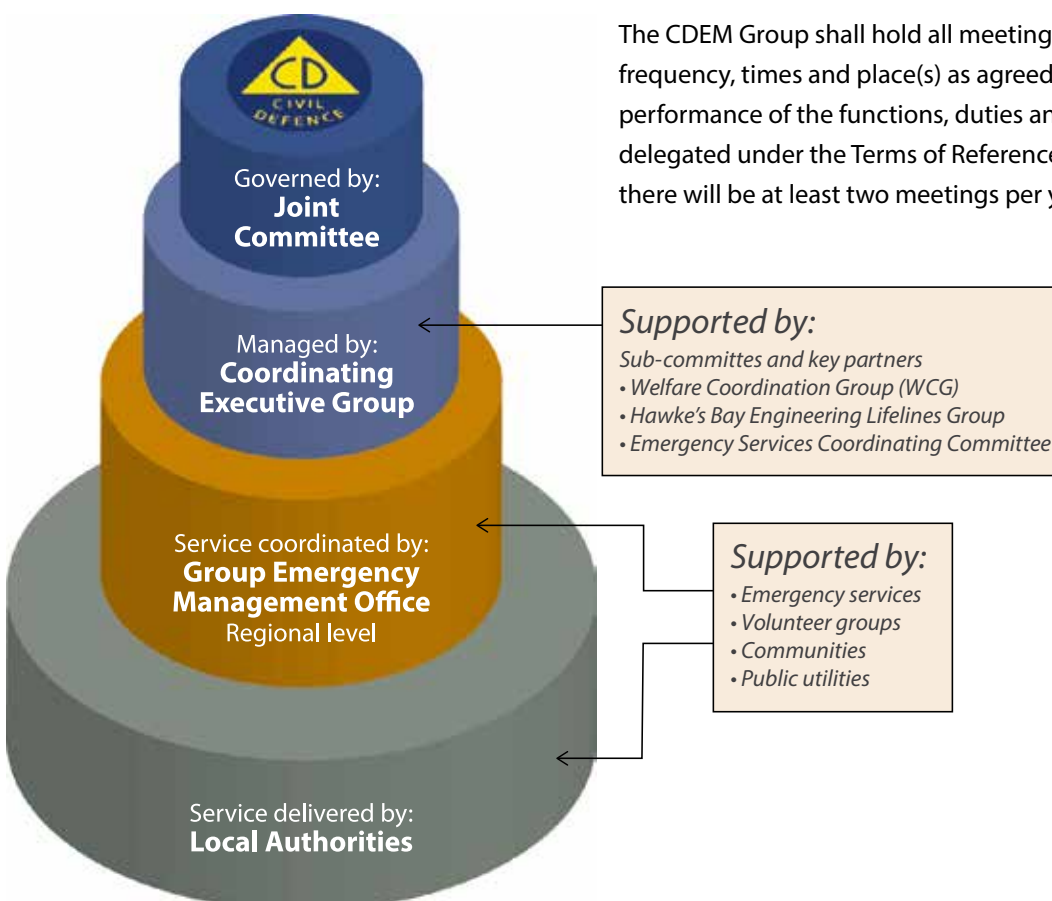
Each of the following local authorities is a member of the Hawke’s Bay Civil Defence Emergency Management Group:

- Central Hawke’s Bay District Council
- Hastings District Council
- Hawke’s Bay Regional Council
- Napier City Council
- Wairoa District Council.

Partners such as the emergency services, central government agencies and NGOs have a key role in providing input and guidance for achieving the vision and objectives set by the Joint Committee.

Key partners such as the emergency services, central government agencies, non-governmental welfare organisations and lifeline utility operators also have a vital part to play in the response and recovery to an emergency or disaster.

CDEM Group Structure



JOINT COMMITTEE

Membership

The Joint Committee is made up of the Chair of the Regional Council and Mayor (or their representative who has delegated authority and is also an elected member) from each of the territorial local authorities.

Member	Representative
Hastings District Council	Mayor
Napier City Council	Mayor
Wairoa District Council	Mayor
Central Hawke’s Bay District Council	Mayor
Hawke’s Bay Regional Council	Chair

Meeting Arrangements

Meeting arrangements for the Joint Committee are set out in the Terms of Reference for the HB CDEM Group. These will be reviewed at the beginning of each electoral cycle or as agreed by the Joint Committee.

The CDEM Group shall hold all meetings at such frequency, times and place(s) as agreed for the performance of the functions, duties and powers delegated under the Terms of Reference. However there will be at least two meetings per year.



Responsibilities

The functions, powers and duties of the CDEM Group are specified in the Act (s16, 17, 18). To assist the CDEM Group meet the requirements of the Act, the Group has adopted the following objectives:

- Ensure that hazards are assessed (as defined in the Act) and the consequential risks are identified and considered
- Ensure there is an effective and efficient region-wide civil defence emergency management capability to respond to and recover from emergencies (as defined in the Act)
- Facilitate effective and efficient emergency management through partnership and co-ordination amongst the organisations represented on the Co-ordinating Executive Group and the utility organisations that operate within the region
- Promote appropriate mitigation of the risks
- Appoint Group and Local controllers and Recovery Managers. .

COORDINATING EXECUTIVE GROUP (CEG)

Membership

The membership consists of statutory and co-opted members. Members can be co-opted on as necessary by the CDEM Group.

Voting rights – all members have voting rights unless a conflict of interest is declared.

Sub Committees can be set up to support CEG where a need has been determined. Currently there are two groups:

- Welfare Coordination Group (WCG)
- Hawke’s Bay Engineering Lifelines Group.

Responsibilities

The functions, powers and duties of the CEG are specified in the Act (s20) and the Terms of Reference for the HB CEG.

Meeting Arrangements

Meeting arrangements for CEG are set out in the Terms of Reference for HB CEG.

Member / Member Type		Representative
Central Hawke’s Bay District Council	Statutory	Chief Executive Officer
Fire Service Eastern Region	Statutory	Regional Commander
Hastings District Council	Statutory	Chief Executive Officer
Hawke’s Bay District Health Board	Statutory	Chief Executive Officer
Hawke’s Bay Regional Council	Statutory	Chief Executive Officer
Napier City Council	Statutory	Chief Executive Officer
Police Eastern District	Statutory	Hawke’s Bay Police Commander
St John Ambulance	Co-opted	District Operations Manager
Wairoa District Council	Statutory	Chief Executive Officer
CDEM Group	Co-opted	Group Controllers (less the Hawke’s Bay CDEM Group Manager if appointed as a Group Controller)
Group Recovery Manager	Co-opted	
Welfare Coordination Group	Co-opted	Chair
Medical Officer of Health	Co-opted	
Hawke’s Bay Engineering Lifeline Group	Co-opted	Chair



GROUP EMERGENCY MANAGEMENT OFFICE (GEMO)

The GEMO is located at 311 Lyndon Road Hastings and is administered by a Group Manager and their support staff based either at this office or in Emergency Operations Centres (EOC) in each of the local authorities.

Management Arrangements and Structure

The Hawke's Bay CDEM Group will shape the management and structure of the Group Office to achieve comprehensive and coordinated emergency management outcomes. The structure of the Group will reflect geographical and social needs to provide for an appropriate level of local response.

Functions of the Group Office

- Advice and technical support to the CEG and the CDEM Group
- Project coordination and management, including the ongoing development, implementation, monitoring and review of the CDEM Group Plan and supporting documentation
- Coordination of regional CDEM policy and implementation
- Management of contracts entered into on behalf of the CDEM Group or CEG
- External liaison with the CDEM sector
- Maintaining the Group ECC
- Assisting with recovery operations on behalf of the CDEM Group
- Monitoring and responding to, the adverse effects of emergencies on behalf of the CDEM Group and disseminating warnings
- Representing the CDEM Group on national bodies and projects
- Preparation in consultation with CEG, of the annual report of the CDEM Group's activities, budget and performance to the CDEM Group for adoption

- Coordination of the integrated professional development of key personnel for CDEM
- Providing monitoring and evaluation reports on the capability of the Group and its members to the Joint Committee and CEG.

DELEGATED AUTHORITIES, FUNCTIONS AND POWERS

Authority to Declare a State of Emergency or give Notice of a Transitional Period

- Pursuant to Section 25 of the Civil Defence Emergency Management Act 2002, the Hawke's Bay CDEM Group has delegated the power to declare or extend a state of local emergency or Transitional Period within Hawke's Bay as follows:
- The Chairman of the Regional Council and Mayors are delegated authority to declare for any ward or district within the Group area
- Elected members of the city and district councils are delegated authority to declare for their city/ district or any ward within their city/ district.

The CDEM Group requires that a declaration of a state of local emergency or Transition Period in any one city/ district or ward be made by the following list in hierarchal order. If the first person on the list is unavailable or unable to be contacted, then the second person on the list is able to make the declaration, and so on:

1. The Mayor of the affected district or city council
2. The Chairman of the Hawke's Bay Regional Council
3. An elected member of the affected district or city council
4. Another Mayor from within the Hawke's Bay CDEM Group
5. A HBRC elected representative for that district, city or ward.

The CDEM Group requires that a declaration of a state of local emergency or Transition Period in more than one council be made by the following list in hierarchal order. If the first person on the



list is unavailable or unable to be contacted, then the second person on the list is able to make the declaration, and so on:

1. The Chairman of the Hawke's Bay Regional Council
2. A Mayor of one of the district or city councils affected
3. Any other Mayor.

In the event of a local state of emergency being declared, the CDEM Group is able, pursuant to section 18(1) of the Civil Defence Emergency Management Act, to delegate any of its functions to members of the CDEM Group, the Group Controller, or any other person. Refer to Appendix 5 for the list of key appointments.

As provided for by the Act, the CDEM Group retains the right to remove or replace a Controller or Recovery Manager or any person appointed as alternate Controller or Recovery Manager.

COOPERATIVE ARRANGEMENTS WITH OTHER CDEM GROUPS

The CDEM Group will provide support and assistance when requested by NCMC and other CDEM Groups with respect to their civil defence emergency management functions. This will include, but not necessarily be limited to:

- Assistance in the event of an emergency in their area
- Sharing relevant hazards information and planning
- Mechanisms to help develop a common understanding and approach to civil defence and emergency management, including the development and implementation of CDEM Group Plans
- Seeking and promoting mutual operational arrangements such as training opportunities and standard operating procedures.

FINANCIAL ARRANGEMENTS

Administrating Authority

In accordance with section 23 of the CDEM Act 2001, the Hawke's Bay Regional Council is the Administering Authority for the Hawke's Bay CDEM Group.

Unless otherwise agreed, section 24 of the Act requires that the funding of the Group be split equally between its members. With the agreement of the CDEM Group, the Hawke's Bay Regional Council has established a targeted rate for each property in Hawke's Bay to collectively fund the activities of the CDEM Group. The work programme for the CDEM Group will be funded from this targeted rate.

As the Administrating Authority the Hawke's Bay Regional Council is responsible for the following:

- The employment of Group Office staff
- The provision of related services to the Group Office
- The provision of hazard research and advice to the CDEM Group
- The collection of the CDEM target rate from the region's ratepayers and its administration.



Emergency Expenditure

All CDEM related expenditure during an emergency is incurred by the territorial authority in which the expenditure occurs. Certain expenditure can then be claimed from central government, such as welfare related expenditure.

During an emergency, controllers who are council employees may use the delegations that they hold for their local authority. However there may be occasions where controllers are not council employees or have been deployed from other local authorities. Financial delegations are therefore required to cover this situation and provide for an effective response to an emergency.

The following financial delegations shall apply for persons appointed to the position of group or local controller, where appropriate local authority delegations have not been approved previously for the area concerned:

Local Controllers: Within the area they are local controller for, any one item of expenditure of up to \$100,000.

Group Controllers: Any one item of expenditure of up to \$100,000.

Relief Fund

The CDEM Group will establish a charitable trust called the Hawke's Bay Disaster Relief Fund. The Joint Committee of the CDEM Group will be trustees of this account. A designated individual who will be accountable for its operation to the Recovery Manager will administer the fund during an emergency.

The fund will operate as the single focus for the collection of donations of money made to assist people affected by any civil defence emergency that may happen in Hawke's Bay.

Recovery Funding

Recovery will be funded through individual local authorities as part of business as usual activities.

WORK PROGRAMME

The 5 year work programme is a set of tasks which once achieved will bring us closer to realising our vision of a 'Resilient Hawke's Bay'. The tasks are based on the objectives in this plan and have clear targets and assigned responsibilities. This programme should be used to drive CDEM resourcing through council LTPs and annual plans. Refer to Monitoring & Evaluation, page 72, for an outline plan.

The work programme will be implemented via an annual business plan which will be recommended by CEG for the approval of the Joint Committee.

RISK REDUCTION

Resilience means individuals and organisations acknowledge and confront the risks they face.

RISK REDUCTION

The purpose of this section is to identify the actions to be taken in reducing the risks of hazards to the Hawke's Bay community. The Risk Profile for Hawke's Bay, page 14, analysed the risks faced and the consequences of hazards occurring. This comprehensive assessment guides the ongoing development of hazard information while helping to identify the actions to be taken to avoid or mitigate their impacts.

PRINCIPLES

- A balanced approach to risk reduction that takes into account the hazard risk, along with the need for communities to provide for their economic and social development will sustainably reduce the impacts of hazards in Hawke's Bay
- Prioritising and coordinating reduction activities between councils and research agencies will achieve the best value for the resources available
- Addressing risks that may impact on human life and safety are a priority for the Hawke's Bay community
- Risks that have the potential to cause severe economic losses, substantial damage to buildings, infrastructure or lifeline utilities have a high priority
- Risks assessed as having a high likelihood and high consequence will also be given priority
- Hawke's Bay Group members will work together to reduce risk to the community
- Community resilience is improved by providing communities access to information about the hazards that affect them.



OBJECTIVES

These objectives will form the basis of the work programme for the term of this plan.

RR1.	<p>Commission research projects every year based on Hazard Research Plan and priorities set out in this Plan.</p> <ul style="list-style-type: none"> • Hazard research plan reviewed 5 yearly or following Group Plan review • Support student research which will further develop understanding of HB hazards.
RR2.	<p>Advocate for changes to local authority RMA plans that reflect the integrated approach of the Joint Hazard Strategy.</p> <ul style="list-style-type: none"> • Continue to work with the HB Planner's Forum on risk reduction initiatives in land use planning • Support Local Authorities and planning professionals in the consideration and inclusion of hazard information and risk analysis as part of their land use planning functions by ensuring satisfaction with quality, format and relevance of hazard information. • Advocate and support member councils in considering hazard reduction and risk implications in making decisions on land use.
RR3 .	<p>By the term of the Group Plan, develop a publicly accessible Geographic Information System (GIS) regional web-based 'home of hazards' as a platform for both public and inter-organisational sharing.</p> <ul style="list-style-type: none"> • Group partners to contribute hazard and risk information to a shared database supporting a 'home of hazards'.
RR4 .	<p>Facilitate activities which ensure the public & professionals are informed of relevant regional hazards and risks including promotion of hazard awareness such as:</p> <ul style="list-style-type: none"> • Support workshops to promote hazard awareness and resilience • Maintenance of public hazard displays. • Production of hazard educational material. • Providing hazard risk assessment support to communities carrying out response planning.

SUPPORTING INFORMATION

National CDEM Plan, Hawke's Bay Risk Profile



BUILDING AND MAINTAINING CAPABILITY

Resilience means organisations actively identify gaps in their capability and resource the development needed to address them.

BUILDING AND MAINTAINING CAPABILITY

The Hawke's Bay community has high expectations of the performance of both individuals and organisations involved in CDEM. Due to the nature of emergency management only a small number of full time emergency management staff are employed in the Hawke's Bay Group.

Considerable reliance is therefore placed on other local authority staff, partner agency staff and volunteers. For these people emergency management is only a small part of their job or life. A significant challenge for these people is that the working environment during an emergency is significantly different to that of their 'business as usual' roles.

There is a need to ensure that the Hawke's Bay CDEM Group can show that it is prepared for, and can respond and recover, from emergencies. The community needs to be confident that the CDEM response to an event is professional and competent in order to contribute to the vision of "A Resilient Hawke's Bay".

Training and exercises complement each other to ensure that individuals are competent in the CDEM role they hold, and individuals and organisations are practiced and tested to provide a timely and effective response to an emergency.

Training should be based on the needs of the individual and organisation, and be aligned with the National Competency Framework. This helps to provide for interoperability which is an important outcome of CDEM training.

Exercising is a core part of readiness as it assists in identifying gaps and issues in the emergency response and recovery. Any lessons identified are then integrated into future training and updated plans and procedures to improve this ability to respond to and recover.



PRINCIPLES

- To make best use of scarce training resources, training needs to be developed in conjunction with a training needs analysis
- A comprehensive training programme which identifies training objectives, and synchronises individual, organisational and collective training with exercises will, over time, significantly increase the capability and performance of the CDEM Group to respond and recover from an emergency
- Nationally consistent training that links to the competency framework across the CDEM Group and partner agencies will help to ensure interoperability and consistency across skill sets and to develop relationships and understanding across organisations.

SUPPORTING INFORMATION

- CDEM Exercises: Director's Guidelines for Civil Defence Emergency Management (CDEM) Groups [DGL 10/09], 2009
- Civil Defence Emergency Management Competency Framework: Technical Standard [TS 02/09], 2009
- Development Needs Analysis: Best Practice Guideline for Civil Defence Emergency Management Sector [BPG 5/10], 2010

OBJECTIVES

These objectives will form the basis of the work programme for the term of this plan.

BMC1.	<p>Set capability requirements for the Group.</p> <ul style="list-style-type: none"> • Empower and resource the Training Advisory Group. • Align to the national competency framework. • Align to group operational structures. • Develop a capability matrix with targets.
BMC2.	<p>Identify capability gaps and needs.</p> <ul style="list-style-type: none"> • Identify gaps in the capability matrix. • Complete a material and literature review of existing training resources. • Identify professional development needs both for individuals and positions. • Set priorities for filling capability gaps.
BMC3.	<p>Develop and deliver a Group wide training and exercising plan.</p> <ul style="list-style-type: none"> • Develop the plan. • Develop a delivery programme. • Deliver and maintain the programme.
BMC4.	<p>Monitoring and evaluation</p> <ul style="list-style-type: none"> • Review success of objectives. • Identify and implement opportunities for improvement.
BMC5.	<p>Resource the Hawke's Bay CDEM Group to manage training records and provide coordination for Group wide training and exercising.</p>



VOLUNTEER MANAGEMENT

Resilience means providing opportunities for people to serve their community during times of need.

VOLUNTEER MANAGEMENT

Due to the infrequent nature of emergencies, the community will depend upon volunteers to assist with the response to and recovery from an emergency. Local authorities and partner agencies do not employ large numbers of full-time professional emergency management staff; therefore volunteer management is the key to successful response and recovery.

In an event, people will volunteer as individuals, collectively or through an existing network (e.g. student association, rugby club and now Facebook). These people play an invaluable role in community resilience, although they are not specifically identified as CDEM volunteers (although they may transition to become registered CDEM volunteers).

Volunteers generally fall into two categories - established volunteers (who are known before an event) and spontaneous volunteers (who volunteer during or after an event).

Established volunteers identify themselves before an emergency and are therefore able to be recruited; their skill sets identified, trained and put to work within an operational framework as required. Many of the established volunteers are affiliated with non-governmental groups such as Red Cross, St John's Ambulance, and the Salvation Army, as well as those registered as CD or emergency service volunteers. During an event, established volunteers will usually work in response-focused roles in emergency operations centres, community response teams, and civil defence centres. They may also be involved in other activities across the four R's.

Spontaneous volunteers are community minded people who are generally not affiliated to any CDEM or partner organisation nor specifically trained in CDEM skills. Spontaneous volunteers will have a wide range of intrinsic skills and experience and this will require more input in terms of direction, management and leadership. The Hawke's Bay CDEM Group expects to enlist spontaneous volunteers during an emergency and will have a plan in place to make best use of these

people in a safe and effective manner.

PRINCIPLES

- Established volunteer teams that are well led, motivated and trained will enhance activities across the four R's of emergency management
- Providing for the interoperability of established volunteers to work together across the Group will increase the overall resilience of Hawke's Bay
- It is expected that people will spontaneously volunteer during and after an event. Planning that provides for the flexible deployment of these volunteers will help to ensure the effective

SUPPORTING INFORMATION

Volunteer Coordination in CDEM - Director's Guideline for Civil Defence Emergency Management Groups (DGL 15/13)

OBJECTIVES	
These objectives will form the basis of the work programme for the term of this plan.	
VM1.	Ensure CDEM Volunteers and their training needs are considered as part of the development of the Hawke's Bay CDEM training needs analysis.
VM2.	<p>Create an all encompassing and consistent structure for volunteering in HB CDEM Group.</p> <p><i>The structure is to include:</i></p> <ul style="list-style-type: none"> • A description of different categories of volunteers. • Clarification of roles and responsibilities, legal requirements e.g. CDEM, Rural Fire. • Common volunteer resources and identification e.g. cards, equipment, protective clothing. • Responsibility for volunteers including their health and safety. • Employment protection and employer compensation issues. • Adaptability between rural and urban situations.
VM3.	<p>Create a Group wide recruitment, training and progression framework which ensures the retention of motivated and valued volunteers.</p> <ul style="list-style-type: none"> • Bring together and build on the existing frameworks. • Enhance the framework and fill gaps. • Implement across the Group. • CDEM Group will be responsible for managing and monitoring the framework.
VM4.	<p>Develop a flexible coordination plan for spontaneous volunteers.</p> <ul style="list-style-type: none"> • Investigate models from other areas. • Refine the best model to fit the Hawke's Bay situation. • Put in place agreements with partner agencies where appropriate.



COMMUNITY ENGAGEMENT & EDUCATION

Resilience means communities plan their own response to an emergency and react.

COMMUNITY ENGAGEMENT & EDUCATION

Community engagement and education are vital components in making Hawke's Bay a more resilient community. The resilience of Hawke's Bay will, to a large extent, be due to the level of risk reduction and readiness planning achieved before an emergency. However it is a significant challenge to get individuals and communities to prepare for an emergency before one occurs.

Community engagement, from a CDEM perspective, is the process whereby people and communities come together to decide how to deal with any emergencies that may affect them. As community resilience is multidisciplinary, it also includes the many activities carried out by local authorities and partner agencies, such as Fire and Police, in their normal roles.

The **Community Response Plan** process is a key element for community engagement in Hawke's Bay. This allows communities to develop their own plans for when an emergency occurs, with the support of CDEM. This provides better information on the risks a community faces and the appropriate response actions for individuals and families.

Education programmes should complement the community engagement processes by consistently increasing the awareness and knowledge of our communities. There are also specific education opportunities for informing individuals and communities, for example supporting the school curriculum with 'What's the Plan Stan?' and national programmes such as 'Exercise Shakeout'.



PRINCIPLES

- A broad approach to the definition of what constitutes a community or community of interest will result in a more resilient Hawke’s Bay
- An engaged community will participate actively in managing its risks and creating a community that has the capacity to manage a crisis when it occurs
- An engaged community will be prepared and better able to absorb the effects of an emergency, reducing the impact and aiding recovery
- Coordinated community response plans and education programmes which are relevant, simple and achievable will provide for better community resilience outcomes
- A risk based approach to setting priorities for community response planning across the Group area will result in a more resilient Hawke’s Bay
- CDEM Community Response Planning will be accepted if it complements other related community resilience programmes run by local authorities and other CDEM partner organisations – both local and national.



ATTENTION HAWKE’S BAY SCHOOLS! IT’S THE...

THE SHORTEST EVER DISASTER MOVIE COMPETITION 2013

★★★★★
MAKE A SHORT FILM
ABOUT A TSUNAMI,
EARTHQUAKE,
VOLCANO OR FLOOD
NO MORE THAN 7 MINUTES

★★★★★
SHOW WHAT YOUR
SCHOOL WOULD
DO TO BE SAFE
TELL US WHAT YOUR PLAN IS

★★★★★
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ENTRIES CLOSE
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ENTRIES CLOSE 31ST MAY, 2013

HAWKE’S BAY
REGIONAL COUNCIL

READYNESS • REDUCTION • RESPONSE • RECOVERY
DO YOU HAVE AN EMERGENCY PLAN?



OBJECTIVES	
These objectives will form the basis of the work programme for the term of this plan.	
CEE1.	<p>Consistent and sustainable community response plans (CRP's) are developed for all priority communities.</p> <ul style="list-style-type: none"> • Development of a CRP delivery programme that identifies relevant communities in Hawke's Bay and prioritise them. • CRPs that identify and engage with vulnerable communities and groups • Finalise a CRP template to be applied across the group. • Develop and resource work programmes across HBCDEM to create and maintain CRP's for priority communities over the term of this plan. • Develop and implement a programme to provide an increase of businesses with business continuity plans.
CEE2.	<p>Increase the uptake of CDEM education in Hawke's Bay schools</p> <ul style="list-style-type: none"> • Investigate ways to make CDEM education more accessible to schools including working in with other agencies, understanding schools' needs and how to support them. • In conjunction with Hawke's Bay schools, develop a plan for providing for CDEM education.
CEE3.	<p>Develop a Public Education Programme that achieves the objectives of this plan</p> <ul style="list-style-type: none"> • Develop a targeted programme that achieves the objectives and priorities of this plan including awareness of HB hazards. • Include in the programme opportunities to increase visibility through established community events. • Implement a Public Education Programme that is coordinated across the Group.
CEE4.	<p>Community engagement is coordinated and prioritised with other organisations delivering a more efficient and effective result.</p> <ul style="list-style-type: none"> • Identify existing networks and forums which would be beneficial for the CDEM Group to engage with. • Identify opportunities to work with CDEM partners on Community Engagement and Education initiatives. • Develop agreed protocols and a programme for coordinated community engagement with CDEM partners.
CEE5.	<p>Community engagement is measured to determine effectiveness of strategies and guide future planning.</p> <ul style="list-style-type: none"> • Set indicators to measure long term changes in community resilience. • Determine sustainable methods and tools to measure these indicators. • Measure current level of engagement and resilience to establish a baseline. • Develop and deliver a sustainable monitoring plan which provides an annual picture of community engagement and resilience

SUPPORTING INFORMATION

- The Guide to the National Civil Defence Emergency Management Plan 2006: Section 15 Public Education
- Community Engagement in the CDEM Context: Civil Defence Emergency Management Best Practice Guide [BPG 4/10]

PUBLIC INFORMATION MANAGEMENT

Resilience means the provision of timely, appropriate and consistent information to communities before, during and after an emergency.

PUBLIC INFORMATION MANAGEMENT

Public Information Management (PIM) is vital during and after an emergency to support the management of an event and enable people to understand what is happening and what they need to do to look after themselves, their families and property.

Public information management involves the collection, analysis, and dissemination of information to the public. It transitions from community engagement and education activities in the lead up to an event and during any associated response and recovery.

For PIM to be effective, significant time and resources need to be used for planning before an emergency.

The methods and breadth of public communication have grown over recent years. Recent events have emphasised the increasing importance of social media as a rapid yet demanding form of communicating with the public and other media. To be effective, PIM prior to and during an emergency must embrace these new ways of communicating with the public.

During an event the Hawke's Bay CDEM public information management complements and must be consistent with national messaging.

PRINCIPLES

- Efficient and effective PIM during and after an emergency will save lives, positively influence public behaviour and help people provide for their wellbeing and recovery
- The delivery of timely, coordinated and consistent key messages and information during an event will help create strong public confidence in the emergency response
- Effective public information management is best achieved through collaboration between government agencies, local CDEM, emergency services, lifeline utilities, the media, and the public
- Public information managed by experienced professionals with knowledge of media planning, social media, timelines, and messaging will ensure comprehensive and effective public messaging in managing an emergency.



OBJECTIVES	
These objectives will form the basis of the work programme for the term of this plan.	
PIM1.	<p>Maintain positive relationships with the media using a Group wide coordinated approach.</p> <ul style="list-style-type: none"> • Further Development and implementation of existing Public Information Handbooks as a Group resource. • Take a coordinated approach involving CDEM Group members to maintaining relationships with the Hawke’s Bay media. • Development and implementation of the existing NCC Public Information Handbook as a Group resource.
PIM2.	<p>Clarify responsibilities to improve coordination and integration within the Group.</p> <ul style="list-style-type: none"> • Formalise a framework for an integrated PIM & Community Engagement and Education structure in Hawke’s Bay. • Take a collaborative approach between Group members to improve consistency and integration in developing the PIM capability. • Develop a single Hawke’s Bay PIM team for activation during significant emergencies.
PIM3.	<p>More efficient use of existing resources (personnel, tools, training and guidelines).</p> <ul style="list-style-type: none"> • Develop a pool of consistent Group resources to support PIM teams. • Establish a standardised mobile resource of contacts, templates and guidelines (‘go bag’) available to all PIM personnel across the group. • Complete an annual stock take of communications technology to ensure communication methods continue to be relevant and effective. • Implement a duty system for PIM.
PIM4.	<p>Continue to develop organisational capability to enhance social media as a communications and intelligence gathering tool.</p> <ul style="list-style-type: none"> • Ensure a consistent approach to engaging the people through social media. • Ensure that a consistent approach is taken to using the CDEM website as a key information centre before, during and after an emergency.

SUPPORTING INFORMATION

- Public Information Handbook
- Working from the same page - consistent messages for CDEM
- Consistent messages folder (localised version of above)
- Public Information Management: Director's Guideline for Civil Defence Emergency Management Groups [DGL 14/13]
- Get Ready Get Thru - www.getthru.govt.nz

WELFARE

Resilience means an all of government / organisation approach to preparing and ensuring the wellbeing of the individuals and community during and after an emergency.

WELFARE

In this plan Welfare is defined as:

The coordinated welfare response that the Hawke's Bay CDEM Group and its partner agencies will deliver to its people and communities adversely affected by an emergency. This includes the core functions of provision of food, shelter, clothing, emergency accommodation, psychosocial support, financial assistance, and other support necessary to ensure the wellbeing of individuals and communities.



In Hawke's Bay, welfare activities encompass the 4R's of reduction, readiness, response and recovery, and recognise that the wellbeing of individuals, families and communities is essential in the response to an emergency.

The integration of welfare planning between local authorities, the wider CDEM Group, partner agencies and national welfare providers is fundamental to providing for welfare needs. However, delivery on the day needs to occur at a local level with coordination at a Group or national level if required. This forms an 'all of government' approach to delivering welfare support to communities during an emergency.

The Hawke's Bay Welfare Coordination Group (WCG) has been established to coordinate the planning of the delivery of welfare activities of a number of local/ central government and non-government agencies to the community during an emergency. The WCG is managed and lead by the Ministry of Social Development. During an emergency, the WCG provides advice to the Group and Local Controllers on welfare matters.

The Group Welfare function provides for advice and coordination at a local level in preparing for an emergency. During any response Group Welfare will provide coordination and assistance; and engage with national welfare providers as appropriate. Local authorities plan and retain a welfare capability which is focused on delivering local level wellbeing support to individuals and their communities. There is a strong volunteer component to this capability.

Individual welfare providers are responsible for ensuring they have the operational capability to integrate with the wider welfare response, and deliver their services during an emergency.

PRINCIPLES

- The wellbeing of people and communities is essential to the successful response to and recovery from an emergency
- Integrated planning between all of government and all of sector agencies involved in the delivery of social services will provide for the wider wellbeing of people and communities during an emergency
- The effective delivery of welfare during an emergency will best be achieved locally through local government while being integrated within the wider response to an event
- Providing for the wellbeing needs of people and communities in a manner that supports people remaining, where possible, in their normal residence, will increase the efficiency and effectiveness of the recovery process
- Communities with ownership over the provision of welfare during an emergency will be more resilient and be better able to respond and recover from an event
- Permanent and appropriate resourcing of the group welfare function will help to ensure that welfare planning and response provides for the wellbeing of people and communities during and after an event.

OBJECTIVES

These objectives will form the basis of the work programme for the term of this plan.

WEL1. Develop and maintain welfare planning tools.

- Identify and map existing welfare provider resources required in an emergency.
- Develop a matrix listing welfare provider roles and responsibilities.
- Establish and document a process to ensure planning tools are regularly maintained.

WEL2. Review the welfare structure

Considerations:

- Ensure welfare delivery mechanisms are appropriate for geographic situation e.g. rural, urban, population density.
- Standardise practice across TLA's and agencies.
- Establish scaled response planning structure.
- Determine where the need is for local welfare committees.

WEL3. Review the Group Welfare Plan

- Develop project plan and identify resourcing required.
- As part of the review**
- Review WCG terms of reference
 - Define WCG boundaries.
 - Determine common language and definitions, e.g. welfare premise types.
 - Incorporate best practice and lessons learnt from recent events.

WEL4. Revise the Community Response Plan template for welfare provision

Include:

- All types of Hawke's Bay communities.
- Business continuance planning: engage with businesses regarding the provision of welfare to their staff and possibly the wider community.

WEL5. Provide welfare training and exercises

- Complete a needs analysis and identify priorities for training.
- Develop a training plan.
- Incorporate a robust debriefing process into training and exercising.
- Ensure evaluation and continuous improvement.

SUPPORTING INFORMATION

- Welfare in an Emergency Director's Guideline for Civil Defence Emergency Management Groups [DGL 11/10]
- HB CDEM Group Welfare Plan 2006



EMERGENCY OPERATIONS

Resilience means CDEM and partner organisations are ready to take action during an emergency.

EMERGENCY OPERATIONS

The purpose of this section is to ensure that, during an emergency, all available resources are efficiently and effectively used in support of the Hawke's Bay community.

This will be achieved by planning for and facilitating the actions to be taken immediately prior to, during and after an emergency or disaster to; save lives, protect property and support the ongoing efforts of communities to return to normal.

This section focuses on identifying and establishing the strategic considerations and directions that will enable the Hawke's Bay CDEM Group and partner agencies to collectively plan and deliver their response to an emergency.

This section also identifies arrangements that need to be established prior to an emergency to minimise the immediate effects of the event and ensure early support is available to communities.

PRINCIPLES

- In planning and implementing emergency operations in the Hawke's Bay CDEM Group the following key principles apply:
 - Identification and maintenance of the 'mission'
 - Flexibility
 - Cooperation
 - Sustainability
 - Economy of effort
 - Decisive actions.
- While plans and SOPs provide a framework to encourage best practice in emergency management, the effective management of the response to an emergency will be dependent upon the leadership, skills and capability of individuals and organisations
- Appropriate integrated planning will help to ensure that an initial response is timely and comprehensive
- The response to an emergency will be more effective if a comprehensive approach to emergency management is taken across the 4Rs



- Integrating the actions of all agencies will result in an efficient and effective CDEM response to and recovery from an emergency
- Well led, trained and practiced emergency coordination and operation centres will provide a significant contribution to the success of the response to, and recovery from an emergency
- Flexible processes and structures will provide a response that can react to the unpredictable nature of hazards and emergencies
- Planning for realistic worst case scenarios will help to ensure that the Hawke's Bay CDEM Group is prepared for the full continuum of an event
- Recovery planning needs to commence while the response is underway to enable communities to re-establish their normal quality of life as soon as possible
- An effective response will be underpinned by a robust training and exercising programme and involvement in low level events ensuring a culture of continual improvement.

OBJECTIVES

These objectives will form the basis of the work programme for the term of this plan.

EO1.	<p>Complete Consequence planning against risk and impact assessments for the top 10 hazards.</p> <ul style="list-style-type: none"> • Identify priorities for shared plans, e.g. mass evacuation, group reconnaissance, public alerting and welfare. • Identify roles and responsibilities of CDEM and partner agencies. • Ensure SOPs are relevant and up to date.
EO2.	<p>Identify capability, capacity and compatibility of EOCs and implement recommendations to fill gaps.</p> <ul style="list-style-type: none"> • Assess against national criteria. • Identify capability and capacity gaps and link these to training and exercising programmes.
EO3.	<p>Monitor and make best use of existing and evolving technology to support emergency operations.</p> <ul style="list-style-type: none"> • Establish a GIS Portal that is accessible and maintained by partner agencies. • Ensure the implications of other group and partner agencies systems are understood. • Ensure GECC and EOCs use EMIS to support the management of emergencies. • Maintain a resilient operational communications system.



SUPPORTING INFORMATION

Roles, Functions and Responsibilities during Emergency Operations

The role of the Hawke's Bay CDEM Group during emergency operations is to coordinate the activities of its members, the community and others to ensure that response to any emergency in Hawke's Bay is:

- Coordinated
- Timely, effective and makes best use of all available resources
- In accordance with the priority of saving lives, protecting property and supporting the ongoing efforts of communities to return to normal.

To facilitate this, the Hawke's Bay CDEM Group will appoint suitable, qualified and experienced Group and Local Controllers who can exercise powers to direct and co-ordinate operations during an emergency in accordance with the CDEM Act 2002.¹ Refer to Appendix 5: Key Appointments.

The Hawke's Bay CDEM Group maintains a Group Emergency Coordination Centre (GECC) that allows all agencies to work together to coordinate and plan emergency operations across the Group area. In an emergency, the GECC works closely with the National Crisis Management Centre (NCCMC) and GECCs in neighbouring regions, reporting and coordinating activities with central government.

Each territorial authority member of the Group maintains an Emergency Operations Centre (EOC) to plan and implement local emergency operations.

Emergency Services (Fire, Police, and Health) are responsible for responding to incidents. Where appropriate they are responsible for taking on the role of lead agency in managing incidents in accordance with the relevant legislation under which they operate.

During a civil defence emergency, partner organisations and stakeholders will carry out the roles and responsibilities for their organisation as outlined in the National CDEM Plan and the Guide

to the National CDEM Plan. This can be found at www.civildefence.govt.nz.

Organisational Structure

During an emergency the GECC, EOCs and some ICPs [Incident Control Points] structures will be based on the CIMS model. The general GECC/EOC structure will not change, but the numbers of people in the ECC will vary depending on the emergency. Details of ECC activation, structure and operational process are recorded in various SOPs (see Appendix 4).

Lead Agencies

The Hawke's Bay CDEM Group and Emergency Services have agreed upon a *SOP Adverse Events Standard Operating Procedure* that provides a cooperative process for identifying a Lead Agency where an event is complex and involves a number of agencies, or where there is uncertainty over the identification of a Lead Agency.

CIMS identifies a 'Lead Agency' as:

- The agency with a legislative responsibility to manage the type of event occurring; or
- If there is uncertainty about responsibility, the agency with the subject matter expertise and technical capability and agreed amongst the responding organisations; or
- Where the event may have a significant widespread community impact or displacement of residents, local government may become the lead agency using its CDEM arrangements to ensure full coordination and communication without necessarily using the powers of the CDEM Act.

Transition from Event to State of Emergency

The *Adverse Events Standard Operating Procedure* demonstrates the process of transitioning from 'business as usual' to a declared emergency. It is essential that during any response the recovery manager is involved as early as possible and, in

¹ Sections 26 Appointment of Group Controllers, 27 Appointment of Local Controller, 28 Functions of Group Controllers, Civil Defence Emergency Management Act 2002.



agreement with the Group Controller, establishes parallel priorities to enable seamless transition from the response phase to recovery.

Warning System/Procedures

The CDEM Group Office maintains an interagency warning and communication system, with the assistance of the administering authority. This System is used frequently and reviewed regularly to confirm its effectiveness. Ref SOP #1 Warning System and Contact Procedure.

Territorial local authorities maintain warning systems to alert their residents; the Group support these processes by co-ordinating media and broadcast message consistency.

Activation and Modes of Response

The National Plan Appendix 2 provides a framework and explanation of the NCMC activation modes. The Hawke's Bay CDEM Group will develop an SOP for activation and modes of response consistent with the National Plan.

Each member of the Group will maintain their own consistent procedures setting out their activation process. The Group will use the interagency warning and communication system to inform partner organisations.

Declaration Process and Delegations

Refer to Governance and Management p42.

Controller and Other Delegations

Most organisations maintain policies associating appointees with decision making and financial delegated authorities for 'business as usual'. However policies are also needed to support and enable staff where staff roles change or staff secondments occur between organisations during an adverse event or declared emergency, and when staff are expected to make decisions of a different nature or commit higher levels of expenditure. This is provided for in the Governance and Management section of this plan.

National and Other CDEM Groups Support

Where appropriate the Hawke's Bay CDEM Group will align its structures and processes to conform to National Guidelines to help ensure interoperability with other CDEM Groups. Where possible the CDEM Group will provide assistance to other CDEM Groups in New Zealand where requested.

An emergency in Hawke's Bay may require additional resources from other CDEM Groups and nationally through Government departments and organisations. Although some organisations will have internal procedures to facilitate this, coordination through the GECC if activated or via the Hawke's Bay CDEM Group office provides an efficient and effective approach.

Response to a major emergency in Hawke's Bay is likely to be very heavily supported by national resources *that may be coordinated nationally by:*

- The Cabinet Committee for Domestic and External Security (DES);
- The Official's Domestic and External Security Committee (ODESC) that reports to DES;
- The National Crisis Management Centre (NCMC);
- The National Welfare Coordination Group (NWCG).



RECOVERY OPERATIONS

Resilience means CDEM and partner agencies guide and support communities and individuals to get back to an acceptable quality of life as soon as possible.

RECOVERY OPERATIONS

This section outlines how the Hawke's Bay CDEM Group will help facilitate recovery prior to, during and after an emergency event. In this plan Recovery is defined as:

The coordinated efforts and processes to effect the immediate, medium and long term holistic regeneration of a community following an emergency.

Ideally, recovery strategies and possible recovery needs for a range of emergency events will be identified by TLAs, lifelines utilities and partner agencies and organisations well before an event. These strategies and needs will be incorporated as part of business as usual in reduction and readiness planning to:

- Reduce the impact of an event,
- To restore the community in the response and recovery phases of any emergency,
- To reduce any impact of future events.

Effective post response recovery can be resource intensive and can carry on for an extended period of time after a large event.

PRINCIPLES

- Effective and efficient Recovery occurs when recovery operations is embedded within the remaining 3Rs of Reduction, Readiness and Response;
- Effective and efficient Recovery occurs when it begins as soon as possible after the response is underway
- The consequences of an event will be minimised as quickly as possible
- Effective communication with all CDEM partners and Lifeline operators is essential
- Community engagement, including recognising the diverse needs of groups within the community, is integral to recovery planning for an event
- The emotional, social, economic and physical wellbeing of individuals and communities will be considered and addressed
- Options for better or safer development of the affected community will be analysed and considered before and after events
- The potential future exposure to hazards and associated risks will be reduced
- The value of political input in relation to communities needs is recognised and planned for
- The transition from recovery activity to 'business as usual' will be a priority in the recovery planning for a specific event.



OBJECTIVES	
These objectives will form the basis of the work programme for the term of this plan.	
RO1.	<ul style="list-style-type: none"> • Maintain a scalable Group Recovery Strategy and Plan. Identify capability and capacity requirements. • Implement a group recovery structure.
RO2.	Develop and maintain recovery tools to support decision making during the recovery phase.
RO3.	Embed recovery training and exercising in the Group Training and Exercise programme.

SUPPORTING INFORMATION

Roles of the Hawke’s Bay CDEM Group during Recovery Operations

The role of the HBCDEM Group in facilitating the recovery from any emergency event is to:

- Provide all possible assistance to affected TLAs
- Coordinate best use of all available resources
- Inform and advise the public
- Inform and advise government departments and agencies.

The Recovery Plan

One of the priority objectives of this Group Plan is to maintain the Group Recovery Strategy. The Recovery Strategy provides a strategic framework and outlines the detailed arrangements for recovery including structure. The strategy was developed in accordance with recovery good practice and in consultation with partner agencies and lifeline utility operators.

Transition to Recovery

The planning for recovery from an emergency will commence as soon as possible after the response is initiated. The principle aim of the transition from

response to recovery is to maintain continuity of coordination. In the Hawke’s Bay CDEM Group this will be achieved by:

- Integrating recovery with response preplanning and contingency planning
- Maintaining the Group Recovery Strategy which establishes recovery structures and processes pre-event
- Controllers and the Recovery Manager working closely together throughout the readiness and response phases to jointly plan an integrated approach to the response and recovery.

The formal transition from response to recovery will be planned prior to any declaration of a state of local emergency ending and will involve:

- A briefing of the Joint Committee and Coordinating Executive Group
- The Joint Committee and Coordinating Executive Group confirming the Terms of Reference for the Recovery Manager, including delegations and authorities
- The termination of the response, including termination of any declarations still in force.

Consideration of Cultural Sites and Heritage Buildings

The Recovery Plan will make provision for the management of heritage buildings after an event consistent with the following guiding principle.

The Hawke’s Bay CDEM Group is committed to the preservation of heritage buildings and cultural sites wherever possible. Historic buildings would only be demolished where they are a threat to the safety of people and the stability of nearby buildings and where there is no reasonable way of reducing the risk. Where the risk can be reduced, but in the future, demolition or deconstruction still needs to occur, consideration should be given to techniques that retain as much heritage value as possible

The Recovery Plan will make provision for the identification, treatment and where possible protection of sites of cultural significance within the area affected by the emergency.



LIFELINES

Resilience means Lifelines operators develop and maintain their services to survive.

LIFELINES

Lifeline utilities provide essential services to communities and as such have a vital role to play in providing for a more resilient Hawke's Bay. Lifeline utilities are defined either by name or by function in the CDEM Act 2002 and includes the operators/ distributors of radio, television, roads, rail, water, sewerage, stormwater, airports, ports, telecommunications, electricity, gas and petroleum products². Under the Act, a lifeline utility must ensure that it is able to function to the fullest possible extent during and after an emergency³.

To achieve this lifeline utilities are responsible for strengthening relationships within and across lifeline sectors, and individually committing to actions that ensure continuity of their operation and delivery of services during and after an emergency event.

The Hawke's Bay CDEM Group supports the Hawke's Bay Engineering Lifelines Group in achieving these goals and in particular will support collaborative planning to reduce the risk of natural hazards and increase the readiness of lifeline utilities.

The Hawke's Bay CDEM Group also provides for the integration of lifelines utilities into any CDEM response and recovery to an event.

PRINCIPLES

- Lifeline utility operators who have identified the risks they face and have taken steps to be prepared for an emergency will make a substantial contribution to ensuring communities can effectively respond and recover from an emergency
- Lifeline utility operators that invest in increasing the resilience of their operation and delivery of services prior to an event will reduce the associated financial impact
- The identification of and where applicable the management of critical interdependencies between Lifeline utilities prior to an event will enable more effective and efficient response and recovery.

² CEDEM Act 2002, Schedule 1, Part A and B.

³ CEDEM Act 2002, s.60.



OBJECTIVES

These objectives will form the basis of the work programme for the term of this plan.

LIF1.	The CDEM Group will support the Hawke's Bay Engineering Lifelines Group in developing and completing projects that improve Lifeline utility resilience.
LIF2.	The CDEM Group will develop and incorporate Lifelines Utilities Coordinators (LUC) into the GECC or EOCs to integrate and coordinate the activities of Lifelines operators with the response and recovery.
LIF3.	Local authority CDEM Group members as Lifeline operators, will engage and support the Hawke's Bay Engineering Lifeline Group.

SUPPORTING INFORMATION

Working Together: Lifeline Utilities and Emergency Management;

Director's Guidelines for lifeline utilities (DGL 3/02): December 2002.

Lifelines and CDEM Planning; Civil Defence Emergency Management Best Practice Guide [BPG1/03]: July 2003.

Facing the Risks: Hawke's Bay Lifelines Engineering Project, 2001.



MONITORING AND EVALUATION

Resilience means being honest about our performance and making improvements.

MONITORING & EVALUATION

Within its area the CDEM Group is responsible for monitoring and reporting on compliance with this CDEM Group Plan, the CDEM Act 2002, and other legislative provisions relevant to the purpose of this Act. This plan has identified specific objectives which will guide budgeting and work programming over the term of this plan.

There is also a national programme of capability assessment which is run by the Ministry of Civil Defence & Emergency Management.

PRINCIPLES

- Regular reviews of the progress of implementing this plan will help to ensure that the work programme is achieving the objectives sought
 - Monitoring the performance of the Hawke's Bay CDEM Group and the community in achieving the Vision of this plan, will allow for the implementation of the plan to be adjusted if required
 - Reviewing and monitoring the implementation of this plan will help to ensure that limited resources are used efficiently and effectively
 - Understanding the existing capability of the Group and its members will allow for any gaps in capability to be addressed and for an appropriate response to an emergency.
-



MONITORING THE GROUP PLAN

The specific areas that the Group will monitor, evaluate and where appropriate review over the next 5 years include:

- The implementation of the Work Programme set under this Plan to CEG and the Joint Committee
- Participation in the MCDEM Capability Assessment programme and the implementation of recommendations
- The development and monitoring of annual work plans
- A review of the existing capability of the Group ECC and individual EOCs
- A review of the existing capabilities of CDEM partners in relation to their CDEM functions
- The development of a comprehensive measurement and reporting programme on the resilience of the Hawke's Bay community including:
 - Community understanding of the risks they face
 - Individual and community readiness indicators
 - Organisational resilience indicators including lifelines infrastructure, key partners and business
 - Resilience trends, using this information to test and adjust the Group Work Programme
- A mid term review of the plan to assess progress, relevance and priorities.

GROUP PLAN WORK PROGRAMME

This work programme outlines the significant objectives identified in this plan. The objectives have been prioritised and an approximate timeframe has been applied based on that priority. A detailed implementation work programme will be developed based on all the objectives in this plan. (see table overleaf)



	July 2014 to June 2015	July 2015 to June 2017	July 2017 to June 2019
ACTIVITY	HIGH	MEDIUM	LOW
Building & Maintaining Capability	Set capability requirements and identify gaps and needs.	Development and delivery of group wide training and exercising programme	
Community Engagement & Education	Priority communities identified and delivery programme developed for Community Response Plans.	Ongoing development and maintenance of CRP's. Develop and deliver programme to increase businesses with continuity plans. Education in schools programme developed and delivered. Public education programme.	
Emergency Operations	Hazard consequence planning and development of shared plans.		
	Identify capability, capacity and compatibility of EOC's and develop plan to address gaps.		
Lifelines	Lifelines Utilities Coordinators incorporated into EOC's.		
	Support the Hawke's Bay Engineering Lifelines Group in developing and implementing projects that enable Lifeline utility organisations to improve their resilience.		
PIM	Improve coordination and integration within the group. Enhance social media as a communications and intelligence gathering tool.	More efficient use of group resources. Interagency plan for events which have a build up phase.	
Recovery Operations	Develop recovery plan and structure.		
Risk Reduction	New research project every year based on Hazard research Plan		
			Develop a publicly accessible Geographic Information System (GIS) regional web based 'home of hazards'
Volunteer Management	Create all encompassing and consistent structure for volunteering. Create Group wide volunteer recruitment, training and progression framework	Develop a coordination plan for spontaneous volunteers.	
Welfare	Develop and maintain welfare planning tools. Review welfare structure.	Review welfare plan	

SUPPORTING INFORMATION Hawke's Bay CDEM Group Capability Assessment Report 2010

PART FOUR

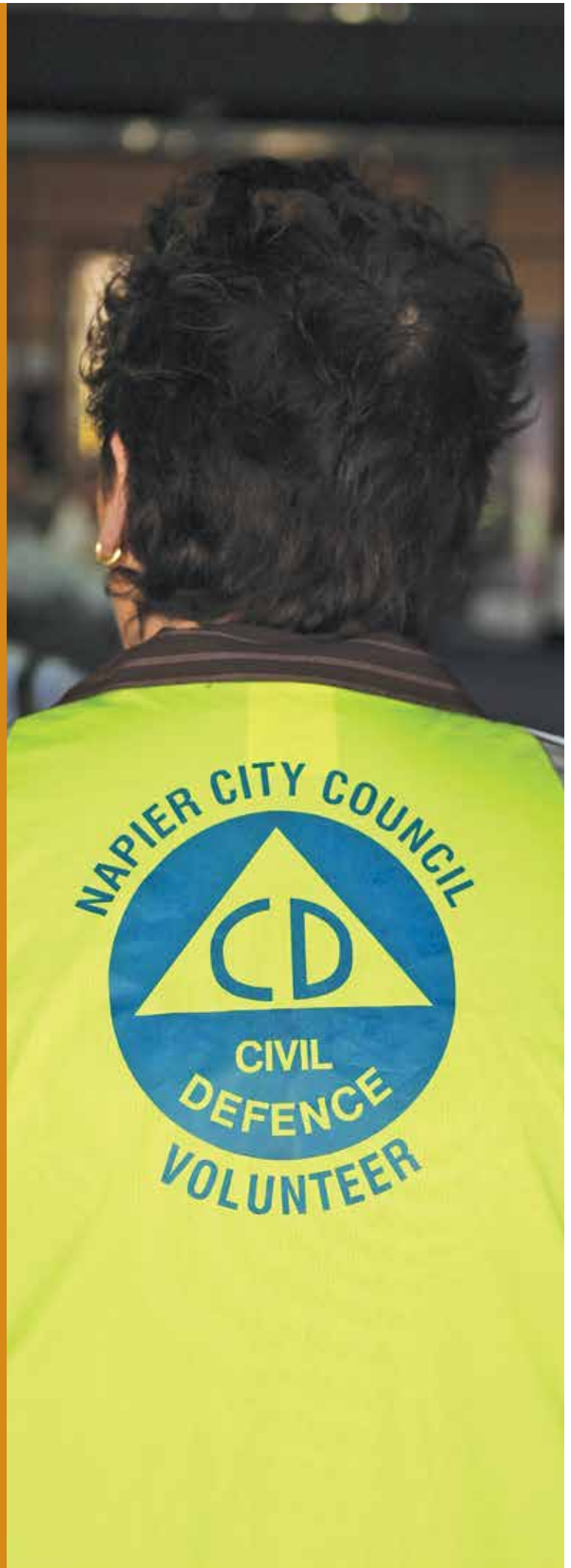
APPENDICES



HAWKE'S BAY
EMERGENCY MANAGEMENT

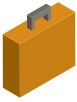
GROUP

APPENDIX 1: GLOSSARY AND ABBREVIATIONS





TERM / ABBREVIATION	DEFINITION
4R's	The New Zealand approach to emergency management: Reduction, Readiness, Response and Recovery.
Act	The Civil Defence Emergency Management Act 2002.
BCP	Business Continuity Plan
CDEM	Civil Defence Emergency Management
CEG	Coordinating Executive Group
CIMS	Coordinated Incident Management System (CIMS) is the New Zealand command and control system for managing the response to an incident involving multiple responding agencies.
Communications	Unless otherwise stated, in this document 'communications' does not refer to infrastructure (such as phones and radios) but to the actions that need to be taken to get information to the public. This could include issuing media releases, liaising with key partner agencies and publishing information to websites.
Community	For the purpose of this Plan a community may include individuals, families, whanau, hapu, communities of interest, businesses and other organisations who interact with each other and have common interests. Communities may be defined geographically.
Controller	The person appointed under section 26 of the CDEM Act with those functions set out in section 28. Can be the Group (regional) or Local Controller.
CRP	Community Response Plan
The Director	The Director of Civil Defence Emergency Management is responsible for leading the development of structures and processes to support individuals and communities in reducing risk, increasing readiness and managing the response and recovery activities at the national level in civil defence emergencies.
Director's guidelines	Director's Guidelines are publications from MCDEM that provide guidance and advice on how a function defined by legislation or national planning arrangements should be performed. http://www.civildefence.govt.nz/memwebsite.nsf/wpg_URL/For-the-CDEM-Sector-Publications-Index?OpenDocument#d
Emergency Services	NZ Police, NZ Fire Service, National Rural Fire Authority, rural fire authorities and District Health Boards.
EMIS	National Emergency Management Information System. Used to manage emergencies during the response to an event.
Engineering Lifeline Utilities	Engineering Lifeline Utilities is a multi-disciplinary group of companies and authorities that look after the roads, bridges, buildings, power networks, airport, port, major industrial plants, telecommunications and flood control structures. The CDEM Act places a requirement on all engineering lifeline utility operators to ensure that they are able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency.



TERM / ABBREVIATION	DEFINITION
EOC	Emergency Operations Centre. Each TLA in the Hawke's Bay CDEM Group has an EOC.
Cultural Sites and Heritage Buildings	Cultural sites or buildings as identified in City/District Plans, and buildings or wahi tapu sites identified in the New Zealand Historic Places Trust Register.
Emergency Services Coordinating Committee (ESCC)	The ESCC was established by the NZ Police to develop and maintain key relationships and plan for CDEM Emergencies. The ESCC plays a key role in managing a developing emergency and deciding on a lead agency as part of the Hawke's Bay CDEM Adverse Events Procedure.
GECC	Group Emergency Coordination Centre. The Hawke's Bay GECC is located at 311 Lyndon Rd, Hastings, at the rear of the building.
Group	Means the Hawke's Bay Civil Defence Emergency Management Group which has a membership of the Wairoa District Council, Hastings District Council, Napier City Council, Central Hawke's Bay District Council and the Hawke's Bay Regional Council.
Hazardous Substances Technical Liaison Committee (HSTLC)	The HSTLC was established by the NZ Fire Service to develop and maintain key relationships, and provide technical advice during a hazardous substances emergency.
HB Engineering Lifelines Group (HBELG)	The HBELG is made up of Lifeline Utility Operators as defined under the CDEM Act 2002 (e.g. power, water, sewerage, roads, communications and gas providers) and operating in the Hawke's Bay. The purpose of this Group is to plan and coordinate the restoration of key infrastructure as soon as possible during and after an event.
Integrated Emergency Management	IEM is the cooperation and coordination (horizontal integration) between CDEM agencies and coordination within these agencies (vertical integration); to ensure the effective and efficient use and delivery of resources.
InterComm	This group is managed by the Hawke's Bay CDEM Group PIM to develop and maintain key public information management relationships prior to an event, and coordinate public messaging during and emergency. The members are representatives of the communications staff of local authorities, emergency services and local lifelines operators.
Lead Agency	The agency with the legislative authority or expertise and resources, which has the primary responsibility for the leadership and control of the response to an incident.
LGA	The Local Government Act 2002
Local Authority	A city, district or regional council
Longer Term Plan (LTP)	A council's ten year strategic plan as required under the Local Government Act (2002)
MCDEM	The Ministry of Civil Defence & Emergency Management based in Wellington and part of the Department of Internal Affairs.



TERM / ABBREVIATION	DEFINITION
PIM	Public Information Management
Psychosocial	A process of facilitating resilience within individuals, families and communities (enabling families to bounce back from the impact of crisis and helping them to deal with such events in the future). Psychosocial support promotes the restoration of social cohesion and infrastructure within the post-emergency environment.
Public Information Management	Public information management (PIM) during an emergency involves the collection, analysis, and dissemination of information to the public. The term PIM may also be used to generally identify the person or team responsible for carrying out this activity during an emergency.
RMA	The Resource Management Act 1991
SOP	Standard Operating Procedure refers to a document describing an agreed and formally established procedure that is the commonly accepted method for performing certain emergency management actions within a given situation.
Subduction	<p>The subduction zone is where the Pacific Plate is drawn down under the Australian Plate causing earthquakes and volcanic activity across much of New Zealand.</p>
Territorial Authority (TA)	A district or city council.
Welfare Coordination Group (WCG)	The WCG provides for collective emergency welfare preparedness and planning, and provides the basis for the coordination of this function during the response and recovery.



APPENDIX 2: HAZARD AND RISK ASSESSMENT AND ANALYSIS

PURPOSE

This appendix outlines the process that was carried out to analyse the hazards and risks for Hawke's Bay and provide a risk assessment to support the development of the review of the Hawke's Bay CDEM Group Plan.

Background

The process of analysing the hazards and risks for Hawke's Bay was the first step in developing the strategic part of the CDEM Group Plan. The analysis was necessary to:

- Cultivate a common understanding of the hazards and risks by all agencies with a CDEM role.
 - Identify the hazards and risks that the Group will manage (as opposed to those to be managed by individual agencies). This is a requirement under Section 49 (2)(b) of the CDEM Act 2002.
 - Identify the hazards that are of national significance. The Director of CDEM needs to know this to meet Section 8 (2)(b) of the CDEM Act 2002.
 - Facilitate the identification of issues to be addressed by the Plan. This ensures that issues to be addressed by the Plan are based on sound hazard and risk information.
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PROCESS

Hazard & Risk Assessment

GNS Science was commissioned to complete an updated assessment of 'Hazard & Risk in the Hawke's Bay' (GNS Science Report 2010/06 June 2010). These findings, along with the findings in the HB CDEM Plan 2005, were considered at a Risk Assessment Workshop with Hawke's Bay Civil Defence Emergency Management partners in June 2012 to determine priorities for significant CDEM Group risks. Hazard scenarios were limited to a 1000 year return period.

Risk Profile Template

Using the Ministry of Civil Defence & Emergency Management Risk Profile Template, the Risk Assessment Workshop (which involved experts in a range of subjects from different agencies and disciplines) analysed the risks that threaten Hawke's Bay, and completed a risk assessment.

Hazard Summary Sheets

Hazard summary sheets were developed to support the risk profile. These, along with the results of the Risk Assessment Workshop, were sent out to the workshop attendees for final approval before being incorporated into this plan.

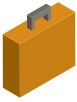
In order to develop the Hawke's Bay Risk Profile, the Hawke's Bay CDEM Group followed the method recommended in the Director's Guideline CDEM Group Plan Review for CDEM Groups [DGL 09/09] which is in line with the AS/NZS 4360 risk management process standard.



HAZARD CONTEXT/ DESCRIPTION	SCENARIO	LIKELIHOOD <small>(provided where statistics available)</small>	CONSEQUENCES
Earthquake MMIX (9)	A strong earthquake on the Poukawa Fault near Bridge Pa measuring 7.1 on the Richter scale. Substantial ground shaking throughout HB.	740 year return period	10-15 deaths, 250-350 injuries, some serious \$400m heavy damage to buildings. Damage to bridges and roads. Large cracks in ground. Landslides on steep slopes. Liquefaction effects intensify Substantial damage to lifelines including power, water & waste water and transportation routes. Telecommunications also badly affected.
Tsunami Large 5m	A distance source event M8.5 caused by a earthquake on the coast of Peru resulting in a wave which has an offshore wave height of approximately 5m in Hawke's Bay. Arrives on high tide. 10 hours advanced warning with time for evacuation.	500 year return period	2 deaths, 140 injuries \$800m damage to buildings, homes and coastal infrastructure. Many coastal private dwellings uninhabitable. Severe environmental damage along coast line and related inland low lying areas.
Volcanic Heavy 5-100mm	Mount Ruapehu erupts with wind directing ash over HB. All cities and towns are affected, with region covered with 5 – 100 mm of ash over a period of 3 weeks of eruptions. Wet weather exacerbates problems.	1,000 year return period	700 people affected with bad health from ash which is an irritant to lungs and eyes. Burial of pasture and low plants, and foliage stripped off some trees. Most pasture will be killed by over 50mm of ash. Livestock may suffer from lack of feed, wear on teeth, and contamination of water supplies. Major ash removal in urban areas. Weaker roof structures may collapse at 100mm thickness if ash is wet. Airports closed. Road transport badly affected. Electricity cuts due to ash shorting at substations. Water supplied limited due to failure of power to pumps.



HAZARD CONTEXT/ DESCRIPTION	SCENARIO	LIKELIHOOD (provided where statistics available)	CONSEQUENCES
Earthquake MMVIII (8)	A strong earthquake on the Mohaka Fault line near Willowflat measuring 6.4 on the Richter scale. Substantial ground shaking throughout HB.	130 year return period	3-5 deaths , 90-150 injuries \$130m building damage with some damage to earthquake resistant buildings. Cracks in ground. Heavy furniture overturned. Damage to lifelines including power, water & waste water and transportation routes. Telecommunications also affected.
Flood (Large >1 in 100 AEP)	A cyclone brings high rainfall to Hawke's Bay with considerable damage to Hastings, Napier and Central HB. Rainfall at Rissington is 510mm in 10 hours, and there is substantial flooding on the Heretaunga Plains caused by a breach in the stopbank on the Ngaruroro River.	101 year return period	2 deaths, 35 serious injuries Cleanup, production loss, and damage to homes and businesses in millions. Health impacts if sewage & water supplies affected.
Tsunami Moderate 100 years 1-2m	A regional source event M7.9 caused by an earthquake at the Kermadec Islands produces a 100 year return period wave for HB, with an offshore wave height of approx 1-2m. Arrives on high tide. 2 hours advanced warning.	100 year return period	28 injuries \$7m damage to coastal infrastructure and boats including at the Port of Napier.
Earthquake MMVII (7)	A strong earthquake centred south of Wairoa measuring 6.9 on the Richter scale. Ground shaking throughout HB.	26 year return period	1 death & 15 injuries. \$7m building damage. Tiles, water tanks, walls damaged. Some chimneys broken. Furniture movement. Lifelines including power, water & waste water and transportation routes all report some damage. Telecommunications affected.



HAZARD CONTEXT/ DESCRIPTION	SCENARIO	LIKELIHOOD (provided where statistics available)	CONSEQUENCES
Volcanic Light 1-5mm	Mount Taranaki erupts with wind directing ash over HB. Some of the cities and towns are affected, with region covered in 1-5 mm of ash over a period of 4 weeks. Weather stays reasonably dry.	100 year return period	100 affected with bad health from ash which is irritant to lungs and eyes. Airports closed. Livestock may suffer from lack of feed; wear on teeth, and possible contamination of water supplies. Minor damage to houses if ash enters buildings, soiling & blocking air con filters, etc. Road transport may need to be cleared. Electricity may be cut due to ash shorting at substations. High water use for ash clean up. Water supplies may be limited.
Flood Average	A chain of thunderstorms forms up the eastern coast of NZ which results in downpours in HB. In Napier & Hastings 50mm of rain falls in 1 hour – close to the average for an entire month.	50 year return period	Millions of dollars damage from water and surface flooding, plus damage to some roofs and shop/business stock, equipment and property. Cleanup, production loss, and damage to homes and businesses.
Rural Fire	Major fire in extreme drought conditions on rural-urban interface, and threatening urban areas.	Each year rural fire authorities control approx 500 fires which burn across about 400 ha of land.	Fire-fighters and residents killed and injured. Widespread evacuations required and extensive destruction of property and vegetation. National and international assistance required. Airspace restrictions. Loss of income to rural sector with significant losses to forestry.
Earthquake MMVI (6)	An earthquake measuring 6.1 on the Richter scale with its epicentre near Lake Poukawa. Shaking throughout HB.	6 year return period	\$1.5m slight damage to poorly constructed buildings. Objects fall from shelves. Slight damage to lifelines including power and water supplies. Telecommunications overloads and cellphones affected.



HAZARD CONTEXT/ DESCRIPTION	SCENARIO	LIKELIHOOD (provided where statistics available)	CONSEQUENCES
Drought	A prolonged (greater than 4 months) and severe drought similar to that experienced in 1982.	Droughts affect the region on average once every 3 years.	Small streams dry up, trees die, and stock numbers are greatly reduced. Increased likelihood of extensive rural fires. Loss of water impacts on production and economic activity in the region and there is a general economic decline.
Coastal Inundation	A severe coastal storm swell event inundates land adjacent to the coast, as seawater is driven over beach crests.	Risk predicted to increase	Evacuations required. Some injuries. Building damage including sea water and loss of roofs from wind. Stormwater networks overwhelmed. Blocked and damaged culverts. Interruption of power. Road disruptions and temporary isolation of parts of the region due to access problems.
Landslide (Very Large)	After several weeks of wet weather in the region a large landslide occurs in the Esk Valley blocking SH5.	100+ year return period	A number of casualties from an associated vehicle accident. A number of properties badly damaged. People are unable to return to their homes. Transportation redirects required. Severe infrastructure damage with SH 5 closed for over 8 weeks given the size of the landslide and rebuild required which results in high business & economic losses.
Coastal erosion	Storm leads to the removal of beach front and private coastal land adjacent to the beach.	Risk predicted to increase	Results in the destruction of several private houses on the coast. Loss of land, distress. Loss of utilities in the area. Damage to wetlands, riverbank and river mouth ecosystems.
Landslide Large	Numerous small rainfall induced landslides in all parts of the region. A small number block essential roads such as SH 2 & 5 for a period of 3-4 days.	10 year return period	Some people are unable to return to their homes. SH Infrastructure damage. Transportation delays. Property damage. Economic losses.



HAZARD CONTEXT/ DESCRIPTION	SCENARIO	LIKELIHOOD (provided where statistics available)	CONSEQUENCES
Strong Wind	Ex-tropical cyclone affects entire region bring winds of 200 km/hr.	142 year return period	Power supplies disrupted with power poles damaged by winds. Roofing materials torn off roofs, trees blown down, transport accidents and injuries. Some people unable to return to homes.
Extreme Temperature	Following a period of drought, a high establishes over HB bring extreme temperatures of 32°C for 2 days	Risk predicted to increase	A death(s) of urban-dwelling elderly without access to an air-conditioned environments. Highways and roads are damaged by excessive heat. Livestock, such as poultry, are severely impacted. Increased demand for water.
Volcanic Trace <1mm	Mount Ruapehu erupts with wind directing some ash over HB. Wairoa mainly affected, with region covered with less than 1 mm of ash over 1 week.	20 year return period	Irritant to lungs and eyes. Airports will close due to potential damage to aircraft. Possible minor damage to vehicles, houses and equipment caused by abrasive ash. Dust affects road visibility and possible contamination of roof-fed water supplies.
Snow	A prolonged period of cold moist air produces heavy snowfall that closes all road into and out of HB.		The cold weather freezes the snow, producing icy roads, which remain closed for a few days. Transportation delays. Stock losses occur in CHB due to the cold and snow. Some damage and disruption to power and telecommunication lines.
Hail	Severe and widespread hail storm over the Heretaunga Plains in mid-summer.		Damage to most of the export crop apples, estimated to be \$50 million. Loss of family income for affected properties. Distress. Minor damage to homes, broken windows, equipment/vehicles and air con units.



HAZARD CONTEXT/ DESCRIPTION	SCENARIO	LIKELIHOOD <small>(provided where statistics available)</small>	CONSEQUENCES
Frost	A severe frost covers the Heretaunga Plains at the end of summer.		Major crop losses, including tomatoes for Heinz Watties estimate to be in the millions. Major economic losses to families.
Landslide Small	A number of small rainfall induced landslides across SH 5 from Napier to Wairoa for a period of 1-2 days.	1-2 year return period	Some people are unable to return to their homes. SH Infrastructure damage. Transportation delays.
Urban Fire Multiple	After a long hot summer, on a hot windy day a large number of fires occur in a short period over a wide suburban area.		All Fire Service resources are fully committed. There are many casualties and one fatality. Several of the fires spread destroying several homes. Welfare provision is necessary.
Lifeline failure - Electric	A storm causes the 220kv link with Wairakei to fail, causing a total blackout to the region which lasts up to 6 hours in some areas.		The power cut affects hundreds of homes and is estimated to cost the region's industry hundreds of thousands of dollars. Distress and communities affected.
Lifeline failure -Water	A water pipe attached to a bridge ruptures after a bridge collapse close to the epicentre of a small earthquake.		Water supply to a small HB community fails and access is limited. Distress and communities affected. Alternative supplies required.
Hazardous Substances Event	A large explosion at an industrial site in Hastings, causes a huge fire and sends black toxic smoke over the east of the city.	10 year return period	Injuries including burns and effects from toxic fumes. 150 homes require evacuation. Significant residential and central business district disruption from smoke/toxic cloud. Runoff of toxic materials into inland waters, air pollution, on-site contamination of soil and groundwater. Economic losses.



HAZARD CONTEXT/ DESCRIPTION	SCENARIO	LIKELIHOOD (provided where statistics available)	CONSEQUENCES
Pollution over unconfined aquifer	A major truck accident on SH 50 causes a significant chemical spill which leaks into the surrounding land at Roys Hill.		The major pollutant spill threatens the groundwater systems in the Heretaunga Aquifer which provide 85% of the water needs of the urban population of Hastings and smaller rural communities.
Lifeline failure – Telecommunications	A telecommunications line attached to a bridge to a coastal community breaks after a bridge collapse close to the epicentre of a small earthquake.		Coastal community loses telecommunications and access to 111 calls, putting lives at risk. Telecommunications in the region experience overloading due to earthquake.
Civil unrest/ Terrorism	Terrorism targets include political & economic interests, critical infrastructure, mass gatherings of people, & events that capture media attention.		Violent acts, protest and civil unrest can all impact severely on normal life and operations.
Major transport accident Marine	A ship goes aground on Pania Reef, leaking tonnes of heavy fuel oil into the Bay.		Port of Napier operations affected. Marine industry affected. Businesses/agriculture exports/imports affected and economic losses across the region. Black oil on HB beaches requires months of clean up. Distress and health impact from fumes for those living close to the beaches. Significant wildlife fatalities.
Lifeline failure - Gas	A bridge collapse breaks the gas supply to Napier.		Significant economic impact, businesses affected.
Lifeline failure - Waste Water & Sewage	After 3 weeks of wet weather, the failure of a pump station causes the back up of sewage in a Napier community		Public health issues. Risk of contamination from sewerage systems.



HAZARD CONTEXT/ DESCRIPTION	SCENARIO	LIKELIHOOD (provided where statistics available)	CONSEQUENCES
Major transport accident Air	A fully laden airplane crashes near to a residential area		Deaths & injuries. Transportation systems disrupted. Damage to infrastructure in the area. Large cost of response and investigation. Business disruption
Dam failure	A dam on Te Mata Peak breaks following heavy rain.		The broken dam sends a wall of water down through the residential area of Havelock North. Many houses are destroyed and there are many severe injuries.
Major Transport accident Road/Rail	A train derailed between Napier and Hastings.		Injuries. Transportation systems disrupted. Damage to infrastructure in the area. Large cost of response and investigation. Business disruption.
Human Pandemic	A new strain of influenza spreads around the world and arrives in HB		Up to 300 deaths, 59,000 clinically unwell over a 2-3 month period. Interruption to business, services, schools through staff being unwell or affected. Problems with food supplies to those infected. Problems with storage and disposal of bodies.
Animal Epidemic, Plant and Animal Pests	A number of cases of anthrax are detected on the banks of the Tukituki River. It affects animals and humans, and can be fatal, so is considered a serious public health risk.		Large number of illness in Central HB and 1 death. Public health officials overwhelmed with demand for information. Trade is severely affected. Significant economic losses. Food safety issues. Other public health priorities compromised.



APPENDIX 3: REVIEW OF CURRENT PRACTICE

REVIEW PROCESS

Part of the Group Plan Review process was to review the 'state of the nation' in terms of CDEM activities in Hawke's Bay to identify what we were doing well and where there were gaps and opportunities. A working party for each activity reviewed the status and agreed on any amendments that were necessary. This in turn helped the focus on setting objectives and priorities for the Group Plan.

The following is a summary of our findings:

REDUCTION

WHAT WE ARE DOING WELL

- Hawke's Bay currently has good base information on the known hazards that affect the region.
 - There is a good programme to support new research projects along with updating existing hazard information.
 - The Hawke's Bay CDEM Group maintains good relationships with the Crown Research Institutes and other researchers working in the field of natural hazards.
 - Individual people have a basic understanding of the hazards that potentially impact on Hawke's Bay.
 - There is increasing awareness of the links between CDEM risk analysis and land use planning process used by local authorities.
-

GAPS AND OPPORTUNITIES

- While various organisations hold hazard information, there are a variety of practices in making this information available to the public.
 - There is less understanding by the public or organisations of how identified hazards will directly impact on them.
 - There is no established process for CDEM planning to be considered as part of land use planning process.
-



READINESS

WHAT WE ARE DOING WELL

The readiness levels of individual people are steadily increasing.

Larger businesses and Lifeline utilities have generally developed good business continuity plans to enable them to respond and recover from an emergency. However these plans often lack the coordination to deal with interdependencies across different organisations.

Hawke's Bay CDEM agencies have developed good processes and capability to respond to small to medium sized emergencies.

There has been an increased effort in the recruitment and training of CDEM volunteers particularly in urban locations.

The resourcing of the CDEM Group has increased in the last couple of years, although the clarity and consistency of the existing Group structure can be improved.

Hawke's Bay has a number of active groups/committees which are supported by the CDEM Group including: Welfare Coordination Group (WCG), Emergency Services Coordinating Committee (ESCC), Hazardous Substances Technical Liaison Committee (HSTLC), and the Intercom Group. The Hawke's Bay Engineering Lifelines Group has recently been re-established

GAPS AND OPPORTUNITIES

- There are still significant numbers of individuals and families who are either unprepared or lack the capability to be prepared.
- Overall the preparedness of communities needs to be improved.
- Only a small number of small to medium sized businesses have business continuity plans to enable them to recover from an emergency as soon as possible.
- While the Hawke's Bay does have a Lifelines Group, the Lifelines Plan is now 12 years old and in need of review.

- Recent events such as the Christchurch earthquakes have reinforced the need to ensure that the focus of CDEM activities needs to be across the 4Rs. In the past the CDEM Group has not been resourced to engage effectively in readiness activities across the Group.
- More work is required to develop and coordinate the ability of the Group and partner organisations to lead and support the response to significant emergencies on a coordinated community wide basis. (See Risk Profile Section which identifies significant major risks for the Hawke's Bay).
- Hawke's Bay CDEM has a Welfare Plan which is in need of review.
- There is a lack of consistency across the Hawke's Bay CDEM Group in the training of response and recovery staff and this impacts on interoperability during an emergency.
- Variations between agencies in volunteer recruiting and training makes interoperability between local authorities uncertain.
- There is a need to coordinate public education across CDEM agencies to make best use of existing resources and ensure consistent messaging occurs.

RESPONSE

WHAT WE ARE DOING WELL

The CDEM Group has an adequate existing warning system to reach members and partners.

The establishment of a permanently set up GECC has enhanced the response capability of Hawke's Bay CDEM.

Each local authority has established an EOC to facilitate the response to an emergency within their area.



GAPS AND OPPORTUNITIES

- Some partner organisations are limited in their internal warning processes and their ability to maintain a 24hr watch.
- The current mass public alerting system across the Hawke’s Bay CDEM Group members is not coordinated and in some areas there is no clarity about the process of initiating the public alerting system and putting this into action.
- The staffing of the GECC into a second shift needs to be considered.
- There is a lack of consistency across the CDEM Group members and partners in the collection and sharing of intelligence. This is compounded to an extent by the lack of common IT operating systems within local EOCs.
- Further work is needed with CDEM members and partners to clarify and reinforce the purpose and role of the Group during an emergency.
- There needs to be more clarity on how the Hawke’s Bay CDEM Group will establish a command and control system for managing a significant disaster.

RECOVERY

WHAT WE ARE DOING WELL

- The Group has developed a comprehensive Recovery Strategy which sets out long term recovery objectives and identifies operational tools.
- A recovery work programme has been developed
- A Group Recovery Manager and alternatives have been appointed, each Group member has identified local recovery manager.

GAPS AND OPPORTUNITIES

- Capacity needs to be developed by Hawke’s Bay CDEM agencies to lead and support the community in recovering from an emergency as soon as possible.
- Recovery operations are time, resource and funding intensive. A better understanding of the capability of lifelines operators to respond and

recover and the implications, is needed across the Group.

RISK REDUCTION

See reduction section on page 88

COMMUNITY ENGAGEMENT & EDUCATION

WHAT WE ARE DOING WELL

- Some community response plans have been developed, particularly in coastal communities.
- Priorities for community response planning have been set in some Council’s plans. Where possible these priorities align with the risks faced and other programmed Council community development processes.
- Good education materials and programmes have been developed.

GAPS AND OPPORTUNITIES

- There is potential for CDEM community response planning to be coordinated with other local authority community development activities and with other community safety programmes initiated by agencies such as the NZ Fire Service, Police and the District Health Board.
- There is an opportunity to better engage in response planning with communities of interest (ethnic, Marae, business, special needs groups).
- Better coordination between individual local authorities in community engagement processes (such as Community Response Planning) could increase the effectiveness of engagement and education.



- The current process and form of Community Response Plans is not coordinated or consistent across the Group. While it is recognised that the content of a Community's Response Plan will differ from community to community, it is important that the structure is constant to allow for interoperability between different local authorities and areas.
- The Group Communications Strategy can support the community engagement process. This strategy needs to be regularly updated.
- There is an opportunity to prioritise the development of community response plans based on agreed criteria.
- Many communities do not have a community response plan.
- A coordinated approach is needed to engage with schools and community groups.

PUBLIC INFORMATION MANAGEMENT

WHAT WE ARE DOING WELL

- The Hawke's Bay CDEM Group and individual local authorities maintain a dedicated PIM capability.
- The Hawke's Bay CDEM Group's Adverse Event Operating Plan sets out the procedures and responsibilities for release of public information during an adverse event.
- A cluster group of Hawke's Bay communications specialists called the InterComm has been established to build relationships and coordinate PIM planning prior to and during an event.
- The InterComm group has prepared a joint document - Media Messages for Broadcast During an Emergency.
- The Hawke's Bay CDEM Group members have good coordination and cooperation for PIM activities.

GAPS AND OPPORTUNITIES

- Work has commenced on a Hawke's Bay CDEM Social Media Strategy for the use of social media during an emergency. There is potential to develop social media as a tool both for the distribution of public information and intelligence gathering.
- There needs to be a plan for establishing a single PIM team during a major disaster.
- Potential exists to review current PIM planning in light of recent reviews of the response to the Christchurch Earthquakes.
- Relationships could be developed between Hawke's Bay's PIM with adjoining CDEM Groups to share information and support for events near or across regional boundaries.
- Developing a strategy for managing media and VIPs during an event would enable information pathways to be established early in an emergency.
- A more timely and coordinated PIM response is needed for Hawke's Bay wide events.

VOLUNTEER MANAGEMENT

WHAT WE ARE DOING WELL

- Local authorities and the Red Cross recruit and train established volunteers.
- Most local authorities and welfare agencies have established volunteer welfare teams.
- A number of large businesses have established industry rescue squads.
- Training is working well in some areas.
- Recognition is done well.

GAPS AND OPPORTUNITIES

- There is no coordinated analysis of existing capability and capability gaps for volunteer teams for the Group area.
- Opportunities exist to coordinate and cooperate in the recruitment and training of volunteers across the local authorities and NGOs to improve efficiency, and interoperability.



- There is an opportunity to coordinate and compliment the activities and training of industry response/rescue teams in the Group area.
 - There are no plans in place for the use of spontaneous volunteers during an emergency.
 - Clarification of roles and responsibilities of various volunteer groups, taking into account legislative requirements, is needed
-

BUILDING & MAINTAINING CAPABILITY

WHAT WE ARE DOING WELL

- Current CIMS training is being delivered on a Group area wide basis and is well attended by members of partner agencies.
 - Some local authorities have developed training programmes for their volunteers and staff.
 - The Hawke's Bay CDEM Group is involved in current national initiatives to review the emergency management qualifications and develop a national integrated training framework.
 - The Hawke's Bay CDEM Group has an established Training Advisory Group (TAG).
 - The Hawke's Bay CDEM Group is part of the national exercise programme.
-

GAPS AND OPPORTUNITIES

- The TAG membership, terms of reference and role needs to be reviewed.
- A training needs analysis for the Hawke's Bay CDEM Group needs to be developed to identify capability/training gaps and provide information for a Group training/exercise programme.
- There is an opportunity to coordinate training and exercises across the Hawke's Bay CDEM Group members to provide for interoperability, consistency and pre-event relationship building.
- The development of a 3 year training and exercise plan will enable the delivery of well planned and resourced training, focused on the needs/gaps identified.
- A synchronised training and exercise plan will help to ensure that individual and organisational CDEM skills and capability are developed, practiced and tested in a coherent manner.
- Training and exercises need to include a debrief, feedback and review process to ensure lessons learnt are integrated back into the training development process.



- There is no comprehensive system for tracking the training of individuals to ensure they have the appropriate skills for the position they hold and are suitable for deployment both within the Hawke's Bay and in support of other Groups.
- Opportunities could be identified to better link with national exercises collectively and the national competency framework.

WELFARE

WHAT WE ARE DOING WELL

- The Hawke's Bay CDEM Group has developed a Group Welfare Plan to guide the planning, coordination and delivery process.
- The Hawke's Bay WCG has provided a forum for building inter-agency relationships.
- The WCG provides strong leadership to the welfare sector.
- The WCG meetings are well supported by agencies.
- The past delivery of welfare by individual local authorities during an emergency has been co-ordinated.
- The role of the Welfare Manager is working effectively.
- There is ongoing improvement at a local level drawing from what has been learned from previous events and emergencies

GAPS AND OPPORTUNITIES

- The Group Welfare Plan needs to be reviewed and, at the same time, an opportunity could be taken to review the terms of reference of the Hawke's Bay WCG.
- Further work is needed on welfare planning for communities of interest (ethnic, Marae, business, special needs groups).
- Improved Community Response Planning would enable better prioritisation of welfare planning and delivery.
- The response capability of individual welfare providers in Hawke's Bay is not well known and

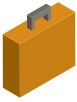
there is an opportunity for better understanding and coordinating this.

- While welfare capability exists for small to medium scale emergencies, planning is required to increase the scalability of the welfare response up to large disasters and providing inputs into a national level event.
- There is an opportunity for better interoperability and coordination between the welfare planning and response of local authorities.
- An induction for new WCG members will enhance their understanding of their role and that of other members of the CDEM Group.

EMERGENCY OPERATIONS

WHAT WE ARE DOING WELL

- Good relationships and communication exists between Hawke's Bay CDEM members and partner agencies.
- Planning for an operational response to emergencies has occurred in the past and has involved partner agencies such as the Emergency Services.
- The establishment of an Adverse Events Standard Operating Procedure provides for the upgrading of a response from 'Adverse Event' to 'State of Emergency'.
- The Emergency Service Coordination Committee (ESCC) provides for coordinated planning prior to an emergency.
- CIMS is generally used as the basis for inter-agency coordination.
- The Hawke's Bay CDEM Group has a coordinated and well established warning system.
- The Hawke's Bay CDEM Group SOPs have been adopted for use by Group members within their Emergency Operations Centres (EOC).
- There are established processes for the integration of scientific advice into the CDEM response and recovery to an event.
- Exercises have been run as region wide integrated exercises delivered through the



CDEM Group Office. These have involved a wide range of organisations and implementation of opportunities for improvement.

GAPS AND OPPORTUNITIES

- A number of Standard Operating Procedures (SOP) need to be reviewed to incorporate lessons learnt and evolving structures within the Hawke's Bay CDEM Group and partner agencies.
- While some event-specific contingency planning has occurred, these need to be reviewed and aligned with the updated Hazardscape Assessment and any gaps addressed.
- The gathering and collation of information by different agencies is not always well coordinated, understood or shared.
- The capability to analyse information and provide intelligence within the CDEM Group needs to be strengthened.
- The existing capability of EOCs for all Group members needs to be better understood and any gaps addressed.
- Event debriefs need to clearly identify responsibilities for corrective actions and any outcomes need to be monitored for implementation.
- The alignment of EOC CIMs practice would be beneficial.
- There is an opportunity to increase the frequency and comprehensiveness of exercises.

RECOVERY OPERATIONS

WHAT WE ARE DOING WELL

- There are established processes for the integration of scientific advice into the CDEM response and recovery to an event.
- There is a greater recognition of the importance of recovery to the community.
- The Group and TLAs have appointed recovery managers
- The Hawke's Bay CDEM Group has developed a Recovery Strategy which sets out the

arrangements for recovery activities across the 4Rs

- Recovery is being considered or practiced during emergency exercises.
- A recovery work programme has been developed

GAPS AND OPPORTUNITIES

- Recovery needs and processes may not be well understood in local authorities and may only be seen as a post response activity rather than being integrated into BAU and response operations.
- CDEM Group members need to better understand and appreciate the considerable resources needed to recover from a range of events so that strategies can be developed to meet these demands.
- Further work is required in identifying the specific recovery needs of a range of events in the social, economic, natural and built environments.
- The development of regularly held Recovery Forum involving local authorities, lifeline utilities, partner agencies and organisations would provide information, give opportunity for case studies and training, would enhance operability and understanding, and would provide an opportunity to focus forum members on the demands of a recovery operation.



LIFELINES

WHAT WE ARE DOING WELL

- The Hawke's Bay Engineering Lifelines Group completed *Facing the Risks: Engineering Lifelines* Project in 2001.

GAPS AND OPPORTUNITIES

- *Facing the Risks* needs to be updated in light of new hazard information and lessons learnt from recent events around New Zealand and the world.

While Lifeline utility operators generally have good understanding and planning for the impacts of natural hazard events on their operations, there are opportunities to overlay this information to identify common priority risk locations and interdependencies.

- An assessment of the external dependencies of Lifeline utilities will identify planning priorities for ensuring continuity of service.
- Clarifying the roles and responsibilities of the Hawke's Bay CDEM Group and Lifeline utilities prior to an emergency will help to ensure that effective cooperation occurs during the response and recovery.
- Increasing the level of engagement by Lifelines utilities as a collective group would improve the overall resilience of the sector.



APPENDIX 4: LIST OF SUPPORTING PLANS & PROCEDURES

The Hawke's Bay CDEM Group Plan is a strategic document; therefore details of operational plans, procedures and processes are contained in the supporting documents listed below. Some of the objectives in the Group Plan identify the need to develop more plans and procedures, and review existing plans. This has been identified as part of the 5 year work programme.

Supporting Plans

Hawke's Bay CDEM Group Welfare Plan V1.2
(November 2006)

Hawke's Bay CDEM Group Pandemic Hazard Plan 2
(September 2006)

Standard Operating Procedures (SOPs)

- | | |
|---------|--------------------------------------|
| SOP 1. | Warning System and Contact Procedure |
| SOP 2. | Adverse Events Procedure |
| SOP 3. | Situation Reporting Procedure |
| SOP 5.1 | Making a Declaration |
| SOP 5.2 | Control Structure |



APPENDIX 5: KEY APPOINTMENTS

KEY APPOINTMENTS

Group Controller:

Shane Briggs
Ian Macdonald

Functions and Powers delegated to Group Controllers

Functions ref s28 CDEM Act 2002

Powers (ref to act)

1. General powers ref s18(2)
 2. Power to require Information ref s76
 3. Information to obtain a warrant s78.
 4. Receipt of information s81.
 5. Emergency Powers s86-92 and s94.
-

Group Recovery Manager: Ross McLeod (Primary)

Richard Munneke (Alternate)
Bruce Allen (Alternate)
Ian Macdonald (Alternate)

Functions and powers granted to
Group Recovery Managers

Functions reference s30A CDEM Act 2002

Powers (Ref Act):

1. General powers reference s94H.
 2. Power to require information s94I
 3. Evacuation of premises and places s94K
 4. Entry on premises and places s94L
 5. Closing roads and public places s94M
 6. Power to give directions s94N
-

Local Controller Hawke's Bay CDEM Group

Ben Swinburne
Dylan Mugeridge
Raul Oosterkamp
Craig Cameron
Rachael Bailey
Russell Bond
Michael Hardie
Juanita Savage
Steve Gregory
Reuben George
Clint Adamson
Dean Ferguson
Te Arohanui Cook
Stephanie Murphy

Functions and Powers delegated to Local Controllers

Ref s27 of the CDEM Act 2002, noting the restrictions under s27 (2), Local Controllers have Emergency Powers outlined in s86 to 92



APPENDIX 6: STRATEGIC LINKAGES

The purpose of this appendix is to show the linkages between the vision and strategic goals of this Plan; and the objectives and methods developed to implement the strategy. The identification of these linkages as the plan developed was an integral part of the process.

VISION:

A Resilient Hawke's Bay Community

He Aumangea Hapori ki Te Matau a Māui



REDUCTION

Goal:

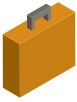
Local communities, work together to reduce the risk of hazards

Outcomes:

Everyone understands the risks they face and accept responsibility for reducing risk and being prepared.

Sound integrated planning, which has resulted in risks being reduced to acceptable levels.

STRATEGIC OBJECTIVE		RELATED WORK PROGRAMME OBJECTIVES
RED1	Improve our understanding of hazards in Hawke's Bay and the associated risks and consequences.	EO1,3, RR1,2
RED2	Undertake long term strategic reduction of the risks from hazards through collaborative planning with stakeholders.	LIF1, RO1, RR2
RED3	Communities and individuals are aware of the hazards they face.	CEE1,2,3, PIM4, RR3,4
RED4	Continue to identify, document and share current best practices and identify methods of improving and measuring Hawke's Bay community resilience through hazard reduction.	CEE4



READINESS

Goal:

People and communities provide for their own safety and well-being

Outcomes:

A strong community spirit within which communities work together to ensure their safety.

Businesses with well rehearsed business continuity plans that safeguard both people and business income.

Community and response organisations with capability to deal with unexpected events.

The community recognises the critical role civil defence emergency management plays in assuring our safety and prosperity.

STRATEGIC OBJECTIVE		RELATED WORK PROGRAMME OBJECTIVES
CDEM Agencies Readiness		
REA1	Align all CDEM readiness activities with the hazard risk priorities identified in this Plan.	BMC1-5, CEE1,2,3, EO1, LIF1, RR1,3,4, VM2, WEL3
REA2	Ensure CDEM Group members have the capability to respond to emergencies in their area and promote the need for capability within emergency services and other partners.	BMC1-5, EO1-3, LIF1,3, PIM2,3,4, RO1,3, VM1-4, WEL1-3,5
REA3	Continue to improve coordinated and integrated emergency management between local authorities and with other CDEM partners.	BMC1-5, CEE5, EO1-3, LIF1,3, PIM1-4, RO1,3, VM2-4, WEL1-3,5
REA4	Enhance the capability and interoperability of the Hawke's Bay CDEM Group through well planned, needs-based professional development.	BMC1-5, EO2, PIM2,3,4, RO3, RR4, VM1, WEL5
Community Readiness		
REA5	Improve community preparedness through strong leadership and commitment to CDEM at political and executive levels.	CEE5, WEL4
REA6	Work with communities to develop Community Response Plans to improve community preparedness.	CEE1, PIM4, RR4, WEL4
REA7	Improve the level of awareness and preparedness of business to enable them to respond and recover from an emergency as quickly as possible.	CEE1, PIM4, RR4, WEL4
Individual Readiness		
REA8	Continue to improve awareness and preparedness through consistent and relevant public education, messages and engagement.	CEE2,3, PIM1,2,4, RR4
REA9	Identify and prioritise vulnerable sections of the Hawke's Bay community and improve their preparedness for an emergency.	CEE1,2,3,5



RESPONSE

Goal:

Response agencies prepared to provide a rapid, well coordinated and effective response to an emergency.

Outcomes:

People who know what to do and help each other in the event of an emergency.

A rapid, well coordinated and effective response to an emergency.

STRATEGIC OBJECTIVE		RELATED WORK PROGRAMME OBJECTIVES
RES1	Develop levels of activation and their trigger points to guide the transition of the management of an event from an incident to a complex emergency.	EO1
RES2	Develop response plans in accordance with the hazard risk priorities identified in this Plan and that these are implemented effectively during an emergency.	CEE1, EO1, RO1, VM2,4, WEL2,3,4
RES3	Develop, maintain and implement appropriate Group Standard Operating Procedures to enable CDEM agencies to effectively respond and recover from the priority hazards identified in this Plan.	EO1,2, PIM2,3, RO1, VM2,4, WEL2
RES4	Ensure the CDEM Group warning system is relevant and effective for all Group members and partners.	EO1-3, PIM2,3,
RES5	Ensure that the Hawke's Bay CDEM Group maintains and where appropriate practices a coordinated, mass public alerting system.	CEE3, EO1, PIM1-4
RES6	The Hawke's Bay CDEM Group will provide coordinated support to the response of individual members during a local emergency.	EO2,3, LIF2, PIM2,3, VM2, WEL1,2,3
RES7	Ensure the Hawke's Bay CDEM Group will be capable of providing support to other CDEM Groups in the country if required.	BMC3, EO2,3, PIM2,3, VM2, WEL2,3



RECOVERY

Goal:

Communities and organisations are capable of recovering from an emergency in an effective and efficient manner.

Outcomes:

A responsive, well coordinated and efficient recovery to an emergency.

STRATEGIC OBJECTIVE		RELATED WORK PROGRAMME OBJECTIVES
REC1	Recovery capability and capacity will be strengthened across Hawke's Bay CDEM members and partners.	BMC1-5, EO1-3, PIM2,3, RO1,2,3, VM2, WEL1,2,3,5
REC2	Resources and funding for the recovery will be allocated in a timely manner.	RO1,2, WEL1-3
REC3	Recovery is integrated into the other 3Rs of Reduction, Readiness and Response.	CEE1, EO1, PIM2,3, RO1,2, WEL2,3
REC4	Recovery planning and operations are integrated across the social, economic, natural and built environments.	CEE3, 5, EO1, LIF3, PIM1,4 RO1,2, WEL2,3



