

Agenda 2022

Canterbury Civil Defence Emergency Management Joint Committee

Date: Thursday, 17 February 2022
Time: 2.00 PM
Venue: via online access



Canterbury Civil Defence Emergency Management Joint Committee

Membership

Ashburton District Council	Mayor Neil Brown
Christchurch City Council	Mayor Lianne Dalziel (Chair)
Environment Canterbury	Councillor John Sunckell (Deputy Chair)
Hurunui District Council	Mayor Marie Black
Kaikoura District Council	Mayor Craig Mackle
Mackenzie District Council	Mayor Graham Smith
Selwyn District Council	Mayor Sam Broughton
Timaru District Council	Mayor Nigel Bowen
Waimakariri District Council	Mayor Dan Gordon
Waimate District Council	Mayor Craig Rowley

KAI MATAARA:

Te Rūnanga o Ngāi Tahu	Elizabeth Cunningham
-------------------------------	----------------------

TERMS OF REFERENCE

(Modified 26 June 2017)

The Canterbury Civil Defence Emergency Management (CDEM) Group Committee, a joint committee which comprises elected representatives of local authorities within the region, was formed under the Local Government Act 2002 pursuant to section 12 of the CDEM Act 2002.

Members of the Group Joint Committee are the mayor or chairperson (or delegated councillor) from Kaikōura District, Hurunui District, Waimakariri District, Selwyn District, Christchurch City, Ashburton District, Timaru District, Mackenzie District, Waimate District and Environment Canterbury. Although Waitaki District falls within the boundaries of both Canterbury and Otago Regional Councils, the Waitaki District Council has elected under section 14(2) of the CDEM Act to be a member of the Otago CDEM Group. The Canterbury CDEM Group may invite observers to attend its meetings. The CDEM group exercises governance and determines CDEM policy for member authorities in relation to risk analysis, reduction, readiness, response and recovery from emergencies.

The powers and obligations of members of the Canterbury CDEM Group are set out in section 16 of the CDEM Act.

The functions of the CDEM group and its members, as detailed in section 17 of the CDEM Act, are to:

- identify, manage and reduce relevant risks and hazards
- ensure suitably trained and competent personnel for all CDEM Group roles are available
- organise resources, services and information for the Canterbury CDEM Group
- respond to and manage the effects of emergencies
- carry out recovery activities
- when requested, assist other CDEM groups if practicable
- promote and educate the public on CDEM and its purpose
- monitor and report on compliance with the CDEM Act
- develop, implement, monitor and regularly review the Canterbury CDEM Group Plan
- participate in the development of the National CDEM Strategy and the National CDEM Plan, and
- promote all aspects of CDEM in the Canterbury region.

The Group will:

- provide strategic direction through the Canterbury CDEM Group Plan
- approve the Canterbury CDEM Group budget
- approve and monitor the Canterbury CDEM Group annual work programmes
- appoint Controllers and delegate powers as required, and

- appoint a Recovery Coordinator

The CDEM Group should meet each quarter or as required. Procedure for the conduct of meetings will be in accordance with the Local Government Act. Meetings are held in public. A quorum will consist of five members. A chair and a deputy will be elected, usually following local body elections. Should the chair or deputy chair resign or otherwise not be available, a replacement will be elected at the next Canterbury CDEM Group meeting. The Group will not be discharged by a local body election (section 12 of the CDEM Act). Following a local body election, any previous delegations made by a local authority under section 13(4) of the CDEM Act must be renewed or rescinded. In accordance with local government procedures, decisions made by the Canterbury CDEM Group are binding on all members.

In accordance with section 18(1) of the CDEM Act, the Canterbury CDEM Group may delegate any of its functions to member of the Group, the Group Controller or other person. These delegations are made by a resolution at a CDEM Group meeting.

Common Civil Defence and Emergency Management Acronyms

CDEM	Civil Defence Emergency Management
CEG	Coordinating Executive Group
CERA	Canterbury Earthquake Recovery Authority
CIMS	Coordinated Incident Management System
CJESP	Canterbury Justice and Emergency Management Services Precinct
COM	Common Operating Picture
DIA	Department of Internal Affairs
ECC	Emergency Coordination Centre
EM	Emergency Manager
EMIS	Emergency Management Information System
EMTC	Emergency Management Training Centre
EOC	Emergency Operations Centre
IMT	Incident Management Team
LA	Local Authority
LUC	Lifelines Utility Coordination Group
MCDEM	Ministry of Civil Defence and Emergency Management
MSD	Ministry of Social Development
NEMA	National Emergency Management Agency
TAs	Territorial Authorities
WCG	Welfare Coordination Group

Civil Defence Emergency Management Joint Committee Table of Contents

1. Mihi / Karakia Timatanga - Opening	7
2. Apologies.....	7
3. Conflicts of Interest	7
4. Public Forum, Deputations, and Petitions.....	7
5. Extraordinary and Urgent Business.....	7
6. Notices of Motion.....	7
7. Minutes	8
7.1. Unconfirmed Minutes - CDEM Group Committee - 19 November 2021	8
8. Report Items	20
8.1. COVID-19 Update.....	20
8.2. May Flood Corrective Action Plan (Draft)	21
8.3. May Flood Recovery Letters from Government.....	50
8.4. Close Off of the Hurunui-Kaikoura Earthquake Corrective Action Plan	55
8.5. National Emergency Management Action Report.....	78
8.6. 2021/22 Second Quarter Civil Defence Emergency Management Group Finance Report	81
8.7. Group Controller Report	84
8.8. Civil Defence Emergency Management Controller Appointments	86
9. Next Meeting.....	88
10. Mihi / Karakia Whakamutunga - Closing.....	88

- 1. Mihi / Karakia Timatanga - Opening**
- 2. Apologies**
- 3. Conflicts of Interest**
- 4. Public Forum, Deputations, and Petitions**
- 5. Extraordinary and Urgent Business**
- 6. Notices of Motion**

7. Minutes

Civil Defence Emergency Management Joint Committee

Date of meeting	Thursday, 17 February 2022
Author	Barbara Strang, Committee Advisor
Endorsed by	Catherine McMillan, General Manager Governance

Purpose

1. To confirm the minutes from the Civil Defence Emergency Management Joint Committee meeting held on 19 November 2021.

Recommendations

That the Civil Defence Emergency Management Joint Committee:

1. **Confirms the minutes from the Civil Defence Emergency Management Joint Committee meeting held 19 November 2021.**

Attachments

1. DRAFT Unconfirmed Minutes CDEM Group Committee Meeting - 19 November 2021
[7.1.1 - 11 pages]

Canterbury Civil Defence Emergency Management Group

Joint Committee

**Minutes of the meeting held at Rydges Latimer Christchurch, 30 Latimer Square
Friday, 19 November 2021 commencing at 1:13pm**

Present:

Christchurch City Council
Environment Canterbury
Te Rūnanga o Ngāi Tahu
Ashburton District Council
Mackenzie District Council
Selwyn District Council
Timaru District Council
Waimakariri District Council
Waimate District Council

Mayor Lianne Dalziel (Chair)
Councillor John Sunckell (Deputy Chair)
Kai Mataara Elizabeth Cunningham
Mayor Neil Brown
Mayor Graham Smith
Mayor Sam Broughton
Mayor Nigel Bowen
Mayor Dan Gordon
Mayor Craig Rowley

1. Mihi/karakia opening and welcome

The Chair welcomed everyone to the meeting.
Karakia: Mayor Lianne Dalziel.

2. Apologies

Apologies were received from Mayor Marie Black (Hurunui District Council), and Mayor Craig Mackle (Kaikoura District Council).

An apology was also received from the representative for Health, Deborah Callahan.

Mayor Dalziel/Councillor Broughton
CARRIED

3. Conflicts of interest

No conflicts of interest were declared.

4. Public forum, deputations and petitions

There were no requests to speak via the public forum, or deputation. There were no petitions received.

5. Minutes

As there was no requirement to amend or discuss the minutes; and the minutes being the only item included in the public excluded agenda, the minutes of the public

excluded session of the extraordinary meeting held on 18 October 2021 were confirmed in the open meeting.

RESOLVED

That the Canterbury Civil Defence Emergency Management Joint Committee:

- 1. Confirms the minutes of the meeting held 20 August 2021 are a true and accurate record.**
- 2. Confirms the open and public excluded minutes from the extraordinary meeting held on 18 October 2021 are a true and accurate record.**

Councillor Sunckell/Mayor Smith
CARRIED

6. Matters Arising

There were no matters arising.

7. Reports

7.1 Health update

Key Points

As there were no representatives from Health present, James Thompson provided a brief overview and update.

- A Covid ward has been created at Christchurch Public Hospital
- Canterbury is currently at 94 per cent for first Covid-19 vaccinations, with 82 per cent of those fully vaccinated.
- Currently estimated that 90 per cent of Canterbury will be fully vaccinated by the end of the first week of December 2021, which equates to 64,000 people being unvaccinated.
- South Canterbury currently at under 90 percent of first vaccinations
- Need a definition of when a heat wave is likely to affect human health

RECOMMENDATION

That the Canterbury Civil Defence Emergency Management Joint Committee:

- 1. Receives the Health Update report.**

After discussion, members present agreed to formally request more extensive reporting from health, particularly in relation to heat health and Covid-19. In addition to the recommendation to receive the report, no.2 below was added and became part of the substantive motion.

RESOLVED

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. receives the Health Update report.
2. request that a representative from Health provide a Covid-19 vaccination and future planning update, and that the February 2022 report contains more information on heat wave planning and the role we can play.

Mayor Dalziel/Mayor Gordon
CARRIED

7.2 Canterbury Flood Event – Update on Strategic Issues and Matters the Canterbury Civil Defence Emergency Management Group Have Requested Government to Urgently Consider and Resolve

Rob Rouse presented the Canterbury Flood Event Update report to the Committee.

Key Points

- Central Government has made \$15.5m available for river management protection
- A system to advise the public about local road closures is being developed
- A letter requesting redesignation of some local roads as state highways and a review of how the FAR funding is administered will be sent to the CE of Waka Kotahi from Chair of the Joint Committee, with copies to the Minister of Transport
- A letter requesting bringing forward the building of a second road bridge across the Ashburton river as a matter on national resilience will be sent to the Prime Minister from the Chair of the joint Committee, with copies to the Minister of Transport

RESOLVED

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. **Receives the report: Canterbury Flood Event - Update on Strategic Issues and Matters the Canterbury CDEM Group Have Requested Government to Urgently Consider and Resolve.**
2. **Approves the following “next steps”.**

New Zealand Transport Agency (NZTA) Enhanced Funding Assistance Rate for Emergency Works (Paper 1)

That this matter be pursued further as indicated below.

- The current paper be revised to reflect the latest information obtained since the original paper was prepared (Attachment 3).

- That a covering letter be prepared, and the revised paper be sent to the Chief Executive Officer of Waka Kotahi, The New Zealand Transport Agency NZTA acknowledging the situation regarding the Canterbury Flood Event and seeking the following (Attachment 4):

For the TAs Affected by the Canterbury Flood Event

- That only one threshold be applied to eligible emergency works arising from the event (and any other qualifying event) and that the threshold is based on the maintenance programme in the financial year in which the event occurred i.e., 2020/2021.
- Where repair work carries over into the 2021/2022 financial year that expenditure incurred on eligible emergency work by the TA in the 2020/2021 financial year be included in the calculation of the threshold.
- That once the threshold is met the TA receives the enhanced funding assistance rate.
- Where funding approval for eligible repairs arising from the Canterbury Flood Event has not been provided to a TA that these approvals be progressed with urgency.

For the Calculation and Application of the Emergency Funding Assistance Rate Threshold in General

- That the NZTA threshold only be applied once per qualifying event (events) that occur in a financial year even though repair works may carry over into the following financial year (span 2 or more financial years).
- That the threshold calculation be based on the maintenance budget in the financial year the qualifying event (events) occur.
- That the calculation of the threshold includes all expenditure on eligible repairs from the date the repair programme commences.
- That these amendments apply nationally and to all future qualifying events.
- Approves the letter and revised paper to be submitted to the Chief Executive of Waka Kotahi, the New Zealand Transport Agency

Government Funding Support and Assistance for Small Land Holdings/Lifestyle Blocks Following Emergency Events (Paper 2)

That this matter is not pursued at this time as it is currently under consideration by government agencies and that we wait until a formal response is received and review the next steps at that time.

Canterbury Flood Event - State Highway 1 (SH1) Corridor, SH1 Bridge Across the Ashburton River and River Management and Protection Works (Paper 3)

SH1 Bridge Across the Ashburton River

That this matter be pursued further as indicated below:

- The section of the current paper relating to the SH1 bridge across the Ashburton River be revised to reflect the latest information obtained since the original paper was prepared (Attachment 5).
- That a covering letter be prepared, and the revised paper be sent to the Prime Minister, the Minister of Transport and cc, the Chief Executive of Waka Kotahi, The New Zealand Transport Agency seeking the following: (Attachment 6).
 - Bringing forward the approval of the Second Bridge Across the Ashburton River Project based on the learnings from the recent flood event and the significant investigation, issues and options analysis and preparatory work carried out by the Ashburton District Council over the last 10 years.
 - The immediate inclusion of the second bridge project across the Ashburton River in the National Land Transport Programme (NLTP) as an urgent project.
 - Because of the benefits to the existing SH 1 bridge funding of the project be as follows:
 - NZTA base contribution 51 per cent of the cost of the bridge (ADCs base Funding Assistance Rate).
 - ADC contribution 20 per cent of the cost of the bridge (a reduction to ADCs 49 per cent contribution after considering the benefits to the existing SH 1 bridge in terms of increased remaining life etc.).
 - NZTA (or governments) additional funding contribution of 29 per cent of the cost of the bridge (this reflects the benefits to the existing SH 1 bridge in terms of increased remaining life etc.).
 - That government funds any contribution outside business-as-usual NZTA processes or any contribution that cannot be funded by NZTA.
 - Approvals and funding are formalised in the 2021/22 financial year.
 - That the project be added to the current NLTP with the approved project (project phases) commencing in the 2022/2023 financial year and continuing in subsequent years until the projects programmed completion.
 - That in the unlikely event the second bridge option is not considered the best or most appropriate option that NZTA be asked to investigate and progress an alternative solution following the same timeframes.
- approves the letter and revised paper to be submitted to the Prime Minister, Minister of Transport, and cc the Chief Executive of Waka Kotahi, the New Zealand Transport Agency.

Re-designating Alternate Routes (detours) to SH1 (that were previously state highways) as State Highways

That this matter be pursued further as indicated below:

- The section of the current paper relating to alternate routes be revised to reflect the latest information obtained since the original paper was prepared (Attachment 5).
- That this matter be included in the covering letter to the be prepared and the revised paper sent to the Prime Minister, the Minister of Transport and cc, the Chief Executive of Waka Kotahi, The New Zealand Transport Agency seeking the following: (Attachment 6).
 - That NZTA be requested to review former state highways that have been redesignated as local roads to determine if these roads should be redesignated as state highways with a view to their use as alternate routes (detours) and considering the following
 - Their suitability for the movement of inter-regional traffic and goods.
 - Their contribution to connections with key community infrastructure e.g., hospitals, schools, other urban areas etc.
 - Connectivity with other parts of the SH networks and their ability to mitigate impacts if other parts of the SH network are closed.
 - To what extent the local roading network channels/can channel traffic onto the route supporting inter regional traffic movement
 - The contribution the route can make to ensure long distance travellers are not prevented from travelling eliminating the need for CDEM support in an extreme event.
 - That NZTA engage with Regional Councils and Territorial Authorities commencing with the Canterbury Region as part of this review.
 - That this review be completed in the 2021/2022 financial year
 - That any changes to designations be completed in the 2022/2023 financial year
 - That in the 2021/2022 financial year NZTA engages with the Regional Councils and Territorial Authorities commencing with the Canterbury Region to develop an integrated system/process to make publicly available road closures and alternate routes (detours) in a timely, comprehensive, and coordinated way during and immediately after an event where the land transport system is affected.

River Management and Protection Works

That this matter is not pursued further.

Mayor Brown/Councillor Sunckell
CARRIED

7.3 May Flood After-Action Report

James Thompson presented the May Flood After-Action report.

Key Points

- CDEM Group Office are currently working on the development of a programme to implement the corrective actions from the flood report
- The programme will be presented to the next meeting of the CDEM Joint Committee for formal adoption
- A discussion on who should declare a state of emergency for the region when the Chair of the Joint Committees' own Local Authority is not impacted by the emergency was held. No decisions were made but this would be a useful discussion as the Group rewrites its Group Plan.

RESOLVED

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. receives the After-Action report on the response to the May/June 2021 Canterbury flooding
2. notes that a programme of work to address the recommendations in the report will be available for the first Canterbury Civil Defence Emergency Management Coordinating Executive Group meeting in 2022.

Mayor Dalziel/Councillor Sunckell
CARRIED

7.4 Civil Defence Emergency Management Group Plan and Strategy

James Thompson spoke about the CDEM Group Plan and Strategy report.

Key Points

- The newly appointed Group Controller, Sean Poff, will commence work on the Group Plan shortly after his start date in January 2022. This will start with a review of the regions' hazard risk profile.
- Feedback and concept suggestions for the Group Plan and Strategy from members for consideration are welcome

RECOMMENDATION

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. receives the report on the review of the Canterbury Civil Defence Emergency Management Group Plan
2. notes the commencement of the review of the Regional Hazard Risk Profile in early 2022.

The timeframe for amendments to the CDEM Act to be passed into law was discussed, with some concerns raised around this. In addition to the

recommendation to receive the report and note commencement of the regional hazard risk profile review, members agreed that the Committee would formally request an extension to the timeframe. Therefore .3 below was added and became part of the substantive motion.

RESOLVED

That the Canterbury Civil Defence Emergency Management Joint Committee:

- 1. receives the report on the review of the Canterbury Civil Defence Emergency Management Group Plan**
- 2. notes the commencement of the review of the Regional Hazard Risk Profile in early 2022.**
- 3. request that the timeframe for review and amendments to the Civil Defence Emergency Management Act is extended, so the local government sector have time to focus on this significant piece of legislation**

Mayor Gordon/Mayor Broughton
CARRIED

7.5 Lifelines Resilience Fund Report

Mark Gordon, Project Manager provided a presentation and spoke about 'Lifelines in Canterbury', the infrastructure system, and a vulnerability assessment process.

RESOLVED

That the Canterbury Civil Defence Emergency Management Joint Committee:

- 1. receives the Canterbury Lifelines Utilities Group Report**
- 2. acknowledges the resilience funding for Vulnerability Assessment**

Mayor Brown/Mayor Bowen
CARRIED

7.6 National Emergency Management Agency Update

Simon Chambers presented the National Emergency Agency Update report.

Key Points

- The National Resurgence Plan update will include the new Covid Protection Framework
- There is a truncated time frame for submissions to the CDEM Legislation review. Consultation with Councils will begin in early January with a series of briefings and Hui and written submissions will be required by 11 February 2022

RESOLVED

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. **receives the National Emergency Management Update.**

Mayor Dalziel/Councillor Sunckell
CARRIED

7.7 Civil Defence Emergency Management Legislated Appointments

James Thompson presented the report on recent CDEM appointments.

Key Points

- Newly appointed Group Controller Sean Poff will be visiting Mayors individually in early 2022
- Appropriate training will be provided to appointees as required

RESOLVED

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. **appoint Katherine Harbrow and Katherine Trought as Alternate Group Controllers, Miles McConway as a Local Controller, Richard Ball as the Group Recovery Manager and Catherine Fleischmann as a Group Welfare Manager.**

Councillor Sunckell/Mayor Rowley
CARRIED

7.8 Civil Defence Emergency Management Group Finance Report

James Thompson presented the CDEM Group Finance report.

Key Points

- Business case for future staffing proposals is being prepared for presentation to both the CDEM Coordinating Executive Group and the CDEM Joint Committee for approval
- Any approved staffing increase will need to be accounted for in the 22/23 financial year

RESOLVED

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. **receives the 2021/22 first quarter financial report**

2. receives the 2022/23 Annual Plan budget
3. notes the proposed increase of the Group Recovery Manager from half time to full time and the proposal for an iwi role in the Regional CDEM Office

Mayor Bowen/Mayor Smith
CARRIED

7.9 Controller's Report

James Thompson presented the Controller's Report.

Key Points

- There was acknowledgement for the work done by central government agencies during this year's second Covid response.
- It was requested that Ben Clark (Regional Public Service Commissioner for Canterbury & the Chatham Islands) attend the next meeting of the CDEM Joint Committee.

Mayor Dalziel voiced appreciation to James Thompson for his valued work, and on behalf of the Joint Committee, thanked James for his commitment and contribution during his temporary role as Group Controller.

Bede Carran, Chief Executive Timaru Council also thanked James, stating that it has been a privilege and pleasure to work with James during his tenure as Group Controller.

RESOLVED

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. receives the Group Controller's Report

Mayor Dalziel/Mayor Broughton
CARRIED

7.10 Notification of Items Released from Public Excluded

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. notes the Chief Executive of Environment Canterbury has released the following reports from public excluded:
 - 1.1 Civil Defence Emergency Management Joint Committee extraordinary meeting held on 18 October 2021 Agenda Item 5.5 "Appointment of the Canterbury Civil Defence Emergency Management Controller/Regional Manager"

Mayor Rowley/Mayor Smith
CARRIED

8. Extraordinary and urgent business

Superintendent John Price (Police) commented on an increase in protests around Canterbury. Concerns about these activities should be reported to the Police.

9. Next meeting

February 2022, date/time to be confirmed.

10. Closure

Karakia: Mayor Dalziel

The meeting closed at 2.44pm.

CONFIRMED:

Mayor Lianne Dalziel
Chair, Civil Defence Emergency Management Group Joint Committee

Date

8. Report Items

8.1. COVID-19 Update

Civil Defence Emergency Management Joint Committee report

Date of meeting	17 February 2022
Author	Sean Poff, Controller CDEM (Civil Defence Emergency Management) Group
Endorsed By	Lianne Dalziel, Chairperson, Canterbury CDEM Joint Committee

Purpose

1. To receive verbal updates on COVID-19 preparedness and response from the Canterbury and South Canterbury District Health Boards and the Canterbury COVID Regional Leadership Group (RLG) via Ministry of Social Development (MSD).

Recommendations

That the Canterbury CDEM Joint Committee:

1. **Receives the reports from the district health boards and the Regional Leadership Group.**

Report

2. Verbal updates on COVID-19 will be provided by the Canterbury and South Canterbury District Health Boards.
3. A verbal update from MSD will be provided on the welfare response to COVID.
4. There will be opportunity to discuss future COVID-19 reporting requirements to the Joint Committee.

8.2. May Flood Corrective Action Plan (Draft)

Civil Defence Emergency Management Joint Committee report

Date of meeting	17 February 2022
Author	Richard Ball, Recovery Manager, Canterbury Civil Defence Emergency Management Group
Endorsed By	Lianne Dalziel, Chairperson, Canterbury Civil Defence Emergency Management Joint Committee

Purpose

1. An After-Action Report for the May / June Floods was prepared for the Canterbury Civil Defence Emergency Management (CDEM) Group and presented to the Coordinating Executive Group (CEG) and the Joint Committee in November 2021. The purpose of this report is to provide an update on the implementation plan for the recommendations in the After-Action Report (Attachment 1).

Recommendations

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. **Receive the May Flood Corrective Action Plan (Draft) report.**
2. **Approve the overall implementation approach as outlined in the May Flood Corrective Action Plan report.**
3. **That implementation progress updates are provided to the Joint Committee, as required.**

Background

2. The After-Action Report included 35 recommendations. Following the November 2021 CEG meeting, Group staff have reviewed the recommendations and begun consulting with other response partners on implementation. Further work is required to complete this process; this current report is an interim update.
3. The staff review of the recommendations has considered:
 - Ease of implementation. This includes staff time required, external cost inputs, complexity of the issue, the number of parties involved, whether the issues are local, regional, or national, and the expected length of time required for implementation. There is overlap between factors, though together they provide an indication of ease of implementation.

- The nature and size of the benefits. This includes improvements in the efficiency or effectiveness of response and recovery at an operational level, as well as potential risks associated with not implementing the action.
- The identification of lead and support agencies for implementation.

Proposed Implementation Approach

4. The proposed implementation approach reflects the diversity of the recommendations in terms of ease of implementation and number of parties involved. To provide structure to implementation, all recommendations have been placed into one of four categories; just do it, single or individual agency, complex multi-agency issuers, and others:

Just Do It

5. These are straight forward to implement without delay or expense.

Single or Individual Agency

6. More complex or require time and / or resources to implement, though can be addressed by agencies individually without the need for extensive external collaboration. Where some collaboration is required, this can be achieved through existing processes or groups. The resources needed to implement these recommendations can be considered by the individual agencies through their normal budgeting and prioritisation processes.

Complex Multi-Agency Issues

7. These are recommendations that require extensive multiparty engagement to fully scope the issues and to resolve them. They are often re-occurring issues across numerous events. The proposed approach to these issues is to group them into themes and establish working parties of relevant stakeholders to work through them and report back on the scope and recommended approach. The resources required to implement the recommendations can be determined following this process.

Others

8. There are small number of recommendations that do not easily fit into the above categories. These require some resources or collaboration but do not require extensive working groups.
9. Each of these categories are explained further below, along with tables of the relevant recommendations from the After-Action Report. The proposed lead and supporting agencies are included in the table. As noted above, further consultation is required to confirm these responsibilities.

Just Do It

10. These are simple changes in process or practice that require little effort to implement. In some instances, they apply to multiple agencies or require a little co-ordination between agencies. It is proposed that all agencies involved consider and implement these recommendations without delay.

Recommendations from the After-Action Report	Lead Agency	Support
<ul style="list-style-type: none"> Activate EOCs / ECC and prepare for response when a red warning is received. This includes staffing with agency liaison officers, so information is shared early, a common operating picture is formed, plans prepared, and resources deployed ahead of the event. It does not require a formal declaration. Plans may include thresholds at which point actions are to be taken. 	All CDEM (Group and District)	All
<ul style="list-style-type: none"> Establish standard operating procedures (SOPs) for red warnings, including templated PIMS messages and processes for coordinating the deployment of operational resources ahead of the event. 	All	
<ul style="list-style-type: none"> Ensure direct briefings by meteorologists, including Q&A time, are included in future responses. Where these are contracted by a specific agency, extend these to other agencies. 	All	
<ul style="list-style-type: none"> The above matters are noted for future PIM plans. <p>The “above matters” refers to important messages, such as health risks from contaminated flood waters and water supplies, being crowded out by the media attention on rescues, evacuations and property damage.</p>	All CDEM	
<ul style="list-style-type: none"> Waka Kotahi issue early and strong travel advisories in response to red warnings. 	Waka Kotahi	
<ul style="list-style-type: none"> Engage GIS expertise early in future events to provide timely intelligence. 	All	
<ul style="list-style-type: none"> Continue the 0900 ECC briefings and early deployment of liaison staff to other EOCs and the ECC. 	Group	

Single or Individual Agency Recommendations

11. These recommendations can be implemented by individual agencies. They are different from the “Just Do It” recommendations in that they may require further analysis, consideration of risks or resources to implement. It is proposed that each agency identified as responsible for leading implementation of these issues investigate and decide for themselves the manner and priority for implementation, noting that it has been identified as a significant response issue during this event. If any agency requires further context for the recommendations, this can be found in the original After-Action Report from Resilient Organisations or, if needed, clarification can be sought from Group staff.

Recommendations from the After-Action Report	Lead Agency	Support
<ul style="list-style-type: none"> Clarify processes and communication expectations for decision makers when there are state of emergency or transition declarations by Group that cover only part of the region. 	Group	
<ul style="list-style-type: none"> Investigate options for enabling on-ground observations to continue overnight to enable better understanding of developing events. 	ECan	
<ul style="list-style-type: none"> Review contact and triage processes for flood room information requests. 	ECan	
<ul style="list-style-type: none"> All CDEM staff and supporting agencies receive D4H training, supported by regular practice opportunities. 	All CDEM	
<ul style="list-style-type: none"> All Councils adopt ARC GIS as their GIS platform or at minimum ensure GIS systems are readily integrated. <p>Comment: Further clarification is required regarding the scope of this issue.</p>	TBC	
<ul style="list-style-type: none"> Ensure all EOC and ECC personnel, including liaison officers, have early access to required logins and adequate Wi-Fi is available. <p>Comment: This was a particular issue for the ECC.</p>	All, esp Group.	
<ul style="list-style-type: none"> Continue work to enhance GIS capability and capacity to support emergency readiness, response, and recovery. <p>Comment: All agencies need to have GIS capability; the leadership by Group pertains to coordination and consistency to enable sharing and consistency between agencies.</p>	Group	All

Multi-Agency Issues

12. These are complex due to both the number of parties involved and the complexity of the underlying issues. Many of the issues identified are persistent and have repeatedly arisen during many significant emergency events. Some can be defined as specific projects with clear deliverables and timeframes; others will require on-going, incremental improvements over a longer period. The common element to all these is that they would benefit from a collaborative approach and a clearer definition of the issues, options and preferred solutions.
13. Many of these issues are interrelated and can be grouped into themes around which relevant agencies and stakeholders can discuss and seek consensus on the preferred approach. As outlined above, the proposed approach for these recommendations is to form working groups to scope and prioritise the issues.

Roading Working Group

Proposed lead: Waka Kotahi or Group

Working group members: All Road Controlling Authorities (RCA)

Relevant recommendations from the After-Action Report

- Waka Kotahi lead work, in collaboration with District Councils and the ECC, to develop methods to collect and consolidate information from all road controlling authorities.

Comment: GIS solutions are already being worked on to provide this but requires systems to be adopted and used by all RCA during response. This has not happened in the past.

- Investigate the creation of separate maps to separate road status for the public from accessible routes for emergency response agencies.

Comment: A related issue is how information is shared with the public, including links into Google Maps or similar apps.

- Road controlling authorities develop a prioritisation system for staffing of roadblocks, where this is not already happening.

Comment: This and the next issue are primarily issues for each RCA but are added here as sharing knowledge may aid implementation.

- Road controlling authorities look at ways to capture local knowledge, including that of contractors, to ensure it is available when needed and not lost with changes in staff or contractors.

Impact And Needs Assessment Working Group

Proposed lead: Group

Working group members: All CDEM, NEMA, selected response and recovery agencies.

Relevant recommendations from the After-Action Report

- Systems for impact and needs assessment are reviewed and enhanced across agencies based on the Director's guidelines and known best practice.
- The review should include: information requirements for both impact and needs assessments; coordination of on-ground data collection between agencies; systems for consistency of data collection, storage, and analysis across EOCs and agencies; agreed methods and protocols for sharing of information (including privacy requirements), and; training of personnel ahead of time for data collection and analysis. This is a substantial piece of work and requires further scoping and discussion between agencies.
- Impact and needs assessment processes are included in exercises.
- Privacy requirements are clarified for local emergencies and if needed a data sharing consent form included as part of collection process.

Rural Working Group

Proposed working group lead: ECan or Group or RAG

Working group members: All CDEM, NEMA, rural focused response and recovery agencies and NGOs.

Relevant recommendations from the After-Action Report

- Ensure the Councils (including the Regional Council), RAG and rural agencies discuss and agree roles, best practice, and training needs for those involved in rural response and recovery groups.
- Put formal arrangements in place to support and resource the RAG so that it can provide effective coordination during and following emergency events.
- Rural focused agencies need to continue to share information and fill the response and recovery gaps for lifestyle blocks.
- Resources are allocated early to collate offers of assistance and match these with assessed needs. These systems need to be in place before needs assessments start to enable a rapid and coordinated response.

Comment: This arose in relation to the rural response and Group staff expressing reluctance to undertake this role seeing it as more appropriately addressed by rural focused organisations.

Capacity and Workload Working Group

- Proposed working group lead: Group
- Working group members: All CDEM, NEMA.

Comments:

- Other matters, such as the reforms proposed in the Government's "Trifecta" consultation, are also relevant to consider in determining how capacity is built and shared.
- Growing capacity applies to both response and recovery.

Relevant recommendations from the After-Action Report

- All Councils invest in growing community-based networks, including basic training and resources, to enhance local preparedness, response, and recovery capacity.
- Actively manage workloads, fatigue, and staff rotation. This should not be left solely to staff to self-manage. This includes early requests for assistance for additional staff.

Comment: Implementation requires capacity issues be addressed so there are trained staff to take over.

- Ensure debriefs include discussion of the cumulative impacts on response and recovery staff from multiple events within Canterbury.

Comment: Implementation requires not just inclusion in debriefs but addressing the issue when it arises.

- Create a mechanism, such as a dedicated Teams channel, to increase the visibility of requests for and deployment of staff across territorial boundaries. Even without the ECC being actively involved, this provides a mechanism for tracking capacity across the region.

Comment: Work is already being done to enhance deployment processes and the proposed solution may not be a Teams channel.

- Commence recovery planning early and ensure there are sufficient resources allocated to the ongoing coordination of recovery actions across agencies after the CDEM response and transition periods have finished.

- Continue to develop and grow recovery capability as part of the overall CDEM functions and preparedness.

- Adjust business-as-usual workloads following an event to take account of recovery demands on staff.

- Maintain a programme of scenario exercises, of varying scales and complexity.

- Include targeted exercises in the exercise programme to test new processes and systems.

Other Recommendations

14. The following three recommendations do not fit easily in the above categories but may be either addressed through existing processes, forming separate working groups or added to the working group on capacity building.

Recommendations from the After-Action Report	Lead Agency	Support
<ul style="list-style-type: none">Develop evacuation plans for large scale events, such as a tsunami (or review where plans have already been developed).	TAs	Police, FENZ
<ul style="list-style-type: none">Develop preparation checklists for delayed onset events.	CDEM	
<ul style="list-style-type: none">Investigate and pursue opportunities to enhance online information sharing. <p>Comment: Examples given during the debrief included:</p> <ul style="list-style-type: none">Give EOC staff some visibility of 111 call information using a system like Firenet. This arose in relation to an instance where an EOC were unaware of evacuations being arranged in response to emergency calls.Agencies maintain and share “factsheets” showing the type, location and availability of their assets using an easily updatable format such as GIS. This arose in the context of sharing command vehicles between emergency agencies and the sharing of ambulances between NZDF and St John.	CDEM	All

Consultation

15. The approach and categorisation of the recommendations has been undertaken by Group staff and are scheduled for discussion with District EMOs at a workshop on 27 January 2022. Feedback from this meeting will be provided verbally to the Joint Committee.

Next steps

16. Engage with local CDEM and response partners regarding the approach in this report and establish working groups for multiagency issues, if agreed.

Attachments

1. After Action Report May- June 2021 Flood [8.2.1 - 21 pages]

AFTER ACTION REPORT

**Canterbury Floods
May/June 2021**

October 2021

*Prepared by
Richard Ball*

Contents

Executive summary	1
Timeline summary for this event	1
Activation	1
Creating a common operating picture	2
Public engagement	2
Maintaining momentum	2
Control and coordination	2
Early recovery	3
Scenario exercises	3
Introduction	4
How we carried out our work	4
Activation	5
Red warnings and flood advice	5
The Group declaration	6
Creating a common operating picture	7
Software: D4H, ARC GIS	7
Road management	8
Impact and needs assessment	8
Control and coordination	10
Communication between organisations, EOCs, and the ECC	10
Coordinating the rural response	11
Public engagement	12
Community response networks	12
Public Information Management (PIM)	13

Forward planning	13
Lifestyle blocks	14
Maintaining momentum	15
Support for responders	15
Early recovery	16
The importance of scenario exercising	17
Conclusion and next steps	17
Appendix 1: Contributing organisations	18

Executive summary

This After-Action Report has been prepared for the Canterbury Civil Defence Emergency Management Group by Resilient Organisations. It brings together lessons and recommendations arising from the response and transition to recovery for the Canterbury floods in late May and early June 2021.

The purpose of the report is to identify actions that can be taken to enhance response and recovery for future events. Importantly, this includes actions that need to be taken outside of the emergency response to reduce risk and increase readiness.

This report is informed by the ECC multiagency debrief and interviews with District Councils' EOC and emergency management staff. The focus of the report is on lessons that apply widely across the region and opportunities that require collaborative actions to progress. It is not a comprehensive record of all the discussions held.

Overall, the response went well and the hard work, commitment, and professionalism of those involved in the response and the ongoing recovery is commended. Almost inevitably, the opportunities for improvement tended to dominate discussion over the things that went well and this is reflected in the discussion and recommendations in this report.

Timeline summary for this event

Friday 28 May	MetService red warning issued. Regional meeting held via Teams.
Sunday 30 May	Flooding leads to Local Emergency Declarations by Ashburton, Timaru, and Selwyn District Councils, followed by Group Declaration. Emergency mobile alerts (EMA) were issued for evacuations in Waimakariri.
Monday 31 May	EMA issued for evacuations in Timaru, Ashburton, and Waimakariri.
Tuesday 1 June	Ashburton Bridge (SH1) closed due to slumping. Rain stops.
Thursday 3 June	Three-way split on Local Emergency Declarations: Christchurch, Kaikoura and Waimate expire; Hurunui, Timaru, and Mackenzie transition to recovery; Ashburton, Selwyn and Waimakariri extended.
Thursday 10 June	Ashburton, Selwyn and Waimakariri Districts transitioned to recovery.
Friday 11 June	ECC closed.

Activation

Weather forecasting and flood analysis has improved considerably and provides valuable intelligence for the response. When warnings are received, immediate action is required to prepare for the event.

The Group Declarations were appropriate. Some clarification is needed to clarify the processes and communication expectations.

Creating a common operating picture

Emergency management software (specifically D4H) and geographic information systems (GIS) are critical and powerful tools for managing Civil Defence Emergency Management (CDEM) events. Having this software available is not sufficient. Training and regular practice outside of emergency events, along with development of common templates, formats, and procedures is required. Specialist expertise needs to be available from the start of events for predictive analysis and planning.

Several issues were identified in relation to road management, the greatest of which was the need to maintain a consistent and up-to-date picture of road status across all road controlling authorities. This is essential for an effective and safe response, as well as public information management and public safety. It is recommended that Waka Kotahi lead development and use of systems for this in collaboration with District Councils and ECC staff.

Obtaining reliable, consistent and timely information about impacts and needs is challenging during an event. Numerous issues were identified and there are substantial opportunities for enhancement through collaborative effort prior to events. None of these issues were new but they are complex, require resourcing to resolve and involve many parties. A first step to progressing this would be to develop a clear scope, priorities, objectives and process for consideration by Group and possibly nationally.

Public engagement

The value of having established community response teams was demonstrated in this (and other) events. Such groups can provide on-the-ground intelligence, identify local needs and lead local response and recovery efforts. Growing this capability can be a strategic response to a changing risk landscape characterised by increasingly frequent and severe climate change events. It does, however, require consistent and persistent effort and resources to cultivate this as a CDEM capability.

Public information management (PIM) generally worked well with methods such as Emergency Mobile Alerts (EMA) being effective for evacuations. The issuing of stronger advisory notices by agencies prior to an event is an opportunity to increase preparedness and reduce the need to travel during the event.

Some issues with evacuations highlighted the need for good forward planning ahead of an event. This is particularly important for larger events such as a tsunami.

The needs and means of communication with lifestyle block residents in an emergency are different from most farms. This is a recognised gap and there is already some work being done in this area.

Maintaining momentum

As with other events, many people stepped up for the response. However, self-care, the management of workloads (including managing business-as-usual demands), rotations and requests for assistance are areas to work on for some organisations. This includes during the transition and into recovery. The cumulative impact of multiple events on the wellbeing of responders poses a risk to future events.

Control and coordination

The physical presence of liaison staff within the ECC and EOCs, as well as combined briefings across the Group, contributed towards achieving a common operating picture. This can be further enhanced by the ongoing development of systems and technology for information sharing.

This event had a significant effect on rural properties across several Districts and numerous organisations were involved in the response and subsequent recovery actions. For various reasons, the roles taken on by different agencies and their respective ways of operating varied considerably between Districts. This was compounded by most members of the Rural Advisory Group (RAG) taking on other roles and an absence of administrative support for the RAG. Responsibilities were unclear, undermining the coordination of the response and leading to frustration among some responders and the community. It is recommended that agencies involved in the rural response discuss and agree roles, responsibilities, and resources to enable more effective and efficient responses and recovery.

Early recovery

It is common for timeframes, complexity, and resources needed for recovery to be underestimated. This report only covered the transition to the early stages of recovery. The key issue raised in discussions is that many organisations expect staff to return to business-as-usual once the formal response or transition periods have ended without taking account of the additional workloads created by recovery, the importance of coordinating recovery actions, and the impacts on previously planned work programmes. It is recommended that agencies continue to develop recovery capability.

Scenario exercises

Exercises can test plans, improve adaptive capacity, and maintain the interest and skills of staff and volunteers. Areas outlined for improvement in this report, such as familiarity with D4H and GIS, impact and needs assessments methods, engagement with community response teams and the management of roading information systems are all areas which can be tested and developed through scenario exercises.

Introduction

This After-Action Report has been prepared for the Canterbury CDEM Group by Resilient Organisations. The purpose of the report is to:

- Capture and share lessons that may be applicable across multiple Emergency Operations Centres (EOCs), including those not directly affected by this event
- Identify areas for improvement that may be best addressed collaboratively across Districts, the Group, or with other agencies.
- Identify any issues that relate to interactions across the Group, including interactions with the ECC.

The issues identified have been gathered into themes. There are overlaps and interconnections between these themes, meaning the report should be read as a whole.

After action reports and / or debriefs are a standard part of emergency management best practice after any emergency event or exercise. They are a valuable opportunity to identify lessons and modify organisational arrangements to improve the ability to respond in future emergencies. Many of the recommendations within this report are applicable to other types of emergency such as fire, earthquake, cyber-attack, and so on.

Some of the recommendations simply require noting for future responses. The greatest gains, however, require significant work outside of crisis responses if the benefits are to be realised. In some cases, further investigation and scoping is required to clarify the scope, what can be achieved, who needs to be involved, the resources required and the timeframes for results. It is strongly recommended that all these are considered and prioritised as part of future work programmes. Without concerted effort to address issues outside of emergency responses, the issues will persist.

How we carried out our work

This report was informed by an ECC multiagency debrief and individual discussions with District Councils' emergency management staff. We wish to thank all those involved for their cooperation and openness during these conversations. A list of the organisations spoken to is included in Appendix 1. One Council, Hurunui District, was not available due to staff being deployed to assist with the Westport / Buller flood event.

Timeline summary for this event

Friday 28 May	MetService red warning issued. Regional meeting held via Teams.
Sunday 30 May	Flooding leads to Local Emergency Declarations by Ashburton, Timaru, and Selwyn District Councils, followed by Group Declaration. Emergency mobile alerts (EMA) were issued for evacuations in Waimakariri.
Monday 31 May	EMA issued for evacuations in Timaru, Ashburton, and Waimakariri.
Tuesday 1 June	Ashburton Bridge (SH1) closed due to slumping. Rain stops.
Thursday 3 June	Three-way split on Local Emergency Declarations: Christchurch, Kaikoura and Waimate expire; Hurunui, Timaru, and Mackenzie transition to recovery; Ashburton, Selwyn and Waimakariri extended.
Thursday 10 June	Ashburton, Selwyn and Waimakariri Districts transitioned to recovery.
Friday 11 June	ECC closed.

Activation

Red warnings and flood advice

What worked well

- The MetService red warning provided the opportunity for responders and the public to prepare.
- The ongoing advice provided to response agencies by both MetService and NIWA was praised as accurate, reliable, and timely. Having direct briefings by meteorologists, including being able to ask questions, was particularly useful.
- The flood analysis and forecasts provided by Environment Canterbury were widely praised. These provided valuable intelligence ahead of and during the event for planning and operations.

Areas for improvement

- The time available prior to flooding onset was not well utilised by all agencies.
- Meteorological briefings contracted by some response agencies were not shared with others who may have benefited from this information.
- The withdrawal of Environment Canterbury (ECan) flood field staff overnight left an information gap for EOCs.
- Clarification of communication expectations with ECan flood room are required.

Recommendations

- Activate EOCs / ECC and prepare for response when a red warning is received. This includes staffing with agency liaison officers, so information is shared early, a common operating picture is formed, plans prepared and resources deployed ahead of the event. It does not require a formal declaration. Plans may include thresholds at which point actions are to be taken.
- Establish standard operating procedures (SOPs) for red warnings, including templated PIMS messages and processes for coordinating the deployment of operational resources ahead of the event.
- Ensure direct briefings by meteorologists, including Q&A time, are included in future responses. Where these are contracted by a specific agency, extend these to other agencies.
- Investigate options for enabling on-ground observations to continue overnight to enable better understanding of developing events.
- Review contact and triage processes for flood room information requests.

Comment:

Red warnings were relatively new and unfamiliar to many responders and there was some scepticism of the weather forecasts. As a result, the time available prior to the onset of flooding was not fully utilised by some agencies.

The red warning provided the opportunity for advance planning, confirming staffing arrangements, establishing intelligence networks and positioning personnel and assets for response. While some utilised this time well, others were slow to respond and were reluctant to commit resources until an emergency was declared, at which point access and deployment were more difficult. A lesson from this event is that the accuracy and reliability of forecasting for extreme weather events has improved considerably. This

provides a critical window of opportunity for responders and the public to plan and prepare ahead of the event.

The red warnings also give the opportunity to enhance the readiness of the public. This may include preparation for evacuation in vulnerable areas or for those likely to require assistance, discouraging travel to the area and encouraging people who do not need to be there to leave prior to the event.

Two areas of improvement were suggested for flood advice. First, ECan flood field staff were withdrawn at night due to safety and staff availability. Some EOCs said this left them blind as to what was happening on the ground, particularly if telemetric monitoring stations were compromised. Second, with a high demand for advice and the need to prioritise requests, ECan flood room staff requested responders to “call if you want something” rather than email. Some responders were either unaware of this or still wanted to email requests.

The Group declaration

What worked well

- The region-wide Group declaration of a state of emergency was timely. Three Districts had already declared and a fourth was about to when the Group declaration was made.
- The Group declaration highlighted the severity of the event and galvanised the response across agencies.
- The three-way split of extending for three Districts, transition for another three Districts and expiry for the remaining three worked well. It maintained the Group support while recognising the varying levels of impact and needs.

Areas for improvement

- Clarification of the process when sub-regional declarations are required (such as the three-way split).

Recommendation:

- Clarify processes and communication expectations for decision makers when there are state of emergency or transition declarations by Group that cover only part of the region.

Comment:

The Group declaration and de-escalation process, including the replacement of the region-wide state of emergency with sub-regional declarations, were supported. However, clarification of the process and communication for de-escalation, including establishing the need for a declaration at the Group (regional) level, rather than going to District or ward declarations by Mayors, would smooth the decision-making process at the Group level.

Creating a common operating picture

Software: D4H, ARC GIS

D4H is the cloud-based emergency management software now used across Canterbury EOCs and the ECC.

ARC GIS is the geographic information systems (GIS) software most commonly used in Canterbury.

What worked well

- The benefits of being able to capture and share information across agencies using D4H was widely recognised.
- The use of GIS to transform data into valuable information has improved, including recognition of recent and continuing enhancements in sharing information between agencies and predictive modelling of impacts and needs.
- The ability to access and use both D4H and GIS systems remotely enhanced capacity for analysis and information sharing.

Areas for improvement

- The full realisation of the benefits of D4H and GIS were limited by varying degrees of familiarity and competence. This extends to external agencies operating through EOCs and the ECC.
- There are numerous gaps in the supporting systems and protocols needed to enable timely and effective data collection, analysis and information sharing in an emergency. This requires work outside of emergency events.
- In some instances, specialised GIS capability needed to be accessed earlier during the event to enable timely intelligence support.

Recommendations

- All CDEM staff and supporting agencies receive D4H training, supported by regular practice opportunities.
- All Councils adopt ARC GIS as their GIS platform or at minimum ensure GIS systems are readily integrated.
- Continue work to enhance GIS capability and capacity to support emergency readiness, response, and recovery.
- Engage GIS expertise early in future events to provide timely intelligence.

Comment:

The deployment of software and technological solutions requires training, regular practice to maintain familiarity and the development of supporting systems to enable its use. Most responders do not use D4H as part of their normal roles and need training and practice to retain competence.

GIS is now integral to capture, analyse, display and share data. Its value extends beyond showing what has happened; it supports predictive analysis of event development, impacts and needs to inform response and recovery requirements.

During an emergency, being able to rapidly share information between agencies requires compatible software platforms. ARC GIS is now the most widely used and accessible platform but is not universally used by all Councils. It is recommended that those not currently using ARC GIS change to this platform to

enable efficient and timely sharing of information during emergency events. Even if alternative systems allow for sharing the underlying data, having the same systems aids familiarity and competence between all users.

As with D4H, familiarity and levels of competence with ARC GIS are variable. Not everyone needs to be an expert but having a basic understanding is useful for many roles. The capacity for more complex GIS tasks can come from GIS experts, who may be based remotely. (One Council's GIS specialist was operating from Stewart Island during this event.) Having GIS capability available from the earliest stages is useful because of its predictive analysis and visual display of information.

Road management

Areas for improvement

- The lack of a single, consistent, up-to-date and widely available information system on road status across all road controlling authorities.
- In some instances, road information was not sent to the ECC, either directly by those managing roads or via EOC Situation Reports.
- Road status information did not make it clear whether roads were impassable and closed for all vehicles or closed only for the public but still available for appropriate emergency vehicles.
- There is insufficient personnel to staff barriers for all road closures during large scale events such as these floods. Priority needs to be given to those roads that pose the highest risk.
- Local knowledge and the experience of contractors are useful for identifying areas of risk. In one instance this information was lacking due to a recent change in contractors.

Recommendations

- Waka Kotahi lead work, in collaboration with District Councils and the ECC, to develop methods to collect and consolidate information from all road controlling authorities.
- Investigate the creation of separate maps to separate road status for the public from accessible routes for emergency response agencies.
- Road controlling authorities develop a prioritisation system for staffing of roadblocks, where this is not already happening.
- Road controlling authorities look at ways to capture local knowledge, including that of contractors, to ensure it is available when needed and not lost with changes in staff or contractors.

Comment:

The absence or use of a consistent and shared road information system hampered emergency response and public information. This is a priority area for further action. It was reported that traffic diverted from State Highway closures followed Google Maps onto roads that were not suitable, either due to unreported flooding or other factors such as bridge weight restrictions for heavy vehicles.

Impact and needs assessment

Areas for improvement

- There was a poor understanding of the difference between impact and needs.
- Information collection needs to reflect changing requirements over time with the transition from immediate response to longer term recovery.

- Without coordination and consolidation of data collection there can be multiple visits or calls by different agencies to the same people, sometimes on the same day and collecting similar information.
- Data must be in a consistent format to allow analysis, aggregation and inform appropriate responses. Data collected in multiple formats or using different questions, can obstruct analysis and require follow-up visits or calls to obtain clarity.
- Personnel collecting information may be the only direct contact that people have with response and recovery agencies. They need to be skilled in dealing with people, some of whom may be upset, need to convey sensitive information or just need a sympathetic ear.
- The use of information technology for data collection is highly variable, with information often being collected on paper which then required further processing and data entry. Many agencies have staff skilled in using tablets to collect field data which could be utilised. In this event, this could have included staff from commercial entities from the rural sector.
- Staff and processes to collate and coordinate offers of assistance with identified needs were not in place at the time needs information was being collected.
- Data privacy was inconsistently applied, was subject to varying legal advice and at times restricted the sharing of data relevant to response or recovery. It was noted that the Privacy Commissioner has guidance for data sharing during National Emergencies.

Recommendations

- Systems for impact and needs assessment are reviewed and enhanced across agencies based on the Director's guidelines and known best practice. The review should include: information requirements for both impact and needs assessments; coordination of on-ground data collection between agencies; systems for consistency of data collection, storage, and analysis across EOCs and agencies; agreed methods and protocols for sharing of information (including privacy requirements), and; training of personnel ahead of time for data collection and analysis. This is a substantial piece of work and requires further scoping and discussion between agencies.
- Resources are allocated early to collate offers of assistance and match these with assessed needs. These systems need to be in place before needs assessments start to enable a rapid and coordinated response.
- Impact and needs assessment processes are included in exercises.
- Privacy requirements are clarified for local emergencies and if needed a data sharing consent form included as part of collection process.

Comment:

The issues raised are not new. They have arisen in previous events and apply widely to complex events. There is a Director's CDEM Guideline on Impact Assessment [DGL 22/20] to provide a foundation for consistency across agencies. However, addressing the issues at a practical level is a large and complex task that requires collaborative effort from multiple agencies to develop and test systems outside of crisis events. Until this is done, the issues will continue to frustrate both responders and the public. This may be something to work on nationally. It was also suggested that a network of trained staff could be developed nationally, although this does not remove the need for supporting systems to be developed.

In this event the timely matching of needs with offers of assistance was also identified as an area for improvement.

Control and coordination

Communication between organisations, EOCs, and the ECC

What worked well

- The deployment of liaison officers to EOCs and the ECC generally worked well.
- The ECC morning briefings (0900) provided a useful overview for all EOCs and response agencies.

Areas for improvement

- Some organisations, notably the District Health Boards, were not present in all EOCs or the ECC.
- There were some delays in providing software logins and limitations on Wi-Fi capacity.
- Sharing more information on-line could increase timeliness of information sharing and reduce demands on liaison staff.

Recommendations:

- Continue the 0900 ECC briefings and early deployment of liaison staff to other EOCs and the ECC.
- Investigate and pursue opportunities to enhance online information sharing.
- Ensure all EOC and ECC personnel, including liaison officers, have early access to required logins and adequate Wi-Fi is available.

Comment:

Effective communication and timely information sharing are challenges in all emergency events. The multiagency debrief noted that representation in the ECC from Ngāi Tahu, the rural sector, Waka Kotahi and MetService enhanced information sharing and understanding. The close physical proximity of emergency agencies (NZDF, Police, FENZ, St John) also enhanced early communication and co-ordinated action. A gap for this event was District Health Board representation in the ECC and some EOCs.

At the District level, agency representation in EOCs generally worked well with only a few instances where physical separation of agency staff or liaison officer workloads inhibited communication and coordination.

While physical proximity aids communication, other methods should be continued or considered to improve the efficiency of information sharing. Examples of suggestions given in discussions of this event included:

- The ECC morning briefings (0900) provided a useful connection and overview of the situation at the regional level. For District EOCs this gave a useful context and a better understanding regarding resource demands outside their District.
- To improve online sharing, give EOC staff some visibility of 111 call information using a system like Firenet. This arose in relation to an instance where an EOC were unaware of evacuations being arranged in response to emergency calls.
- Agencies maintain and share “factsheets” showing the type, location and availability of their assets using an easily updatable format such as GIS. This arose in the context of sharing command vehicles between emergency agencies and the sharing of ambulances between NZDF and St John.
- Ensure all agencies have access to and familiarity with commonly used online communication software such as Teams.

Coordinating the rural response

What worked well

- Many agencies and organisations offered support across the rural sector.

Areas for improvement

- Inconsistency in the roles, mandates, and operating procedures of the agencies and organisations involved in the rural response throughout the Region hampered communication and coordination and at times lead to tensions between groups or individuals involved in the response.
- The Rural Advisory Group (RAG), who have a clear role in rural sector coordination, were depleted of the capacity needed to coordinate the response and lacked administrative or technical support.

Recommendations

- Ensure the Councils (including the Regional Council), RAG and rural agencies discuss and agree roles, best practice, and training needs for those involved in rural response and recovery groups.
- Put formal arrangements in place to support and resource the RAG so that it can provide effective coordination during and following emergency events.

Comment:

There are many agencies and organisations involved in rural response and recovery. In this event it included three Rural Support Trusts, three branches of Federated Farmers (plus Head Office), MPI, multiple District Councils and the Regional Council, as well as others. Each of these organisations have different roles, responsibilities, powers and loyalties. There are also areas of overlap or cross-over. Even among the same agencies, there were inconsistencies in response roles taken on across different Districts.

Coordination was further complicated by having three emergency declarations in place at the same time: the regional CDEM declaration for the flood, an MPI Adverse Event flood declaration, and an MPI Adverse Event drought declaration.

The lack of consistency in roles, mandates and approaches made communication and coordination difficult for responders, especially those working across Districts. At times it led to tensions between groups or individuals involved in the response. It was also noted that many people operating in these roles did not understand CIMS, further hampering response communication and coordination. The issues outlined earlier regarding impact and needs assessments were also prevalent.

The Rural Advisory Group (RAG) has a clear role in assisting with coordination. However, with three separate declarations in place and many RAG members stepping back from their RAG roles to take on roles within the agencies they represent, the RAG was depleted of the capacity needed to coordinate the response. There were insufficient staff or volunteers available to lead and coordinate the various workstreams (feed, emergency supplies, recovery, etc). This was compounded by the Canterbury RAG not being affiliated with any specific organisation, meaning it had no administrative or technical support to draw upon.

Public engagement

Community response networks

What worked well

- Where community response teams are in place, they provided substantial benefits to the response and recovery.

Areas for improvement

- In many parts of the region, these networks are weak, ad hoc or rely on the personal networks of an individual rather than a CDEM capability.

Recommendation:

- All Councils invest in growing community-based networks, including basic training and resources, to enhance local preparedness, response, and recovery capacity.

Comment:

The immense value of strong community networks was raised by numerous parties for this and other emergency events. The value of having organised groups, with basic training and resources to enable their effective operation, applies to readiness, recovery and response. Outside of this event, this is recognised nationally and in other locations across Aotearoa / New Zealand.

This event highlighted the variance between Districts in the existence of these groups and their role in CDEM capability and capacity building. There is a strong correlation between the existence of organised groups and the level of resourcing put into emergency management by respective Councils. For example, Selwyn District have invested in growing this community capability over many years and now have 30 community response teams across the District. During the floods these groups provided a connection between their local communities and the EOC, providing valuable intelligence for the EOC and dealing with smaller, local issues without the need for escalation.

The experience of Selwyn and elsewhere has shown it takes a long time, sustained effort and regular engagement to develop and maintain these groups. Staff from other Councils spoke of the need to engage more frequently and imaginatively with local responders but felt constrained by time and resources. Other methods, such as the promotion of GetsReady, can support the establishment of these groups but is not a substitute for proactive engagement with CDEM staff.

The risk landscape is changing. Examples include increasing risks from climate change induced severe weather events, a better understanding of earthquake risks, and increasingly frequent cyber-attacks on critical infrastructure. Growing community-based response capacity can be seen as a strategic response to these changes in risk.

Public Information Management (PIM)

What worked well

- PIM generally worked well.
- Emergency Mobile Alerts (EMA) to the public was effective when used, such as for evacuation notices.

Opportunities for improvement

- Important messages, such as health risks from contamination of flood waters and water supplies, were crowded out by the media attention on rescues, evacuations and property damage.
- Delayed onset events provide opportunities for strong advisories prior to event onset to increase preparedness and reduce the need to travel during the event.

Recommendation

- The above matters are noted for future PIM plans.
- Waka Kotahi issue early and strong travel advisories in response to red warnings.

Forward planning

What worked well

- Some agencies took heed of the red warning and used their time prior to onset to review existing plans and amend them where necessary to fit this event.

Areas for improvement

- For some Districts, resources were stretched with the relatively limited evacuations required or evacuation plans were found wanting. This highlights the need for further planning for larger scale evacuation events such as a tsunami.
- The availability of checklists of matters to consider when facing delayed onset events, such as extreme weather or tsunami, would give emergency managers greater confidence in their preparations, especially in smaller Councils which often have a heavy reliance on single individuals in critical roles.

Recommendation

- Develop evacuation plans for large scale events, such as a tsunami (or reviewed where plans have already been developed).
- Develop preparation checklists for delayed onset events.

Lifestyle blocks

Area for improvement

- Lifestyle block residents' needs are different from most farms and require different support.

Recommendation

- Rural focused agencies need to continue to share information and fill the response and recovery gaps for lifestyle blocks.

Comment:

There was widespread recognition that responses for lifestyle blocks were often different to most farms. The reasons for this included:

- different needs and resources compared with most farms
- less connection to support through commercial channels or industry bodies (Fonterra, Beef and Lamb, Federated Farmers, etc.)
- most lifestyle blocks are excluded from MPI funded support by RST.

This issue has been recognised nationally and there is work being undertaken on this matter.

Maintaining momentum

Support for responders

What worked well

- The provision of food and accommodation for out-of-town responders was appreciated.
- The provision of additional EOC staff from other Districts was appreciated.
- Check-in calls from Group to District EOCs were appreciated.

Areas for improvement

- Requests for assistance need to be made earlier to enhance opportunities for early rotation, reduce fatigue and enable better handovers.
- More active workload management is needed, including recognising and allowing for the impact on business-as-usual roles during both response and recovery. Responders often neglect their own self-care and require active management to avoid burn-out.
- For some responders, this event was a continuation of many previous crises, including earthquakes, terror attacks, COVID and drought. While staff continue to step up and respond, the cumulative impact on responders' well-being was raised as an issue to be aware of.
- There were instances where staff were informally supporting other District's EOCs without the ECC being informed. This lack of visibility created a misleading picture of the available response capability across the region.

Recommendations

- Actively manage workloads, fatigue, and staff rotation. This should not be left solely to staff to self-manage. This includes early requests for assistance for additional staff.
- Ensure debriefs include discussion of the cumulative impacts on response and recovery staff from multiple events within Canterbury.
- Create a mechanism, such as a dedicated Teams channel, to increase the visibility of requests for and deployment of staff across territorial boundaries. Even without the ECC being actively involved, this provides a mechanism for tracking capacity across the region.

Comment:

Maintaining and supporting the wellbeing of responders is critical in emergency events. Generally, this worked well and recommendations are self-explanatory. With respect to sharing staff between Districts, the nature of this concern was that it could lead to a misleading picture of available capacity across the Group due to the lack of visibility and, secondly that the support provided went largely unrecognised due to the informal nature of the arrangements.

Early recovery

What worked well

- The declaration processes from response to recovery worked well.

Areas for improvement

- In some Districts recovery is under-resourced and lacks visibility.
- The coordination of recovery across agencies is neglected as EOC and agency staff are expected to resume business-as-usual or other duties.

Recommendations:

- Commence recovery planning early and ensure there are sufficient resources allocated to the ongoing coordination of recovery actions across agencies after the CDEM response and transition periods have finished.
- Continue to develop and grow recovery capability as part of the overall CDEM functions and preparedness.
- Adjust business-as-usual workloads following an event to take account of recovery demands on staff.

Comment:

Among the issues raised with respect to recovery were:

- The extent of recovery issues and the practical resources needed for recovery are often unclear and underestimated at the time of transition.
- The timeframes and expectations for assessing impacts and identifying recovery needs are often unrealistic and driven by political expectations and media interest. Understanding and planning for medium- and longer-term recovery takes far longer.
- As the response winds down, those tasked with recovery can be overwhelmed. There is an expectation that Council and agency staff can accommodate recovery within business-as-usual once emergency and transitional powers have expired, without recognising the additional workload.
- Coordination of recovery actions across agencies is an important component of recovery which is often overlooked and under-resourced. It was suggested that there should be multiagency recovery meetings to share information and coordinate actions.
- The level of support expected by some members of the public is unrealistic.

The importance of scenario exercising

While this was a real event, rather than exercise, the importance of response and recovery scenario exercises came through in many conversations. The context of these conversations included opportunities for staff to enhance and maintain their own response capability, including use of systems such as D4H which they do not use outside of emergency events. It was also noted that it provided the opportunity to attract and engage community volunteers. With numerous recommendations in this report to develop and enhance systems and processes outside of emergency events, having targeted exercises to test and refine these are recommended prior to deployment.

Recommendations:

- Maintain a programme of scenario exercises, of varying scales and complexity.
- Include targeted exercises in the exercise programme to test new processes and systems.

Conclusion and next steps

The purpose of a lessons learned process is to identify new knowledge that has arisen from the experience and transform that knowledge into practical actions that can be taken to improve future responses.

The 2021 Canterbury floods illustrated that Canterbury has a well-developed emergency response and recovery capability, however, as expected, there are always areas where improvement can be sought.

For this report to serve its purpose, recommendations need to be assigned to individuals or agencies and clear implementation plans designed to ensure that lessons are not just captured but acted on. For some recommendations the next step will be further scoping and investigating how to better define the actions and resources needed so work can be prioritised and integrated with future work programmes.

Appendix 1: Contributing organisations

In the preparation of this report, on-line interviews or telephone interviews were held with emergency management representatives from:

- Kaikoura District Council
- Waimakariri District Council
- Christchurch City Council
- Selwyn District Council
- Ashburton District Council
- Timaru District Council
- Mackenzie District Council
- Waimate District Council

Hurunui District Council's Emergency Management Officer was unavailable due to deployment assisting with flood recovery in the Buller District.

Organisations that participated in the ECC multiagency debrief were:

- New Zealand Defence Force (NZDF)
- Ministry of Education (MoE)
- Ministry for Primary Industries (MPI)
- Environment Canterbury (ECan)
- Rural Advisory Group (RAG)
- NZ Police
- Fire and Emergency New Zealand (FENZ)
- St John
- Canterbury District Health Board (CDHB)
- Waka Kotahi
- Te Puni Kokiri (TPK)
- Te Rūnanga o Ngāi Tahu
- Canterbury Civil Defence Group.

8.3. May Flood Recovery Letters from Government

Civil Defence Emergency Management Joint Committee report

Date of meeting	17 February 2022
Author	James Thompson, Team Leader, Civil Defence Emergency Management Group
Endorsed By	Lianne Dalziel, Chairperson, Canterbury Civil Defence Emergency Management Joint Committee

Purpose

1. To provide the Joint Committee with a response from Government to the letters sent on:
 - a. NZTA Enhanced Funding Assistance Rate for Emergency Works
 - b. Redesignation of some roads as State Highways
 - c. Canterbury Flood event – State Highway 1 Corridor, Second Bridge across the Ashburton River

Recommendations

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. **Receives the May Flood Recovery Letters from Government report on the response from Government to letters sent by the Civil Defence Emergency Management Joint Committee.**

Background

2. During the recovery to the May 2021 Canterbury Flooding, the Civil Defence Emergency Management (CDEM) Joint Committee, on recommendations from the Coordinating Executive Group, sent letters to Government Officials to ask for:
 - a. New Zealand Transport Agency (NZTA) Enhanced Funding Assistance rate for Emergency Works.
 - b. Government funding support and assistance for small land holdings/lifestyle blocks following emergency events.
 - c. State Highway 1 resilience. This included expediting the building of a second bridge across the Ashburton River, redesignation of some roads as State

Highways, and Government funding for River Management and Protection works.

3. Initial responses from Government were: -
 - a. NZTA will not make changes to the Financial Assistance Rate for emergency works as they believed that the current processes are fair and flexible enough to support council needs.
 - b. Government through National Emergency Management Agency (NEMA) and Ministry for Primary Industries (MPI) would continue to consider how to support lifestyle blocks during an emergency. Note that there has been no follow up regarding this.
 - c. NZTA indicated they were going to continue working with Ashburton District Council on the building of a second bridge as part of business as usual, though would not accelerate the timeframe. NZTA were also not prepared to consider redesignation of some roads under the care and maintenance of Territorial Authorities as State Highways. It was decided that CDEM would not follow up on central Government funding for River Management and Protection works as this was best left to the Regional Council to continue discussion with Government.
4. Following these replies, the Joint Committee at its 19th November 2021 meeting agreed to write letters to the Prime Minister on expediting the building of a second bridge across the Ashburton River, and redesignation of some roads as State Highways. In addition, the Joint Committee agreed to write to the Chief Executive of NZTA requesting reconsideration of enhanced Funding Assistance Rate for Emergency Works.
5. The Chief Executive of NZTA replied on 13 December 2021 (Attachment 1) on the Funding Assistance Rate for Emergency Works, indicating there will be no changes to how the rate will be administered. NZTA do recognise the increased frequency of impact to the road network and are considering how to best to address such issues as a drive to improve broader resilience of the network.
6. The letter to the Prime Minister was forwarded to the Hon Michael Wood, Minister of Transport. The Minister replied (Attachment 2) on the 10th of January indicating that continued engagement with Ashburton District Council on the building of a second bridge across the Ashburton River would continue, with a possibility of it being funded and built in the 2024-27 National Land Transport Programme.

Attachments

1. Letter from Kevin Wright on behalf of Nicole Rosie, Chief Executive of NZTA, re: Financial Assistance Rate for emergency funding [8.3.1 - 1 page]
2. Letter from Hon Michael Wood, Minister for Transport, re: second Ashburton River bridge and redesignation of some roads as State highways [8.3.2 - 2 pages]

50 Victoria Street
Private Bag 6995
Wellington 6141
New Zealand
T 64 4 894 5400
F 64 4 894 6100
www.nzta.govt.nz

13 December 2021

Lianne Dalziel
Chairperson
Canterbury Civil Defence Emergency Management Group Joint Committee
c/- james.thompson@cdemcanterbury.govt.nz

Ref. NZT-6845

Dear Lianne

Thank you for your letter of 24 November 2021 to Nicole Rosie regarding the application of the Funding Assistance Rate (FAR) for emergencies. Your letter has been referred to me as it relates to my area of responsibility.

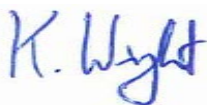
Waka Kotahi NZ Transport Agency appreciates the feedback on the emergency works FAR policy and your suggested changes. As James Thompson was previously advised by Stuart Woods on 30 September 2021, there is no current plan to review the specific policy on funding emergency works. That response also covered the historical development of the current policy which in our view is much more generous than the previous emergency works policy in terms of additional financial assistance for the agreed shared cost of emergency events.

Waka Kotahi will consider the broader issue of funding emergency works, which are increasing in frequency and size due to the impacts of climate change, and investment in resilience/adaptation as we develop our thinking on resilience and a climate change adaptation response. This work will look at how best to adapt to the impacts of climate change and our ability to respond to future events. It will also inform the Waka Kotahi resilience and climate change adaptation response.

Since the recent Canterbury flood event, Waka Kotahi has been working closely with Ashburton District Council on finalising the business case for the proposed second bridge over Ashburton River. This work will continue to progress through this current 2021-24 National Land Transport Programme period.

If you would like to discuss this matter further with Waka Kotahi, you are welcome to contact James Caygill, Director Regional Relationships (West Coast/Canterbury/Otago/Southland), by email to james.caygill@nzta.govt.nz or by phone on (03) 740 2871.

Yours sincerely



Kevin Wright
Senior Manager, Investment Assurance

Hon Michael Wood

Minister of Transport
Minister for Workplace Relations and Safety



Monday, 10 January 2022

Lianne Dalziel
Chairperson
Canterbury Civil Defence Emergency Management Group Joint Committee
c/- james.thompson@cdemcanterbury.govt.nz

cc: Rt Hon Jacinda Ardern

Dear Lianne

Thank you for your letter of 19 November 2021 to the Prime Minister regarding the re-designation of roads and the building of a second bridge across the Ashburton River / Hakatere. Your letter has been referred to me for response as the matters fall within my portfolio as Minister of Transport.

I am advised by Waka Kotahi NZ Transport Agency that there is no need for a change of ownership of the local roads used as emergency detours, given the relative irregularity of severe flooding events. Waka Kotahi will focus its resources on safeguarding and improving the capacity and resilience of the current network.

You will be aware that Waka Kotahi compensates road controlling authorities for costs associated with the use of local roads as detour routes during major events. Any additional damage or associated site construction on an affected local road as a result of a State Highway closure, is reinstated after the event at the cost of Waka Kotahi. The extent of such repairs is agreed based on the damage the extra use has caused. I understand this is wholly funded with no financial impact on the local road controlling authorities.

As you have recognised, converting specific local roads back to State Highways would not prevent them from also suffering similar closures in an emergency. Events such as flooding, accidents, rockfalls and ice may necessitate local detours, but the extent of time they represent in terms of normal network usage is small.

I would note that flooding affects all land transport networks, including rail and I would welcome the support of Civil Defence to encourage working together with local councils to oversee river management.

Regarding the Ashburton River bridge, Waka Kotahi is currently pursuing funding assistance for a second bridge, which has already been endorsed by the Ashburton District Council. The development of the Detailed Business Case will include some early investigatory work, to ensure significant elements for ground conditions and structural design are considered and robustly costed.

Should funding of this stage proceed as Waka Kotahi expects, design work will take approximately 18 months to complete. I am advised that approval for construction could occur in the 2024-27 National Land Transport Programme period, with a potential bridge opening in 2028/29.

If you would like to discuss this matter further with Waka Kotahi you are welcome to contact Peter Brown, Regional Manager Central and Lower South Island, at peter.brown@nzta.govt.nz or on (03) 951 3029.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'M. Wood'.

Hon Michael Wood
Minister of Transport

8.4. Close Off of the Hurunui-Kaikoura Earthquake Corrective Action Plan

Civil Defence Emergency Management Joint Committee report

Date of meeting	17 February 2022
Author	Gavin Treadgold, Civil Defence Emergency Management Group, Emergency Management Advisor - Planning
Endorsed By	Lianne Dalziel, Chairperson, Canterbury Civil Defence Emergency Management Joint Committee

Purpose

1. To receive a close-off report on the Implementation Plan to the Independent Report on the November 2016 Hurunui/Kaikōura Earthquake.

Recommendations

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. **Receives the Close-Off of the Hurunui / Kaikōura Earthquake Corrective Action Report on the Implementation Plan of the response to the 2016 Hurunui / Kaikōura Earthquake.**
2. **Approve the closing of the Implementation Plan to the 2016 Hurunui / Kaikōura Earthquake.**

Background

2. The Canterbury Civil Defence Emergency Management (CDEM) Group commissioned an independent review of the response to the November 2016 Hurunui/Kaikōura earthquake, that was published in December 2017. In 2018, an implementation plan (aka corrective action plan) (Attachment 1) was developed to address recommendations made in the review. This report is designed to provide an update on the actions and close off the item.
3. The report notes that the corrective actions have either been completed or are being incorporated in other current CDEM Group or National programmes and projects.
4. On 31 Jan 2022 the Canterbury Civil Defence Emergency Management (CDEM) Coordinating Executive Group (CEG) noted the importance of the 'local voice' and the invaluable support provided by rūnanga.

Attachments

1. Kaikoura Review Implementation Pla [8.4.1 - 17 pages]
2. CDEM Joint Committee update on Eq Implementation Plan.pdf [8.4.2 - 4 pages]

Hurunui/Kaikōura Implementation Plan



Introduction

The Canterbury Civil Defence and Emergency Management Group (the Group) commissioned an independent review of the Group's civil defence emergency management response (CDEM) to the November 2016 Hurunui/Kaikōura earthquake. The review was undertaken by John Hamilton and Carol Hinton of Kestrel Group Ltd, a building engineering and emergency management consultancy. It is titled *Review of the Canterbury Civil Defence Emergency Management Group Response to the 14 November 2016 Hurunui/Kaikōura Earthquake*, dated 12 December 2017.

The purpose of the review was to identify those aspects of the response that worked well, and to look for areas where improvements could be made. It was focused on the responses in the districts of Hurunui and Kaikōura, and the role played by the Canterbury CDEM Group's Emergency Coordination Centre (ECC). The review included several key issues including tsunami response, the evacuation of tourists and visitors, management of road access to Kaikōura, the management of landslide and landslide dam risks, logistics management, communication and public information management, and the role of science and specialist advice.

This document represents the Canterbury CDEM Group's Implementation Plan (the Plan) to outline the improvements that have been made since the earthquake.

Review findings and recommendations

The review concluded that despite the scale of the impact of the earthquake, the response was effective and well managed at both the local and regional levels, and the response structures and arrangements in Canterbury were sound. In particular:

- Impacted communities demonstrated self-sufficiency and initiative and showed the value of well implemented community-based response planning.
- The tsunami response by coastal communities in each district was good and demonstrated the effectiveness of awareness and planning initiatives.
- Emergency services responded immediately, providing care and ongoing assurance to their communities.
- The leadership and assurance provided by the Mayors and Chief Executives was excellent.
- The co-ordination and support provided by the ECC was proactive and effective.
- The ECC's management of the Inland Road was effective in establishing the vital land link to Kaikōura.
- The response was well supported by partners. The New Zealand Defence Force provided much needed capacity to overcome the isolation of Kaikōura. Te Rūnanga o Ngāi Tahu overcame initial setbacks to host and care for tourists and visitors admirably.

The review recommended that the Canterbury CDEM Group:

1. Implements a tsunami readiness programme that incorporates awareness and education initiatives at local levels.
2. Reviews relationships between the rural sector and EOCs.

3. Reviews the needs assessment process to streamline data collection and processing.
4. Encourages MCDEM to review and refine arrangements for coordinating supplementary staff.
5. Develops plans for including the movement coordination function in the ECC Logistics function.
6. Assists the Kāikōura District Council to rebuild the relationships with Te Rūnanga o Ngāi Tahu and Te Rūnanga o Kāikōura and explore ways in which Te Rūnanga o Ngāi Tahu might be more involved in CDEM in the Canterbury region.
7. Works with MCDEM to improve the agility of reporting and information management systems in an emergency event.
8. Encourages MCDEM to develop guidance that shows how to coordinate and integrate CDEM plans and operations with NZDF support.
9. Encourages Group members to identify critical points and develop air reconnaissance plans.
10. Develops guidance for management air operations during a response.
11. Enhances its relationship with the fast-moving consumer goods (FMCG) sector in Canterbury.
12. Encourages MCDEM to develop guidance for the coordination of landslide and landside dam risk assessments.
13. Works with MCDEM and MBIE to develop guidance for the coordination of scientific and geotechnical advice during a response, noting that geotechnical input relating to life safety issues for buildings needs to be integrated with rapid building assessment processes.
14. Works with MCDEM to review and refine response reporting processes.
15. Investigates options for increasing the capacity to monitor and use social media channels in a response.
16. Develops guidance for Controllers that explains the powers available to them under a declared state of emergency using case studies and examples.
17. Seeks clarification from MCDEM on the impact of powers conferred by the CDEM Act upon other legislation.
18. Develops and implements a standardised community-based response model for the Canterbury region based on zones and hubs with reliable communications links to the Controller and EOC.
19. Finds ways in which local experiences and approaches in the Group are shared with members and their EMOs.
20. Develops the Group's C10 concept fully to provide additional response capability.
21. Develops and implements guidance on the role of Majors, Councillors and Chief Executives in an emergency response.

Implementation Plan

- Early 2018 – developed by CDEM Group Regional Office (this is the START STATE)
- Feb 2018 – presented to Coordinating Executive Group as draft and update of actions underway
- Dec 2018 – detailed review at Emergency Management Officer forum

The Plan will be implemented by the Group Manager, and accountable through normal governance arrangements to the Coordinating Executive Group and Joint Committee. The review recommendations have been grouped into similar themes.

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
THEME: TSUNAMI ARRANGEMENTS					
Recommendation 1 - It is recommended the Group implements a tsunami readiness programme that incorporates awareness and education initiatives at local levels.					
Started	Ongoing	Tsunami public education Significant tsunami awareness and public education initiatives have been underway for years across Canterbury, with increased activity since Kaikōura.	Local Authorities Group Office MCDEM		SDC: Completed mailout to all orange & red zone residents. TDC: awaiting hazard update from ECan before continuing public education
Started	Ongoing	Better earthquake and tsunami public information for tourists Improved earthquake and tsunami hazards information for tourists, campers, and tourism and accommodation locations.	Local Authorities Group Office		KDC: Workshops held with tourism operators. Purchased signs, to be put up. Motels have information in 8 languages. SDC: Public information and evacuation plans in place for Rakaia Huts. TDC: awaiting regional approach for consistency
Completed No longer used	Completed No longer used	Hikurangi Subduction Zone scenarios (NO LONGER IN USE) The Hikurangi Subduction Zone scenarios, as of late 2017, are no longer being used by MCDEM for tsunami response planning purposes. These have been replaced by a new rapid tsunami assessment tool used by GNS/GeoNet.	N/A	N/A	

On track	Completed Now BAU activity	Emergency Mobile Alerts (EMA) The Canterbury CDEM Group was operational at the launch of EMA in November 2017. We currently have 5 Duty Officers capable of sending EMAs. There is ongoing work to develop template messages, exercise the EMA system, and expand our capacity to send EMA.	Local Authorities Group Office		EMA Launch completed (Nov 2017); EMA public test (Q4 2018). KDC: test planned Q4 2018. SDC: completed test Q4 2018. TDC: areas provided to Group Office for inclusion, planned test Q1 2018.
To be started	Planned for start Q1 2019	Canterbury Tsunami Work Group and Programme An ongoing Tsunami Work Group (that reports to the Response Planning Group) and Tsunami Work Programme will be created and monitored, to provide an overview and track tsunami related activities across Canterbury. <ul style="list-style-type: none"> •Initial members of the work group have been identified •Work group needs to meet and determine terms of reference •Work group needs to informally survey Group members to develop initial work programme identifying tsunami work that is currently underway in Canterbury 	Group Office	Planned for establishment by Dec 2018	DEC 2018: Not yet started, will establish JAN 2019.
STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
THEME: RELATIONSHIPS Recommendation 2 – It is recommended the Group reviews relationships between the rural sector and EOCs. Recommendation 6 – It is recommended that the Group assists the Kaikōura District Council to rebuild the relationships with Te Rūnunga o Ngāi Tahu and Te Rūnunga o Kaikōura and explore ways in which Te Rūnunga o Ngāi Tahu might be more involved in CDEM in the Canterbury region. Recommendation 11 – It is recommended the Group enhances its relationship with the Fast-Moving Consumer Goods (FMCG) sector in Canterbury. Recommendation 18 – It is recommended the Group develops and implements a standardised community-based response model for the Canterbury region based on zones and hubs with reliable communication links to the Controller and Emergency Operations Centre.					
Started	Completed	Adding Ngāi Tahu to the Co-ordinating Executive Group Ngāi Tahu has been added to the Co-ordinating Executive Group.	CDEM Group		FEB 2018: Completed

Started	Completed Now BAU activity	Increased collaboration with Te Rūnunga o Ngāi Tahu The Group Office is actively working with Te Rūnunga o Ngāi Tahu to strengthen the relationship, this includes reviewing and advising on their response plan, delivering leadership training, and invitation and attendance at workshops.	CDEM Group		Completed, and ongoing collaboration and engagement is occurring. SDC: Good relationship with Taumutu Marae the Community Response Team based there.
Started	Completed Now BAU activity	Canterbury Rural Advisory Group A Rural Advisory Group has been formed as of February 2018.	CDEM Group		FEB 2018: Completed SDC: Good relationship with the Rural Support Trust.
Planned	No change	Invite FMCG to Canterbury Lifelines Group The intention is to invite key FMCG representatives to the Canterbury Lifelines Group.	Lifelines Group	Unknown	DEC 2018: No update
Planned	Underway	Recognition of Hurunui's approach to community-based response Hurunui's approach was recognised in the review. We should learn more and investigate the feasibility of a Canterbury-wide approach to community-based response – understanding the widely differing urban and rural communities that we cover. Hurunui District Council to present on the approach to CEG and the EMO Forum.	Hurunui District Group Office		HDC: H1 2018: Hurunui EMO presented to EMO Forum. KDC: Taking community hub approach. SDC: Expand to include other local authority's approach to community-based response. TDC: been developing community response plans for some time and enabling self-directed community volunteer teams.

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
THEME: ASSESSMENTS Recommendation 3 – It is recommended that the Group reviews its needs assessment process to streamline data collection and processing. Recommendation 9 – It is recommended the Group encourages its members to identify critical points and develop local air reconnaissance plans. Recommendation 12 – It is recommended the Group encourages MCDEM to develop guidance for the co-ordination of landslide and landslide dam risk assessments. Recommendation 13 – It is recommended the Group works with MCDEM and MBIE to develop guidance for the co-ordination of scientific and geotechnical advice during a response, noting that geotechnical input relating to life safety issues for buildings needs to be integrated with rapid building assessment processes undertaken by TAs.					
Started	Ongoing Now BAU activity	National Welfare and Needs Assessment survey The National Welfare Coordination Group (NWCG) manages the base template for welfare and needs assessment surveys. The Group Welfare Manager continues to engage with the NWCG on improvements to the survey and process. The newly-formed NZ GIS4EM group actively maintains a Survey123 implementation of the National Welfare and Needs Assessment survey that speeds deployment of the survey on the ArcGIS online mapping platform.	Group Welfare Manager National Welfare Coordination Group		
Started	Ongoing Now BAU activity	Maintenance of Survey123 Welfare and Needs Assessment survey Development and prototyping work is currently occurring within Mackenzie District, under the guidance and direction of the Group Welfare Manager.	Mackenzie District Group Welfare Manager		

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
On hold	On hold	<p>Canterbury CDEM/Lifeline Groups Aerial Reconnaissance Plan (2011)</p> <p>This is a joint plan that identifies critical points and routes for North, Central and South Canterbury. This plan will be updated and expanded to reflect the review, as well as incorporating considerations coming out of the AF8 project. One area that could be considered as a starting point is the production of a regional web map with all critical facilities across the region identified, and this could be used as the basis for determining and recording possible aerial reconnaissance routes.</p> <p>Update of the 2011 Aerial Reconnaissance Plan is currently on hold, waiting on outputs from the:</p> <ul style="list-style-type: none"> •Finalised AF8 SAFER plan •Canterbury Lifelines Group Risks and Resilience report 	Lifelines Group Group Office		<p>On hold until Risks & Resilience project completed, which will identify priority areas for assessment.</p> <p>SDC: Should look to expand more widely, especially in the context of AF8.</p>

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
Not yet started	Not yet started	<p>Clarify response objectives, tasking, and funding for scientific & geotechnical assessment</p> <p>Further clarification is required of tasking, alignment with response priorities as set by Controllers, and approval/funding for scientific/geotechnical assessment. This should also include developing a better understanding of the role of the regional council in the assessment process and responsibility for the hazard. Initial discussions have occurred with ECan Hazards personnel.</p> <ul style="list-style-type: none"> •Clarification from MBIE has recently been received that local authorities are operationally and financially responsible for any geotechnical assessments. Councils need to ensure that their procurement systems and processes are ready for response costs associated with scientific and geotechnical assessments. •The CDEM Group and Canterbury ECC already has strong relationships with key natural hazards personnel within Environment Canterbury including natural hazards analysts and river engineering. <p>Improvements are underway with Canterbury ECC procurement processes within the Logistics function, this will enable better procurement and financial management of scientific and geotechnical assessment at the regional level. (note wider than just science/Geotech)</p>	<p>Regional approach to managing natural hazards?</p> <p>Environment Canterbury?</p>		

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
Underway	Completed	<p>Rapid post disaster building usability assessment - geotechnical MBIE developed a post-disaster geotechnical assessment guideline that is part of the series that contains earthquake and flooding assessments.</p> <p>Post-disaster Building Assessments for Survey123 The Ministry of Business, Innovation and Employment (MBIE) have released Survey123 templates for post-disaster building assessment for flood, earthquake and geotechnical. These are hosted on ArcGIS Online. These are intended to be used in the same manner as the Welfare and Needs Assessment forms.</p>	Ministry of Business, Innovation and Employment	Completed JUN 2018	Completed JUN 2018 SDC: building inspectors have been trained and exercised in these.
Planned	On hold	<p>Develop Canterbury Building Assessment Response Plan MBIE published new guidance in July 2018 on managing buildings in an emergency. We need to develop a consistent Canterbury-wide approach to post-disaster building assessment to streamline and standardise assessment processes and management of building assessment operations.</p>	Group Office	Unknown	The development of Canterbury arrangements has been delayed until the new legislation has been passed by the House.

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
THEME: EMERGENCY OPERATION/COORDINATION CENTRE ARRANGEMENTS					
Recommendation 4 – It is recommended the Group reviews and refines its ECC procedures for co-ordinating supplementary staff.					
Recommendation 20 – It is recommended the Group develops the C10 concept fully to provide additional response capacity.					
Started	Completed Now BAU activity	C10 project The work underway to develop a regional response capability (Project C10) will greatly improve Canterbury's ability to co-ordinate supplementary personnel from within. Further work is required around the operationalising of C10.	C10 Steering Group		
Started	Completed Now BAU activity	Development and delivery of C10 residential course The foundation of the C10 programme was the development and delivery of the initial C10 residential course.	C10 Steering Group	April 2018	First cohort delivered April 2018. Second planned for 2019. TDC contributed to 2018 cohort, has individuals for 2019 cohort.
Planned	Started	Updated Canterbury supplementary personnel arrangements As the C10 project creates and updates improved arrangements, the ECC arrangements will be updated to reflect these changes.	Group Office		TDC: updating internal capacity to be able to release C10 personnel.
Not planned	Not planned	Supplementary personnel sourced through NCMC Logistics Given MCDEM/NCMC's role in co-ordinating personnel from outside of Canterbury, it is important that MCDEM should lead the update to national arrangements for requesting and managing supplementary personal from outside of Canterbury	MCDEM		This work is not planned to be undertaken by Canterbury as it is an NCMC Logistics process, but we will contribute.
Underway	Completed Now BAU activity	Proactive use of Liaison Officers in response The Group Office has been proactive in sending out liaison officers to local authorities during response to improve response reporting, including the Port Hills fire (Feb 2017), and Canterbury floods (Jul 2017). The Precinct EOC has already demonstrated significant interagency liaison improvements between tenanted agencies, for example during Cyclone Gita (Feb 2018).	Group Officer		This has been completed and is now part of BAU activity.

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
Planned	Underway	Improve standardisation and consistency of EOC management There is a need to review existing EOC arrangements (policy, guidance, processes, procedures, instructions, supporting resources, templates and forms).	Local Authorities Group Office		This is occurring in parallel with the C10 implementation, and other changes such as D4H Incident Management software rollout.

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
THEME: LOGISTICS ARRANGEMENTS - It should be noted that a number of these actions are on hold until the Project AF8 SAFER Plan for the South Island Alpine Fault response is finalised, as these logistics arrangements need to recognise and fit with the SAFER Plan. Recommendation 5 – It is recommended the Group develops plans for including the movement co-ordination function in the ECC Logistics function. Recommendation 8 – It is recommended the Group encourages MCDEM to develop guidance that shows how to co-ordinate and integrate CDEM plans and operations with NZDF support. Recommendation 10 – It is recommended the Group develops guidance for managing air operations during a response.					
Incomplete	Incomplete	Forum with air operators A forum with air operators was held on 18 May 2017 to discuss response air operations. Due to timing and weather it was not as fully attended as possible. This will likely require another forum in due course, and the scope would be expanded to include air movement issues identified from the AF8 project. Potential for development of a co-ordinated approach to air operator response arrangements.	Group Office	May 2017	SDC: Are there additional actions following the forum?
On hold	Planned	Blended civilian/military operations Air, sea and land movement co-ordination and operations are going to have significant implications based on the observations and issues identified in the AF8 project. There are opportunities in developing arrangements that provided a unified approach to managing civilian and military resources – particularly those that support air and ground movement. This should also include supporting activities such as emergency air traffic control. There may be challenges to be worked through, such as the comfort of civilian operators receiving taskings from the military. This is on hold, waiting finalised SAFER plan.	Group Office NZDF		This has been on hold until the SAFER Plan was finalised.

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
Planned	Planned	Capture lessons observed, case studies and considerations for logistics The Group will capture lessons observed, case studies and examples, and considerations for future events related to movement co-ordination.	Group Office		
Planned	Planned	Provide suggestions to Logistics in CDEM [DGL17/15] The captured lessons, case studies, and considerations will be provided to MCDEM, for a possible update of the Director's Guideline for Logistics in CDEM.	Group Office		
		Engage with MCDEM on working with NZDF during emergencies The Group will engage with MCDEM to encourage further development of the MCDEM/CDEM Group-NZDF relationship, impressing on the NZDF that the nature of operating in New Zealand is different from disaster response in the Pacific (where the emphasis may be more on aid).	Group Office		The Group Office is aware of and holds copies of NZDF Concept Plan Awhina that details NZDF disaster response arrangements.

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
THEME: INTELLIGENCE AND PUBLIC INFORMATION ARRANGEMENTS Recommendation 7 – It is recommended the Group works with MCDEM to improve the agility of reporting and information management systems in an emergency event. Recommendation 14 – It is recommended the Group works with MCDEM to review and refine response reporting processes. Recommendation 15 – It is recommended the Group investigates options for increasing the capacity to monitor and use social media channels in response.					
Started	Ongoing	Development of MCDEM Technical Standard MCDEM is in the process of developing a Technical Standard that provides guidance on how data is collected and stored. This is to improve the consistency and ability to integrated assessment information. This will benefit the likes of rapid damage, post-disaster building, welfare and needs, and geotechnical assessments.	MCDEM	Mid 2018.	Experiencing delays as a result of Government's Response. Canterbury CDEM is contributing to process. Dec 2018: likely to be consumed into COP Programme.
Started	Ongoing	MCDEM Geospatial Concept of Operations (GeoConOps) MCDEM is currently developing a national Geospatial Concept of Operations that will define how geospatial information sharing and services should work during an emergency.	MCDEM		Dec 2018: likely to be consumed into COP Programme.
Started	Ongoing	MCDEM Information Management Framework MCDEM is developing an information management framework and strategy, that will help guide information sharing, particularly of geospatial information. It is strongly focused on establishing a common operating picture (COP)/shared situation awareness.	MCDEM		Dec 2018: likely to be consumed into COP Programme.

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
Started	Ongoing Now BAU activity	Developing more capacity and capability in Public Information Management A group of Canterbury Public Information Managers formed in 2017 to further develop the response capability and capacity of the Public Information function in Canterbury. This group continues to improve public information arrangements, conducts training and exercising.	Local Authorities Group Office		This is an ongoing BAU activity now, being led by Comms Managers from Christchurch City Council and Environment Canterbury. SDC: Concerned about recent lack of activity. TDC: utilising PIM in council BAU social media role.
Not yet started	Not yet started	Investigate the use of social media monitoring software With multiple agencies operating in the Justice and Emergency Services Precinct EOC having a need for good monitoring of social media, there may be the option to investigate a shared system for social media monitoring tools.	Group Office Precinct EOC Working Group		

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
THEME: LEADERSHIP AND SHARING EXPERIENCES Recommendation 16 – It is recommended the Group develops guidance for Controllers that explains the powers available to them under a declared state of emergency using case studies and example. Recommendation 17 – It is recommended the Group seeks clarification from MCDEM on the impact of powers conferred by the CDEM Act upon other legislation. Recommendation 19 – It is recommended the Group finds ways in which local experiences and approaches in the Group are shared with members and their Emergency Management Officers. Recommendation 21 – It is recommended the Group develops and implements guidance on the role of Mayors, Councillors, and Chief Executives in an emergency response.					
Planned, not yet started	Planned, not yet started	Capture recent case studies and examples Use recent events to capture case studies and examples of the use of Controllers powers. Where appropriate, these examples could be passed to the Massey Controllers course, and MCDEM for consideration in updating <i>Response Management: Directors Guideline for CDEM Groups and Local Controllers [DGL06/08] (April 2014 revision)</i> . The Canterbury CDEM Group feels it is more appropriate to feedback into national Controller training material, rather than create additional guidance.	Local Authorities Group Office		
Pass to MCDEM	No change	Impact of CDEM Act on other legislation The Canterbury CDEM Group recommends that the National Controllers course is best placed to research, and then educate Controllers nationally on the CDEM legislation and the impact it has on other legislation. Canterbury will contribute to this.	MCDEM National Controllers Course		
Completed	Completed	Regular Canterbury forums The Canterbury CDEM Group holds regular forums for sharing information, debriefs, and experiences. These include the Emergency Management Officers (EMO) forum, Welfare forum, Lifelines forum, Controllers forum, Response Planning group, GIS/Mapping work groups and others.	Group Office		This is a business as usual activity.

STATE FEB 2018	STATE DEC 2018	ACTION	RESPONSIBILITY	TIMEFRAME	PROGRESS UPDATE
Not yet started	Not yet started	Documenting and sharing lessons learned formally Investigate a means of sharing lessons learned and debrief documents within the Canterbury CDEM Group. This could be modelled on something similar to the United States Lessons Learned Information Sharing (LLIS), since retired, and now the Homeland Security Digital Library. This could easily be managed if more members of the Canterbury CDEM Group were using common information management tools such as Microsoft Office 365.	Group Office	No timeframe set	Lessons learned are currently shared informally. Council information systems don't currently permit easily sharing, but as council's potentially upgrade to Office365, this platform will likely be used for sharing lessons learned. SDC: Group Office should lead setting this up. Believes there are solutions available now.
Started	Completed	Development of guidance document and training Develop a guidance document and training package for informing Mayors, Councillors and Chief Executives in their role in an emergency response.	Group Office		?? 2018: Completed

Update report on Hurunui/Kaikōura Implementation Plan

The Canterbury CDEM Group commissioned an independent review of the response to the November 2016 Hurunui/Kaikōura earthquake, that was published in December 2017. In 2018, an implementation plan (aka corrective action plan) was developed to address recommendations made in the review. This report is designed to provide an update on the actions. The Implementation Plan is attached to this report.

Theme: TSUNAMI ARRANGEMENTS	
Tsunami public education	<p>From the perspective of the review/implementation plan, completed.</p> <p>Tsunami public education continues as part of core emergency management across Canterbury.</p>
Better earthquake and tsunami public information for tourists	<p>From the perspective of the review/implementation plan, completed.</p> <p>Better tsunami information generally continues as part of core emergency management. A multi-year programme to update tsunami modelling for Canterbury continues – following updates from the Rakaia to North Canterbury, the next piece of work is for South Canterbury. A tsunami signage project was completed in 2021 – this has created an updated template for TAs to use for signage in tsunami zones. There is updated information on the tsunami hazard on the ECan website.</p>
Hikurangi subduction zone scenarios	<p>From the perspective of the review/implementation plan, completed.</p> <p>These scenarios were for a time removed from usage but were then reinstated. These are part of core tsunami response for regional source tsunami generated by the Hikurangi subduction zone.</p>
Emergency Mobile Alerts (EMA)	<p>From the perspective of the review/implementation plan, completed.</p> <p>EMA is a core tool for emergency management in Canterbury, and we are currently the most experienced CDEM Group at using EMA. We continue to do readiness work developing predefined EMA templates for high-risk events.</p>
Canterbury Tsunami Work Group and Programme	<p>From the perspective of the review/implementation plan, not completed, due to COVID-19.</p> <p>However, many of the tsunami activities continue through existing forums such as the Response Planning Group. This will be incorporated into a larger Group Work Programme.</p>

Theme: RELATIONSHIPS	
Adding Ngāi Tahu to the Co-ordinating Executive Group	<p>From the perspective of the review/implementation plan, completed.</p> <p>Further changes are likely as part of the national Trifecta programme.</p>
Increased collaboration with Te Rūnanga o Ngāi Tahu	<p>From the perspective of the review/implementation plan, completed.</p> <p>Ngāi Tahu, and Te Puni Kōkiri, have been involved in all the recent response events, and continue to be engaged during readiness. We expect this will strengthen further as the Trifecta approach to Māori and Iwi is confirmed.</p>
Canterbury Rural Advisory Group (RAG)	<p>From the perspective of the review/implementation plan, completed.</p> <p>The RAG has been actively involved during various responses including COVID-19, the 2021 Canterbury flooding, and the 2021 Canterbury windstorms, for example.</p>

Invite FMCG to Canterbury Lifelines Group	<p>From the perspective of the review/implementation plan, not completed.</p> <p>However, FMCG were engaged with Lifelines during COVID-19 response. It has been signalled that as part of the national Trifecta programme, FMCG will be recognised as critical infrastructure (replacement term for lifelines).</p>
Recognition of Hurunui's approach to community-based response	<p>From the perspective of the review/implementation plan, completed.</p> <p>Hurunui's work was recognised and promoted to regional emergency management officers. The approach to community resilience in Canterbury will in the coming years be driven by Canterbury's Disaster Resilience Strategy, which will also outline our approach to community resilience to disasters.</p>

Theme: ASSESSMENTS

National Welfare and Needs Assessment survey and Maintenance of Survey123 Welfare and Needs Assessment survey	<p>From the perspective of the review/implementation plan, completed.</p> <p>This work has been driven by NEMA's Awhina project for Welfare and Needs Assessment. This continues as part of core emergency management, and is strongly linked to other regional projects, especially the Geospatial Common Operating Picture (GCOP) as one platform with which to deliver welfare and needs assessment.</p>
Canterbury CDEM/Lifelines Group Aerial Reconnaissance Plan (2011)	<p>From the perspective of the review/implementation plan, not completed.</p> <p>The Alpine Fault SAFER Framework was released in the second half of 2018. The Canterbury Lifelines vulnerability assessment report has not yet been completed. This vulnerability assessment is a requirement for updating the Lifelines Aerial Reconnaissance plan. This will likely be blended into a larger piece of work that may start in 2022 focused on developing an impact assessment framework.</p>
Clarify response objectives, tasking, and funding for scientific and geotechnical assessment	<p>From the perspective of the review/implementation plan, not completed.</p> <p>This has not been resourced to be progressed further, but it is needed work, and could also be considered part of a larger programme to develop and impact assessment framework.</p>
Rapid post-disaster building usability assessment – geotechnical, and Post-disaster Building Assessments for Survey 123, and Develop Canterbury Building Assessment Response Plan	<p>From the perspective of the review/implementation plan, completed.</p> <p>The Ministry for Business, Innovation and Employment continues to expand its guidance and support to managing buildings in emergencies. This includes the national standard for assessing buildings during an emergency. With amendments to the Building Act in 2019, many powers for managing buildings in response and recovery has transitioned back to territorial authorities.</p> <p>Canterbury CDEM is working to incorporate the standardised MBIE post-disaster building assessments for Survey123 into the Geospatial Common Operating Picture platform that is currently being developed.</p> <p>We have not yet developed a Canterbury-wide response plan for managing building assessment. This is currently left up to individual territorial authorities to lead and integrate with their role as a building consent authority. This is on hold until informed by a possible regional building consent authority, as scoped for investigation by the Mayoral Forum; and possible CDEM regionalisation.</p>

Theme: EMERGENCY OPERATION/COORDINATION CENTRE ARRANGEMENTS

C10 Project and	<p>From the perspective of the review/implementation plan, completed.</p>	75 of 88
------------------------	--	----------

Development and delivery of C10 residential course, and Updated Canterbury supplementary personnel arrangements.	<p>This has been completed with 3 cohorts passing through training, and one full gathering of C10 personnel. There are around 50 personnel that make up C10. It has been utilised numerous times within Canterbury, and to support other CDEM Groups response activities.</p>
Supplementary personnel sourced through NCMC Logistics	<p>From the perspective of the review/implementation plan, completed.</p> <p>However, upon our experiences deploying personnel to the 2019 Pigeon Valley Fire, and 2021 Westport Flooding, we believe that NEMA processes could do with further continuous improvements.</p>
Proactive use of Liaison Officers in response	<p>From the perspective of the review/implementation plan, completed.</p> <p>This is now standard process in response for the Regional ECC to lean into affected areas and provide regional CDEM liaison(s).</p>
Improve standardisation and consistency of EOC management	<p>From the perspective of the review/implementation plan, completed.</p> <p>There have been, and continue to be, projects to increase the standardisation and consistency of EOC management in Canterbury. These include:</p> <ul style="list-style-type: none"> • Training and Development – EMTC continues to upgrade and deliver EOC training to train participants in common processes for coordination centres. • C10 – C10 capability supports, and depends upon, standardised training and operational capability. • ICT tools – various common ICT tools for emergency management are increasingly used across the region to support standardisation and consistency. These include Microsoft Office365, D4H Incident Management, the ArcGIS Online-based Geospatial Common Operating Picture, and the shared digital radio service. <p>There continues to be further opportunities to enhance consistency.</p>

Theme: LOGISTICS ARRANGEMENTS

Forum with air operators, and Blended civilian/military operations, and Engage with NEMA on working with NZDF during emergencies	<p>From the perspective of the review/implementation plan, not completed.</p> <p>While the original forum was held in 2017, no further forums have been held.</p> <p>This is likely to be folded into an AF8 work programme. Given the multi-CDEM Group nature of air movements, we still believe that the core work needs to be driven by NEMA – particularly to coordinate with the agencies that have key roles in air movements, Airways, NZDF and Fire and Emergency NZ.</p> <p>The Group will continue to take opportunities to engage with NEMA and NZDF on defence deployments for CDEM emergencies. We note that the working relationship with NZDF for readiness and response (COVID-19, flooding, etc) remains strong, and we have an excellent coordination relationship.</p>
Capture lessons observed, case studies and considerations for logistics	<p>From the perspective of the review/implementation plan, completed.</p> <p>This is now standard for the Group, following sufficiently large events, such as the 2021 May/June flooding. It covers all response functions, not just logistics. Also note that as part of the GCOP project, work is being done to develop supporting geospatial tools for movement control/coordination.</p>
Provide suggestions to Logistics in CDEM [DGL17/15]	<p>From the perspective of the review/implementation plan, not completed.</p>

The Director's Guideline for Logistics in CDEM has not been updated, so we have not provided feedback at this time.

Theme: INTELLIGENCE AND PUBLIC INFORMATION ARRANGEMENTS

Development of NEMA Technical Standard	<p>From the perspective of the review/implementation plan, completed.</p> <p>NEMA released a Director's Guideline on Rapid Impact Assessment & supporting Data Dictionary during COVID-19 that supports this.</p>
NEMA Geospatial Concept of Operations (GeoConOps), and NEMA Information Management Framework	<p>From the perspective of the review/implementation plan, completed.</p> <p>These projects were completed circa 2018-19, but not widely distributed to the sector. These have now been mostly superseded by other developments in the sector, but these all deliver similar outcomes to these NEMA projects.</p>
Developing more capacity and capability in Public Information Management	<p>From the perspective of the review/implementation plan, completed.</p> <p>There is ongoing training and development for public information personnel in Canterbury. This is supported by other activities such as C10. We note that during COVID-19 lockdowns, significant public information capability was utilised across Canterbury to support All-of-Government messaging.</p>
Investigate the use of social media monitoring software	<p>From the perspective of the review/implementation plan, not completed.</p> <p>This has not been progressed further for the time being. For now, we would rely on other agencies, such as council's communications team or Police for this capability.</p>

Theme: LEADERSHIP AND SHARING EXPERIENCES

Capture recent case studies and examples, and Documenting and sharing lessons learned formally	<p>From the perspective of the review/implementation plan, not completed.</p> <p>We continue to run debriefs following events, capture lessons learned, and as resourcing allows, implement improvements. This is a standard and ongoing process in Canterbury.</p> <p>While we have not yet implemented a specific lessons-learned database, we continue to share lessons learned via email and forums. Technical implementation in a tool such as SharePoint or Teams is easy.</p>
Impact of CDEM Act on other legislation	<p>From the perspective of the review/implementation plan, not completed.</p> <p>This has been superseded by the emergency management system reform and NEMA's Trifecta programme, especially around the use of controller powers.</p>
Regular Canterbury forums	<p>From the perspective of the review/implementation plan, completed.</p> <p>Canterbury CDEM continues to run a wide range of forums annually, including Controllers, Lifelines, Welfare, Emergency Management Officers, Response Planning, and others as needed such as geospatial.</p>
Development of guidance document and training	<p>From the perspective of the review/implementation plan, completed.</p> <p>Canterbury CDEM developed an Elected Officials Guide following the Hurunui/Kaikōura earthquake.</p>

Drafted by: Gavin Treadgold, EMA – Planning

8.5. National Emergency Management Action Report

Civil Defence Emergency Management Joint Committee report

Date of meeting	17 February 2022
Author	James Thompson, Team Leader, Canterbury Civil Defence Emergency Management Group
Endorsed By	Lianne Dalziel, Chairperson, Canterbury Civil Defence Emergency Management Joint Committee

Purpose

1. To receive an update from the National Emergency Management Agency (NEMA).

Recommendations

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. **Receives the National Emergency Management Agency Update report.**

Report

2. Rochelle Faimalo, NEMA Regional Emergency Management Advisor, will speak to the attached NEMA update.

Attachments

1. NEMA Canterbury CDEM Joint Committee - Feb 2022 [8.5.1 - 2 pages]



National Emergency Management Agency

Te Rākau Whakamarumarū

NEMA UPDATE

January 2022

[Update on implementation of the Government's Response to Technical Advisory Group – CDEM Act amendments – Trifecta programme](#)

As you know, the Regulatory Framework Review seeks to build a modern, fit-for-purpose, and enduring framework for the emergency management system. It brings together three projects: The Emergency Management Bill, the CDEM Plan and Guide, and the Roadmap for the National Disaster Resilience Strategy - hence the reference to the “Trifecta Programme”.

On 15 November Cabinet agreed to a number of proposals including replacing the current Civil Defence and Emergency Management Act with a new Emergency Management Act. Other policy proposals included will be announced by the Minister when the Cabinet paper will be proactively released. We will share this as soon as it is available.

NEMA has been consulting with stakeholders across the emergency management system to progress the Programme. Over the past few months, engagement has occurred with a range of stakeholders including JCs, CEGs, and CDEM Group Officials about:

- roles and responsibilities,
- iwi and Māori representation,
- lead and support agencies,
- lifeline utilities (critical infrastructure), and
- protections for disproportionately impacted people.

This engagement will feed into the final policy advice for the Minister in early 2022, so that it can be included in the Emergency Management Bill and inform the review of the CDEM Plan.

During the week of January 17, a series of online sessions were hosted to introduce the proposals, answer questions, and receive any initial feedback. Comments on the proposals are due mid-February (Friday 11 Feb). Written feedback can be submitted through the [NEMA online portal](#). The survey will open for feedback on Friday, 21 January 2022 and will close on 11 February 2022.

NEMA would like to thank you for your participation in this engagement and appreciate this is a challenging time with multiple Central Government reforms underway, ongoing responsibilities for the COVID-19 response, and it being a busy holiday period. It is important that policy proposals are informed by your voices, and there will be further opportunities for engagement on non-legislative reform throughout 2022.

NEMA recently published an A3 one-pager that provides a high-level overview of the Programme and its three projects. This document is available on the NEMA website under 'Programme Resources'.

<https://www.civildefence.govt.nz/cdem-sector/regulatory-framework-review-trifecta-programme/>

Contact: Adam Allington (Manager, Policy) Adam.Allington@nema.govt.nz

CDEM Sector Strategy

A CDEM Sector Strategy workshop was held in November and work is ongoing.

Contact – Gary Knowles, 0272260231 or gary.knowles@nema.govt.nz

8.6. 2021/22 Second Quarter Civil Defence Emergency Management Group Finance Report

Civil Defence Emergency Management Joint Committee report

Date of meeting	17 February 2022
Author	Sean Poff, Controller Civil Defence Emergency Management Group
Endorsed By	Lianne Dalziel, Chairperson, Canterbury Civil Defence Emergency Joint Committee

Purpose

1. To receive the 2021/ 22 second quarter Civil Defence Emergency Management (CDEM) Group Finance report.

Recommendations

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. **Receives the 2021/ 22 Second Quarter Civil Defence Emergency Management Group Finance Report.**

2021/22 Second Quarter CDEM Group Financial Report

2. The attached 2021/22 second quarter financial dashboard shows the current finances for the CDEM Group. As per the first quarter there is an underspend due to unfilled staff positions in the Group Office (note these have now been filled or are being filled), combined with the delay of key planning initiatives (Alpine Fault (AF8) and Group Plan review) due to ongoing commitments to COVID-19 readiness and response.
3. There has been an increased revenue from the Lifelines Resilience Fund project and from additional Emergency Management Training Centre (EMTC) courses receiving National Emergency Management Agency funding.

Attachments

1. Canterbury Civil Defence and Emergency Management Group Dashboard - to 31 December 2021 [8.6.1 - 1 page]
2. Canterbury Civil Defence and Emergency Management Group Detailed Performance to 31 December 2021 [8.6.2 - 1 page]

Canterbury Civil Defence Emergency Management Group



Operating Revenue

1,854K

Budget: 1,793K

(+61.47K +3.43%)

Operating Expenditure

1,312K

Budget: 1,468K

(-155.51K -10.59%)

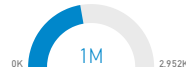
Surplus/(Deficit)

542K

Budget: 325K

(+216.98K)

Actual Expenditure vs Full Year Budget



Attachment 8.6.1

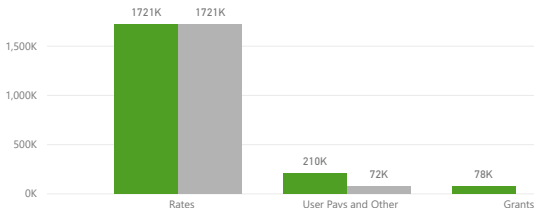
Reporting Period

7/1/2021

12/31/2021

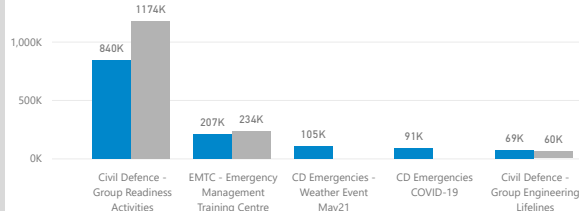
Actual Revenue vs Budget

YTD Act Revenue YTD Bud Revenue

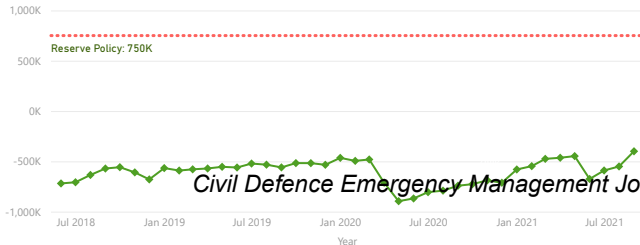


Actual Expenditure vs Budget

YTD Act Op Expenditure YTD Bud Op Expenditure

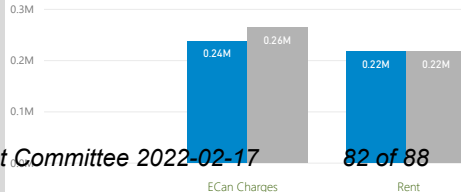


Reserve Balance



Actual Rent & ECan Charges vs Budget

Actual Charges and Rent Budget Charges and Rent



Civil Defence Emergency Management Joint Committee 2022-02-17

82 of 88

Date Filter: 01/07/21..31/12/21

Budget Version: Annual Plan

SECTION filter: CIV, Project Code Filter: P0*

		Income			Expenditure			-Surplus/Deficit		
Proj Code	Project Name	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Section: Regional Emergency Management										
P055000	Civil Defence - Group Readiness Activities	-1,493,801.70	-1,499,081.88	5,280.18	839,533.30	1,174,081.86	-334,548.56	-654,268.40	-325,000.02	-329,268.38
P055108	CD Emergencies COVID-19	0.00	0.00	0.00	90,557.42	0.00	90,557.42	90,557.42	0.00	90,557.42
P055113	CD Emergencies - Weather Event May21	0.00	0.00	0.00	105,274.58	0.00	105,274.58	105,274.58	0.00	105,274.58
P055300	EMTC - Emergency Management Training Centre	-300,778.86	-234,028.86	-66,750.00	207,479.09	234,028.87	-26,549.78	-93,299.77	0.01	-93,299.78
P062000	Civil Defence - Group Engineering Lifelines	-59,692.17	-59,692.17	0.00	69,452.88	59,692.13	9,760.75	9,760.71	-0.04	9,760.75
Regional Emergency Management - CIV SECTION Totals		-1,854,272.73	-1,792,802.91	-61,469.82	1,312,297.27	1,467,802.86	-155,505.59	-541,975.46	-325,000.05	-216,975.41
Report Totals		-1,854,272.73	-1,792,802.91	-61,469.82	1,312,297.27	1,467,802.86	-155,505.59	-541,975.46	-325,000.05	-216,975.41

8.7. Group Controller Report

Civil Defence Emergency Management Joint Committee report

Date of meeting	17 February 2022
Author	Sean Poff, Civil Defence Emergency Management Group Controller/Regional Manager
Endorsed By	Lianne Dalziel, Chairperson, Canterbury Civil Defence Emergency Management Joint Committee

Purpose

1. To receive the Group Controller's report.

Recommendations

The Canterbury Civil Defence Emergency Management Joint Committee:

1. **Receives the Group Controller's report.**

Group Office Appointments

2. Sean Poff, the new Group Controller/Regional Manager will introduce himself to the Joint Committee.
3. Richard Ball, the Group Recovery Manager will introduce himself to the Joint Committee. Richard stated on the 29th of November 2021.
4. Jessica Petersen, Group Welfare Manager, has finished her secondment to Environment Canterbury early to return to the Group Office to help support COVID-19 welfare readiness and response.

National Emergency Management Action (NEMA) Trifecta Project

5. The first stages of consultation on the first of the NEMA Trifecta projects, the Emergency Management Bill, started the week of the 17th of January 2022. This involved online presentations to Governance, Executive and Emergency Management staff across the country.
6. Online consultation ran from the 21st of January through to the 11th of February 2022. The Group Office collected feedback from Civil Defence Emergency Management (CDEM) Group Members and have submitted a Canterbury CDEM Group submission. There was not enough time to bring feedback to the Coordinating Executive Group or the Joint Committee.

7. The period for feedback was noticeably short and inadequate to provide a well thought out and collaborative submission on the proposed Bill. The Chair of the CDEM Joint Committee drafted a letter to the Minister of Emergency Management, expressing concern and requesting the timeframe be reconsidered. The letter also notes that the Select Committee process for the Bill will occur at the same time as the Local Body elections, further reducing the opportunity for Local Government to be appropriately consulted on the Bill. The Group has been notified that the letter has been received by the office, and that the Minister intends to meet with the Joint Committee, timing to be confirmed.

8.8. Civil Defence Emergency Management Controller Appointments

Civil Defence Emergency Management Joint Committee report

Date of meeting	17 February 2022
Author	Sean Poff – Regional Manager / Group Controller
Responsible Director	Giles Southwell

Purpose

1. To recommend to the Joint Committee the appointment of two Local Controllers.

Recommendations

That the Canterbury Civil Defence Emergency Management Joint Committee:

1. **Approve the appointment of Jonts McKerrow from Waimate District Council and David Adamson from Mackenzie District Council as Local Controllers.**

Local Controllers

2. Civil Defence Emergency Management (CDEM) Groups under section 27 of the CDEM Act, may appoint persons to the role of Local CDEM Controller. Local CDEM Controllers must follow the direction of the Group Controller during a declared state of emergency.
3. Waimate District Council have requested that Jonts McKerrow be appointed as a Local Controller and Mackenzie District Council have requested that Dave Adamson be appointed as a Local Controller.

Jonts McKerrow

4. Jonts is employed by Waimate District Council as Regulatory and Compliance Group Manager and has the overall management responsibility for Civil Defence Emergency Management (CDEM).
5. Prior to joining the Waimate District Council Jonts served 15 years in the New Zealand Police during which time he held the designation of Detective in the Timaru Criminal Investigation Branch.

6. Throughout his Police career Jonts was involved in numerous emergency operations including the 2006 South Canterbury snow event, local flooding events and the 2011/12 Canterbury Earthquakes.
7. Since joining the Waimate District Council in September 2019, Jonts been actively involved in the Waimate CDEM team and has had operational involvement in the December 2019 Rangitata River flood event and the May 2021 South Canterbury flood event.
8. CDEM qualifications:
 - September 2019 EOC II intermediate course
 - September 2020 Applied Coordinated Incident Management (CIMS4)
 - October 2020 EOC III Operations, Planning & Intelligence training

Dave Adamson

9. Dave is employed by Mackenzie District Council as General Manager, Operations, Planning and Regulatory Services.
10. Previously Dave was General Manager City Services for Christchurch City Council. In this role he was appointed as a Local Controller.
11. In the role of Local Controller he was the Controller for the Port Hills fires, Tsunami Warnings and numerous flood events. He was involved in regionalisation work of the Rural fire and was on the review panel for NZ Fire Service.
12. Dave has attended MCDEM Controller Training.

Attachments

Nil

9. Next Meeting

10. Mihi / Karakia Whakamutunga - Closing