



impact

 Te Rākau
Whakamaramara
Ministry of Civil Defence
& Emergency Management

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Dianne Yates and Anne Tolley of the Government Administration Select Committee discuss the role of the National Emergency Operations Centre (NEOC) with the Ministry's National Operations Manager Tom Finnimore during a tour organised for the Committee on 29 March. Looking on are (l-r) Lesley Fergusson, Clerk's Office, Sarah Young, MCDEM Policy Analyst, and Stephen Cutting, Clerk's Office.

Progress on CDEM Bill

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The Civil Defence Emergency Management (CDEM) Bill is making good progress through Parliament. The Minister of Civil Defence, Hon George Hawkins, introduced the Bill on 11 November 2000; it had its first reading on 12 December 2000 and was referred to the Government Administration Select Committee.

The Government Administration Select Committee holds the brief for review of civil defence matters generally. The Committee travelled to Christchurch and Auckland on 15 & 16 March to hear submissions and held a further 4 hearings in Wellington. All those who wanted to be heard – local authorities, individuals, companies and groups – had a good opportunity to make their case. The Select Committee received 79 written submissions and heard over 40 oral submissions on the Bill. 60% were from local government and 15% from utilities. The Government Administration Select Committee is considering all submissions as it prepares its report to Parliament, due by 11 June 2001.

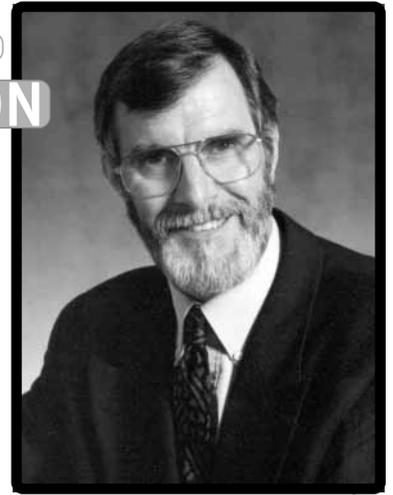
Dianne Yates, chairperson of the Select Committee, said "To date, while there are some suggested changes, there has been general agreement over the direction of the Bill. Patterns are emerging and it does appear as if most concerns will be able to be addressed. As chair of the Committee, I'd like to thank the local government organisations, utilities and other representatives for their excellent submissions and presentations."

The Committee members are Anne Tolley, Lindsay Tisch, Tony Steel, Luamanuvao Winnie Laban, Grant Gillon, and Tim Barnett. John Carter joined the Committee during most hearings on the CDEM Bill and at times other MPs have also supported the Committee.

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Dianne Yates



Focus on implementation

In the last issue of Impact in December 2000, I noted the importance of the new civil defence emergency management legislation in making our arrangements for dealing with hazards and disasters more efficient.

I noted that the old organisational arrangements whereby central and local governments had direct access to substantial resources and infrastructure in the event of a disaster no longer existed. The assumption that collectively we would manage whatever disaster befell us – “we’d deal with it on the day” – is more than ever inappropriate.

The new environment is based on three things. First, if we understand our hazards and what they can do to us – the scope and scale of potential consequences – then we have a basis for planning.

Second, if we all play our part in this planning, individually and collectively, then the resources of our communities can be focused quickly and effectively for response and recovery on the day.

It is not just good community- it is good business.

Third, with this knowledge of our hazards we can, over time, with planning and infrastructure management, reduce our vulnerability and reduce the impact of disasters when they occur.

The draft legislation requires local government, the emergency services, lifeline utilities and government agencies to be capable (albeit at a reduced level) during and after an event. The Ministry of Civil Defence and Emergency Management is committed to working with the sector to define what this means and how to achieve it.

Review of Ministry Structure

Over two years ago the Ministry formed to define the platform for the new legislation and to bring about a new focus to emergency management and civil defence.

Today we need to give effect to the new platform. It will not happen by itself and it will require drive and focus from all

the key stakeholders – there is no one else to do it! The Ministry is therefore reorganising itself to give a better focus for the implementation phase. Our key drivers are:

- Engagement with our stakeholders.
- Teamwork, internally and with the sector.
- Capability to manage the major event.

To give effect to this, a new structure has been established and will be implemented over the next couple of months. The key changes include:

- The setting up of a new Capability Unit, which builds on and strengthens the current Sector Support unit, and which will work closely with the sector to develop capability, locally and nationally, through guidelines, systems and education.
- The disestablishment of the Sector Development unit which played a key role in framing the new environment. The education and professional development function will now sit within the newly formed Capability unit.
- The recasting of the six person liaison function within the Capability unit by retaining three advisor positions and creating three planner positions to support the regional planning activity at the Group and individual organisational level.
- The creation of a Readiness unit and a position of Manager, Readiness to manage the National Plan, and oversee the National Emergency Operations Centre.

As a consequence of the restructuring, a number of positions within the Ministry have been affected, and some new positions have been established which will be advertised in May.

These changes represent a refocusing of our resources to more effectively support the sector in the implementation of the reforms and to improve our own capability to manage a major event.

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Progress on CDEM Bill

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As well as supporting the Select Committee, the Ministry has been busy making sure that information is getting out to interested parties – briefings have been provided for local government, lifeline utilities and various other stakeholders.

Through February, the Ministry’s Policy Manager Chris Kilby and Mark Jacobs, Senior Policy Analyst, supported by the Ministry’s Emergency Management Liaison

Officers, held a series of meetings about the Bill for local authorities. The meetings focused on the Government’s policy intent as expressed in the Bill. Mark Jacobs said that the aim was to help authorities as they developed their submissions to the Select Committee.

“There was a good exchange of views and we’ll be back once the Bill is passed to help discuss implementation for CDEM Groups,” said Mark.

The National CDEM Strategy

A National Civil Defence Emergency Management (CDEM) Strategy is being developed to provide overarching strategic direction for agencies involved in undertaking civil defence emergency management in New Zealand.

Why a National Strategy

There are three key reasons for developing the National Strategy:

It will provide direction to those involved in civil defence emergency management. Civil defence emergency management is concerned with the 4 Rs of reduction, readiness, response and recovery. In the past, civil defence largely focused on readiness and response. The Strategy will incorporate principles, goals and objectives that address the reduction and recovery elements of this continuum. It will provide a basis for government agencies to shape policy platforms and undertake long-term planning to incorporate civil defence emergency management.

It will send the signal that civil defence emergency management is a multi-agency responsibility. Many disciplines contribute to civil defence emergency management. For instance, NIWA (National Institute of Water and Atmospheric Research) and GNS (Geological and Nuclear Sciences) undertake research and provide scientific knowledge of hazards, the Ministry for the Environment administers the Resource Management Act 1991 that requires local authorities to manage their hazards, the Ministry of Agriculture and Forestry provides assistance in agricultural emergencies, etc.

It will provide a means to coordinate the many different roles and functions of government by defining common goals, interests, and priorities. The Strategy will also address means to achieve these goals through targets and actions. It will contribute to the purchase agreements, long-term strategies and work programmes of many agencies at both central and local government level, including many other agencies such as the Crown Research Institutes.

Context

The Strategy is just one instrument for carrying out civil defence emergency management. The proposed Civil Defence Emergency Management Bill was introduced in November 2000. A report back from the House on the Bill is expected by June 2001, soon after which the Minister expects the Bill to be enacted. Other instruments within the Bill include regulations, Director's Guidelines, CDEM Plans and a National Plan (this latter document is not to be confused with the National Strategy). The National Plan is the operational plan for responding to, and recovery from, an emergency event of a national scale). All of these instruments combined will create a framework to enable the management of all natural and technological hazards and risks, integrate all parties involved in CDEM and ideally, reduce the need for states of emergency.

Specifically, the proposed Bill requires the Minister of Civil Defence to prepare a Strategy on behalf of the Crown, undertake public notification and consultation and complete the Strategy within one year of the Bill being enacted. The Strategy must be reviewed within 10 years and there must be a National Strategy available at all times.

Developing the draft Strategy

The Ministry of Civil Defence and Emergency Management is currently developing the draft Strategy. Fortunately, because the Government approved the principles to underpin emergency management in New Zealand in 1996, the Ministry did not have to take a 'green fields' approach to developing the draft Strategy, but was able to use these principles as the basis to move forward. In 1999, a Ministry team was set up to clarify the purpose and scope of the Strategy, develop an



(L-R) Richard Davies and David Rafferty from Treasury, Terry Webb from GNS, and Chris Ward from MAF at the consultation session held for central government agencies and CRIs in February 2001.

appropriate structure, and prepare for consultation.

In February 2001 the Ministry of Civil Defence & Emergency Management held a presentation to promote and explain the draft Strategy. Twenty-six central government agencies and CRIs attended the session. Local Government New Zealand were invited to attend the consultation and opted for a monitoring role at this stage. They intend to be more involved during the next round of consultation. Overall, there was satisfaction with the way the draft Strategy was developing. A few weeks later the team held a working group session with these agencies to look at a series of questions that were set out in the draft Strategy. Once again the response was extremely positive with clear support for the general structure and approach of the draft Strategy.

To look at more detailed issues within the draft Strategy and to develop targets and actions to meet the goals and objectives, a series of focus group meetings were held. The Ministry has been impressed with the feedback and commitment by a number of the agencies consulted. Many individuals have gone that extra mile and presented to the Ministry helpful and relevant documentation, and informative feedback.

Local Government

Local government play a key role in civil defence emergency management and the Ministry recognises that the Strategy will be of great assistance for CDEM Groups to start developing their CDEM Plans. The Strategy will provide a clear policy link between the proposed legislation and CDEM Group Plans and it will provide guidance on what should be in a CDEM Group Plan. It is important that local government understand the Strategy and be involved in its development as the proposed legislation contains a provision which states that a CDEM Group Plan "may not be inconsistent" with the Strategy.

Next steps

The next step in developing the draft Strategy is for the Ministry team to pull together all the feedback from the first round of consultation. In May 2001, the draft document will go back to those who have already commented for further feedback. The draft Strategy will then be polished up and will be released for public consultation soon after the Bill is enacted. Consultation after the Bill is enacted will involve meetings and workshops around the country, most likely at a regional council level. The Strategy needs to be finalised one year after enactment of the Bill.

If you have any questions about the National Strategy, call Janine Kerr on (04) 495 6808 or email janine.kerr@dia.govt.nz.

CDEM 2001

'Making It Happen'

8 - 10 May 2001, Wellington

The CDEM 2001 conference in May is a key conference for anyone with a stake in the civil defence and emergency management sector in New Zealand.

The Civil Defence Emergency Management (CDEM) Bill is making good progress through Parliament and is expected to take effect in 2001. The conference focuses on what is being done to make it happen.

- What is the sector doing to make the new CDEM planning and structures work?
- What do we need to do as a country to create National Capability?
- How are the relationships building within local government, and between local government and the rest of the emergency sector?

The conference programme builds on the broad theoretical emergency management context and brings together people working on practical implementation. There will be significant opportunities for participants to discuss the wide range of current initiatives, and share the experience of others who have gone ahead and worked through implementation issues. There will be a particular emphasis and work around planning in the new environment.

This year's conference will be different in several key ways from other such events in past years. The participants will be drawn from the Civil Defence Emergency Management (CDEM) Group members and will therefore include CDEM staff, their managers and local government planners, with representatives from emergency services, utilities, scientific groups and others. There will be a series of presentations and workshops from senior emergency managers from local government, the emergency services, and other key sector agencies.

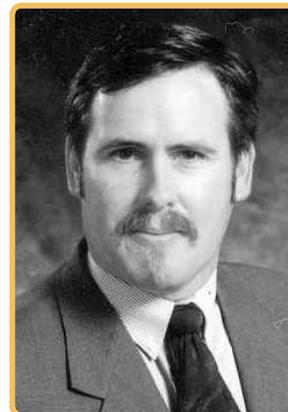


Farewell Chris

Policy Manager Chris Kilby left the Ministry on 30 March 2001. Chris has been with the Ministry since 1999 and established the new policy unit for the Ministry.

At his farewell, Director John Norton said that Chris' s contribution had been substantial over that time and that he has valued his input.

"His biggest achievement with his team has been the production of the CDEM Bill, shepherding its introduction into the House, and current passage through the Select Committee. In other areas his unit has managed the development of the National CDEM Strategy, the production of response and recovery claim guidelines, and played a major role in defining and effecting the Clutha river solution," said John.



New Zealand Society for Risk Management

If you are involved in some aspect of risk management (and let's face it most local authority and emergency management personnel are) this new Society will be of interest to you.

The Society is the result of a group of people across a range of disciplines getting together and deciding that a broad based approach to the subject of risk management would be worthwhile. A discussion forum in November 1999 set the scene, and through last year, three working groups refined the details leading to the Society being established at an inaugural meeting late last year.

Following election of a Management Committee, the Society held its first AGM on 5 March 2001. A plan of action reflecting the formal objectives of the Society was approved. These objectives include:

- promoting and encouraging the application and development of the principles and theory of risk management;
- bringing persons with an interest in risk management together;
- facilitating communication and networking;
- improving the quality of risk management knowledge and practice in New Zealand.

Membership

The present membership of the Society is about 180 and includes people from emergency management, engineering, telecommunications, research, academia, finance and the public sector. Individuals can join as ordinary members, and the Society also provides for organisations to belong as associates.

Programmed Activities

The Society already has a website up and running and is in the process of setting up a regular electronic newsletter to keep members up to date with risk management activities in New Zealand and overseas.

The first annual conference of the society is also being planned.

Further down the track, the management committee of the Society will be providing the framework for the formation of specific interest groups through which members with a common geographic or vocational focus can cluster.

Like to know more?

Visit the society's website at <http://www.risksociety.org.nz> or contact the Secretary, Janet Gough (secretary@risksociety.org.nz), phone (03) 329 9735.

National Civil Defence Plan

The Ministry's Emergency Management Advisor, Kevin O'Kane, is tasked with updating the current national plan. Kevin says that it is a particularly complex task with a tight timetable - all changes must be agreed before the new legislation comes into effect. The sections on Welfare, Police (Law and Order) and Energy were all signed off in December 2000, but much remains to be done. The emphasis this time around is on Part One - Response, which has a large set of Annexes. Recovery is also a major focus for the National Civil Defence Plan which is under review. Logistics and Public Information are also being looked at.

The changes made will probably be in force for two years or more, and need to cover both existing legislation and structures, and those proposed in the CDEM Bill. Describing local government in terms which cover both existing autonomous organisations, and the new CDEM Groups, needs careful consideration. The most time-consuming part of the job, however, is the amount of consultation it requires. For example, Kevin has held consultations with the Institute of

Geological and Nuclear Sciences (GNS) staff in Wellington about the Earthquake contingency plan, and those in Wairakei (near Taupo) about the volcanic plan. Kevin says the biggest task is revising the detailed list of responsibilities that forms part of the Response Plan: "Over 60 organisations, and each of them has to agree with any changes to the current text", says Kevin.

During the revision process, there has been considerable emphasis on stating relationships and responsibilities as clearly as possible. In the work to date on Response, for example, there is a recognition that cooperation and negotiation - rather than legal compulsion - underpin the way we manage emergencies in New Zealand. "We have also taken the opportunity to remove much of the explanatory information, which is repeated in existing manuals and other documents", said Kevin.

Look for recent updates on our website (under Policies and Plans) with the next round of revisions expected in July this year.

Cities on Volcanoes

Auckland hosted the second Cities on Volcanoes conference on 12- 14 February 2001. This well attended meeting attracted 220 delegates from over 20 countries and represented a variety of disciplines, including Emergency Management, Physical Volcanology, Heritage, Insurance, Education, Public Health, and Sociology.

Through discussion, sparked by a range of excellent presentations, conference delegates were able to collaborate and re-evaluate volcanic crises preparedness and management.

As a result of the conference the world's first Cities and Volcanoes Association is to be established. A working group has been formed to set up the association, whose agenda will include helping ensure residents throughout the world's volcanic cities are better prepared.

New Zealand was well represented and received positive feedback on a number of its risk reduction initiatives. The EQC disaster insurance model was recognised as world class. The success of this simple but effective model, which automatically provides disaster insurance to property owners when they purchase fire insurance, is clearly reflected in the large number of residential property owners in New Zealand who have disaster insurance. Other leading initiatives presented by

New Zealand delegates included:

- The new EQCNet, a major upgrade to our national earthquake and volcano monitoring network.
- The current reforms of New Zealand emergency management legislation.
- The community resilience models being developed by Massey University and GNS.
- The Engineering Lifelines work looking at infrastructure vulnerability to volcanic hazards.

The conference presentations were followed by two days of field trips, one to Rangitoto, and the other around a selection of the Auckland isthmus volcanoes and associated volcanological features.

The visit to Rangitoto, led by Dr Ian Smith from the University of Auckland, attracted a large group and allowed participants to explore Auckland's most recent volcano. The second field trip was led by Les Kermode, Dr Bruce Hayward (University of Auckland), Ian Lawlor and Alastair Jamieson (Auckland Regional Council) and introduced delegates to seven sites around the city with interesting volcanic features. These ranged from the fossil forest at Takapuna, to food storage pits and living terraces still clearly visible upon Mt Wellington, and devastating pyroclastic flow deposits metres thick along the western margin of the Tamaki estuary.

United Nations Disaster Assessment and Coordination (UNDAC)

The Ministry of Civil Defence and Emergency Management has been keen for some time to develop a small 2 - 3 person, multidisciplinary New Zealand team trained under UNDAC (United Nations Disaster Assessment and Coordination) who can participate in the assessment of disasters and the coordination of international response in international disasters, particularly in the Asia/Pacific region.

Membership of UNDAC requires a significant investment, but there are a number of benefits for New Zealand in bringing back the training and expertise gained, and sharing this amongst the emergency management sector.

The Ministry is therefore sending John Titmus, Emergency Management Advisor, and Wellington Regional Council is sending Rian van Schalkwyk, Emergency Manager, to the next training course in Lausanne, Switzerland, in May for a two-week training course. On their return we expect to set up a project to review past New Zealand work on disaster assessment in order to reissue the guidelines in an appropriate form.

The Nisqually Earthquake: Lessons for New Zealand

By Denzil Duncan and Barry Earl, Ministry of Civil Defence and Emergency Management



The brick parapet over the Fenix Cafe in Pioneer Square, Seattle, collapsed in rubble during the earthquake on 28 February.

On 28 February 2001 at 10:54am, a 6.8 magnitude earthquake struck the Puget Sound region of Washington State in the USA. The earthquake's epicentre was 18 km northeast of Olympia, approximately 58 km southwest of Seattle, and 52 km deep in the Nisqually Delta area. The depth of the quake proved to be significant and fortuitous – limiting both casualties and damage. There were 407 casualties, 4 serious. Three minor aftershocks were reported with no reports of injury or damage.

A number of similarities between this impact area and the eastern coast of the North Island, caused both the New Zealand Society for Earthquake Engineering (NZSEE) and the Ministry of Civil Defence and Emergency Management to look closely at the potential for New Zealand to learn from this event. There are not only similarities in the tectonic environment – both in terms of seismicity and geology – but also in the built and social environments. Therefore while this was a relatively “moderate”

earthquake, it was decided to send a team immediately after the quake in full knowledge that there had been relatively few casualties and only minor access disruption.

The team comprised Dick Beetham (Team Leader) from the Institute of Geological and Nuclear Sciences to look into geotechnical and seismological issues; Graeme Beattie a senior structural research engineer with the Building Research Association of New Zealand (BRANZ) to report on the performance of the built environment; and Denzil Duncan and Barry Earl from the Ministry of Civil Defence and Emergency Management.

The Ministry's interest was four-fold:

- Hazard mitigation measures – effectiveness of a decade of programmes; evidence that damage/casualty limitation was a result of such initiatives
- Impact assessment – coordination, sharing and prioritising of information
- Response co-ordination – effectiveness, learning points, intelligence gathering, refinements, and
- Public information – effectiveness, mechanisms, refinements

The lessons learned were wide-ranging. One important challenge for the team was to rein in our admiration of the American emergency management machine at work, and analyse its core functions, taking time to consider their



The New Zealand team at Washington State, with Jim Schoonover Jr (centre), Operations Unit Manager, Washington State Emergency Management Unit: (l-r) Denzil Duncan (MCDEM), Graeme Beattie (BRANZ), Barry Earl (MCDEM), Dick Beetham (GNS).

value and effectiveness. The State of Washington (population 6m) was seen as a useful comparison for New Zealand central government response; Seattle (Pop'n 570,000) as a metropolitan response; and Olympia (the State Capital with 50,000) as the equivalent to response at provincial level within New Zealand.

In this issue of Impact we intend to background our findings and to look specifically only at hazard mitigation issues. In subsequent issues we will explore more fully lessons learned from the American response effort.

FEMA's Region X did much to smooth our way with introductions into the Emergency Management Division of Washington State, who in turn facilitated introductions at a County and City level. The willingness of these often tired and overworked people to invite us into their EOCs, to share their experiences and to openly and honestly review the adequacy of their response to this event and their community's needs, is to be applauded. We can only hope we would be as open and gracious in similar circumstances.

Overriding all emergency management processes we observed was one key organisational arrangement to which we returned time and again in assessing effective response mechanisms.

At city, county and state level, each organisation has a Disaster Management Committee comprising both political leaders and officials. These committees meet monthly, exercise regularly, require full plan reviews every two years, and facilitate networking in a meaningful way. Their commitment to emergency response takes planning for disaster response and recovery into the heart of every department's day-to-day operating procedures.

As a result, when an emergency occurs, all Local Government employees know what their role and responsibility is. And it is not something completely divorced from their normal work! The emphasis *will* change and their workplace *may* change but the tasks are part of their agreed job description.

Hazard Mitigation

FEMA has developed a loss estimation software program called HAZUS. It is a software package which uses mathematical formulae and information about building stock, local geology and the location and size of potential earthquakes, economic data and other information, to estimate losses from a potential earthquake. Once the local database is developed all one has to do is feed in the location and size of a potential (or real) earthquake and HAZUS will provide an estimate of the groundshaking, the likely number of buildings damaged, casualties, damage/disruption to lifeline utilities and an estimate of the homeless. What it also provides is an estimate of the dollar losses and the likely cost of repairs. It was initially developed for pre-event mitigation, to guide response planning and to speed response and relief efforts.

On this occasion and for the first time, HAZUS was used by the State of Washington to determine the likely financial impact of this event. The software gave the state an early estimation of total losses (USD2billion) and was used in deciding to make a State emergency proclamation and later in supporting a request for a presidential declaration of a major disaster. (The latter is significant in that

it opens the federal coffers for special financial assistance programmes for both individuals and public agencies.) In the past, local authorities would have submitted tenuous

estimates of damages and economic consequences over the days following such an event until gradually the scale of the event would have emerged. This method provided the results required quickly and at state level without tying up local authority resources.

The significance of the decision to use HAZUS in calling for federal aid will have ramifications in the future. After all, this was a relatively minor event with few casualties and even fewer displaced persons. If the actual financial costs do not match the estimates then the tool may be discredited and its real benefits in informing EM decision making across the 4 Rs, overlooked.

There are a number of variations of this type of software currently in use in New Zealand. To date, application of such software has tended to be organisation specific. Washington State has a high "mitigation" profile. Several state communities joined a federal initiative called "Project Impact" whose catch-cry was "building disaster resistant communities". The City of Seattle had been one of seven pilot communities and put considerable effort into retrofitting older homes, identifying and mitigating non-structural hazards in public schools, and hazard mapping of earthquakes and landslides in the area.

Interestingly, the City of Olympia had not been party to this federal and state initiative and commentators were looking for evidence of Seattle outperforming Olympia in terms of damage limitation and casualty numbers. The irony is that on the morning of the quake President Bush's proposed federal budget recommended ending the Project Impact disaster preparedness programme stating it "has not proven effective". As it turned out this earthquake did not provide the test needed and the jury is still out!

In subsequent issues of Impact, we will look at the various response mechanisms at work within local government and their emergency operation centres.



Barry Earl inspects damage to a vehicle parked outside a building with an unreinforced masonry parapet.

Education and Training Programme

2000 – 2001

By Tom Roche

At the time of publication of this issue of *Impact* the final course of the nationally directed course programme for 2000–2001 has commenced. Course EM13 - a Coordinated Incident Management Systems (CIMS) course started at the Royal NZ Police College, Porirua on 18 April.

It has been an exciting challenge to deliver a mix of practically – based information management activities, joint agency command and control programmes and the standard series of civil defence management courses (Controllers Initial, Recovery, Public Information)

The hallmark of all eleven courses delivered has been the people-mix. The active participation of the course groups and the willingness of all individuals to share their personal experiences and knowledge of emergency management has been satisfying.

The overwhelming success of the course programme would not have been achieved without the support and commitment of a wide range of individuals and organisations. Keynote presenters were drawn from across all sectors of the community, directing staff/facilitators who are professionals in the sector, and the education and training units of the primary emergency services. The Ministry of Civil Defence and Emergency Management acknowledges the significant contribution of these people and organisations.

The following paragraphs cover some of the highlights of the courses delivered since July 2000.

Response 2k

The delivery of three practically-based computer courses provided an exciting and innovative change to the Ministry's transition programme. The many unique features of the Response 2k system make it a valuable tool for managing the routine administrative processes and resources of a Civil Defence organisation during normal times, as well as the management of operational information for control and co-ordination purposes during emergencies.

Course comments from the trainees at the end of the three courses suggest that most individual expectations were met. The majority just wanted to gain a better understanding of the system and its application, particularly in the emergency environment. In the main, the feedback focused on the capabilities of the system. Many saw the integration of the system with the GIS capability currently available in most councils as a significant enhancement. The key message that came through the written feedback was: "At last we have a system designed by people who know the business of civil defence."

Where to from here? The Ministry is unlikely to include any Response 2k courses in the transition course programme for 2001–2002. It will, however, continue to encourage the delivery of such programmes at regional and local level. Attention will also be given to the development of resources such as the trainee workbook, a practical users guide, and an individual personal log book for civil defence staff.

The Ministry will also collaborate with the Local Government Industry Training Organisation (LGITO) to link training and competence in the Response System with the unit standards in computing that are currently registered on the NZ Qualifications Framework. This will provide competent operators with the opportunity to gain formal recognition for their skills.

Public Information Managers course

Course EM08, Public Information Managers, was held at the Royal NZ Police College in November 2000 and was reported on in the last *Impact*. The 18 participants were drawn from local authorities from across the country and encompassed a real mix of professionals with predominantly public relations or marketing backgrounds. A wonderful group to work with because of their creativity and their communication skills.

It is fair to say that few people in the civil defence emergency management (CDEM) sector have a real appreciation of the scope and complexity of the public information function. It is not simply networking with members of the media - certainly a prime responsibility! It is the deliberate, planned and sustained effort to establish and maintain mutual communications between the CDEM authorities and the community.

Participant response to the programme was overwhelmingly positive. Many of the comments reflected surprise at the scope of the PIM role, acknowledging that the job could not be done by one person. A team effort was required if the job was to be done properly. At the end of three days of information overload, most were asking themselves the key question 'How did I get landed with this job?'

Coordinated Incident Management System (CIMS)

This three-day activity is intended for the representatives of the emergency services and other key agencies likely to be appointed to key management roles in support of the Incident Controller in a multi-agency response to a major incident. The programme has been developed by a CIMS joint-Agency Working Party to meet part of the requirements of Unit Standard 17280 "Apply the coordinated incident management system at incidents as a team member". This is a unit at Level 4 on the NZ Qualifications Framework.

The Pilot Course, sponsored by MCDEM, was held at the Royal NZ Police College in November 2000. Comprehensive evaluation, including feedback from participants, trainers, and a team of observers enabled the Development Team from the NZFS National Service Centre, to revamp the package making necessary changes to the scope and content of the programme.

To maintain the momentum for the introduction of CIMS throughout the emergency management sector, the CIMS Working Party elected to rerun the course on three further occasions February to April 2001. Two courses sponsored by



Pictured at the Controllers Initial Course in February are (l-r): Alan Pearce (Tauranga), Roger Gardner (Masterton), John Schouten (Masterton) and Bill Radford (Ngaruawahia).

the NZFS were delivered in Auckland and Christchurch. The final course sponsored by CDEM was delivered again at the Police College.

The significant feature of these courses was that they were delivered by joint-agency training teams to mixed audiences drawn from across the emergency management sector. Feedback from the participants highlighted the mixed audiences as a key feature contributing to their success.

While it is accepted that the course package is not yet perfect, it is at a stage that it can be made available to regional training groups to encourage joint agency training/networking and achievement of the unit standard. The expectation is that the course package will be available in June 2001.

The contribution of all involved in the design, development and delivery of the course programme and the final package is acknowledged. In particular the work of the staff of the NZFS National Service Centre. The value of CIMS lies in its potential for broad practical application. It promises to introduce a degree of certainty into conditions that, by definition, are uncertain.

Civil Defence Controllers Initial

A controllers effectiveness in an emergency will in great part depend on their technical knowledge; application of basic management techniques and their leadership skills. The Controllers Initial Course delivered at the Royal NZ Police College in February, assumed that participants had the basic management and leadership competencies and therefore focused on the legislation, operational systems, structures and processes.

It was a two-day bridging course covering the ongoing responsibilities and powers vested in local and regional

controllers under the provisions of the Civil Defence Act 1983, not least being the power to direct and coordinate for the purposes of the Act, personnel, material and services made available by organisations and agencies during an emergency. The course is designed for senior managers of local government and key agencies who could have a management role in the response to an emergency event.

It is expected that two Controllers Initial Courses will be delivered in the new training year.

Recovery Managers

Palmerston North was again the scene of a major earthquake to provide the necessary impact scenario for focused discussions and planning workgroups on post response activities at the recent Recovery Managers Course delivered at the Royal NZ Police College in March 2001. The course examined the principles and processes of community recovery after the impact of a major disaster event. Lessons were also drawn from recent emergencies in New Zealand and overseas in order to encourage greater awareness of the importance of planning for recovery. Participant response to the course was overwhelmingly positive. The majority expressed a desire for the Ministry to facilitate further networking of Recovery Managers by providing practical hands-on experience.

Summary

It has been a busy year and 2001-2002, promises to be as demanding. The Ministry plans to offer a number of nationally-based courses and there will be increased support for regionally-based activities. The third area of activity will be in the review and updating of key reference manuals and documents. The continued support of individuals and agencies in the emergency management sector will be necessary for a successful programme.

Gisborne District Council

Exercise NIVA 2001

Gisborne District Council's "Exercise Niva 2001" will be held on Sunday 10 June, 2001. The exercise is conducted once every four years as part of Gisborne's CDEM training cycle. It involves about 160 participants throughout the District and requires a team of 15 for evaluation and control. Exercise NIVA has been run twice before within the District.

This year, for the first time, their RMD software system has been incorporated into the exercise. Gisborne did use the software in its EOC over the Millennium preparations but they are keen to see how it performs in the circumstances for which it was designed. Three staff from the Ministry of Civil Defence and Emergency Management have been invited to join the exercise.

Hawke's Bay Regional Council

by Lisa Pearce

- Planning is well underway for the next Hawke's Bay Regional Civil Defence Exercise to be held in May 2002 with a flood disaster theme. This is a comprehensive exercise, like "BayShake" held in 1999, involving a wide range of staff from local authorities, fire service, police, healthcare, and essential service providers. Andy Matthews from 'Practical Business Solutions' has been appointed as Project Manager, and will lead and coordinate the development and execution of the exercise, assist with debriefing, and provide a final exercise report. This leaves all participating organisations free to focus on their internal operational procedures and training requirements.

- The HBRC Regional Civil Defence Plan is currently under review, as it expires on 27 July 2001.

Although, the Civil Defence Emergency Management Bill is now being considered by the Government Administration Select Committee, the Council is still obligated to maintain its current plan under the existing Civil Defence Act 1983. The intention therefore is to review the existing plan for approval before 30 May 2001.



- The HB Engineering Lifelines Taskgroups are now working towards finalising the assessment of natural hazard risk to regional infrastructures, with the aim to complete this work by the end of April. Work has already commenced on developing the final report, with the Project Manager coordinating the reporting activities which include hazard information, lifelines descriptions, results of assessments, conclusions and recommended items for further assessment.

It is anticipated the project will have largely achieved its initial objectives by June 2001, although the project will continue to have a role in the new Emergency Management environment.

Environment Canterbury

Emergency Management Planner Appointment

Environment Canterbury has appointed Keith Evans as their Emergency Management Planner. Keith has been with Environment Canterbury for the past three years working as a Database Liaison Officer within the Communications Section, where he was involved with the Natural Resource Planning and Regional Policy Statement analysis process.



In his new role he will be working as an Emergency Management Planner and Civil Defence Officer. His main tasks include that of administrator for the Canterbury Civil Defence Emergency Management Group, and that of a coordinator of information to help in production of the Regional CDEM Plans. Most of Keith's professional career was with the Ambulance Service in Liverpool and East Anglia in the UK. He was a Paramedic and Paramedic Instructor specializing in Pre-hospital Trauma Life Support and Cardiac care. During that period he was the President of the Ambulance Service Institute and a Director on the board of management.

Since moving to New Zealand six years ago, he has worked with the Red Cross, and he was also involved in instructing the Red Cross Relief Teams and Land Search and Rescue teams in Pre-hospital Care.

Keith is also an active member of the Environment Canterbury's Rescue Team having recently completed the advanced modules for high rise rescue. He is a family man and his hobby is carpentry, making furniture and toys and watching old and sci-fi movies.

Wellington Regional Council

Project Phoenix by Rian van Schalkwyk

It has been recognised that any severe earthquake in Wellington would have major repercussions for the nation as a whole. Not only is Wellington the seat of Government with a myriad of government departments and overseas embassies centred here, but power from the South Island passes through on its way north, national business offices are located here and it is the transport connection between both islands.

The operational capability of businesses, financial institutions, the tourist industry, emergency and essential services could be severely compromised for a period of time.

The possibility exists that overseas aid would be channelled through Auckland's air and seaways, requiring mechanisms of coordination to be established. An influx of evacuees or casualties may also add to Auckland's perceived responsibility.

Project Phoenix was designed to ensure that a clear and

coherent approach to a Wellington situation could be achieved without seriously reducing the contingent capability of Auckland.

The Wellington Regional Emergency Management Committee has accepted the challenge and has prepared an exercise scenario for an earthquake to occur on the Wellington Fault in July 2002.

This challenge resulted from an initiative of the Auckland Regional Emergency Management Group looking at the logistical requirements to support other regions in major emergencies.

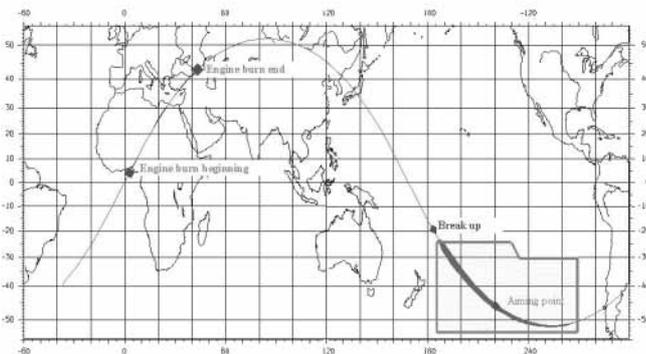
At a meeting in Auckland on 29 March 2001, the two committees met together with the Ministry of Civil Defence and Emergency Management and decided on a way forward. Clear objectives were set at the meeting.

The methods that are being put in place to achieve the common goal are to provide the scenario, all the objectives, and identify the roles and responsibilities of the various critical agencies.

The exercise has constraints in that it has been deliberately limited to search and rescue, treatment and movement of the injured, and the provision of safe water.

Other regions within New Zealand will be invited to participate in an observer capacity.

- If you would like to send news for CDEM Round-up on what your organisation is doing, please send to: chandrika.kumaran@dia.govt.nz

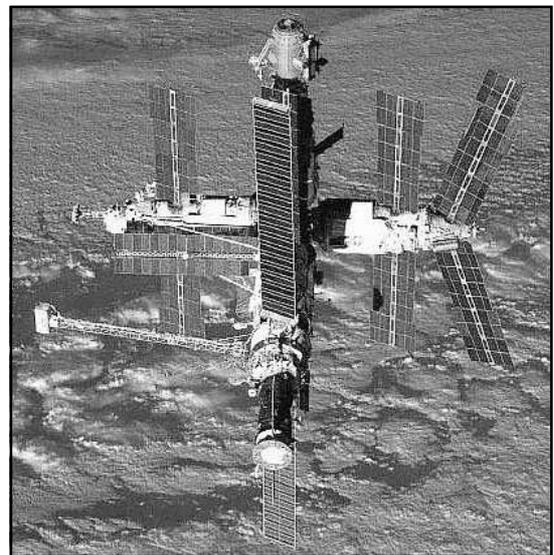


MIR fever in March

Mir fever reigned high for about a week in March as the deadline for the reentry of the aging Russian space station drew near. The splashdown was expected around 20 March in the "graveyard zone" about 4000 km east of Stewart Island and generated a great deal of public and media interest.

The government had established a specialist officials committee to closely monitor the event. Representation on the committee included the Department of Prime Minister and Cabinet, Ministry of Civil Defence and Emergency Management, Ministry of Foreign Affairs and Trade, NZ Police, NZ Defence Force, the Civil Aviation Authority, and the Maritime Safety Authority.

The Ministry of Civil Defence and Emergency Management initiated an Awareness Notification series for civil defence offices around the country. Information was also posted on



the Ministry's website and daily updates provided.

And in the end it happened just the way the Russians said it would. The Mir space station splashed down in the designated area in the Pacific at 6.30pm on Friday 23 March.

Emotions ran high at mission control outside Moscow as officials declared that the 137-tonne space station - the largest object ever to be brought back to Earth - smashed into its watery grave at 150 degrees western longitude and 40 degrees southern latitude.

It scattered an estimated 20 tonnes of debris over a 1,500 kilometre stretch of the Pacific, between New Zealand and Chile.



EQC advertising campaign in May

EQC is about to launch a new television and print advertising campaign specifically designed to get more people to take actions to "shake safe" their homes.

The campaign will start at the beginning of May and will feature television and radio personalities Mikey Havoc (pictured at left) and Jeremy 'Newsboy' Wells. The pair will show simple things people can do to protect their property from earthquake damage, such as tying back hot water cylinders.

EQC's deputy general manager, Paul Martin, says that the Commission has chosen to take a different approach from past campaigns - appealing to people's common sense and their sense of humour.

In addition to the advertisements, the Commission will also be sending out a brochure and a fridge magnet to households. This will take place in July or August - the exact timing has yet to be finalised.

You can call EQC's communications co-ordinator Jo Martin on 04 470-1294 if you have any queries about the campaign.

COMMUNITY TACKLES RIVER PROBLEMS

By Val Monk, Northland Regional Council

A gutsy group of people in the South Hokianga have got together to deal with flood problems in their area.

The group from Pakanae is working with consultants supervising a scheme to clean out their river channel and allow floodwaters to drain away faster.

The scheme is jointly funded by local and central government. The need for action became evident after eight houses in the tiny community were badly flooded during the devastating downpours of January 1999, when an estimated 300 mm of rain fell in four hours.

After the floods, representatives from local communities met with the Minister of Civil Defence, George Hawkins, and local government officials in Panguru.

The Pakanae group had put together a clear proposal saying what they wanted to do to improve their rivers. Group member John Marsich says that progress since then has been excellent, although of course not without its occasional hiccups.

The first step was to clean up the flood-damaged houses and raise them above the level of floods which could reasonably be expected in the future.

Then they moved on to the wider issues - what needed to be done to their rivers to make them more able to carry flood waters.

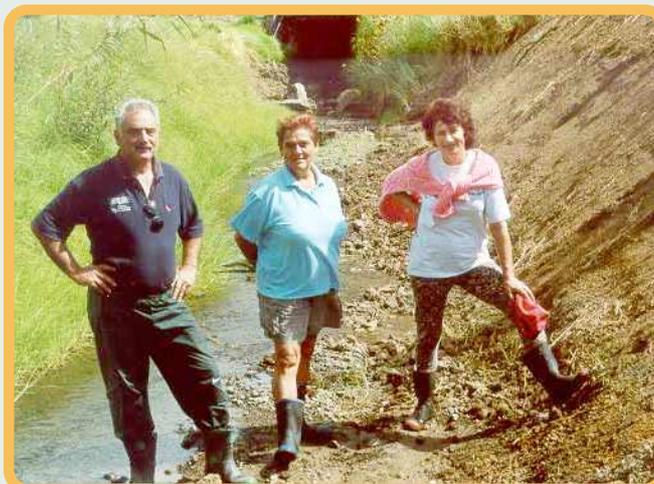
First they have dealt with the Pakanae River. In normal conditions this is scarcely more than ankle deep, but during sudden heavy rains, it can quickly rise and spill over its banks.

Council officers and a consultant walked the length of the river where work was required with representatives of the group and discussed how best to improve the channel.

The consultant Michael Winch carried out the necessary design work and obtained resource consents from the Regional Council to enable the work to proceed.

The Far North District Council employed a contractor to excavate the channel, remove excess gravel and re-shape the riverbanks.

Now the river has been widened, riverbanks cleared of weeds



All smiles in the cleared Pakanae River channel are Janet Hemara, centre, and John and Billy Marsich. Other local members of the river control group are Hone Taimona, Alan Hessel, Denzil Neill, Fred Hemara, Timi Hemara and Josephine Neill.

and willows, and low, strategic stopbanks built along short sections of the tops of streambanks.

The group is now planning a clean-up project further up into the hills to clear out blockages in the tributaries to the main river.

John and his fellow group members, Janet Hemara and Billy Marsich, say that the key to success has been the commitment to making sure that they agree before they take any action.

John says this has been an excellent example of teamwork. "The community is helping itself, with the assistance of the government, the Regional Council and the Far North District Council."

Much of the initial work, raising the house so their floors were above flood level, was done solely by local people, using finance from the Mayoral Fund which received contributions from throughout New Zealand in the first few weeks after the flood.