

Waikato Civil Defence

Emergency Management Group Plan



May 2005

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Glossary of Terms

This Plan contains terminology that may not be generally understood by readers. This section therefore provides definitions of commonly used terms and abbreviations used throughout the Plan.

Term / Abbreviation	Definition
CAG	Coordinating Advisory Group
CDEM	Stands for Civil Defence Emergency Management and meaning the application of knowledge, measures, and practices that: <ul style="list-style-type: none">• are necessary or desirable for the safety of the public or property, and• are designed to guard against, prevent, reduce, or overcome any hazard or harm or loss that may be associated with any emergency
CDEM Act	Civil Defence Emergency Management Act 2002
CDEM Group	Means the Civil Defence Emergency Management Group which has been established under section 12 of the Civil Defence Emergency Management Act 2002
CEG	Coordinating Executive Group
CIMS	Coordinated Incident Management System
Declared Emergency	Means a state of local emergency declared under Sections 68 or 69 of the Civil Defence Emergency Management Act 2002.
DHB	District Health Board
Emergency	Means a situation that: <ul style="list-style-type: none">• is the result of any happening, whether natural or otherwise, including (without limitation) any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and• causes or may cause loss of life or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and• cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response under the Act (section of the Act)

Term / Abbreviation	Definition
Emergency Services	Includes the New Zealand Police, New Zealand Fire Service, National Rural Fire Authority, rural fire authorities, hospital and health services
EMO	Stands for Emergency Management Office which carries out such functions as assigned to it by the CDEM Group. The EMO is currently based at Environment Waikato
EMC	Stands for Emergency Management Committee
EOC	Stands for Emergency Operations Centre established by the CDEM Group where the response to an event may be managed and supported
EW	Stands for Environment Waikato (or Waikato Regional Council)
GNS	Institute of Geological and Nuclear Sciences
GDP	Gross Domestic Product
Group Controller	Means a person appointed by the CDEM Group as a Controller under Section 26 of the Civil Defence Emergency Management Act 2002
Hazard	Means something that may cause, or contribute substantially to the cause of an emergency (Section 4 of the CDEM Act) and includes all hazards (i.e. natural, technological, and biological sources)
Lead Agency	The organisation with the legislative authority; or because of its expertise and resources, agreed authority, primarily responsible for control of an incident
Lifeline Utilities	Means an entity named or described in part A of Schedule 1, or that carries on a business described in Part B of Schedule 1 of the CDEM Act
Local Authority	Means a regional council or territorial authority (as per the Local Government Act 2002)
Local Controller	Means a person appointed by the CDEM Group as a Local Controller under Section 27 of the Civil Defence Emergency Management Act 2002
LTCCP	Long Term Council Community Plan

Term / Abbreviation	Definition
MAF	Ministry of Agriculture and Forestry
MCDEM	Ministry of Civil Defence and Emergency Management
MLE	Stands for Maximum Likely Event which is the largest adverse event scenario that is manageable by the Group, is the Group's responsibility to manage, and has a probability of occurrence high enough to merit attention.
MSA	Maritime Safety Authority
NIWA	National Institute of Water and Atmospheric Research
NGO	Non-Government Organisations
Readiness	Actions taken to ensure communities know what to do in the event of an emergency, there are effective warning mechanisms, and responding organisations are well trained and practiced in preparation for an emergency
Recovery	The coordinated process of reconstruction of infrastructure and the restoration of social, economic and physical well-being of a disaster-affected community
Reduction	The application of techniques and management principles to reduce the probability and/or consequence of an occurrence
Response	Actions taken in anticipation of, and immediately after an emergency or disaster to ensure that its effects are minimised and that people affected are given immediate relief and support
Risk	Means the chance of something happening that will have an impact on people and property - measured in terms of consequences (impacts) and likelihood (frequency)
SOP	Standard Operating Procedures
SEOA	Southern Emergency Operating Area
SOE	State Owned Enterprise
TVEOA	Thames Valley Emergency Operating Area
WELG	Waikato Engineering Lifelines Group
WVEOA	Waikato Valley Emergency Operating Area

1 Introduction

1.1 Waikato Region Civil Defence Emergency Management Group

*Eleven authorities
make up the
Waikato CDEM
Group*

Eleven local authorities within the Waikato region have united to form the Waikato Region Civil Defence and Emergency Management (CDEM) Group (Figure 1-1). The agencies that comprise the Group and its supporting structures are as follows:

- Environment Waikato
- Hamilton City Council
- Hauraki District Council
- Matamata Piako District Council
- Otorohanga District Council
- South Waikato District Council
- Taupo District Council
- Thames Coromandel District Council
- Waikato District Council
- Waipa District Council
- Waitomo District Council

The Waikato CDEM Group works in partnership with key stakeholders and communities to ensure the effective and efficient delivery of civil defence and emergency management within its area (Figure 1-2).

Key partners to the Group are:

- The New Zealand Police
- The New Zealand Fire Service*
- The Waikato District Health board
- St John Ambulance Service.

See Annex A for a detailed list of all potential Waikato CDEM Group partners.

A detailed description of the CDEM Group, its structure and how it operates and can be found in Part 4: *Administrative Arrangements*.

**Territorial Authorities are rural fire authorities, as is the Department of Conservation but the New Zealand Fire Service has been given a mandate to represent this area of responsibility at CDEM Group level on behalf of the territorial authorities.*

1.2 The Plan and its coverage area

This plan is the Civil Defence Emergency Management Group Plan (the Plan) for the Waikato Region and has been prepared by the Waikato Region Civil Defence Emergency Management (CDEM) Group.

This plan is valid for a period of five years from the date of approval. The plan will be fully reviewed and updated by the expiry date in May 2010.

The area covered by the CDEMG and the Plan is shown in Figure 1-2. It is the area bounded by Waikato and Thames Coromandel Districts to the north, Waitomo and Taupo districts to the south, the Kaimai/Mamaku ranges to the east and the west coast between Port Waikato and Mokau.

The Franklin and Rotorua Districts, which straddle the Waikato regional boundary, are members of the Auckland and Bay of Plenty CDEM Groups respectively.

1.3 Plan purpose and legislative requirement

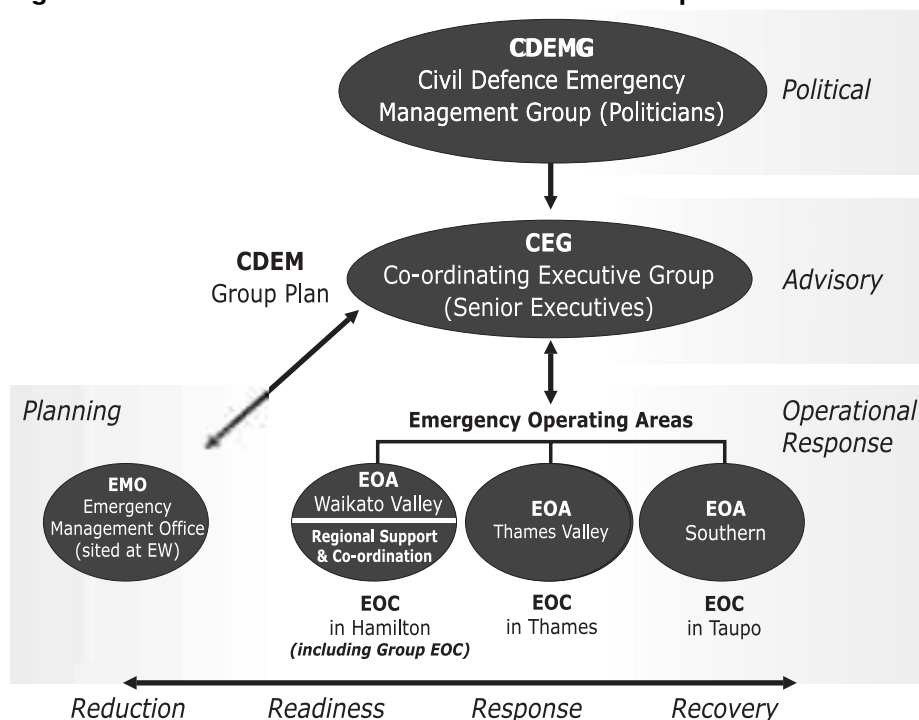
This Plan is mandatory under the Civil Defence Emergency Management Act (2002) (CDEM Act) (s48).

The purpose of this Plan is to enable the effective and efficient management of regionally significant hazards and the associated risks to the community. The plan sets a framework for:

- Defining the goals for civil defence emergency management within the Waikato Region
- Identifying those hazards that present the greatest risk to the community and how these risks will be reduced over time
- Defining how the key emergency management agencies will work together to prepare for, respond to and recover from civil defence emergencies.

This CDEM Group Plan is the foundation document for the Waikato CDEMG. It covers the responsibilities of and actions to be undertaken by the CDEMG in order to fulfil the requirements of civil defence and emergency management activities throughout the Waikato Region.

Figure 1-1: The structure of the Waikato CDEM Group



1.4 Who is this Plan for?

This CDEM Group Plan is primarily directed at those organisations and their personnel with a role in emergency management. It also seeks to inform and involve the community in understanding the hazards and risks they face.

The CDEM Group Plan has been prepared on behalf of the Waikato community to assist the community in understanding the risks they face and the emergency management arrangements being implemented to manage civil defence emergencies.

1.5 Relationship to other plans and processes

This CDEM Group Plan has been developed separate to but in support of a wide range of other statutes, documents and processes that complement CDEM initiatives (see also Section 4.8.4). Other mechanisms for commitment to risk management activities are therefore achieved through:

- Bylaws and work agreements (as per Long Term Council Community Plans) under the Local Government Act 2002
- Building restrictions, land use planning and Land Information Memorandums (LIM reports) under the Building Act 1991
- Resource consents, natural hazards management, pollution response, and land use planning (via District and Regional Plans) under the Resource Management Act 1991
- Development of flood control and soil conservation works under the Soil Conservation and Rivers Control Act 1941
- Planning for and response to marine oil spills under the Maritime Transport Act 1994.



Figure 1-2: The Waikato CDEM Group coverage area.

1.6 Plan structure

There are five parts to this Plan:

Part 1: Introduction

This section introduces the plan, its purpose and structure. It also briefly outlines the Waikato CDEM Group and describes the consultation undertaken during Plan development.

Part 2: Strategic

This section describes the goals for CDEM in the region. It outlines the hazards and risks facing the region, identifies key issues and outlines a work programme to address them.

Part 3: Operational

This section outlines the principles underpinning the operational arrangements and describes the CDEMG operational framework (including response structures). It also outlines agreed agency functions, and management arrangements for readiness, response, and recovery activities.

Part 4: Administrative

This section sets out the administrative arrangements relating to the provision of CDEM within the Waikato region. This includes the governance structure, roles and responsibilities, cross-boundary agreements and provisions for monitoring and evaluating the Plan over the next five years.

Annexes:

Annexes contain supporting information and processes that legally form part of this Plan.

1.7 Relationship to National CDEM Strategy and National CDEM Plan

The CDEM Act sets out the planning relationships between CDEMGs and Central Government. The National CDEM Strategy sets out the Crown's CDEM goals, policy objectives, direction, and measurable targets. The National CDEM Plan on the other hand sets out the CDEM measures necessary at the national level to manage nationally significant hazards and risks and the coordination of CDEM during a national emergency.

National CDEM Strategy

This plan forms part of the National CDEM framework. Under the CDEM Act 2002, CDEM Groups have clear links with the strategy. The following table shows the requirements of the CDEM Act 2002 and how the Waikato CDEM group is directly linked to the strategy.

CDEM Act 2002 requirement	Waikato CDEM Plan relationship
CDEM Groups must state the objectives of their plan and show how each relates to the strategy [s49(2)d].	CDEM goals have been developed that align with the goals of the National CDEM Strategy (refer to section 2.3 for relationship of specific goals).
The Group plan must not be inconsistent with the strategy [s53(1)].	This plan is consistent with the strategy principles, goals and objectives (refer to Objectives, Targets and Actions in section 2.7.2)
A CDEM Group's actions must not be inconsistent with the strategy [37(1)].	This plan is consistent with the strategy principles, goals and objectives (refer to Objectives, Targets and Actions in section 2.7.2)

National CDEM Plan

There are two key requirements for integration with the national CDEM Plan:

1. Identification of hazards and risks to be managed at the national level, and how they are to be managed; and
2. The CDEM arrangements of national agencies to manage hazards and risks (including CDEM Group linkages).

Events of national significance have been identified in section 2.6.4. The management arrangements for these events will be developed as part of the National CDEM Plan development. The CDEM arrangements for national agencies has been developed as part of the response and recovery section. The National Plan will build on Group arrangements for the national level during its development.

1.8 Plan development process and consultation

Many agencies are directly or indirectly involved in CDEM. During the preparation of this Plan, a list of these agencies was developed both for consultative purposes and also to identify which agencies the CDEM Group need to establish good working relationships with is attached as Annex A.

Many people and agencies have contributed to the development of this Plan through participation in workshops and briefings, and by providing feedback on various drafts.

This Plan acknowledges the commitment of the Waikato CDEM Group to work closely with iwi and other ethnic groups by strengthening relationships with them and allowing them to be formally involved in the consultative process. It also improves the understanding on how Maori may be able to contribute to civil defence emergency management across the 4R's.

2 Strategic section

This section outlines the context for civil defence and emergency management within the Waikato region and sets the goals of the Waikato CDEM Group. Risk evaluation criteria are identified, and the approach to developing key emergency management partnerships across the region is identified.

This section also defines the most significant hazards and risks for the Waikato region and identifies key issues with current emergency management arrangements. This section then sets objectives for emergency management, and establishes targets and actions to address these objectives.

2.1 Setting the scene

The section outlines the geographical and social environment which affects and governs how CDEM is applied to the Waikato Region. This includes an outline of the Waikato Region's human, social, economic, infrastructural and geographical setting that makes it unique.

The CDEM Group boundary is based largely on the boundary of Environment Waikato. The southern portions of the Franklin and Rotorua Districts which fall within Environment Waikato's boundary have been delegated to the Auckland and Bay of Plenty regions respectively.

In total, the CDEM Group area covers approximately 24,000 square kilometres of an area of the North Island extending generally from Mt Ruapehu to the south to Port Jackson (at the tip of the Coromandel Peninsula) in the north. The main services centres are Hamilton, Huntly, Cambridge, Thames, Te Awamutu, Morrinsville, Paeroa, Te Aroha, Matamata, Putaruru, Tokoroa, Taupo, Ototohanga, Te Kuiti, and Turangi.

A major consideration for the region is that of its geographical size coupled with a resultant spread of relatively remote population centres – rather than one of population density. This is evidenced by the fact that there is only one main urban centre in the region, that being Hamilton city with a population of about 130,000 people. This has implications for the way emergency management procedures are considered.

The Waikato is the fourth largest region in the country, covering much of the central North Island. It extends across 24,000 square kilometres (or 2.4 million hectares), stretching from the Bombay Hills and Port Waikato in the north down to Mokau on the west coast, and across to Coromandel Peninsula and east coast. In the south it extends to the slopes of Mt Ruapehu and the Kaimai Range to the east. The region has 1,150 km of coastline.

The following information has been taken from the Statistics New Zealand 2001 Census Regional Summary Report (www.stats.govt.nz), and Environment Waikato's 2004 Long-Term Council Community Plan, Website, and the State of the Environment Report (1998).

The Waikato CDEM Group Area covers about 24,000 square kilometres or 2.4 million hectares

The Waikato is the fourth largest CDEM Area in the country

Hamilton is the fourth largest urban centre in the country

2.1.1 Human setting

The population of the Waikato Region was estimated, in June 2004, at 382,000 or 9 percent of New Zealand's total population. The Waikato Region increased by about 12,000 people or 3 percent from the 1996 Census and is expected to grow another 11 percent over the next 20 years to reach around 410,000 by 2021. Around 75 percent of people live in urban areas with about 35 percent living in Hamilton city.

The fastest growing councils are Hamilton, Waikato, Waipa, Taupo, and Thames Coromandel. Many people from outside the region have moved into these areas and new residents are likely to be from the Auckland Region. Rapid growth in these areas have put huge pressure on the environment through the demand for roading, waste disposal, and coastal subdivision. Expansion of rural subdivision has decreased the amount of high quality spoils available for horticulture and farming.

2.1.2 Social setting

Waikato residents had a median age of 34 years, lower than the national average of 34.8 years. The age structure of the Waikato approximated the national average but with higher proportions of people aged under 15 years (24.3 percent compared with the national average of 22.7 percent) and lower proportions of people aged 65 years and over (11.7 percent compared with 12.1 percent nationally).

With regard to population density, the Waikato Region is about average in relation to the rest of the country (14.2 people per square kilometre compared with 14.1 nationally).

According to the 2001 Census there were 127,134 households in the Waikato Region. Of these, 95.3 percent had access to a telephone, 33.1 percent to the internet, and 90.0 percent to a motor vehicle.

The average household size being 2.7 people (same as the national average).

Tangata whenua

The region's ethnic makeup is characterised by higher proportions of Maori (nearly 20 percent compared to 13.5 percent nationally), but lower ratios of Asians and Pacific Islanders than nationally. The regional population has a slightly younger average age than New Zealand as a whole.

Maori are concerned about the effects of resource use on land, air, water, coasts, geothermal resources and the plants and animals which live there. They are concerned about the changes made to these resources and development on tapu areas.

The following iwi have tribal areas (rohe) within the Waikato Region:

- Tuwharetoa
- Ngati Tahu
- Ngati Raukawa
- Arawa
- Ngati Maniapoto
- Waikato-Tainui
- Hauraki
- Ngaati Te Ata.

2.1.3 Economic setting

The region produced an estimated 8 percent of New Zealand's GDP (Gross Domestic Product) in the year ended March 2003. The Region's GDP grew at 4.2 percent over 2002/2003 and is valued at \$9 billion. The biggest industries in terms of employment in the Waikato Region are: agriculture (mainly dairy, sheep and beef), forestry, manufacturing (mainly primary processing) engineering, education (including research), and health and community services.

Above all, the regional economy relies on natural resources, which provide materials and energy for economic processes. The region's natural resources and climatic conditions support many primary producing economic sectors including agriculture, forestry, energy development and mining. Because people are attracted to work, live in and visit the Waikato, our trade, business and services sectors are also important.

Manufacturing, trade and services make up 40 percent of the regional workforce followed by agriculture/horticulture at 22 percent, tourism at 12 percent, forestry at 5 percent, and transportation at 3 percent.

The rate of unemployment in the region has fallen sharply since 2003. Statistics New Zealand data shows that Waikato's unemployment rate as at November 2004 was 2.8 percent, down from 5.5 percent in March 2004. The national unemployment rate as at November 2004 was 3.8 percent.

The Waikato Region also had the highest number of people working in the agriculture, forestry and fishing sector in New Zealand, 24,570 or 16 percent.

The average income (before tax) of full-time employed persons in the Waikato Region is about \$40,000 (national average \$38,000). The median income of people in the Waikato Region is \$18,100, compared with \$18,500 nationally.

The Deprivation Index (which indicates the state of observable and demonstrable disadvantage relative to the local community or the wider society or nation to which an individual, family, or group belongs) is produced by the Ministry of Health following every Census. The Ministry then produces a profile for each District Health Board (DHB). The index's scale ranges from 1 to 10, where 1 represents the areas with the least deprived scores and 10 the areas with the most deprived scores.

The Waikato economy relies heavily on agriculture and forestry industries

Unemployment rates for the Waikato have fallen sharply

Many homes in the Waikato Region are uninsured

The 2001 Census Deprivation Index profile shows that 56% of the population within the Waikato DHB area are moderately to highly deprived (i.e. between the 5th and 10th percentiles).

According to the Insurance Council of New Zealand (pers. comm. October 2004), there are between 15 and 25% of households across New Zealand that are uninsured (not including contents). This rate is expected to be much higher in lower socioeconomic areas so while regional figures are not available and using the deprivation index (above) as an indicative guide, the uninsured rate across the Waikato Region is probably about 25 percent.

2.1.4 Infrastructural setting

The region has over 10,000 kilometres of roads

A critical component for the effective functioning of communities and businesses are infrastructural assets. These include standard services such as water supply, telecommunications, wastewater, transportation, and energy.

Transport is particularly an essential requirement of our community. The Region has extensive transport infrastructure including 1,700kms of state highway and 8,500 kms of local roads. In addition, it has the fourth largest passenger transport system in the country with about 1.8 million passenger trips being made each year. Traffic volumes on our busiest roads are increasing at around 3 percent per annum and the heavy vehicle component averages 16 percent on the state highway network. The Region is also an important corridor for the transport of hazardous substances.

Popular tourist destinations, especially the Coromandel and Taupo, have seasonal population explosions, putting pressure on natural resources, roads, and facilities. Each year more than 800,000 people visit the Coromandel Peninsula and, in 2003, 734,000 people visited Taupo.

2.1.5 Geographical setting

The region has a very distinctive landscape that has been shaped over time by volcanic and seismic forces

The climate of the Waikato Region is determined by its northern position, mid latitude location and topography. The region is centred around 38 degrees south and is exposed to prevailing west and southwest winds from the Tasman Sea. These bring mild, humid conditions. Although no location is more than 80 km from the sea, sheltered and elevated inland places experience extremes of hot and cold.

The region tends to have warm, humid summers and mild winters. It experiences an average annual rainfall of 1,250 mm, which is generally considered adequate for agricultural production. However, there is potential for water shortages during the summer.

Three areas have high rainfall. The Coromandel Peninsula experiences consistent rainfall over 3,000 mm and sometimes in excess of 4,400 mm. The Waitomo/Otorohanga area is exposed to moist winds from both the south and northwest, and the alpine area around the Tongariro National Park, just inside the southern regional boundary, experiences high rainfall and very cold temperatures.

The lower Waikato lowlands and Hauraki Plains are sheltered to the east by the Kaimai and Coromandel Ranges and to the south by the central North Island plateau. These areas experience the least rainfall but many frosts and fogs. Similarly, Taupo and the Reporoa Valley receive less than average rainfall, as they are sheltered by the Hauhungaroa Range and the Paeroa Range respectively.

The Waikato region consists of distinct landforms generally found within six areas each of which poses different hazards and risks (as listed below).

- The Taupo Volcanic Zone
- The Waikato Lowlands and Hauraki Plains
- The Western and Central Hill Country
- The Eastern Range, and
- The West and East Coastlines
- Rivers and Streams.

The formation of three Emergency Operating Areas (EOAs) have been primarily based on this hazardscape. These are outlined in section 4.2.4: Emergency Operating Areas (EOA's) and Emergency Operations Centres (EOC's).

The **Taupo volcanic zone (TVZ)** extends from White Island to Mt Ruapehu and includes pumice lands around Taupo, Kaingaroa and Mamaku and geothermal features at Ketetahi, Tokaanu, Mokai and Wairakei. Land use in the area includes beef, cattle and sheep stock grazing, dairying, plantation and conservation forestry.

The Waikato Region has in fact more volcanic hazards than any other region in New Zealand, mainly because a large part of the TVZ is in or near its boundaries. Within the TVZ there are three active volcanic centres - Tongariro, Taupo and Maroa - each posing a threat to the region's well being. The region is also threatened by potential volcanic eruptions from five active or potentially active volcanic centres located outside the region (those being Auckland, Mayor Island, White Island, Okataina, and Taranaki).

Hundreds of active fault lines running in a northeast direction between Taupo and Rotorua means this part of the region is also very susceptible to earthquakes.

Land and soil issues include erosion of pumice soils, soil health, river bank erosion and biodiversity - geothermal and alpine vegetation.

The **Waikato lowlands and Hauraki Plains**, in the central part of the Region, include larger areas of wetland, peat soils, and the Hinuera Formation. This Formation is a deposit of silt, sand and gravel laid down by the Waihou, Piako and Waikato Rivers. The area also includes expanses of flat land and generally rolling basins that were formed by infilling from alluvial pumice and ash deposits.

Much of the lowlands have been drained for pastoral farming. Land in this area is typically used for urban and rural settlement surrounded by farmed lowlands supporting dairying, horticulture and cropping. Significant areas of wetlands still remain, for example the Whangamarino and Kopouatai Peat Domes.

No other region has more volcanic hazards than the Waikato Region

Subsidence is a significant issue for the Hauraki Plains during an earthquake

Active fault lines also exist in this part of the region. The largest of these includes the Kerepehi Fault on the Hauraki Plains and the Port Waikato Fault near the mouth of the Waikato River.

Approximately 200 km of state highway, 120 km of railway, 400 km of stopbanks and 20 percent of the region's population are threatened by liquefaction in larger earthquakes.

Land and soil issues include drainage and flood management, erosion of Hinuera formation, soil contamination, soil health, river bank erosion and biodiversity - wetlands and indigenous forest.

The **Western hill country** extends along the length of the region's west coast, decreasing in altitude and becoming more dissected towards the north. Formed from sedimentary rocks and overlain by volcanic ash, it contains an extensive cave and karst system that is increasingly used for recreation and tourism (e.g. the Waitomo Caves).

The soils of the Western Hill Country are shallow and easily erodeable and along with highly weathered parent material on steep and unstable slopes, landslips and flooding as a result of heavy rainfall and/or earthquakes pose the greatest hazards in this area (e.g. the Awakino Gorge). This land instability presents a risk to infrastructure such as roads, rail, and power supplies. However, whilst the hill country is prone to such erosion, it can support both pastoral farming and commercial forestry when managed in accordance to the physical constraints of the terrain.

Land and soil issues include sheet and slip erosion of hill country, soil health, river bank erosion and biodiversity - indigenous forest.

The **Central hill country** includes the Hapuakohe Range, the southern section of the Hunua Range and the Pakaroa Hills to the south of Morrinsville. Stock grazing is the main land use, along with areas of plantation and conservation forestry.

The **Eastern ranges** (Kaimai and Coromandel) are largely volcanic. The Coromandel Peninsula consists of thick volcanic rocks on top of a much older group of sedimentary rocks - greywacke, sandstone, and argillite mudstone. Precious metals are found in the Hauraki Epithermal Zone, considered to be the most highly prospective area of precious metal in New Zealand. The bush-clad ranges, coastline and estuaries support an important and growing national tourist and recreation resource.

Due to its northern geographic location and its steep topography, the Eastern Ranges are very susceptible to storms of tropical origin (e.g. Cyclone Drena). These storms are often associated with strong winds and heavy rain over a very short time period. Many of the streams and rivers that drain the Eastern Ranges have very small and steep catchments meaning that flooding is a major hazard for many of the settlements that have been built adjacent to these catchments.

Land and soil issues include erosion where ranges have been cleared for pastoral farming or forestry, soil health, river bank erosion and biodiversity - indigenous forest, dunes and threatened species.

Storms of tropical origin pose an ever-present threat to the Coromandel Peninsula

The **Western coastline** of the region is exposed to high wind and wave energy conditions that dominate and shape the coastal environment. Furthermore, almost the entire west coast is subject to varying rates of erosion from both waves and wind (e.g. Mokau). This has predominantly resulted in a very rugged coastline dominated by cliffs and boulder beaches.

The **Eastern coastline** is steep and rocky indented by many small embayment and pocket beaches which front a relatively narrow continental shelf. Located on the lee shore of the dominant westerly wind direction, the coast is sheltered from persistent waves and swells generated in the Tasman Sea. The wave climate is therefore regarded as being low energy.

As a result of high recreational and tourism values, these beaches have (in most locations) been highly developed and now many properties face issues such as coastal flooding and erosion (which are both likely to be exacerbated by sea level rise).

Rivers and streams also pose a significant hazard to the region. There are over 1,420 streams or rivers, which means flooding is a major issue. Frequent heavy rainfall events, steep gradients, and large catchment areas (e.g. The Waikato River - New Zealand's longest at 420 km) means that the region is prone to severe weather patterns, especially storms of tropical origin and deep depressions. Rainfall in these storms can reach 300-400 mm in 24 hours and can be accompanied by storm force winds and high tides (storm surge). Cyclones Fergus and Drena demonstrated this hazard in the space of ten days over the 1996/97 holiday season.

On average, the region can expect a significant flood event to occur every two to three years.

Facts and Figures

Land Area	Approximately 24,000 square kilometres (2.4 million hectares)
Population (rounded)	382,000 (Statistics NZ website, as at 30 June 2004) Hamilton (130,000) Waipa (42,000) Waikato (43,000) Otorohanga (10,000) Waitomo (10,000) Taupo (34,000) South Waikato (23,000) Matamata Piako (30,000) Hauraki (17,000) Thames Coromandel (27,000)
Households	127,134
Roads	Approximately 10,200 km of roads
Lakes	<p>The Waikato Region has more than 100 lakes including:</p> <p>Lake Taupo The largest lake in Australasia (30 kilometres wide and 40 km long, its deepest point is approximately 160 metres).</p> <p>Hydro Lakes Aratiatia, Ohakuri, Atiamuri, Whakamaru, Maraetai, Waipapa, Arapuni, and Karapiro.</p> <p>Operational/Riverine Lakes: Lake Whangape: surface area 1,450 ha max 3.5 m Lake Waahi: surface area 522 ha, maximum depth 5 m Lake Waikare: surface area 3,442 ha max depth 1.8 m</p> <p>Peat lakes: Lake Mangahia: surface area 10 ha, max depth 3.2 m Lake Ngaroto: surface area 108 ha, max depth 4 m Lake Rotokauri: surface area 77 ha, max depth 4 m Lake Rotomanuka North: surface area 12.3 ha, max depth 8.7 m Lake Rotomanuka South: surface area 5 ha, maximum depth 4.8 m Lake Rotoroa: surface area 54 ha, max depth 6 m</p> <p>West Coast Sand Dune Lakes: Parangi, Numiti, Rotoroa, Rototapu, Taharoa, Harihari</p>
Rivers	<p>The Waikato Region has more than 20 major rivers including the Waikato (the longest in New Zealand), Waipa, Piako, Waihou, Mokau, Awakino, Kauaeranga, Mangaokewa, Mangatangi, Mangatawhiri, Ohinemuri, Puniu, Tairua, Tauranga-Taupo, Waingarō, Waitoa.</p> <p>It also has about 1,420 streams including Managawara, Matahuru and Whakapipi.</p>

Coastline	1,150 kilometres
Hospitals	Waikato Hospital (600 beds), Taumarunui Hospital (21 beds), Te Kuiti Hospital (21 beds), Thames Hospital (56 beds), Tokoroa Hospital (21 beds) and Taupo Hospital (20 beds).
Schools	Continuing care and maternity facilities: Rhoda Read Hospital in Morrinsville Matariki Hospital in Te Awamutu. 6 Tertiary institutes (79 Private Training Establishments); 52 secondary schools; 254 primary and intermediate schools; 34 area and Christian schools; and 379 preschools (Childcare, Kindergarten, Playgroups, etc.)
Airports	2 commercial airports: <ul style="list-style-type: none"> • Hamilton (approx 10 commercial flights daily) • Taupo
Port Facilities	Whitianga; Raglan, Coromandel; Thames; Kawhia, Tairua, Whangapoua, and Whangamata
Industry	Significant industries include: <ul style="list-style-type: none"> • Manufacturing • Agriculture, Forestry and Fishing • Energy <ul style="list-style-type: none"> - 2 Geothermal Power Stations - 1 Thermal Power Station - 8 Hydropower Stations • Mining • Property and Business Services • Tourism

2.2 The Waikato CDEM context

The human, social, economic, infrastructural and geographic features of the Waikato region pose some challenges for the CDEM Group. These challenges are briefly outlined in Table 2-1 below.

Table 2-1: The Waikato CDEM context and its implications on present and future CDEM activities.

Factor	Issue	Present CDEM Implications	Likely Future CDEM Implications
HUMAN			
Population	<p>Many communities are not aware of the hazards they live with, nor are they adequately prepared to respond effectively in an emergency.</p> <p>The region's population is growing, particularly in Hamilton, Waikato, Waipa, Thames Coromandel, Taupo and Franklin Districts.</p> <p>There are numerous rural communities across the Waikato Region which are remote. The Waikato DHB has in fact the largest rural population of any DHB across New Zealand.</p>	<p>Response efforts could be hampered by lack of understanding and knowledge.</p> <p>Development continues to occur in marginal (hazardous) areas, such as in floodplains, steep sloping terrain and coastlines affected by high rates of erosion. This increases the risk that communities and infrastructure are exposed to.</p> <p>Many rural communities have the potential to become quickly isolated in an emergency because of their remoteness, access (often gravel roads) and geography.</p>	<p>Urban communities will become much more dependant on infrastructure and will be even less prepared to respond in an emergency.</p> <p>Population will increase by 11 percent over the next 20 years (equivalent to another 40,000 people). The risks are therefore likely to continue increasing if development is not controlled appropriately.</p> <p>The trend of the population to move from rural areas to urban centres is likely to continue, increasing the remoteness of these communities.</p> <p>Urban areas will continue to encroach into rural areas as towns grow, increasing the rural fire risk.</p>
SOCIAL			
Households	<p>Only 33% of households have access to the internet. (equivalent to over 113,000 people).</p>	<p>Public awareness and education tools need to be wide-ranging to reach those without internet access (particularly in the remote and lower socioeconomic areas).</p>	<p>The percentage of those households without access to the internet is unlikely to change.</p>

	<p>Educated households does not necessarily imply that they are fully prepared to respond to an emergency.</p>	<p>Communication strategies will need to take into account that access to the internet is limited.</p> <p>There are some communities & households without telecommunications, making them particularly vulnerable in an emergency.</p>	<p>There is scope for utilising mobile phone technology for warning text.</p> <p>National TV (or regional if available) can be used in the larger centres; however community radio and Maori radio are likely to be of greater use in reaching smaller communities.</p> <p>Within the Waikato Region there are a number of community newspapers as well as main tabloids that are useful for wider contact and education.</p>
Tangata Whenua	<p>CDEM agencies are required to work in partnership with Tangata whenua which has a special position within the Waikato Region.</p> <p>There are significant Maori land holdings, taonga and waahi tapu sites located in many at-risk areas throughout the region.</p> <p>The impacts upon these resources cannot be measured in economic terms and losses will be irreplaceable. For tangata whenua, relocation may not be a satisfactory option.</p>	<p>Local authorities have formed MOUs and agreements with Maori as a means of outlining roles and and policy advice.</p> <p>The high percentage of Maori in some communities may mean a need to communicate information about hazards and preparedness measures differently.</p> <p>A committed and united workforce associated with tangata whenua marae, makes them among the more resilient of community facilities.</p>	<p>CDEM Group should provide opportunities for Maori to participate in local CDEM planning activities and exercises.</p> <p>The LTCCP process at regional and local level is specific regarding iwi consultation. CDEM planning should create connections utilising existing MOU's when undertaking risk reduction and research activities.</p>
Ethnicity	<p>Many new immigrants are settling into the Waikato Region.</p>	<p>Immigrants are unfamiliar with hazards and risks. Foreign language provides a barrier to effective communication.</p>	<p>Immigration rates are likely to stabilise.</p>

Factor	Issue	Present CDEM Implications	Likely Future CDEM Implications
			<p>Public awareness and education campaigns will need to be targeted directly at these minority groups. This can be achieved via immigration assistance services, such as the Migrant Resource Centre, Citizens Advice Bureau and Settlers Education Centres.</p>
ECONOMIC			
<p>Economy</p>	<p>The Waikato Region contributes about 10% to the national GDP.</p>	<p>A large scale disaster (such as a volcanic eruption) would almost cripple the region's economy due to its heavy reliance on horticulture and agriculture. The Region is also an essential source of both hydro and geothermal power to help meet Auckland's energy demands.</p>	<p>The Waikato Region's contribution to the national GDP is likely to increase as the regional economy continues to expand.</p> <p>It is expected that large areas of exotic forest plantations in the South Waikato will continue to be reverted back to pasture, putting more pressure on water quality and increasing the risk of an animal disease outbreak.</p> <p>Volcanic eruptions will affect hydro plants, and alternative power supplies (including standby generators) would need to be sourced from recovery as well as day-day operation. Other infrastructure would also be affected, slowing economic recovery. Lifelines strategies and changes in urban development trends would be priorities to improve economic sustainability during and after a disaster.</p>
<p>Employment & Income</p>	<p>A low unemployment rate implies a limited pool of workers for emergency response activities (e.g. Task Force Green).</p>	<p>Heavier reliance on volunteers and welfare agencies to assist CDEM agencies in responding to an emergency.</p>	<p>Unemployment rate is unlikely to change in the short term as the economy remains strong.</p>

Factor	Issue	Present CDEM Implications	Likely Future CDEM Implications
	<p>Resilient planning approaches should be targeted for those areas that are deprived.</p>	<p>Deprived areas are more likely to be unaware of the risks and therefore ill prepared for an emergency.</p>	<p>Deprivation status is likely to worsen if unemployment rates increase.</p> <p>The CDEM Group should consider developing links with volunteer organisations and utilising marae-based community groups to assist in the response and recovery phases. There organisations will also benefit from readiness training (e.g. earthquake and flood preparedness on the Hauraki Plains via the Hauraki Maori Trust Board).</p> <p>The uninsured may require special assistance in preparing for an emergency and recovering afterwards.</p>
Insurance	<p>About a quarter of the region's households have no insurance.</p> <p><i>Note: A national working party is looking at reviewing the funding of the Fire Service which is currently funded through insurance levies. This may link into other CDEM arrangements.</i></p>	<p>These people have the greatest potential for requiring additional assistance during and after an emergency.</p>	<p>Improved education on the reasoning behind disaster insurance could be targeted at these communities, either directly or indirectly or via community, iwi, and citizen groups.</p>
INFRASTRUC-TURAL Transportation	<p>The region provides a critical land transport link between Auckland (1.3 million people) and the rest of the North Island. Quite a large quantity of hazardous substances are transported within and through the region.</p>	<p>Many residential areas are located within metres of major roadways, railway marshalling yards, and depots. The spate of road accidents involving heavy transport is increasing, maybe as a direct result of increasing traffic volumes.</p> <p>Traffic congestion on major arterial routes and within Hamilton City could pose problems for evacuation and/or alternative routes.</p>	<p>Traffic volumes and the quantity of hazardous substances being transported are likely to continue increasing as population and industry expands posing even greater risks to large urban areas such as Hamilton, Taupo, and Tokoroa.</p> <p>Transportation patterns are routinely monitored by regional land transport agencies (particularly the transportation of hazardous substances) as is positioning of petrol stations and LPG storage facilities.</p>

Factor	Issue	Present CDEM Implications	Likely Future CDEM Implications
		<p>The vulnerability of some of the region’s infrastructure (power, roads) may impact on the ability of the region to recover quickly from an emergency.</p>	<p>This provides valuable information that may be used to determine evacuation routes, marshalling areas etc for most hazards identified in this CDEM Plan.</p>
Tourism	<p>Popular tourist destinations such as Taupo and the Thames Coromandel Districts have seasonal population explosions exerting pressure on the environment and infrastructure.</p>	<p>CDEM agencies need to allow for these temporary population increases in their emergency planning and response procedures. Many tourists are also unfamiliar with the hazards and risks.</p>	<p>External visitors to the Waikato Region are likely to increase, exerting even greater pressure on facilities particularly in remote locations.</p> <p>Education and notification of risk can be extended to tourism operators, such as bus lines and package holiday representatives.</p> <p>Sites that are susceptible to known and more extreme risk can be identified with signage in several languages, in line with tourism demographics.</p>
Resources & Equipment	<p>Equipment previously owned and operated by Government departments has been removed to private ownership following creation of SOEs and the sale of central government assets.</p>	<p>During the response and recovery phase alternative sourcing for heavy duty equipment will have to be located and contracts with private companies negotiated to ensure equipment and trained personnel availability during an emergency.</p>	<p>Contracts will require renegotiation to ensure continuity of cover.</p>
GEOGRAPHICAL			
Climate	<p>The region’s topography and geology makes it susceptible to heavy rainfall, high river level and coastal flooding events.</p>	<p>Responses to meteorological-related events could become more of an issue, particularly with increasing population and development in marginal areas.</p>	<p>Climate change is likely to increase the frequency and magnitude of heavy rainfall events in some areas and increase the potential for drought in others.</p> <p>Sea level is also expected to rise 0.5 m over the next 100 years increasing the impacts of coastal hazard events.</p> <p>As a result of these climatic variables, changes may occur in coastal and inland demographics and settlement patterns.</p>

Factor	Issue	Present CDEM Implications	Likely Future CDEM Implications
			<p>Involvement in the planning process at a regional and local level would ensure overlaps of response to climate change is captured by linking in with the Building Act, Resource Management Act and the CDEM Act.</p>
Location	<p>As above, but also due to the region's northern geographical positioning and close proximity to Auckland (a major population base).</p> <p>The Ports of Auckland and the Port of Tauranga are collectively New Zealand's largest coastal port. Linkage to the Ports is critical through road and rail transportation networks.</p> <p>The Coromandel Peninsula is geographically isolated, with lifelines utilities under pressure during seasonal peaks and where failure may physically or electrically isolate the area.</p>	<p>The Waikato Region is a major corridor for the supply of essential services to the Auckland Region (particularly for the major lifelines agencies such as Telecom, Transpower, Natural Gas, and Transit NZ).</p> <p>During a major disaster the Waikato Region would be responsible for accommodating thousands of evacuees from the Auckland and the Bay of Plenty Regions as a result of disaster scenarios identified within those regions.</p> <p>The Kaimai tunnel is a particularly important lifeline for the regional and national economy.</p> <p>Many remote areas could be isolated in a major event due to closed/damaged transportation routes.</p>	<p>The reliance on and expectation of CDEM and lifelines agencies to provide some level of service following an emergency is likely to increase.</p> <p>The number of evacuees expected to be accommodated by the Waikato Region is likely to increase as the population of the Auckland and Bay of Plenty Regions continues to increase.</p> <p>Both Ports are expanding (in terms of volumes handled) and it is likely that more Port freight will be transported through the region by road and rail.</p> <p>Lifelines such as local sewerage pumping stations, water and power reticulation sites on the Coromandel Peninsula will require contingency planning for worst case scenario.</p> <p>Alternative transportation and supply networks should be developed.</p>

Factor	Issue	Present CDEM Implications	Likely Future CDEM Implications
Agency Boundaries	There are a multitude of CDEM agency boundaries across the Waikato Region (involving more than 20 organisations including local authorities, emergency services and lifelines utilities).	Many boundaries overlap one another creating the need for special planning and response arrangements.	CDEM agency boundaries are unlikely to mirror that of the CDEM Group boundary and restructuring of lifelines organisations will create more disparity with boundary alignments.
	Some agency boundaries straddle neighbouring CDEM Group boundaries.	Potential for conflict regarding resource and equipment commitments to other CDEM Group regions during an emergency.	
Geological	<p>The region is exposed to many natural, technological and biological hazards.</p> <p>The region is located over the most seismically active area of New Zealand giving rise to many potential sources for earthquakes and volcanic eruptions both from within and external to our region.</p>	<p>Public perception of the risk and hazard associated with either event is low due to the in-frequentness of events and personal experiences.</p> <p>Preparation is difficult to plan for and education may not be appropriately targeted.</p>	<p>The potential for a severe earthquake and/or a large scale volcanic eruption will increase in the future.</p> <p>Involvement in the planning process would limit the potential for loss as the level of risk is identified and reduced.</p>

In summary, Table 2-1 above shows that the Waikato Region has the following factors of major importance to CDEM:

- An increasing population and development pressure on land subject to a range of natural hazards
- A changing population with increasing numbers of new migrants and a large Maori population that has a special relationship with the region
- Apparently low levels of household awareness and preparedness for CD emergencies
- A large number of households having no insurance
- A strong local economy that produces a significant proportion of New Zealand's GDP
- Important lifelines infrastructure and transport corridors with relatively widespread resources
- Increasing tourism
- A large geographic area with widespread small population centres subject to a wide range of hazards.

The factors combined have influenced both the goals and structure of the Waikato CDEM Group. There is a clear need to improve community resilience, reduce hazard risks and prepare for response to and recovery from CDEM emergencies.

The operational planning needed to address the above is outlined in Part 3: Operational Arrangements.

2.3 Goals of the Waikato CDEM Group

The Waikato CDEM Group has developed three goals to assist in achieving an effective CDEM planning and operational framework in the Waikato Region. The goals of the Waikato CDEM Group are:

Goal 1: To increase community resilience in Civil Defence Emergency Management

Resilience describes a capability for “bouncing back”, adapting, or being able to sustain (normal) activity following exposure to adverse events. A resilient Waikato Region is therefore one in which social and economic activity will return within the shortest possible time following an emergency.

Individuals and communities are ultimately responsible for their own safety and the security of their livelihoods. They must also be able to care for themselves as much as possible when the normal functions of daily life are disrupted.

The CDEM Group will therefore work with people and communities of the Waikato Region to:

- Ensure they understand the risks
- Accept responsibility for helping determine an acceptable level of risk
- Be prepared to respond to an emergency event in a way that assists themselves and others.

Goal 2: To reduce the risks from hazards

Reducing risk is fundamental to increasing resilience in the Waikato Region and is a consistent message in the National CDEM Strategy. Reducing risk lessens the consequences (effects) of hazards that have the potential to affect the Waikato Region.

While it's impossible to remove all the risks from all hazards, the CDEM Group will assist communities to reduce risk to acceptable levels, taking into account:

- The risk to people's lives, their safety and property
- The impact on the social, economic, cultural and environmental well-being of the Waikato regional community

The CDEM Group will work with the people and communities of the Waikato Region to:

- Ensure information about hazards and risk is easily available and understood
- Assist in the determination of acceptable levels of risk
- Ensure risks are proactively managed
- Manage land use so it is consistent with the hazard approach taken.

Goal 3: To provide effective and efficient response and recovery capability

The Waikato CDEMG will also maintain an effective response and recovery capability for regional emergencies so that:

- Local response and recovery capabilities are enhanced
- Overall coordination of the response will be timely and efficient to ensure that the community is able to recover as quickly as possible
- Recovery measures take into account social, economic, cultural, and environmental factors and future risks will be reduced as much as possible.

2.3.1 Links to the National CDEM Strategy

The CDEM Act requires the Crown to develop and then maintain a National CDEM Strategy. The first National CDEM Strategy was completed in December 2003 and became effective on 1 March 2004.

The National CDEM Strategy identifies five principles that underpin the development and assessment of CDEM planning. These are:

- Individual and community responsibility and self-reliance
- A transparent and systematic approach to managing the risks from hazards
- Comprehensive and integrated hazard risk management
- Addressing the consequences of hazards, and
- Making best use of information, expertise, and structures.

The National CDEM Strategy also identifies four Crown goals. They are:

- To increase community awareness, understanding and participation in CDEM activities
- To reduce the risks from hazards to New Zealand
- To enhance New Zealand's capability to manage emergencies
- To enhance New Zealand's capability to recover from disasters.

The goals and objectives of this Plan take account of the principles outlined in the National CDEM Strategy and are complementary to the four Crown goals outlined above.

2.4 Waikato CDEM Group Partners

This CDEM Group Plan has set out clear goals for improving the way emergency management is undertaken within the Waikato region. To achieve these goals, it is essential that the Waikato CDEM Group develops and maintains partnerships with key organisations that have a vested interest in CDEM activities across the region. The creation and maintenance of effective partnerships among key agencies is central to the success of this plan.

Fundamental to maintaining good planning and operational relationships is the expectation on each agency to understand the general functions and responsibilities of all the other CDEM agencies. This ensures there are no conflicts or overlaps and the principles upon which all response actions are based are made known. This is best achieved through partnerships.

Core CDEM agencies within the Waikato are local authorities, emergency services and the Ministry of CDEM. Combined, these agencies have a direct legislative responsibility for ensuring adequate CDEM capability. The following tables indicate how the core organisations in CDEM within the Waikato are aligned with the goals adopted by the CDEM Group stated in section 2.3 above :

Partnerships are crucial for effective CDEM activities

Table 2-2: Relationship of key CDEM Group Members outcomes to the Waikato CDEM Group Plan goals

CDEM Group Member	Vision/Outcomes
Environment Waikato	The risks to people and property from natural hazard incidents are minimised. Communities are more aware of hazards and risks and they are better prepared to respond appropriately. Damage to communities and the environment is minimised.
Hamilton City Council	To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements.
Hauraki District Council	Provision of services and facilities. An environment which encourages vibrant communities and an enhanced quality of life.
Matamata Piako District Council	Safe and healthy communities. Strong and vibrant communities, Ensuring appropriate delivery of key infrastructural services, minimising the impact of hazards and natural disasters, and placing an emphasis on public safety.

CDEM Group Member	Vision/Outcomes
Otorohanga District Council	Otorohanga is a safe environment to live and play. To maintain an Otorohanga District civil defence organisation ready to respond to any natural or manmade emergency and to improve public awareness and preparedness.
South Waikato District Council	A safe and healthy society where people can achieve their goals. The district is an attractive, healthy and safe place which to visit and live.
Taupo District Council	To promote the sustainable management of the district's natural and physical resources and to promote the health and safety of people and their communities. To be prepared for emergency events by planning for civil defence and rural fire.
Thames Coromandel District Council	A healthy, safe and secure community. Protect our communities from natural hazards.
Waikato District Council	To develop the Waikato District into an even better place for living, working, investing, and visiting.
Waipa District Council	To promote the well-being of the Waipa District through timely provision of services and sustainable management of natural resources.
Waitomo District Council	A better Waitomo offering a high quality of life through social and economic development. A safe environment. Community safety and security.

Note: The outcome statements for each local authority as they relate to CDEM activities have been obtained from their respective official publications such as their 2003/04 Annual Plans and/or their 2004 Long Term Council Community Plans.

In addition to local authorities, emergency services have key responsibilities for CDEM. All emergency services within the Waikato region have confirmed a commitment to:

- Coordinate our risk reduction, readiness, response and recovery activities with our regions local authorities, other emergency services and lifeline utilities;
- Participate in the development and maintenance of a coordinated Waikato CDEM Group plan;
- Provide technical advice on CDEM issues to the Director of CDEM or the Waikato CDEM Group;
- Plan to function to the fullest possible extent during and after an emergency;
- Emergency operations in support of Group readiness, response and recovery;
- Provide representation on all appropriate committees and planning groups; and
- The operational principles contained within the CDEM Group Plan.

The commitments above link to the CDEM Act requirements and show how emergency services will commit to the goals of the CDEM Group. Individual emergency services and Ministry vision/outcome statements are shown in Table 2-3.

Table 2-3: Relationship of emergency services to the Waikato CDEM Group Plan outcomes

CDEM Partner	Vision/Outcomes
NZ Police	To build “safer communities together” by reducing the incidence and effects of crime; detecting and apprehending offenders; maintaining law and order and enhancing public safety.
NZ Fire Service	To reduce the incidence and consequence of fire and to provide a professional response to other emergencies. Working with communities to protect what they value.
Waikato District Health Board	To improve the health, independence and quality of life for the communities it serves by addressing the needs of the population, including the needs of Maori, rural, and Pacific Peoples’ and their communities. The Waikato DHB will ensure community involvement at all levels by focusing on: increasing wellness through prevention, promotion and awareness activities, and ensuring equitable access to high quality health and disability support services.

CDEM Partner	Vision/Outcomes
St John Ambulance Service	To prevent and relieve sickness and injury, and to act to enhance the health and well-being of people of all races and creeds anywhere in New Zealand.

Note: The outcome statements for the Emergency Services as they relate to CDEM activities were taken from each organisation’s website (as at 1 October 2004).

A comprehensive list of the other partners associated with the Waikato CDEM Group is located in Annex A.

The Waikato CDEM Group will work with the partner organisations via a number of mechanisms including:

- Waikato Engineering Lifelines Group (lifeline utilities)
- Co-ordinating Executive Group (emergency services)
- Welfare Advisory Group (Government social services and welfare services)
- EMO forum (Neighbouring and other CDEM Groups)

The mechanisms for working with other partner organisations have not been confirmed, but will be confirmed by the development of a relationship management strategy (refer to partnerships objectives, targets and actions in Table 2-5). The Group recognises the significance of local iwi, and will actively pursue the development and maintenance of strong partnerships with local iwi as an important part of the relationship management strategy.

2.5 Waikato Engineering Lifelines Group

2.5.1 Background and Purpose

Lifelines are those essential “utility” services which support the life of our community - such as water, wastewater and stormwater, power, gas and telecommunications, or transportation networks.

One of the requirements of the Civil Defence Emergency Management Act 2002 is that lifelines utilities establish planning and operational relationships with CDEM Groups. At the heart of this relationship is for each Lifeline Utility to be able to exchange relevant information around their risk management processes and the key elements of their readiness and response arrangements

The CDEM Act also places a requirement on all engineering lifeline utility operators to ensure they are able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency. This is best achieved through the formation of lifelines projects which are voluntary groups of ‘lifelines’ organisations with representatives from territorial authorities, major utility and transportation sector organisations.

As such, the Waikato Engineering Lifelines Group (WELG) has been formed to meet the following objectives:

- To encourage and support the work of all participants in identifying and mitigating the effects of hazards on lifeline assets and business operations
- To facilitate communication between all participants in order to increase awareness and understanding of each organisations' interdependencies
- To create and maintain awareness of the role and importance of lifelines within the Waikato region
- To promote ongoing research and technology transfer aimed at protecting and preserving lifelines of the Waikato region
- To develop best approaches to mitigation, preparedness, response and recovery measures for lifelines.

2.5.2 Structure and Funding

The WELG is effectively overseen by a Steering Committee which meets about every three months for the purposes of overseeing the day to day running of the lifelines group by providing technical and administrative support, and to make decisions on behalf of the WELG, including work programmes, budgets, awareness/education initiatives, and strategy development.

Reporting to the Steering Committee is a Project Manager who is responsible for implementing the agreed work programme, ensuring ongoing consultation with key parties, organising local workshops/seminars and attending national forums.

During an emergency, the Steering Committee and project Manager would also provide advice and information to the Group Controller regarding the status (i.e. restoration) of lifelines utilities during an emergency.

Funding for the project is provided through an annual grant from members and to date (May 2005) a contribution from the Waikato CDEM Group. Environment Waikato is the administrator of assets and financial records on behalf of the WELG.

2.6 Risk evaluation criteria

Risks that have the potential to cause many deaths are unacceptable

When assessing the priority of hazards, it is useful to have a set of principles to test hazard priorities against. These principles are often referred to as risk evaluation criteria. This Plan considers the following principles as important to consider when setting risk priorities:

- Risks that have the potential to cause a significant number of deaths or injuries to people are unacceptable
- Human life and safety will therefore take precedence over all other priorities (such as property and infrastructure)
- Risks that have the potential to cause severe economic losses (particularly for agriculture and tourism), substantial damage to buildings, infrastructure or lifeline utilities
- Risks that are readily manageable and are of most concern to local communities
- Risks that can be readily addressed by improving coordination and cooperation between emergency management agencies
- Risks that have the greatest potential consequences will receive priority regardless of the likelihood
- Risks with a high likelihood and high consequence will be given priority over those of low likelihood and consequence
- Risk reduction activities will be implemented through a combination of Long Term Council Community Plans, District Plans, plans of key partner agencies and other methods.

2.7 Understanding our hazards and risks

2.7.1 Introduction

The CDEM Group must show how they will treat the risks

The purpose of this section is to define the significant hazards and risks within the Waikato region. The CDEM Group process for determining significant hazards and risks follows the ASNZ:4360 Risk Management Standards process and involves the following steps:

1. Identify hazards and describe risks
2. Analyse and evaluate risks

Full details of the hazard and risk analysis can be found within the supporting document titled "Hazard and Risk Analysis: Explanatory Notes 2004" (Annex B). Once the significant risks have been identified, the Group must state how these risks will be treated (refer to Section 2.8).



Figure 2-1: The risk management framework as applied to the Waikato CDEM Group Plan (adapted from the AS/NZS 4360 Risk Management Standard).

A hazard list has been developed for each EOA

Risk is measured in terms of likelihood (how likely something is to happen) and consequence (how severe the impacts will be).

2.7.2 Hazard Identification and Risk Description

Hazard identification

All hazards relevant to the Waikato CDEM Group were identified. These hazards were used as the basis for discussion with each of the region's EOA's (Section 4.2.4). A primary hazard list was produced which included all known hazards. This was effectively the first-cut list of 'probable' hazard types compiled for the 'Waikato CDEM Group Plan.

The primary hazard list was then refined to remove hazards that were not seen as being relevant to the Waikato CDEM Group. This resulted in about twenty hazards being identified as significant for the region.

These hazard types were organised into broad hazard categories based on:

- physical processes (natural hazards)
- human-induced (technological hazards)
- biological (biological hazards)

The list of significant hazards is shown in Annex B.

Risk description

The risk impacts of each hazard were then described. To work out how much the significant hazard events can potentially affect us (and how frequently), we need to define what the risks are.

Risk is defined as 'the chance of something happening and the likely impact it will have on people and property'. Risk is measured in terms of likelihood (how likely something is to happen) and consequence (how severe the impacts will be).

The consequence of an event varies and will depend on:

- The particular characteristics of the hazard (e.g. amount of rainfall, wind speed, degree of ground shaking)
- The vulnerability of each community (e.g. age, mobility, level of protection, design of buildings and infrastructure)
- The resilience of the community (e.g. awareness, preparedness, community cohesion)

Scenarios are a good way to describe risks. Scenarios were developed for each significant hazard and are contained within the supporting document titled "Hazard and Risk Analysis: Explanatory Notes 2004" (Annex C).

2.7.3 Risk Analysis and Evaluation

Risk Analysis

This involved further refinement of the likelihood and consequences of risk associated with each significant hazard. This refinement involved measuring the likelihood of a each hazard (from almost certain to rare) and consequences of each hazard (from insignificant to catastrophic). The analysis produced a combined risk (likelihood and consequence) resulting in each hazard being assigned a very low, low, moderate, high, or very high level of risk.

Risk Evaluation

This involved in-depth evaluation based on the following criteria:

- Seriousness: The relative impact in terms of human, economic, social, infrastructural and geographical factors
- Manageability: How difficult a hazard's risks are to manage and the level of effort currently being applied
- Growth: The rate at which the risk will increase either through an increase in the probability of the event occurring, an increase in the exposure of the community or a combination of the two.

The risk evaluation process also used information from the following sources:

- Original figures developed by the EOA's
- Hazard scenarios
- Historical and recent events (where possible)
- General knowledge and experience, and
- Information from research undertaken by crown and tertiary institutions.

Hazard likelihood, consequences, manageability and growth were combined to produce a list of significant hazard risks for the Waikato Region (Table 2.4, Annex B). This does not include nationally significant events which are identified in Section 3.3.9.

Table 2-4: Significant hazard risks in the Waikato Region*.

Hazard Risk	Emergency Operating Area	Priority**
Tsunami (Local)	Thames Valley	VERY HIGH
Earthquake (Kerepehi Fault, ML 6.8***)	Thames Valley	HIGH
Earthquake (Ngangiho Fault, ML 6.3***)	Southern	
River/Stream Flooding (Lower Waikato/Waipā)	Waikato Valley	
River/Stream Flooding (Waihou/Piako)	Thames Valley	
Tsunami (Distal)	Thames Valley	
Services/Infrastructure	Southern	
Electricity Failure	Thames Valley	
Human Pandemic	All	
River/Stream Flooding (Waihou/Piako)	Thames Valley	MODERATE
Electricity Failure	Southern	
Ashfall Ruapehu (or other)	Southern	
Mayor Island Activity	Thames Valley	
Animal Epidemic	Waikato Valley	
Landslip/Hipaua	Southern	
Earthquake (Kerepehi Fault, ML 5.5***)	Thames Valley	
Earthquake (Wairoa North fault, ML 7.1***)	Waikato Valley	
Animal Epidemic	Thames Valley	
Geothermal Ground	Southern	
River/Stream Flooding (Coromandel Peninsula)	Thames Valley	

* Does not include major hazards that would be dealt with at the national level as identified in Section 3.3.9.

** Based on the final rating score as outlined in the supporting document titled "Hazard and Risk Analysis: Explanatory Notes 2004" (Annex C) where:
 4 to 5 = Very High
 3 to 4 = High
 2 to 3 = Moderate
 1 to 2 = Low, and
 0 to 1 = Very Low.

***Richter (local) magnitude.

Hazard Risk	Emergency Operating Area	Priority**
River/Stream Flooding (Middle Waikato)	Southern	MODERATE
Animal Epidemic	Southern	
Severe Storm	Waikato Valley	
Storm Surge	Thames Valley	
Severe Storm	Southern	
River/Lake Control Structure Failure	Waikato Valley	

Note:

Table 2.4 above lists some hazards twice (such as earthquakes and river/stream flooding). This is due to a range of magnitudes and consequences that results in different risks being derived from the same hazard. The CDEM Group is required to consider these by this approach.

2.7.4 Issues of National Significance

CDEM Groups remain accountable for their area whatever the scale of emergency. They need to plan for a continuing role if events assume national significance and require national assistance or a national declaration. CDEM Groups may be directly affected by the event, or play an indirect role by providing assistance under mutual aid agreements or through national direction.

The Director of CDEM has to identify nationally significant hazards and risks for the National CDEM Plan (Section 8 of the CDEM Act), just as each CDEM Group has to identify their own hazards and risks. Together, all parties desire a clear and seamless transition between Group and national significance – particularly in defining how response and recovery efforts will be coordinated.

National significance (as listed in section 3 of the CDEM Act) includes, without limitation, any case where the Minister (administering the CDEM Act) or Director (of CDEM) considers that:

- There is widespread public concern or interest; or
- There is likely to be significant use of resources; or
- It is likely that the area of more than one CDEM Group will be affected; or
- It affects or is likely to affect New Zealand’s international obligations; or
- It involves technology, processes or methods that are in New Zealand; or
- It results or is likely to result in or contribute to significant irreversible changes to the environment (including the global environment).

The hazards that have been identified as potentially being matters of national significance are listed Section 3.3.9.

2.7.5 Management of Significant Hazard Risks

Table 2.4 shows the most significant hazard risks for the Waikato CDEM Group. The table gives the Group a good initial indication of the types of hazard risks across the region and where they are most likely to occur. The table can be considered for the Group as a whole, or can be broken down into Emergency Operating Areas to give an indication of the significant local hazard risks.

The purpose of ranking the hazards is to:

- Increase awareness of the most important hazard-risks to the community
- Prioritise hazard-risks in order to inform the priorities for the Resource Management Act and other studies/analysis/funding
- Raise awareness of significant hazards
- Identify specific gaps in the 4Rs for targets and actions - thus improving hazard-risk management e.g. Biological Readiness
- Influence operational arrangements given the consequences of the top hazards e.g. flooding means a requirement for evacuation planning and welfare support whilst pandemic means a need to link EOCs closely with the DHB
- Establish priorities for addressing issues
- Inform hazard researchers
- Identify specific hazard management gaps
- Drive Resource Management Act processes
- Guide operational arrangements.

Many of the listed risks are important for national scale events and adjacent CDEM Group involvement. This is provided for in Section 3.3.9.

Rather than showing all the hazard risks and prescribing the order in which they must be treated, the information acts as a general guide for Group reduction activities. The following generalisations may be taken from Table 2.4:

- The highest hazard risk comes from a previously little known hazard for which there is no management response planning
- Earthquake events continue to pose high risk to communities in the Thames Valley and Southern EOA's
- River flooding is the most common hazard risk, and will continue to be a major hazard when coupled with climate change
- Electricity failure and other technological and biological hazards contribute significantly to hazard risks within the region
- Thames Valley Emergency Operating Area has the highest hazard risks, followed by Southern Emergency Operating Area and Waikato Emergency Operating Area.

Table 2.4 provides valuable guidance for the Group hazard risk reduction efforts. Key to any risk reduction effort is a full assessment of the costs and benefits of various treatment options for various hazards. The Group will address its hazard risk reduction efforts by the development of a regional risk management programme during 2005/06 (Table 2.5). The regional risk management programme will outline in detail:

- The hazard risks to be addressed
- The costs and benefits of various treatment options

Ranking hazards enables us to prioritise actions

The Group will develop a risk management programme that will look at the highest priority risks first

- How the risks will be addressed
- The responsibility and timing of treatment

2.8 Risk Treatment

This step involves two key activities:

- Identifying the key issues
- Developing objectives, targets and actions

Identifying key issues (gaps) must be done first

The risk treatment process is achieved firstly by identifying the key issues (or gaps) within current emergency management. This identification is informed by a combination the following:

- The CDEM Group context, goals and criteria - these set the fundamental standards for how the Group defines acceptable emergency management on behalf of the community;
- The significant Group hazard risks and gaps in reduction measures; and
- The current gaps in readiness, response and recovery planning and management.

Key issues will be addressed through objectives, targets, and actions

Once identified, the key issues are addressed through the development of objectives, targets, and actions that cover the life of the plan. The objectives are based on a number of emergency management issues that have emerged during the development of the plan across reduction, readiness, response and recovery.

CDEM agencies are then collectively responsible for agreeing on how to address the issues, and implementing the agreed actions within a specified timeframe.

2.8.1 Key issues

During the development of this plan, considerable effort went into identifying the gaps and vulnerabilities in the region's planning and preparedness for significant emergencies. As a result of that process, the following key issues have been identified.

There is:

- No comprehensive and coordinated risk reduction programme across the region
- No coordinated regional public awareness programme among key emergency management agencies, and little understanding of the extent to which the regional community is prepared for emergencies
- No coordinated CDEM training across the region leading to inconsistencies in the response capacity and level of training
- No integrated risk management framework for Lifelines Utilities within the region and little coordination of effort with respect to CDEM
- No regional communications strategy and insufficient compatibility between systems at the EOA level and among emergency services

- Insufficient links between the Waikato CDEM Group and neighbouring CDEM Groups
- A need to fully integrate the new emergency management approach into all functions of local authorities, particularly in the area of land use planning
- Insufficient coordination between the CDEM Group and key government support agencies
- Insufficient regional coordination of the welfare function.

2.8.2 Objectives, Targets and Actions

Table 2.5 contains the agreed objectives, targets and actions for the Waikato CDEM Group. The table forms the basis of all activities to improve Group emergency management for the life of the plan.

Table 2-5: Objectives, Targets and Actions

Goal 1:

To increase community resilience in Civil Defence Emergency Management

Objectives <i>What we will do to address issues and achieve the goals</i>	Targets <i>Tasks to achieve the objectives</i>	Actions <i>Who will do it and by when</i>
1. To develop effective partnerships between the CDEM Group and partner organisations across the 4R's	a) Identify potential partner organisations, how these relate to the CDEM Group and how they could best be engaged	<ul style="list-style-type: none"> • Develop relationship management strategy by June 2006 (EMO) • Implement strategy starting 2006/07 (CDEMG)
2. To improve our understanding of resilience as it relates to the Waikato CDEM Group	a) Scope, develop and implement a programme for understanding, measuring and improving resilience within the Group	<ul style="list-style-type: none"> • Initial scoping by November 2005 (EMO) • Resilience programme development by June 2007 (EMO) • Implementation of programme starting 2007/08 (EMO/CDEMG)
3. To increase public awareness of and participation in CDEM	<p>a) Develop, implement and maintain a Group public awareness and education programme</p> <p>b) Develop coordinated volunteer involvement arrangements for CDEM preparation</p>	<ul style="list-style-type: none"> • Develop strategy by June 2005 (WVEOA) • Implement programme starting 2005/06 (WVEOA) • Maintain programme on an ongoing basis (WVEOA) • Scoping during 2005/06 (WVEOA/EOA's) • Development of arrangements starting 2006/07 (WVEOA/EOA's)

Objectives <i>What we will do to address issues and achieve the goals</i>	Targets <i>Tasks to achieve the objectives</i>	Actions <i>Who will do it and by when</i>
<p>4. To improve the coordination of readiness activities amongst key CDEM agencies</p>	<p>a) To implement a Group-wide training programme</p> <p>b) To update warning systems procedures for all hazards</p> <p>c) Maintain appropriate operational committee structure</p> <p>d) Develop communications system strategy and implement</p>	<ul style="list-style-type: none"> • Develop strategy by June 2005 (WVEOA) • Implement programme starting 2005/06 (WVEOA) • Maintain programme on an ongoing basis (WVEOA) • Refine existing procedures during 2005/06 (WVEOA/EOA's) • Review and update procedures on an ongoing basis from 2006/07 (WVEOA/EOA's) • Operational committees formed June 2005 and maintained thereafter (WVEOA/EOA's) • Complete initial assessment during 2005/06 (WVEOA) • Finalise strategy and develop recommendations by November 2006 (WVEOA) • Implement recommendations during 2007/08 (WVEOA)
<p>5. To ensure that CDEM processes and actions are continuously monitored, evaluated and improved</p>	<p>a) To implement and maintain a monitoring and evaluation programme</p> <p>b) To develop an improvement programme for all CDEM Group Plan supporting documents</p>	<ul style="list-style-type: none"> • Report on progress and effectiveness of targets and actions and legislative compliance annually from 2005/06 (EMO) • Conduct regular minor reviews of CDEM Group Plan annually starting 2005/06 and major review every five years (EMO) • Scoping and development of programme during 2005/06 (EMO and EOA's – to include EOA arrangements and financial SOP's). • Maintenance of improvement programme on an annual basis from 2006/07 onwards (EMO and EOA's)

Goal 2:

To reduce the risks from hazards

Objectives <i>What we will do to address issues and achieve the goals</i>	Targets <i>Tasks to achieve the objectives</i>	Actions <i>Who will do it and by when</i>
<p>1. To develop a comprehensive and co-ordinated approach to hazard risk reduction across the Waikato Region</p>	<p>a) Develop a regional hazard risk management programme</p> <p>b) Develop and strengthen risk reduction partnerships</p>	<ul style="list-style-type: none"> • Identify all existing hazard risk reduction activities across all CDEM members and partner organisations by December 2005 • Develop draft programme and confirm with CDEM Group and partner organisations by June 2006 (EMO) • Implement hazard risk management programme starting 2006/07 (CDEMG and partners co-ordinated by EMO) • Align with implementation of hazard risk management programme starting 2006/07 (EMO)
<p>2. To improve our understanding of the consequences of priority hazard risks and acceptable levels of risk for each hazard</p>	<p>a) Reassessment of the consequences of priority hazard risks</p> <p>b) Assess consequences of hazards of national significance</p> <p>c) Develop acceptable levels of risk</p>	<ul style="list-style-type: none"> • Update consequences for all hazard risks by 2007/08 (EMO/Working Party) • Review and update risk evaluation for all hazard risks by 2008/09 (EMO/Working Party) • Update regional risk management programme and operational arrangements by 2008/09 (EMO and EOA's) • Assessment by 2006/07 (EMO) • Assessment by 2006/07 (EMO)
<p>3. Support the Waikato Engineering Lifelines Group in encouraging a co-ordinated approach to risk reduction for lifelines utilities</p>	<p>a) Provide administrative support for the Lifelines Group</p> <p>b) Assist Lifelines Group in meeting project targets</p> <p>c) There is coordinated planning between lifelines sectors and CDEM Group partners</p>	<ul style="list-style-type: none"> • Ongoing support from 2005/06 onwards (EMO) • Ongoing support from 2005/06 onwards (EMO)

Goal 3:

To provide effective and efficient response and recovery capability

Objectives <i>What we will do to address issues and achieve the goals</i>	Targets <i>Tasks to achieve the objectives</i>	Actions <i>Who will do it and by when</i>
<p>1. To improve the coordination and integration of response and recovery activities between Emergency Operating Areas</p>	<p>a) Regular meetings and exercises will be undertaken collectively to improve co-ordination</p> <p>b) Development of key Group response and recovery initiatives to be undertaken collectively</p>	<ul style="list-style-type: none"> • Quarterly meetings between Emergency Operating Areas and key stakeholders starting in 2005/06 (EOAs) • Exercises on an ongoing basis starting in 2005/06 (EOA's)
<p>2. To develop and maintain effective operational partnerships between the CDEM Group and partner organisations</p>	<p>a) Regular meetings will be held with key response and recovery partner organisations</p> <p>b) Develop and maintain effective partnerships for the following response and recovery activities:</p> <ul style="list-style-type: none"> • Welfare response and recovery • Government agencies (as outlined in Annex A) • Lifelines Utilities • Other CDEM Groups • Other partner organisations 	<ul style="list-style-type: none"> • WVEOA to lead Group initiative starting in 2005/06 • Quarterly EOA meetings held on an ongoing basis (EOA's) • Formation of a Regional Welfare Advisory Group (WAG) by December 2005 (WVEOA) • Maintain WAG on an ongoing basis (WVEOA) • Initiate partnerships during 2005/06 (WVEOA/ EOA's) • Engage partners per relationship management strategy by December 2006 (WVEOA/EOA's) • Coordinate response and recovery planning with Lifelines Group by June 2006 (WVEOA/ EOA's) • Initiate response and recovery planning with neighbouring Groups by June 2006 (WVEOA) • Maintain close working relationships on an ongoing basis • Implementation of relevant relationship management strategy recommendations starting in 2006/07 (WVEOA/ EOA's)

Objectives <i>What we will do to address issues and achieve the goals</i>	Targets <i>Tasks to achieve the objectives</i>	Actions <i>Who will do it and by when</i>
3. To ensure that suitable contingency plans are in place to address the impacts of significant and nationally important hazard risks	a) Develop contingency plan requirements	<ul style="list-style-type: none"> • Scope to assess likely requirements during 2005/06 (WVEOA/EOA's) • Implement programme for development of plans during 2006/07 (WVEOA)
4. To ensure that effective capacity exists for key response and recovery roles	a) Formalise the appointments of key emergency response and recovery personnel b) Maintain response and recovery capability of key personnel c) Undertake regular operational capacity assessments	<ul style="list-style-type: none"> • Group Controller and Recovery Manager appointments confirmed and approved by June 2006 (EMO) • Ongoing maintenance of GEOC and EOC staff capability - (WVEOA and EOA's) • Local EOC Activation Guides developed by June 2006 (EOA's) • Undertake annually from 2005/06 onwards (WVEOA/EOA's)
5. To ensure effective response systems and procedures are in place	a) Update Local EOA Plans to increase effectiveness and compatibility between plans and improve links to the CDEM Group Plan b) Update and amend Public Information Management and GEOC/ EOC SOP's c) Develop information management requirements for response and recovery activities d) Ensure the GEOC remains in a state of operational readiness	<ul style="list-style-type: none"> • Updating of all Local EOA Plans by June 2006 (All EOA's) • Maintenance of Local EOA Plans on an ongoing basis (ALL EOA's) • SOP's updated and amended by June 2006 (WVEOA) • Initial scoping of requirements by 2005/06 (EMO) • Development of regional arrangements during 2006/07 (WVEOA) • Implementation of recommendations starting 2007/08 (WVEOA) • Ongoing from 2005/06 (WVEOA)

2.8.3 Hazard Specific Management

Reducing risk is fundamental to realising the goal of a resilient Waikato Region and many agencies have responsibilities under a wide range of statutes to address existing (and future) hazards and risks.

The purpose of this section is to overview current and future hazard management initiatives that are being undertaken to address the potential impacts of the top ten hazards listed in Table 2.4. This will also form the basis for the Regional Risk Reduction Management Plan which has been identified as a key action in Table 2.5.

The 2004 Boxing Day Asian Tsunami has provided us a timely reminder on how devastating this hazard can be

Tsunami

A joint tsunami study is currently being carried out between Environment Waikato and Environment BOP with the aim of identifying the potential threat of both a local and distal tsunami along the east coast of both regions.

The study is being carried out in three stages, as follows:

Stage 1 (completed):

- Identifying historic events (5000yrs BP)
- Developing tsunami magnitude to suit this research
- Identifying where future research should occur

Stage 2 (completed)

- Detailed research of key 'cores'
- Identify hot-spots
- Overview of potential for east coast tsunami

Stage 3 (underway)

- Response, planning and management strategies
- Scenario modelling
- Inundation mapping
- Policy recommendations for land use planning
- Information to assist CDEM response agencies

The Kerepehi fault is currently being investigated by GNS

Earthquake

The region's earthquake risk was first assessed by GNS as part of Environment Waikato's natural hazard programme in 1996. The aim of the study then was to broadly identify the active fault zones across the region and their respective recurrence interval using existing information.

GNS are currently investigating the Kerepehi Fault which runs through the Hauraki Basin between Matamata and Ngatea. The aim of the study is to define the characteristics and activity of the northern section of the Kerepehi Fault in order to determine future recurrence intervals and magnitude. This will provide a basis for increasing community resilience.

A National Flood Risk Management Protocol is being developed

Flooding

Regional Councils throughout the country are working with the Ministry for the Environment to develop a national flood risk mitigation protocol. In conjunction with this, a regional flood risk strategy is being developed for the Waikato Region to primarily address the risk reduction requirements under the CDEM Act and this Plan. The purpose of the regional strategy is to set out the principles, framework, policies and guidelines through which the flood risk within the Region will be managed to meet community expectations and

required outcomes and to promote sustainable economic, social, cultural and environmental well-being.

The Strategy also sets out how flood hazards and risks should be considered and managed in a sustainable, context-appropriate and consistent manner to protect the well-being of the community and the region. This includes addressing residual risk, that is, the level of risk remaining following the successful implementation of strategies and/or works. The strategy encourages avoidance and/or reducing the risk of flooding through appropriate development and building controls.

Environment Waikato has responsibilities for river and catchment management within the region. River systems management is provided in specific zones based on catchment areas. Flood protection schemes are in place on the major river systems that provide security to communities from flooding while reducing the loss of the productive capacity of the land.

A regional flood warning network that covers much of the region provides timely advice to key stakeholders on the potential of flooding at key locations. The network will be further developed over the immediate future to enhance the predictive capacity of flooding through modelling, and expanded to cover areas of the region that do not already benefit from the warning service.

Insurance Australia Group (IAG) NZ has entered into a partnership arrangement with Thames Coromandel District Council and Environment Waikato to work with both Councils to proactively reduce both current and future flood risks on the Thames Coast. The aim of the project is to gain a better understanding of the long-term impacts of climate change on businesses with a specific focus on flood events and potential mitigation options.

Services/Infrastructure Failure

The Waikato Engineering Lifelines Group (WELG) has been formed to encourage and support the identification and mitigation of the effects of hazards on lifelines assets and business operations.

The Lifelines Steering Committee has been formed to oversee the day to day running of the WELG by providing both technical and administrative support. It also makes decisions on behalf of the WELG including priority of projects, funding, budgets, and plan/strategy development.

The Committee has functional relationships with regional and national lifelines utilities, the Waikato CDEM Group and its member organisations, and the Lifelines Project Manager (whose primary role is to undertake key project work and ensure ongoing consultation and participation with key parties).

Human Pandemic/Public Health

The Waikato District Health Board is part of a regional DHB emergency management planning group. This group have recently researched, developed, adopted and trialed a set of specific emergency management planning standards.

A "Major Incident and Emergency Plan" (Annex D) has also been developed for the purpose of identifying and mitigating identified public health risks, maintaining and restoring the health status of the Waikato Region's population, and to define the communication network and procedures for alerting and working with functioning health service providers in the event of an emergency.

Flood protection schemes are in place on the region's major river systems

A flood warning network constantly monitors river levels and rainfall

A climate change study has been undertaken by IAG on the Coromandel Peninsula

Engineering lifelines are those critical services such as water supply, waste water, roading, and power lines that keep towns and cities functioning

Animal Disease Outbreak

The Ministry of Agriculture and Forestry (MAF) has produced a guideline document titled "Advice to CDEM Groups on Hazard Identification and Emergency Management". The guideline provides CDEM Groups across New Zealand information about:

- The hazards that MAF has lead agency responsibilities for
- How MAF mitigates these risks
- Realistic scenarios of the maximum likely event to assist in planning
- Realistic scenarios for mid-range events
- MAF's capacity to respond to these events.

3 Operational arrangements

3.1 Operational principles and policy

3.1.1 Introduction

This section outlines the operational arrangements for the Waikato CDEM Group. The purpose of developing operational arrangements is to reduce the consequences of risks by planning to ensure operational readiness for, response to and recovery from civil defence emergencies.

This section defines the functional responsibilities for Response and Recovery, for emergencies requiring CDEM Group support or coordination. It also identifies the group processes associated with Readiness, Response and Recovery.

There is a strong link between the strategic section and this section because operational arrangements are a key mechanism for addressing the residual risks from disasters.

Whereas the strategic section identified the overall risk from hazards within the Waikato, development of the operational arrangements has highlighted areas for development across readiness, response and recovery. These areas for development are identified throughout the operational arrangements and identified as objectives, targets and actions within Table 2.5 of the strategic section.

3.1.2 Operational principles

Goal 3: To provide effective and efficient response and recovery capability.

Goal 3 is the principal operational goal for this section.

The following principles underpin the operational arrangements outlined in this Plan. These principles relate primarily to the development and maintenance of partnerships and link to the objectives, targets and actions within Table 2.5.

Principles of Operational Arrangements

1. Coordinated and integrated operational planning is the cornerstone to a regional operational capability, and improves strategic coordination for 'day-to-day' handling of accidents and incidents.
2. Regional arrangements outlined in this Plan are focused on supporting and enhancing local and emergency service capabilities, and thereby increasing the thresholds of local capacity.

3. An emphasis on integrating effort, and leveraging the resources and skills of CDEM Group Partner organisations. Specifically in this first CDEM Group Plan, this translates to moving towards rationalisation of the number of local authority emergency operations centres and Controllers, and to increasing the inter-operability of local authority and emergency services emergency operations centres. In the longer term, it is intended that the combined use of emergency operations centres for CDEM and emergency services purposes increases.
4. The NZ Co-ordinated Incident Management System (CIMS) will be used by all emergency services and response agencies at an incident to establish common incident management rules.
5. Recognition of the involvement of volunteers and volunteer organisations will be enhanced through an increased focus on volunteer recruitment, retention, development and general management.
6. Regional capability will be enhanced by appropriate interaction with neighbouring regions.

3.1.3 Relationship Between Hazardscape and Operational Arrangements

A link between the strategic, hazardscape assessment and operational arrangements is important to not only gauge the consequences of the top few hazards, but to also determine what needs to be done and how the CDEM Group should be responding to them. As outlined briefly in Section 2.7.3, the highest priority hazards for the Waikato CDEM Group are:

Tsunami (local) is the highest ranked hazard for the Waikato Region and would happen with little or no warning

Tsunami

Tsunami (local) is the highest priority hazard in the region and could result in a large number of injuries and fatalities, extensive damage to coastal infrastructure, and long term recovery issues.

The key operational issue for tsunamis is the need for a Group Contingency Plan which would outline the response framework and responsibilities (this has been identified as an action in Table 2.5).

Earthquake

Earthquake is the second highest priority hazard in the region and could result in many disrupted communities, serious damage to roading and other infrastructure, and disruption to communication networks.

The key operational issues for earthquakes is that they happen with no warning (so an instant response capacity is required) and there's a need to reduce the vulnerability of existing communication systems and to plan for their redundancy.

Earthquakes happen without any warning

Alternative transport routes for key roads will be identified by the Waikato Engineering Lifelines Group (WELG). To enable a rapid response to an earthquake focussed on the highest at-risk areas (such as the areas adjacent

to the Kerepehi and Ngangiho Faults), a Group Contingency Plan will also need to be developed (this has been identified as an action in Table 2.5).

Local EOCs could also be isolated and this could result in resourcing issues (such as staff availability). Contingency Plans and EOC arrangements will need to recognise this (this has been identified as an action in Table 2.5).

Flooding

Flooding is the third highest priority hazard in the region and could result in significant widespread disruption on the scale of the Manawatu-Wanganui Flood Event in February 2004. Fortunately (unlike earthquakes) floods happen gradually and are usually fore-warned through severe weather warnings.

The key operational issue for flooding is the need for dedicated evacuation and welfare support contingency plans (Table 2.5).

Services/Infrastructure Failure

Services/Infrastructure Failure is a key issue for the region due to it being a major corridor for the supply of essential services (e.g. electricity and natural gas) between Auckland and the rest of the North Island (Table 2.5).

A vulnerability assessment of these networks will need to be undertaken by the Waikato Engineering Lifelines Group.

Human Pandemic/Public Health Issues

As evidenced by recent world scares from human pandemic events (e.g. SARS and the Asian Chicken Flu virus), a potential health risk permanently exists for the region.

The key operational issue for human pandemics is that regional resources would be stretched as they would need to respond, isolate those affected and treat large numbers of people. The Waikato DHB would also need to have a permanent emergency response centre with links to the Group EOC.

Animal Disease Outbreak

Due to Britain's foot and mouth outbreak in 2001, the Ministry of Agriculture and Forestry (MAF) undertook direct actions to ensure that the risk of a similar outbreak would not occur in New Zealand.

The key operational issue for MAF is containing an outbreak of an unwanted organism that has the potential to spread rapidly and affect a very wide area.

3.1.4 Scope

The scope of this section is on providing an overview of the on-the-day processes (what is to be done) rather than operational detail processes (how it is to be done). See also critical supporting documentation in Annex C.

Operational readiness, response and recovery for local incidents remain the responsibility of emergency services and local authorities.

Information necessary for preparation for, and the response to, local incidents is to be found in Emergency Operating Area (EOA) Local Arrangements and individual emergency service agency's Standard Operating Procedures (SOPs).

Floods generally happen gradually with much more warning

Interdependency is a key issue for lifelines

This Plan provides an overview of 'what is to be done' rather than 'how it is to be done'

Who does what and when relies heavily on supporting documentation

Assessment of resource capability is an on-going activity

CDEM Group Functional Plans (Figure 3.2) are considered necessary to complement and support local resources that may be inadequate because of size/intensity of emergency and/or through:

- Limited capability or reliability of voluntary support agencies
- Inability of 'contractors' to support or fulfil the operational roles on behalf of 'lead-agency' organisations
- Inadequate business continuity planning by strategic partners, key organizations and other relevant sector suppliers
- Competing/multiple demands on limited key resources.

3.1.5 Operational framework

The operational framework within which CDEM Group Readiness, Response & Recovery planning and implementation will be carried out involves the following:

The framework is about rationalising and improving, not demolishing and rebuilding

Flexibility and integration are critical components in modern-day emergency planning

- Emergency services, utility providers and other responding agencies continuing with current systems, and providing on-call advice to Group and Local Controllers
- Local authorities have joined together to form three 'Emergency Operating Areas' to improve coordinated and integrated planning at the local level. Figure 3-1 shows these Areas and the location of their designated Emergency Operating Centres (EOCs).
- Figure 1-1 in the Introduction shows the Waikato CDEM structure which follows a dispersed, rather than a centralised, model.
- Each territorial authority will use their designated EOC. Co-ordinating Advisory Groups (CAGs) will provide the key source of advice to local EOAs, including Local Controllers, for both planning and operational purposes.
- The Group Emergency Operation Centre (GEOC) will, when required, be capable of co-ordinating support for any event or events on behalf of the whole region.

3.1.6 Supporting plans and standard operating procedures

A number of supporting plans and standard operating procedures (SOPs) are required to give effect to the operational arrangements outlined in this Plan (Annex C). The relationship of these documents to the Group Plan is shown in Figure 3-2. A full list of the Group supporting plans and procedures, together with their status is given in Annex C.

Procedures are detailed in supporting documents

There are also a large number of important regionally focussed plans prepared by other agencies under different legislation and/or by agreement, that contribute to the region's operational capability. These plans and the agencies responsible for them are listed in Annex D.

3.1.7 Civil defence emergency management local arrangements

To meet their obligations under the Act, each EOA will develop local arrangements for their area. (Note that each Emergency Operating Area is a consortia of Local Authorities). These arrangements will be:

- Consistent with this Group Plan, functional and contingency plans
- Developed within a common template to provide regional consistency
- Provide local consistency with the procedures of the Emergency Services and other local stakeholders.

CDEM Local Plans will emphasise local operational response and recovery activities in relation to the local risks and hazardscape. They will follow the strategic direction of the Group Plan and the reduction and readiness processes that are established within it.

The Local CDEM Arrangements become supporting documentation to the Group Plan and will be reviewed within 12 months of the Group Plan becoming operative.

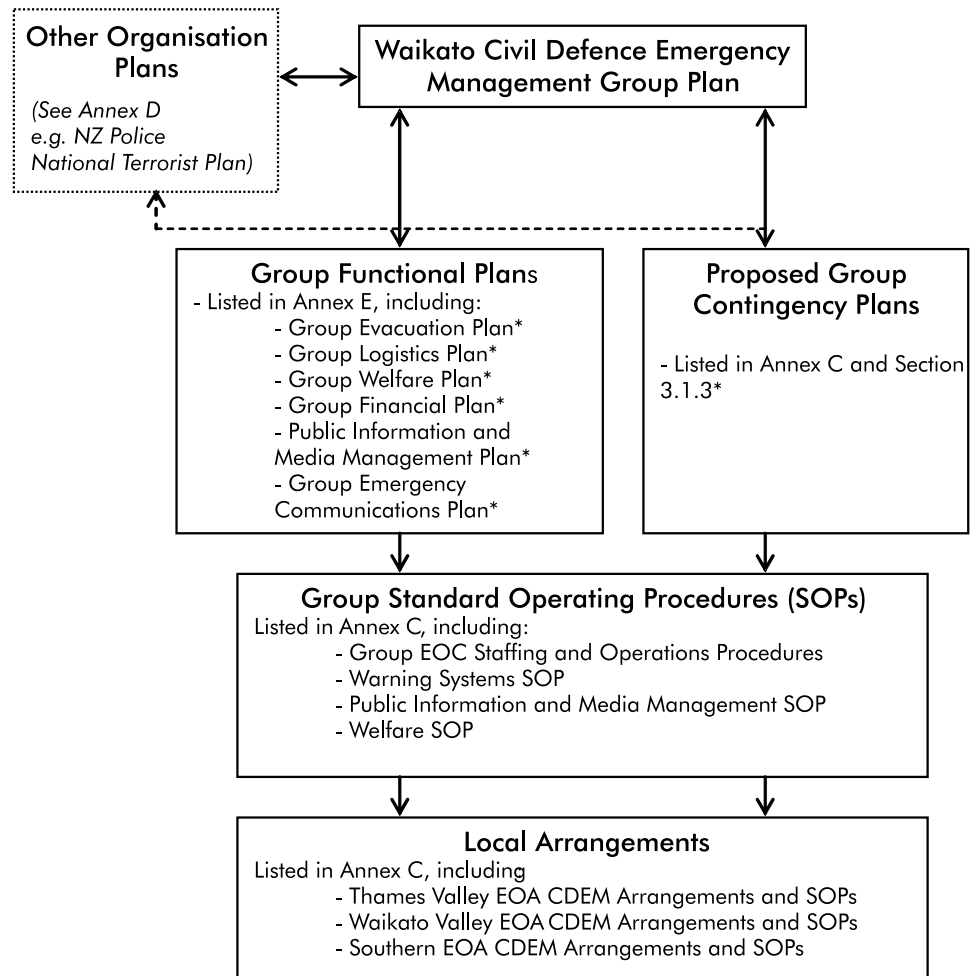
Reviewed Local CDEM Arrangements will follow a common template, be consistent with the Group Plan and operative by 1 June 2006.

Plans that contain common strategic direction.

Local response and recovery arrangements will reflect local hazardscapes.



Figure 3-1: The Waikato CDEMG Region Emergency Operating Areas (EOA's) and Emergency Operating Centres (EOC's)



* Refers to Plans proposed or in preparation at the time of the release of the CDEM Group Plan.

Figure 3-2: Relationship of this plan to other group and local plans, and standard operating procedures

3.2 Readiness arrangements

3.2.1 Introduction

Readiness is consequence based and is everyone's business.

Waikato communities are susceptible to a wide range of natural and technological hazards that have potentially significant consequences to public safety and well-being. In addition, there are potentially significant consequences to social and economic infrastructure (Table 2.1).

Readiness arrangements relate to all three CDEM Group goals - they increase community resilience, help to reduce hazard risks and lead to effective and efficient response and recovery (refer to Section 2.3).

To reduce potential impacts, minimise suffering, and to support effective recovery, this section of the plan recognises the need for community involvement in preparing for, responding to, and recovering from, emergencies of significant consequence. Participants include:

- the public
- schools, tertiary, research and other academic institutions.
- voluntary agencies
- emergency services
- defence forces
- welfare agencies
- lifeline utilities
- local authorities
- government agencies
- iwi
- media
- businesses

Only through influencing, encouraging and facilitating improved levels of integrated community readiness with all partners, will communities in the Waikato region be better prepared and possess improved response and recovery capability.

3.2.2 Public education and awareness

With direct reference to the National CDEM Strategy 2003 - 2006 Vision of a "Resilient New Zealand" guiding principle No 1 "Individual and community responsibility and self-reliance" and Goal 1 "To increase community awareness, understanding and participation in CDEM the Waikato region CDEM Group" has identified public education as a means to achieving these fundamental aims. As well as encouraging public involvement in reducing the effects of hazards, the CDEM Group Public Awareness and Education Plan (Annex C) is about engaging the public in:

- developing awareness and understanding of hazards and engaging in preparatory activities,
- developing understanding and knowledge of what to do before, during and after a disaster, and,
- participating in rebuilding and restoring communities
- integrating activities across CDEM Group partners and other agencies

The Waikato Valley Emergency Operating Area (WVVOA) will prepare (with other partners and agencies) and coordinate public education on behalf of the Group.

The public education approach is to identify Strategic Stakeholders and in the public, business and educational communities, utilise these partnering relationships to deliver targeted messages to audiences, and provide opportunities to target audiences to participate in planning at local and individual levels.

Each EOA will develop and deliver local Public Awareness and Education plans and programs designed to meet the above objectives. These in turn will underpin regional initiatives and reflect the Group strategy.

*Developing
community
resilience through
increasing
understanding,
self-sufficiency and
building community
involvement.*

A regional working party facilitated by the WVEOA will be maintained to ensure the ongoing development and delivery and maintenance of standards of Public Awareness and Education programmes across the region (this has been identified as an action in Table 2.5). It will also provide the link to and coordination of Ministry of CDEM initiatives within the region.

Whereas EOA Arrangements and programmes will be funded at the EOA level, regional initiatives will be funded by the Group and will include the development and implementation of the Group Strategy and Plan which focus on activities that have a regional and or generic messages and where 'best value and results' can be achieved for the funds available.

These EOA and regional arrangements will be subjected to annual review and continuous improvement as set out in Section 4.8.

3.2.3 Operational planning

The sustainable management of all hazards will be achieved through integrated planning. Emergency planning covers a wide field and the emergencies that have to be planned for are extremely varied in nature and consequences. Integrated and coordinated planning will facilitate consideration of all the consequences of the threat or impact of an emergency event on a community. It is recognised as a critical component for establishing acceptable levels of readiness.

Section 4 of this Plan outlines the Waikato CDEM framework, including the provision for Emergency Operating Centres (EOCs) which are at both the CDEM Group and EOA level.

EOCs provide a means of coordinating emergencies of all types, sizes, and quantity. Their primary role involves activities surrounding the collection, analysis, and dissemination of information, and the coordination of resources to support incidents. Inherent within the role of providing an EOC is a requirement for 'on call' 24 hour staff support and suitable communications equipment.

Group EOC (GEOC)

The GEOC has the overall responsibility for monitoring and coordinating events across the region (when required). Essentially, the GEOC exists to ensure that EOAs receive prioritised and coordinated support that makes the best use of available resources. Section 3.3.4 outlines the location of the GEOC and its purpose in more detail.

Local EOC

The Local EOC has the overall responsibility for monitoring and managing an event, or incidents within its respective EOA.

*Integrated
planning results
in sustainable
management of all
hazards*

Coordinating Advisory Group (CAG)

When an emerging or potential threat has been identified, the lead agency will draw together a Co-ordinating Advisory Group (CAG) to assist in operational planning. The CAG will have a response focus, specific to a particular emerging threat. The CAG will include representatives from emergency services and disciplines that offer technical expertise and/or have specific responsibilities for community resources likely to be impacted by the event.

The role of the CAG is to assist in specific operational planning; including establishment of likely consequences, identification of the tasks or functions necessary to address the consequences and detailing what functions are to be carried out with respect to a particular emerging threat or potential hazard. The CAG is an advisory and not a decision making body (this remains the responsibility of the Lead Agency). However in a declared emergency they will be the principal adviser to the Group or Local Controller and will assist in the co-ordination of the event.

Co-ordinating and Advisory Groups (CAG) form part of the day to day overall EOA structure as they can usefully be involved in Operational Planning as detailed under Emergency Management Committees (below). The relationship to the CEG (which advises the CDEM Group) is shown generically in Figure 3-3.

Emergency Management Committees (EMCs)

EMCs provide a mechanism for multiple agency planning and the building of relationships and credibility between emergency services and allied response organisations within each response area.

The role of an EMC is to ensure that readiness, response and recovery planning at the local level is co-ordinated and coherent, and consistent with the CDEM Group Plan. The EMC will meet regularly. They have no executive powers or specific operational role, however they can establish a clear understanding of the planning approaches of all members and thus promote an integrated approach to civil defence emergency management at a sub-regional level. Particular operational matters the EMCs might assist with include establishing methods of control, organisation and communication and facilitating the coordinated deployment of resources and services.

EMCs are fundamental to developing and maintaining strong partnerships at the local level (see objectives, targets and actions in Table 2.5 and Annex A)

As funding is a key driver, EMCs will be formed under the sponsorship of the territorial authorities for each of the Emergency Operating Areas of:

- Waikato Valley EOA (Group EOA)
- Hamilton City, Waikato District, Waipa District, Waitomo and Otorohanga Districts.
- Thames Valley EOA
- Thames-Coromandel, Hauraki and Matamata-Piako Districts.
- Southern EOA.
- South Waikato and Taupo Districts.

While this can be on an as required basis prior arrangements would be an advantage.

This plan allows an acceptable degree of flexibility at EOA level.

Formerly known as Civil Defence Committees

EMCs coordinate planning and provide EOAs response support as required.

Multiple agency planning builds relationships and credibility between participants

*The role extends
beyond policy and
funding*

Membership of each EMC is open to a representative of:

- Local authorities at an Elected Member level (Policy/Funding) and Senior Management.
- Police
- Fire/Rural Fire as appropriate
- Ambulance
- District Health Board
- Government departments
- Lifeline entities whose operations, or its operational control site, is located in the area
- Other entities such as defence forces or voluntary organisations located in the area

The functions and activities of an EMC include, but are not limited to:

- Establishing methods of control, organisation and communication to facilitate the coordinated deployment of resources and services.
- Opportunities to review and provide input into local/district emergency management plans.
- Opportunities to review and provide input to EMC members' business continuity plans.
- Planning, support for, and review of, local exercises.
- Sharing of project plans, forthcoming significant events, etc.
- Liaising with the CEG on significant civil defence emergency management issues.
- Approval of Emergency Operating Area budgets
- It is noted that the operational arrangements (how they will achieve the functions and activities) remain the responsibility of the EMC/Sponsoring territorial authorities.

The administrative costs of an EMC will be borne by the territorial authority. Meeting arrangements, chairmanship, and other procedural matters are for the EMCs to resolve individually.

Underpinning and supporting the CDEM Group are a number of technical and/or senior planning advisory groups. These groups meet regularly and during an emergency, would provide information and advice to the CDEM Group Controller when and as required according to their respective discipline (Figure 3.3).

Note that each territorial authority is clearly represented at Group level.

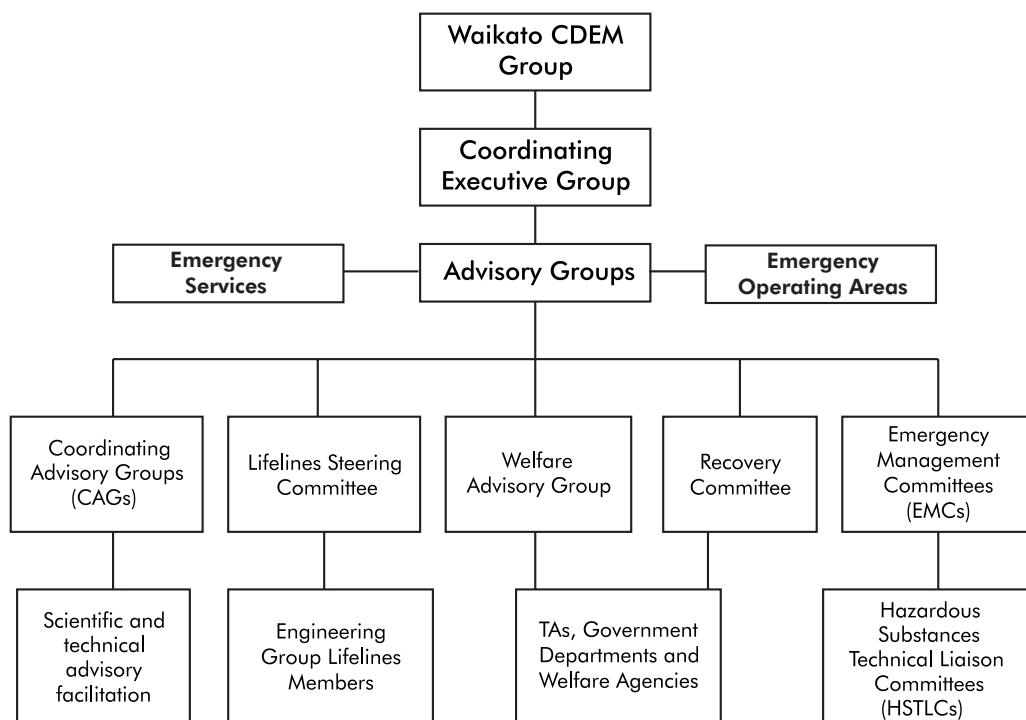


Figure 3-3: Overview of the advisory groups that support CDEM in the Waikato region.

3.2.4 Operational Training and Exercises

The key positions that require a high degree of professional and specific training are:

- Group Controller and alternates,
- Local Controllers and alternates,
- Recovery Managers and alternates.

Specific training will also be provided on:

- Coordinated Incident Management System (CIMS), including:
 - Planning and Intelligence Manager
 - Operations Manager
 - Logistics Manager
- Welfare Manager
- Public Information Manager
- EOC Manager
- Liaison Manager
- Rescue
- Welfare
- Communications (radio operations)
- GEOC and EOC activation and operations (including roles and functions of staff),
- Trainer and assessor training.

Where possible, training content and delivery will conform to the relevant NZQA standard.

Training to be designed to develop pre-determined competencies

Training for response will be developed and co-ordinated by the Waikato Valley EOA on behalf of the Group. A joint agency, group focussed, co-ordinating committee has been established.

CDEM training of local response organisations and individuals will remain the responsibility of the responding agencies, while the CDEM Group will be responsible for training Group response organisations and individuals. The content of this training can be expected to be delivered in a more consistent and uniform manner and be focused on standard competencies derived from agreed accountabilities and tasks. Training will continue to be offered at the local, regional and national levels.

Training needs to include input and participation across all disciplines and agencies

A professional development programme will be established for pre-identified response positions in the region (Annex C). Specific training initiatives, such as CIMS courses and Controller Seminars, will be proactively developed to meet identified needs. The programme will be consistent with the National Professional Development Strategy.

Training content and delivery will wherever possible be multi-agency and multi-disciplinary encompassing key organisations that may be required to respond to an emergency within the Waikato region.

Exercises play an important role in moulding and adjusting readiness activities and will be undertaken on a regular basis. Exercises also allow plans and SOP's (Annex C) to be tested and potential gaps and overlaps to be identified. Exercises form part of the operational development process and are recognised for contributing to objective improvement, resulting in consistency in approach and the identification of best practices.

Exercises add clarity to purpose and identify best practices

Exercises should involve all CDEM Group partners (Annex A) and will include strategic stakeholders where and when opportunities arise. The benefit of joint exercises involving a multi-agency, multi-disciplinary approach will be realised wherever possible.

This Plan is to be tested at all levels. Exercise results will be evaluated and plans/procedures adjusted accordingly. The CDEM group and its partners will also commit to an ongoing exercising programme.

Exercises will be held to test and improve response capabilities as part of the Monitoring and Evaluation programme (Section 4.8) and will involve agencies listed in Annex A. Exercises will be conducted at three levels as follows:

- 1. Group Exercises** - every three years
- 2. EOA Exercises** - every two years, and
- 3. Individual Agencies exercises** - annually

The Group Controller has the responsibility for ensuring relevant exercise standards are met in exercises organised by the CDEM Group.

A debrief will be held after every exercise. The debrief outcomes will be reported to the CEG who will approve any necessary changes to subordinate plans and/or Emergency Operating Procedures. Refer Table 2.5 for more details. GEOC debriefs will be done in line with ISO 9001.

3.2.5 Warning systems

Early warnings and alerts to potential hazards and emergency events enables effective response planning and timely mobilization of resources.

Incident alerts are critical for CDEM response.

There are a number of agencies involved in surveillance, monitoring and assessment of hazards, both at a national and regional / local level. These agencies are responsible for alerting the public and local authorities to an incident that may be a pre-cursor to a civil defence emergency. In a number of cases these agencies are also responsible for issuing warnings under the National Civil Defence Plan. A description of the Group warning system is contained within EOA Arrangements and the Group Warning System SOP (Annex C).

Table 3-1 sets out a summary of key agencies involved in the issuing of warnings.

Table 3-1: Agencies responsible for warnings (see also CDEM Group Warning Systems SOP (Annex C))

Monitoring / Surveillance Agency	Hazard / Risk	Role
Institute of Geological and Nuclear Sciences	Volcanic activity	Develop and disseminate alert levels and warnings to CDEM Groups.
Institute of Geological and Nuclear Sciences	Earthquakes	Develop and disseminate seismic activity warnings to CDEM Groups (e.g. before and after shocks).
Ministry of Civil Defence Emergency Management (MCDEM)	Tsunami (distant source)	Receive and disseminate tsunami warnings to CDEM Groups (tsunami warnings originate from the Pacific Tsunami Warning Centre in Hawaii).
Ministry Of Health and District Health Boards	Public health warnings	Develop and disseminate alerts and warnings to CDEM Groups and the general public.
MCDEM and Emergency Services	Any hazard that might lead to or worsen an emergency.	MCDEM responsible for notification to CDEM Groups.
NZ MetService	Special Weather Bulletins: Cyclones / Storms Heavy rainfall Strong winds Coastal swells	Develop and disseminate warnings to CDEM Groups. Provide forecasting services as required (also NIWA).

Monitoring / Surveillance Agency	Hazard / Risk	Role
Environment Waikato	Flood warnings for major rivers. Also interpretation of meteorological information to identify potential for flooding.	Develop and disseminate river flood warnings to the public, emergency responders and pre-arranged land owners. Develop and disseminate flood warnings for small watercourses and storm water flooding.
Rural Fire	Adverse weather conditions likely to increase the possibility of wildfire.	Develop and disseminate warnings to CDEM Groups.
Ministry of Agriculture and Forestry (MAF)	Animal disease outbreaks and pest invasions.	Develop and disseminate alerts and warnings to CDEM Groups and the general public.
NZ Police	Terrorism	Develop and disseminate alerts and warnings to CDEM Groups, local response agencies, the public, as appropriate.

National warning system

The MCDEM issues warnings for hazards / events of national significance

The National Warning System is detailed in Section 3 of the National Civil Defence Plan. The MCDEM is responsible for issuing warnings (and where possible alerts for early notification of threats) of national significance. Warnings from the MCDEM will be issued to the EOC's Duty Officers. The Group EOC will be responsible for ensuring proper dissemination of the warning.

Group warning system

Public warning system

The role of the Group Warning System is to issue warnings to the public concerning physical safety from a hazard or emerging threat, prior to and during a civil defence emergency.

Public warning systems provide guidance to communities.

The general public can be alerted via radio and television to an impending emergency. Any warning system that is used for this purpose will be targeted in public education activities to ensure that the level of community understanding on how to access emergency information is well established. Warnings will be issued in accordance with the Group Regional Warning System. This includes EOA Arrangements and the Group Warning SOP (Annex C).

CDEM warning system

Specific warning systems may be developed for hazards through Contingency Plans (Annex C). Where no Contingency Plan exists the following warning levels are established to assist readiness:

Advisory - The status quo. No response required, information received from monitoring and surveillance agencies (e.g. GNS);

Alert - A "gearing up" phase recognising that limited information may be available for an emerging threat. Liaison with emergency services is initiated.

Notification from the EOC Duty Officer is likely to include:

- Group Controller and Local Controllers
- CDEMG
- Territorial Authorities
- MCDEM
- Emergency Services
- Health

Standby - threat imminent and key personnel put on standby. Liaison with emergency services is increased and the Public Information and Media Management Standard Operating Procedures (Annex C) is activated. Standby warnings will be issued to those agencies detailed in Annex A.

Full Activation - Event occurred or is inevitable and EOC activation required. The EOC will take responsibility for issuing warnings, authorised by the Controller. The Public Information Management and Media Management Plan (Annex C) is activated.

3.3 Response arrangements

3.3.1 Introduction

Waikato CDEM Group response arrangements have been established to ensure that all available resources are effectively applied to plan for and manage the consequences of emergencies that affect the Waikato region. While the first priority during an emergency is the safety of life, response planning is the method applied to ensure that all the effects of an emergency are minimised and that people are given early support.

All emergency impacts need to be appropriately planned for

This section relates to the relevant parts of CDEM Group Goal #3 - to provide effective and efficient response capability.

3.3.2 Overview of response to major incidents and emergencies

A high-level overview of how **incidents** and **emergencies** are responded to is provided in Table 3-2

The important features of the table are:

- the relationships of the emergency services (as Incident Controllers), interfacing with Local, Group and National Controllers,
- the levels of activity within Local and Group Emergency Operations Centres for the different levels of incident and emergency, and,

Levels of response and escalation procedures based on functions requiring to be performed

- the provision of an overview of how an escalating incident would be handled, and the various steps and considerations involved in preparing to declare a state of civil defence emergency.

With reference to the list of potential hazards within the Waikato region (Table 2-4 and Annex B), it can be seen that many events could be adequately managed as an incident and therefore not require a declaration to be made. Such events are to be handled locally under the management of the 'lead agency'.

Note that response operations are to be operating in parallel with recovery operations, as set out in Section 3.4 of the Plan.

3.3.3 Major incident or Emergency within the Coastal Marine Area (CMA)

In the event of an incident in the CMA, the local Environment Waikato (EW) Harbourmaster has the initial responsibility for navigation safety and response (with the exception being a marine oil spill where the Maritime Safety Authority (MSA) has the lead agency role). Should a declaration be required for a navigation safety response, the CDEM Group will assume the lead agency role with support from the EW Harbourmaster and MSA.

3.3.4 Group emergency operations centre

The CDEM Group has a dedicated Emergency Operating Centre located in Hamilton

The Waikato CDEM Group Emergency Operations Centre (GEOC) is located at the Hamilton City Council Duke Street Depot, 44 Duke St Hamilton.

This dedicated facility is designed to provide a fully operational stand alone environment for use during a CDEM incident and is the base from which a regional CDEM emergency will be coordinated, be it declared or not.

It may also be activated, either partially or fully, in support of a CDEM emergency within one of the regions Emergency Operating Areas (EOA's) or a significant Emergency Services incident.

As the GEOC is housed in the same facility that provides the EOC for the WVEOA it therefore shares the same resources. In an operational environment where both a local and regional emergency situation exists the facility can be organised so as to provide separate working areas, each available to either the local event or the regional one depending on the logistical requirements of each determined on the day.

To ensure the integrity of each operational process, separate operating manuals will be developed and are located at the facility. A process to provide direction as to how the facility shall be simultaneously used for both a local and regional event is detailed in the SOP (Annex C).

In the event it is inaccessible or not able to function as intended, the GEOC will relocate to another established EOC (i.e. at one of the two other Emergency Operating Area EOC's or with the emergency services). Regardless of location, the structure of the GEOC (Figure 3-4) will operate separately from any local emergency service with which it is sharing facilities

(recognising that it is fulfilling different functions but will be co-located and sharing resources).

Table 3-2 outlines how the Group and Local EOCs will inter-relate and operate for the different activation levels of incident and emergencies.

Figures 3-3 and 3-4 show the relationship between the National (NEOC), Group (GEOC), local EOCs. Linkages to lifelines agencies and Health EOCs have not been completed and these are addressed in Table 2-5.

GEOC operations able to be tailored to suit emergency needs

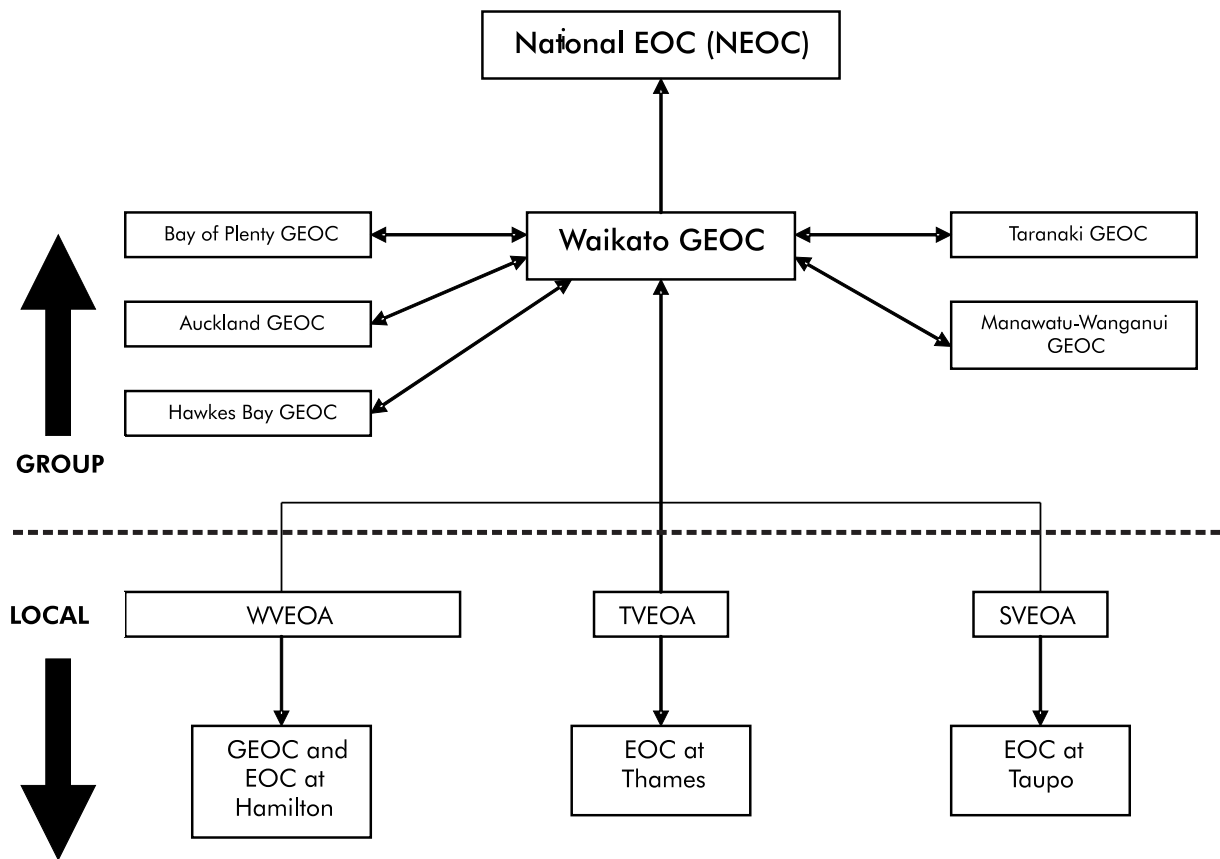


Figure 3-4: Relationship of the CDEM Group EOC with national, and local EOCs.

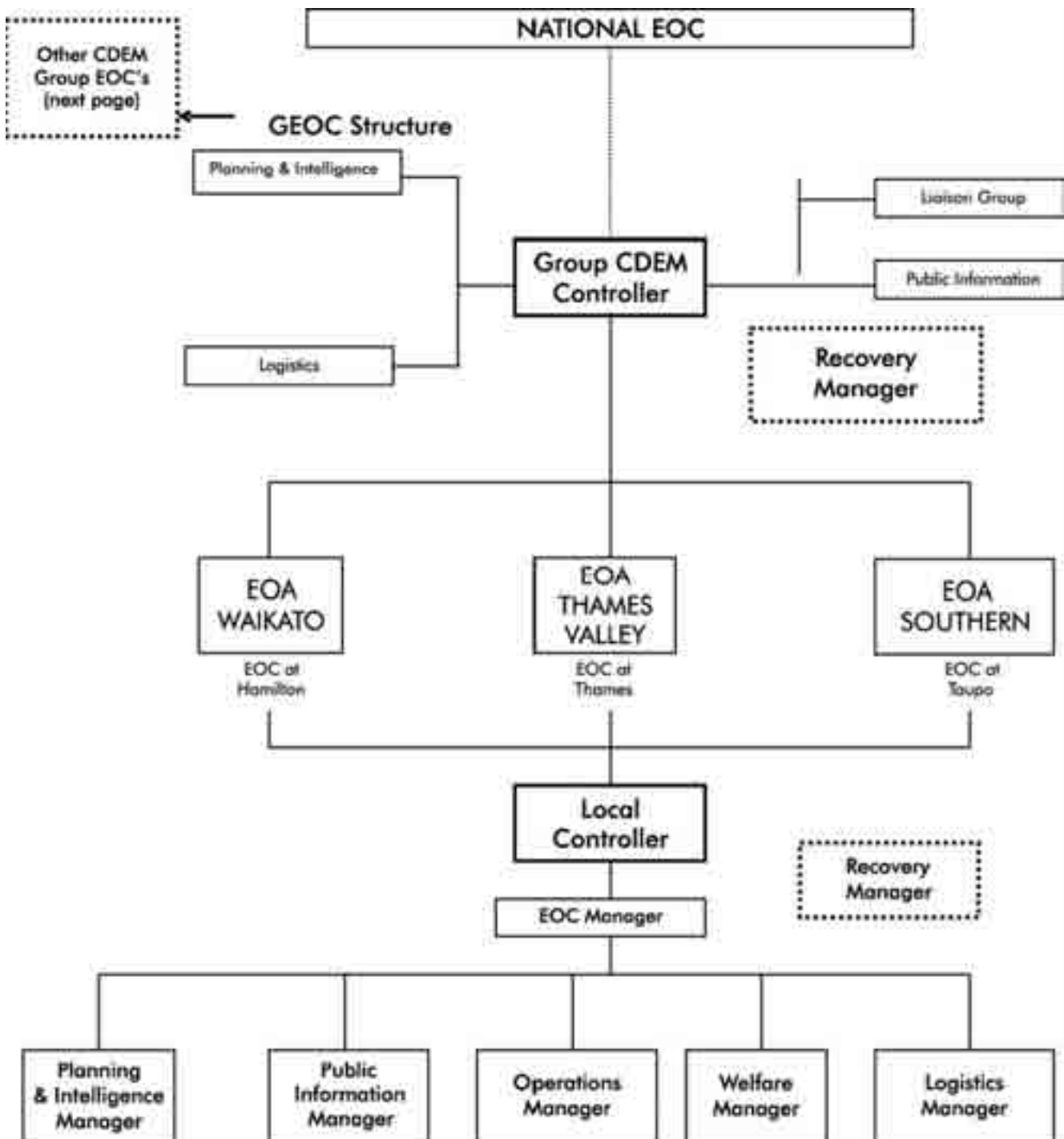


Figure 3-5: Generic diagram of the Group EOC management structure

Activation

Activation of the GEOC will be on the basis of need. This will be determined either by information received in advance such as a warning or as a result of the obvious or escalating event. Table 3-2 of this plan details the levels of activation.

In support of this a number of SOP's have been developed as part of the Waikato CDEM Group's initial response to an event (Annex C) ranging from the receipt of an initial warning and leading up to a full activation.

The CDEM Group has an activation SOP for the GEOC. This SOP has been cited in Annex C and reference should also be made to Table 2-5 (Objectives, Targets and Actions) which commits the CDEM Group in ensuring that the GEOC SOP is aligned to EOA arrangements by a given timeframe.

The principal functions of a GEOC once activated are to:

- Coordinate/provide resources and facilities for the Group Controller and support for coordination of a regional response (communications, database access, expert advice, briefing and liaison)
- Provide support for GEOC financial management activities
- Provide control base for national resources assigned to the Waikato region
- To organise support with other CDEM Groups
- Recovery preparation and implementation
- Immediately notify external response agencies

The GEOC will supplement the local EOC with which it is sharing facilities. The key functions of the GEOC are summarised in and briefly described below:

- **Controller**
Responsibilities as described in section 3.3.6;
- **Planning and intelligence**
Responsible for the collection and evaluation of information related to the incident and reporting this to the CDEMG Controller and developing appropriate action plans;
- **Public information**
Responsible for preparation and dissemination of public information on the incident in accordance with the Public Information and Media Management Plan (Annex C);
- **Liaison**
Responsible for communication with representatives from other organisations within the region (e.g. utilities, welfare, emergency services);
- **Logistics**
Responsible for the allocation and prioritisation of facilities, services and materials or resources necessary for emergency management response in accordance with the principles, functions, and responsibilities set out in this Plan.

Scientific and technical advisory facilitation

The Co-ordinating Advisory Group (CAG) will provide sufficient technical support in the majority of local emergencies. An MOU may be required between the CDEM Group and key agencies of the scientific community (see Table 2-5, Objectives, Targets, and Actions and Figure 3-3).

*MOU may
be required
with scientific
community*

3.3.5 Declaration arrangements

This plan identifies situations that require consideration to be given to the declaration of a state of local emergency. In so doing it also recognises the many issues that need to be considered and the need for a decision to declare being based on a thorough and well informed risk evaluation at the time of the emergency. Situations that could lead to a declared emergency have been identified in Table 3-2.

In pursuance of Section 68 of the CDEM Act 2002, a state of local emergency may be declared by those persons authorised by the CDEM Group listed below. The declaration may:

Declaration arrangements need to include provision for well informed risk evaluation.

- a). Cover the whole of one or more districts or wards within the Waikato CDEM Group area, depending upon the authority delegated to that person by the Group, or
- b). Be made, if in the opinion of any person authorised to declare a state of local emergency in respect to the Waikato CDEM Group area, the resources of the region are needed to assist any other region or district in respect to which state of local emergency is in force.

If at any time it appears to the Minister of CDEM that an emergency has occurred or may occur in the area and a state of local emergency has not been declared, the Minister may declare a state of local emergency for that area.

The CDEM Act 2002 recognises only one form of declaration

Every state of local emergency comes into force immediately upon the making of a declaration, or such time later as may be specified on the declaration form. Every state of local emergency shall expire with the commencement of the seventh day after the date on which it was declared, or such a time earlier as may be specified on the declaration form, unless extended.

Under the CDEM Act, there are two types of declarations: national and local.

Local declaration is used for any ward, district, EOA or Group and can be extended as necessary.

In accordance with Section 71 of the CDEM Act, a state of local emergency may be extended by declaration by the Minister of CDEM or by a person authorised by the Waikato CDEM Group.

Extensions expire with the commencement of the seventh day after the date on which it was declared unless extended further or terminated earlier.

Provision has been made in the Waikato CDEM Group Plan for the appointment of persons to declare in respect of the CDEM Group area. The following appointments have been made in accordance with Section 25 of the Civil Defence Emergency Management Act 2002:

The Chairperson of the Waikato Civil Defence Emergency Management Group

In the absence of the above named person, the following are authorised in order, to undertake this function:

1. Deputy Chair of the Waikato CDEMG
2. Other elected members of the Waikato CDEM Group

Note: Contact details are available from the GEOC.

The forms for declaring, extending, and terminating a state of local emergency are provided in Annex E, pursuant to sections 60, 71 and 72 of the CDEM Act.

The decision to declare a state of civil defence emergency will be publicised in accordance with the Group Public Information and Media Management Plan (Annex C).

Cessation of a state of declaration, either through expiry of the declaration or through termination, will also be publicised to stakeholders and the public in accordance with the Public Information and Media Management Plan.

Cessation of the declaration is a significant event because:

- It marks the formal end of the execution of the statutory powers of the Group Controller.
- It marks a key point in the financial recording of expenditure by central and local government.

It marks a key point for the emotional and societal rehabilitation of the affected community by signalling that the bounce-back has begun.

The dispersed model of three 'Emergency Operating Areas' adopted in the Waikato region requires particular attention to 'Declaration Procedures'.

Section 25(5) of the CDEM Act provides that, despite the preceding four subsections, the Mayor, or an elected member in the absence of the Mayor, of a territorial authority can declare a state of local emergency that covers the district of that territorial authority.

Subsection (3)(b) of Section 25 allows for such local arrangements, so long as they met all other criteria and are approved by the Group under this section.

Local Declaration Arrangements are clearly documented in Emergency Operating Area arrangements.

Table 3-2: Event types and status

Event type	Event status/ procedures	EOC role	Controller's Roles
<p>Level 1 Local Incident for which a declaration is not required or appropriate</p> <ul style="list-style-type: none"> • Can be dealt with by Emergency Services and/or Local Authority resources alone. • Specialists may be required for specific circumstances 	<p>No Declaration</p> <ul style="list-style-type: none"> • The incident is dealt with using CIMS structures and principles. • Nature of the incident will dictate the Lead Agency. 	<p>EOC support EOCs may be alerted or be partially operative in support of the Lead Agency.</p>	<p>Local Controller notified if EOC involved</p>
<p>Level 2 Local Incident for which a declaration is not required or appropriate</p> <ul style="list-style-type: none"> • Can be dealt with by Emergency Services and/or Local Authority resources alone. • Specialists may be required for specific circumstances 	<p>No Declaration</p> <ul style="list-style-type: none"> • The incident is dealt with using CIMS structures and principles. • EOA assumes co-ordinating role for functions agreed on the day. 	<p>EOC in Key Support Agency role EOA EOC partially or fully activated and co-ordinating agreed functions.</p>	<p>Local Controller co-ordinating the agreed functions. Group Controller notified</p>
<p>Level 3 Imminent or State of Local Emergency involving a single EOA</p> <ul style="list-style-type: none"> • Escalates from Level 1 or 2 incident; or a warning of a major event is received and the event may not be able to be managed without the adoption of emergency powers <p>Or</p> <ul style="list-style-type: none"> • Immediately recognisable as an event that cannot be managed without the adoption of emergency powers. 	<p>Declaration of state of local emergency is being considered, or has been deemed necessary involving a single EOA - Declaration can be for an entire district or one or more wards.</p>	<p>EOC fully activated and is co-ordinating response and management of the emergency. GEOC and adjacent EOCs alerted or partially activated to monitor the situation and ready to respond if the situation deteriorates.</p>	<p>Local Controller exercising delegated powers. Group Controller supporting the Local Controller, and giving consideration to further escalation. Adjacent CDEM Groups and National Controller notified</p>

Event Type	Event Status/ Procedures	EOC Role	Controller's Role
<p>Level 4 Imminent or State of Local Emergency that is regionally significant</p> <ul style="list-style-type: none"> Due to the magnitude or geographic spread of the incident, the GEOC has been activated to manage the emergency and co-ordinate regional resources <p>Or</p> <ul style="list-style-type: none"> A warning of a significant event that will have a regional impact has been received <p>Or</p> <ul style="list-style-type: none"> Co-ordinated assistance is required to support an adjoining CDEM Group 	<p>Declaration of state of local emergency in the Waikato region is being considered, or has been deemed necessary, that involves the entire region or one or more districts.</p> <p>Or</p> <p>An adjacent CDEM Group requires assistance or a major population centre is devastated.</p>	<p>GEOC and all EOCs fully activated National Crisis Management Centre and adjacent GEOCs may be alerted or partially activated to monitor the situation and be ready to respond if the situation deteriorates.</p>	<p>Group Controller exercising statutory powers. Local Controller responding to priorities set by the Group Controller National Controller giving consideration to further escalation.</p>
<p>Level 5 Imminent or State of National Emergency.</p>	<p>Declaration of state of national emergency is being considered, or has been deemed necessary.</p>	<p>National Crisis Management Centre, GEOCs and all EOCs fully activated</p>	<p>National Controller exercising statutory powers. Group Controller responding to priorities set by the National Controller Local Controller responding to priorities set by the Group Controller.</p>

3.3.6 Group and Local controllers

The Waikato CDEM Group has appointed a Group Controller (and three alternates), and three Local Controllers (and three alternates), in accordance with Sections 26 and 27 of the Civil Defence Emergency Management Act. In doing so, they have delegated them the appropriate powers to enable them to effectively and efficiently manage any response operation that will be undertaken during a state of emergency in the Waikato Region.

Powers of a Group Controller

A Group Controller has the following powers by right:

The Group Controller has important functions both pre- and post-emergency

- Power of entry to obtain information in urgent cases (section 78 of the Act)
- Evacuation of premises and places (section 86)
- Entry onto premises (section 87)
- Closing of roads and public places (section 88)
- Removal of aircraft, vessels, vehicles, etc (section 89)
- Requisitioning powers (section 90)
- Power to give directions (section 91)
- Power to carry out inspections etc (section 92)
- Power to enter into contracts (section 94).

The Group Controller is the head of the CDEM Group response organisation and has two key responsibilities:

1. To participate in the planning and implementation of activities which will prepare the community to respond effectively to any emergency
2. To lead, direct, and coordinate all resources as necessary to respond effectively to the impact of a disaster during a state of emergency.

The Group Controller must, during a state of emergency for the area for which the Group Controller is appointed, direct and co-ordinate the use of personnel, materials, information, services, and other resources made available by departments, Civil Defence Emergency Management Groups, and other persons.

Other functions include:

- Acting as an advisor to a Local Controller and in a declared local emergency exercise the right of direction (S27.(2) CDEM Act),
- Training and mentoring local controllers,
- Maintaining relationships with CDEM Group Members,
- Monitoring and auditing response capability through exercises.

Group controller

The process for appointing Group Controllers under this plan will occur in two stages:

1. The appointment of interim Group Controllers for the period between 6 May 2005 and 30 June 2006; and
2. The development of a formal Group Controller appointment process (as identified in Table 2.5).

For the interim period between 6 May 2005 and 30 June 2006 the following arrangements apply:

The **Group Controller** for the Waikato Region CDEM Group is:

Scott Fowlds, Group Manager River & Catchment Services, Environment Waikato.

In the event of a vacancy in the office of Group Controller, or an absence from duty of the Group Controller, the following alternate appointees have been authorised to act on behalf of the Group Controller:

First alternate Controller

Warren Stevens, Group Manager Finance/Regional Services Group, Environment Waikato

Second alternate Controller

Ray Pooley, Property and Risk Manager, Hamilton City Council

Third alternate Controller

Chris McLay, Group Manager Resource Use Group, Environment Waikato

Local Controller

To provide for any situation where an emergency is restricted within an EOA or the entire EOA, and to ensure that effective response operations can be carried out throughout the Waikato Region during a state of emergency, the CDEM Group appoints Local Controllers.

The Local Controllers must, during a state of emergency for the area for which they are authorised, direct and co-ordinate the use of personnel, materials, information, services, and other resources made available by departments, Civil Defence Emergency Management Groups, and other persons.

Other functions include (as directed by CDEM Group):

- Acting as an advisor to the Group Controller,
- Training and mentoring,
- Maintaining relationships with declaring members,
- Monitoring and auditing response capability through exercises,

The Local Controllers for the Waikato Region CDEM Group are recorded in contact lists held by the EOA's and in EMO documentation.

Group/local controller interaction

The interaction between a Group and Local Controller is one of the most critically important interfaces in the CDEM environment. Knowing the boundaries of responsibilities before, during and after an emergency is therefore essential to ensure an effective response. The following table describes an anticipated Group and Local Controller interaction process based on the activation levels outlined in Table 3-2.

Table 3-3: Group and Local Controller interaction

Activation level	Local controller role	Group controller role	Declaration likely
1	<ul style="list-style-type: none"> • Maintains a watching brief • Reports to the EOA EOC only if activated 	<ul style="list-style-type: none"> • No formal involvement required 	x
2	<ul style="list-style-type: none"> • Ensures EOA EOC is partially or fully activated and adequately resourced (depending on the scale of the emergency) • Coordinates agreed functions as set by local arrangements • Notifies Group Controller of situation 	<ul style="list-style-type: none"> • Maintains a watching brief • Upon notification, offers assistance & support to Local Controller • Notifies senior GEOC staff and places them on standby, particularly if situation has the potential to escalate • Reports to the GEOC only if activated 	x
3	<ul style="list-style-type: none"> • Ensures EOA EOC is fully activated and resourced • Considers evolving situation with Group Controller and emergency services • Upon declaration, exercise statutory powers under the CDEM Act • Provide regular updates to the Group Controller while seeking CDEM Group support if required • Invites a GEOC liaison officer to be based at the EOA EOC (if not already present) 	<ul style="list-style-type: none"> • Ensures GEOC is partially or fully activated (depending on the scale of the emergency) • Offers assistance to ALL Local Controllers (as and when required) • Advises senior GEOC staff and place them on partial activation in support of the EOA EOC • Gives serious consideration to further escalation in consultation with the Local Controllers & emergency services • Advises adjacent CDEM Groups and National Controller • Deploys a GEOC liaison officer to the EOA EOC 	✓ (local level)
4	<ul style="list-style-type: none"> • Recommends (in discussion with the Group Controller and emergency services) declaring a Group Emergency • Supports and/or assist the Group Controller as required • Continues to coordinate response efforts at the local level • Ensures that the EOA EOC remains fully activated in support of the GEOC 	<ul style="list-style-type: none"> • Places the GEOC on full activation • Recommend (in discussion with the Local Controllers and emergency services) declaring a Group-wide emergency • Upon declaration, exercise statutory powers under the CDEM Act • Provides regular updates to ALL Local Controllers & emergency services 	✓ (group level)

Activation level		Group controller role	Declaration likely
	<ul style="list-style-type: none"> Responds to overall direction and priorities as set by the Group Controller. 	<ul style="list-style-type: none"> Updates the National Controller on a regular basis, giving consideration to a National Declaration Deploys a GEOC liaison officer to the EOA EOC Invites a MCDEM liaison officer to be based at the GEOC (if not already present) Mediates issues of Group importance or natural resources where allocation conflict arises 	
5	<ul style="list-style-type: none"> As above, but responds to priorities set by the Group Controller 	<ul style="list-style-type: none"> Responds to priorities set by the National Controller Continues to coordinate response efforts at the Group level Continues to provide regular updates to ALL Local Controllers Considers with the National Controller the possibility of declaring a national emergency Ensures that the Group EOC remains fully activated in support of the NEOC 	✓ (national level)

3.3.7 Response functions and processes

Figure 3-6 provides a summary of the key elements of the response to an emergency. It recognises a progression from a 'Non' Declared Emergency' to one that requires co-ordination beyond the means of the Emergency Services.

In the event that a declaration is made, the Lead Agency will be the CDEM Group with supporting agencies decided either by existing mandate or by direction from the Controller. Where there is a change in Lead Agency from a non-declared to a declared incident, pre-determined under existing legislation or arrangements, this is identified in Figure 3-6. The Key Support Agencies listed in this table are those agencies specifically identified, by the lead or mandated agency, as requiring specific agreement and commitment

Response expectations need to be validated against lead agency acceptance and planning

to the Lead Agency. It is also noted that additional supporting agencies are assigned in the event of a declared incident.

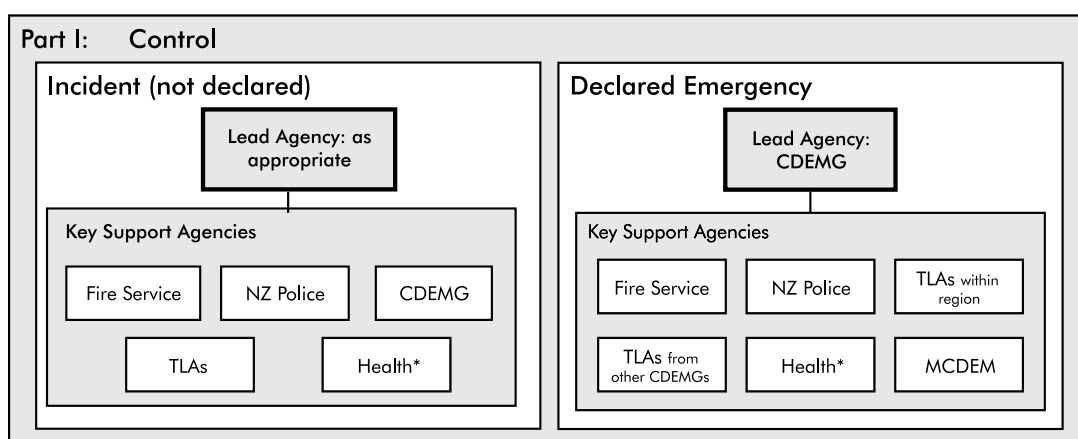
Figure 3-6 also identifies lead and support agencies in terms of specific response issues and functions for the Impact & Consequence headings of Human, Social, Economic, Infrastructure and Geographic.

The HSEIG analysis of an impact is useful in that it identifies 'Consequences' which are common to more than one hazard. Response is necessary to mitigate the 'consequences' of;

- (H) Human impact (in terms of numbers dead, injured, displaced)
- (S) Social impact (disruption to normal social function)
- (E) Economic cost (total dollar costs for all categories, human and infrastructure, includes long term recovery from loss of business, includes direct and indirect costs)
- (I) Infrastructure impact (buildings, structures, utilities)
- (G) Geographic impact (impact on environment, topography, natural resources)

For the purposes of Part II, Figure 3-6, Human, Social & Economic consequences are grouped together.

Figure 3-6: Response to an incident / emergency



Notes:

Co-ordination and Control of an incident or emergency includes the functions of Impact Assessment and Volunteer Management. The Lead Agencies need to have agreements for specialist technical advice appropriate to the range of hazard risks in place (e.g. Technical Advisory Groups where required).

*'Health' is an umbrella term, which applies to a range of agencies within the health sector.

Part II: Specific Response Issues & Functions

Ref	Impact/ consequence categories	Response issues/ functions	Lead agency/ mandate	Key support agencies
1	Human, Social & Economic	Medical treatment	DHB have mandate via Health Co-ordination Committee (St Johns are LA under contract)	Local GPs Police
2		Public health	W&LakesDHBs	
		Rescue		
3		Air	National Rescue Co-ordination Centre (CAA)	Volunteer Groups
4		Sea	Police	Maritime Safety Authority (communications) Volunteer Maritime Rescue groups NZFS Health
5		Land	Police	Volunteer groups NZFS
6		Structural collapse	USAR Task Force and local Responder teams (no mandate)	Local rescue teams NZFS
7		Mass fatalities Disaster Victim Identification	Police	
8		Personal effects reconciliation	Police	
9		Mortuary services	Coroner	
10		Notification of Dead	NZ Police	
11		Immediate counselling & support	CYFS Subject to review	Victim Support and other volunteer groups Commercial agencies WINZ TA(s)
12	Reconciliation	Police	Red Cross TLA(s)	

Ref	Impact/ consequence categories	Response issues/ functions	Lead agency/ mandate	Key support agencies
13	Human, Social & Economic	Evacuation People	Police (non-declared) EOA(s) (declared)	TA (non-declared) NZFS Police (declared)
14		Animal Welfare	SPCA (declared)	TAs
15		Community welfare	Police have a welfare co-ordinating responsibility in a non-declared emergency; TLAs have welfare co-ordinating responsibility in a declared emergency	
16		Registration of people	Police TA (declared)	TA CAB Red Cross WDHB/LDHB
17		Temporary shelter	Police (non-declared) TA (declared)	Volunteer organisations Housing Corporation TA(s) WDHB/LDHB
18		Emergency food	Salvation Army Subject to review	TA(s) WDHB/LDHB Volunteer organisations
19		Clothing	Red Cross (charter in National CD Plan)	Work & Income Volunteer organisations TA(s)
20		Financial	Work & Income	Financial Services
21		Information management	Incident Lead Agency has Info Mgmt co-ordinating responsibility in non-declared emergency; TAs/EOAs have Info Mgmt co-ordinating responsibility in a declared emergency	
22		Infrastructure	Lifelines co-ordination	Incident Lead Agency has Lifelines Co-ordination responsibility in non-declared emergency; TAs/EOAs have Lifelines -co-ordinating responsibility in a declared emergency
23	Utility Services		Lead Utility Agency	
24	Transportation/ Access		Police (mandated by contract to TAs for short-term co-ordn) CDEMG (declared)	Road Controlling Authorities (TAs; Transit)

Ref	Impact/ consequence categories	Response issues/ functions	Lead agency/ mandate	Key support agencies
25	Infrastructure	Buildings & structures Re-occupancy	TA Environmental Health	W&BOPDHBs Consultants
26		Building Safety Evaluations	TA	Lifelines Groups Consultants
27	Geographic	Environment Air	EW	W&BOPDHBs, mana whenua
28		Coastal	EW	mana whenua
29		Land	EW	W&BOPDHBs, mana whenua
30		Water	EW	W&BOPDHBs, mana whenua

Notes: Defence forces are a potential resource to assist in any of the above functions, with particular reference to their logistical skills and experience. They are however a national resource due to their varying commitments.

3.3.8 Co-operation and co-ordination with other groups

It is recognised that an incident in the Waikato Region may require resources from beyond the region (in addition to the national assistance discussed below). Furthermore, one function of the CDEMG is to assist other Groups in the implementation of civil defence emergency management in their areas. The following provides an operational framework for inter-Group arrangements and procedures when:

- requesting and managing external support from outside the region
- responding to requests for assistance from other regions. Including assessment of the civil defence emergency management demands within the Waikato Region and any other requests for assistance from other Groups, obtaining approvals and managing the procurement and delivery of the required resources.
- Refer to Figure 3-4 for adjoining CDEM Groups.
- Memorandums of Understanding have been agreed with other CDEM Groups (refer to Section 4.6 and Annex C).

The CDEMG is responsible for requesting assistance from other groups and responding to such requests from other CDEM Groups

Support from outside the Region

There are a number of hazards in the Waikato Region that have physical, economic and social consequences that may require resources from beyond the region to assist in response

Several types of hazards in the Waikato Region have the potential to require support and resources from beyond the region. Section 3.3.8 of this Plan has identified hazards and potential consequences of such an event. The consequences of the following hazards are considered likely to require resources / support from beyond the region:

- Volcanic eruption
- Tsunami
- Earthquake/s
- Cyclones or severe storm/s
- Epidemic (biological and human)
- Aircraft Accident
- Lifeline Utility Failure
- Criminal Act
- Mortuary Facilities

The consequences of these hazards have the potential to cause impacts beyond the ability of the Waikato Civil Defence Emergency Management Group to manage. Additional support may be required from other Civil Defence Emergency Management Groups or national agencies to help fulfil response and recovery functions. The tables below identify particular impacts, response issues and resources that may be required from outside the region. It is important to recognise that the scale of support required will be dependent on the scale of the incident. Further assessment is proposed to more fully gauge the region's response capability with respect to the response issues below and to further develop inter-regional arrangements. The EMO has a role to ensure that national agencies and other organisations make happen the arrangements identified in Table 3-4 (and outlined in Section 4.8).

¹ The emergency services e.g. Police and Health are the lead agency for a number of the functions listed above (refer to Figure 3-6). These agencies will have existing systems (such as the WDH B Major Incident & Emergency Plan) for accessing and allocating additional resources. These systems are not documented within the main body of this CDEM Group Plan. However a list of other emergency plans held by other agencies is contained with Annex D.

Table 3-4: Human, Social & Economic Consequences - Issues for which the Waikato CDEM Group may require support/resources from beyond the region

Response issue/s functions	Potential issue/s requiring support from outside region	Existing national / inter-regional support
Mass casualty		
Acute Medical treatment	Medical support from DHBs to treat large numbers of injuries including: Bone fractures, lacerations and soft tissue injuries from events such as tsunamis. Internal & head injuries occur. Burns, orthopaedic resources, head & internal injuries etc. from earthquake	Midland DHB's and Ministry of Health
Minor medical treatment	Medical support from DHBs to treat injuries such as pneumonia, and abrasions.	Midland DHB's and Ministry of Health
Minor medical treatment	Accommodation support from DHBs to increase local capacity to deal with mass casualty injuries, including: Pneumonia and abrasions Lacerations, soft tissue injuries and/or bone fractures	Midland DHB's and Ministry of Health
Fatalities		
Disaster victim identification	Resources to assist in disaster victim identification (note: national resource for Police)	MCDEM / National Support
Mortuary services	Trained personnel, pathologists to support mortuary services. Facilities i.e. refrigerated containers	MCDEM - personnel may have to be sourced internationally
Reconciliation	Reconciliation resources	
Population health		
Contaminated water supply	Potable water resources for supply should local supply network pipes be contaminated (e.g. pandemic or due to infrastructure failure).	Waikato and Lakes DHB's, Lifelines, TAs
Infectious disease	Likely to require extra infection control supplies and prophylaxis / antidote, if available.	Waikato and Lakes DHB's, Ministry of Health
Contaminated Food	May require additional support to manage health effects (e.g. pandemic, if the organism is food borne)	Waikato and Lakes DHB's
Disrupted water supply	Engineering & / or equipment support to help restoration of water supply. May be required for many months, depending upon the duration of the event.	Waikato and Lakes DHB's, Lifelines, TAs
Sewage and sanitation	Engineering & / or equipment support to help restore networks. May be required for many months, depending upon the duration of the event.	Waikato and Lakes DHB's, Lifelines, TAs

Response issues/ functions	Potential issue/s requiring support from outside region	Existing national / inter-regional support
Evacuation		
Evacuation of People	Additional Police resources may be required to assist with evacuation.	NZ Police
Rescue		
Structural collapse	Search and rescue resources from other regions to assist	USAR Teams
Community welfare		
Accommodation	Accommodation support for evacuees. Potential in both short and long term (e.g. for significant infrastructure failure (water, sewage / sanitation, power)	Ministry of CDEM
Welfare	Co-ordination of welfare from MCDEM.	Ministry of CDEM
Emergency food	Emergency food supplies from other locations (restricted electricity supply may result in perishing food).	Ministry of CDEM
Financial	Financial support to enable full recovery of the region (e.g. if large numbers of buildings destroyed; indirect economic impacts due to business & industry closure).	Ministry of CDEM
Personal effects reconciliation	Additional resources to assist in management and operation of personal effects reconciliation.	NZ Police
Immediate counselling & support	Additional counselling resources, should mass casualties result.	
Registration of people	Additional support for registration of people and estimating number of missing persons.	NZ Police
Emergency clothing	Emergency clothing supplies from other locations.	Red Cross
Information management		
Public	National co-ordination of public information, particularly if large tsunami event off-shore and impacts wide.	MCDEM
Media	Management of the media, due to the significant impacts on NZ tourism industry & economy.	MCDEM / National Support

Table 3-5: Geographic / Environmental Consequences - Issues for which the Waikato CDEM Group may require support/resources from beyond the region

Response issues/ functions	Potential issue/s requiring support from outside region	Existing national / inter-regional support
Environment		
Water	Engineering & / or equipment support	
Coastal	Engineering & / or equipment support to assess and mitigate eroded and damaged shoreline and structures.	
Land	Engineering & / or resources to stabilise land prone to instability that threatens roads and/or property.	

Table 3-6: Infrastructure Consequences - Issues for which the Waikato CDEM Group may require support/resources from beyond the region

Response issues/ functions	Potential issue/s requiring support from outside region	Existing national / inter-regional support
Lifelines Co-ordination		
Transportation / access		
Other Lifelines utilities?	Airport operations should airport be damaged	
Buildings and structures		
Housing	Cleaning and re-establishment of properties damaged to re-house impacted population	
Building safety	Engineering support to assist in assessment of structural integrity of damaged buildings	
Re-occupancy	Assessment of health risks for re-occupancy if evacuation / quarantine required.	

3.3.9 Nationally significant events

Several types of hazards have the potential to significantly affect multiple CDEM Group areas and/or escalate within a CDEM Group area to become hazard events of national significance.

The CDEM Group is required to plan up to the maximum likely event. This event is one in which response and recovery can be handled by the CDEM Group (i.e. within its capability and resourcing). Events greater than the maximum likely event need to be notified to the MCDEM as an event of national significance (meaning that the CDEM Group is unable to manage it alone). However, EOAs and the CDEM Group would still be required to respond and support a nationally managed event.

As a result of the process taken to identify the most significant hazards in the Waikato Region, the following hazards (listed in no particular order) have been recognised as being of national significance:

- Terrorism
- Human Pandemic
- Animal Epidemic
- Large Volcanic eruption from the Taupo Volcanic Zone or from an out of region source.

Scenarios have been developed for each nationally significant hazard and these are contained in the supporting document titled "Hazard and Risk Analysis: Explanatory Notes 2004" (Annex C).

It is also noted that for health services, District Health Boards within Waikato provide a number of speciality services to the rest of New Zealand. Should Waikato resources be stretched due to a local emergency, it may become a nationally significant issue, as Waikato may no longer be able to provide services on behalf of other regions.

3.3.10 Group Welfare Arrangements

Emergencies impact upon the physical and emotional wellbeing of large numbers of people who may suffer bereavement, physical injury, and separation from families. They may also experience personal losses of clothing, housing, household and other property, employment, and income. The emergency may require care of the homeless following evacuation of all or part of a population from an affected area.

Welfare includes supporting people in their homes and work places, provision of shelter, accommodation, food, clothing and other financial assistance, personal support and advice may be required by people affected or threatened by a disaster. Welfare activity begins with readiness planning and extends through an emergency to the recovery phase.

Providing for the welfare of disaster victims is one of the most important tasks of CDEM organisations. Welfare assistance may have to be immediate in order to cope with the physical and emotional well-being of people including bereavement, physical injury, separation, personal loss of clothing, housing, goods, employment and income during periods such as evacuation, movement and rehabilitation.

The basic functions of the welfare component are:

- Feeding and catering - for evacuees, casualties and relief personnel concerned with civil defence.
- Accommodation - safe temporary shelter and more permanent accommodation.
- Evacuation - controlled movement and reception.
- Clothing - the provision of essential clothing, bedding and toiletries.
- Personal services - to relieve essential personal needs including immediate finance and support services to overcome grief, shock and other reactions.
- Registration and inquiry - systems for evacuees, displaced persons and relief workers.
- Recovery - to continue welfare operations into the recovery phase, even beyond the termination of a declared state of civil defence emergency. The re-establishment of evacuees and other affected persons into their normal domestic and employment situations is also to be planned for.

In order to provide for the safety of the public in responding to and recovering from an emergency the Waikato CDEM Group must as required under the CDEM Act 2002 (Section 17) plan for the delivery of welfare services.

Welfare delivery must operate in a coordinated manner at all levels, that is to say national, group and EOA. As the National Welfare Recovery Coordination Group exists to identify gaps in the coordination and delivery of welfare so does the Waikato CDEM Group 'Welfare Advisory Group' (WAG).

The contingent regional welfare capability is based on the ability to provide a robust and tested welfare response at the EOA level. EOA welfare plans provide the platform on which a regional response is founded. The WAG has prime responsibility to ensure that welfare planning and process development takes place within the EOAs and provides support, guidance and advocacy as required.

Membership of the WAG follows the example set at the national level and comprises regional representation of all major partners including Government Departments and appropriate 'not for profit organisations'.

A Welfare SOP has been developed for the Waikato CDEM Group (Annex C) which will provide a detailed explanation of the welfare arrangements for the region including WAG membership, 'terms of reference' defining the purpose and mode of operation of the advisory group, and 'memorandums of understanding' for contributing partners.

3.4 Recovery arrangements

3.4.1 Introduction

This section outlines the Waikato CDEM Group recovery arrangements.

This section relates to relevant parts of CDEM Group Goal #3 - to provide effective and efficient recovery capability.

The recovery phase is focused on addressing the immediate, medium and long-term rehabilitation of the community. It involves the co-ordinated process of supporting disaster-affected communities in the restoration of social, emotional, economic and physical wellbeing. Unlike response activities, it operates with limited legislative powers and relies in large part on the active collaboration of partners and stakeholders for its effectiveness.

Depending on the nature and extent of the disaster, the recovery phase may range from days to months, with some physical restoration activities possibly continuing for years.

It should also be noted that elements of reduction and readiness such as planning, exercising, hazard mitigation, and public education are pre-event recovery activities. Collectively they reinforce the integrated approach to emergency management and contribute to community resilience.

The community and its immediate, medium and long-term rehabilitation are the focus of the recovery phase

The plan recognises the National CDEM Strategy in particular Goal 4

The plan also attempts to indicate who does what and when although this relies heavily on supporting documentation

3.4.2 Recovery in context

Recovery defined

Recovery is defined as;

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

The CDEM Act defines Recovery as activities carried out under the Act or any civil defence emergency management plan after an emergency occurs, including without limitation,-

- a. the assessment of the needs of the community affected by the emergency; - and
- b. the co-ordination of resources made available to the community; - and
- c. actions relating to community rehabilitation and restoration; - and
- d. new measures to reduce hazards and risks.

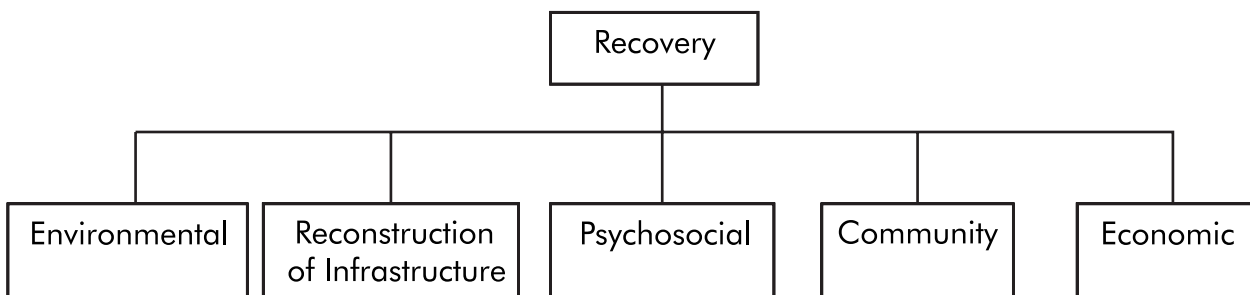


Figure 3-7: Components of recovery

Components of recovery

The framework needed encompasses environmental, reconstruction, psychosocial, community and economic aspects of recovery (figure 3-7).

Environmental

Environmental impacts include topography, hydrology, amenity value, waste and pollution management, biodiversity and ecosystems.

Reconstruction of infrastructure

The physical aspects of recovery such as homes, commercial and public buildings together with their supporting structures. Physical recovery must be based on long term strategies adopting mitigation measures that prevent or reduce the effects of future emergencies.

Psychosocial

This is an increasingly recognised element of recovery whether as the result of an emergency or otherwise. It requires that individuals' emotional, spiritual, cultural, psychological, social and basic needs including health be recognised and effectively dealt with. It also includes rescue workers, support staff and relatives.

Psychosocial refers to the psychological and social needs of individuals as part of a community

Community

Addresses the needs of a community's functions, social structures and systems following a disaster.

Economic

Addresses the needs of economic recovery including;

- Individual needs
- Small and medium enterprises
- Central Government
- Central government vs private sector needs

Comprehensive emergency management

Reduction, readiness, response and recovery, the 4R's

Reduction

There are opportunities after an emergency to reduce the risks of future events. These risk reduction issues, when properly identified, will be addressed in the Strategic Section of this plan.

Readiness

There are three elements that overlap with recovery issues;

1. Training programmes
2. Public education
3. Business continuity planning

Response

The four areas of the response plan that need to be considered in detail are;

1. Impact assessment - plan for the transfer of information
2. Communications
3. Mechanisms for coordination
4. Welfare and registration

3.4.3 Key tasks and responsibilities

The processes of recovery can be broken down into (13) key tasks and responsibilities. Planning tasks under the following categories will assist in taking account of and reflecting the recovery priorities.

1. Preplanning for Recovery.
2. Transition from Response
3. Management Structure
4. Community Involvement
5. Impact Assessment
6. Data Management
7. Central Government Involvement
8. Public Information
9. Rehabilitation, Restoration and Assistance
10. Implementation of Reduction Measures
11. Financial Implications for CDEM Groups
12. Reporting and Debriefing
13. Managed Withdrawal

We note that there is not yet universal acceptance of a common recovery guideline with the expectation that the National Plan will provide some firm direction in late 2005. In the interim this plan, and the essential EOA Plans, will make an honest attempt to address the key tasks and responsibilities.

The importance of robust EOA plans as supporting documentation is emphasised.

The remainder of this section seeks to identify what planning has been done around these key tasks and what needs to be done

Recovery plans should link with disaster impact assessment needs analysis and a subsequent process for needs delivery

EOA Plans are required as supporting documentation and must be available

Pre-event appointment of recovery managers is the preferred option

Careful management is required to execute the transition from response to recovery

Early activation of the Recovery Committee will facilitate transition with formal appointment at the cessation of the declaration

3.4.4 Preplanning for recovery

Recent emergencies have now highlighted the need for integrated 'Recovery' planning. Pre-event planning is less than adequate in many parts of New Zealand and the Waikato is no exception.

The Strategic section of the plan includes identifying the shared goals and objectives of various stakeholders who have an obligation in the recovery planning process. Further work to strengthen pre-event planning is required as part of development of recovery capability (Table 2.5, Goal #3).

An essential part of pre planning is to identify what plans are in existence and their relevance to the CDEM Group. Each EOA must ensure that its current recovery plan is accurate to the extent that it is possible, that it includes all strategic stakeholders, that it recognises the Group role in support of the local effort and provides for the appointment of a Local Recovery Manager.

Where two or more local Territorial Authorities have declared, or otherwise where there is a need for regional or central government resources, the Group Recovery Manager will activate the Recovery Committee in accordance with the provisions of this plan.

3.4.5 Transition from response to recovery

The Recovery Manager may be tasked by the CDEM Group, at any time at its sole discretion, to manage repair and renewal activities, whether or not an emergency has been declared. However, it is most likely that the activation will arise following an event that has occasioned a declaration and will take effect when the declaration expires or is terminated, i.e. at the end of the Response phase.

The transition from Response to Recovery is a complex process requiring careful management. It is envisaged that the Recovery Manager will be included early in the Response phase. This is to allow him/her the opportunity to become familiar with the situation, liaise with the Controller as required, and make the necessary preparations to execute a seamless transfer from the Response to the Recovery phase of the emergency. During this time, the Controller continues to exercise the statutory power to direct and co-ordinate all resources provided. However, the Recovery Manager can make significant preparation for the eventual recovery task by being associated with response activities.

- The transition from Response to Recovery is effected by the cessation of the declaration of emergency being concurrent with the formal appointment of the Recovery Manager (noting that the Recovery Manager would be formally appointed and involved much earlier in the response phase).

The CDEM Group, with the Group Controller and the Recovery Manager, will execute a formal acknowledgement of the transfer of control and accountability by:

- a. The Group Controller making a formal report to the CDEM Group.
- b. The CDEM Group confirming the terms of reference of the Recovery Manager.

- c. The CDEM Group, through its designated person, formally terminating the state of emergency.

The same procedure will apply to 'Local Declarations' by one or more of the EOAs. EOA Plans should/must reflect this requirement.

3.4.6 Management of the Recovery Phase

Control of the recovery phase

There are two alternatives that may be adopted in deciding the person to control the recovery phase:

1. The Recovery Manager appointed by the CDEM Group under the general powers of s.18 of the CDEM Act.
2. Appointment of a Recovery Co-ordinator under the provisions of the CDEM Act s.29. A Recovery Co-ordinator may be appointed if the Minister deems that a CDEM Group (or a specified area within it) is, or is likely to be, unable to ensure the effective carrying out of recovery activities in its area.

A Recovery Manager will normally control this phase

The first option is the one most likely to occur and that is the appointment assumed throughout this section. Furthermore, if national co-ordination was required, a Recovery Manager would still be nominated by the CDEM Group to act as the first point of liaison with the Recovery Co-ordinator.

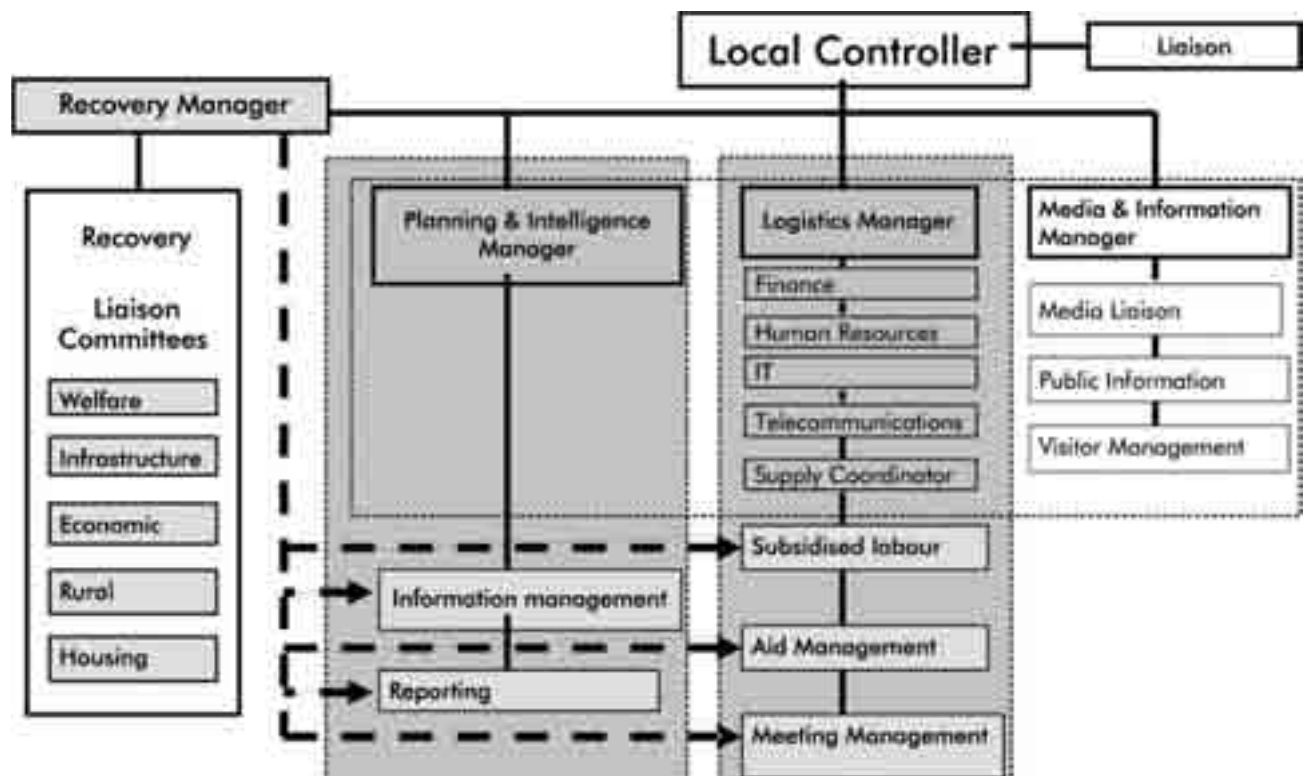


Figure 3-8: Role of Recovery Manager during response phase:

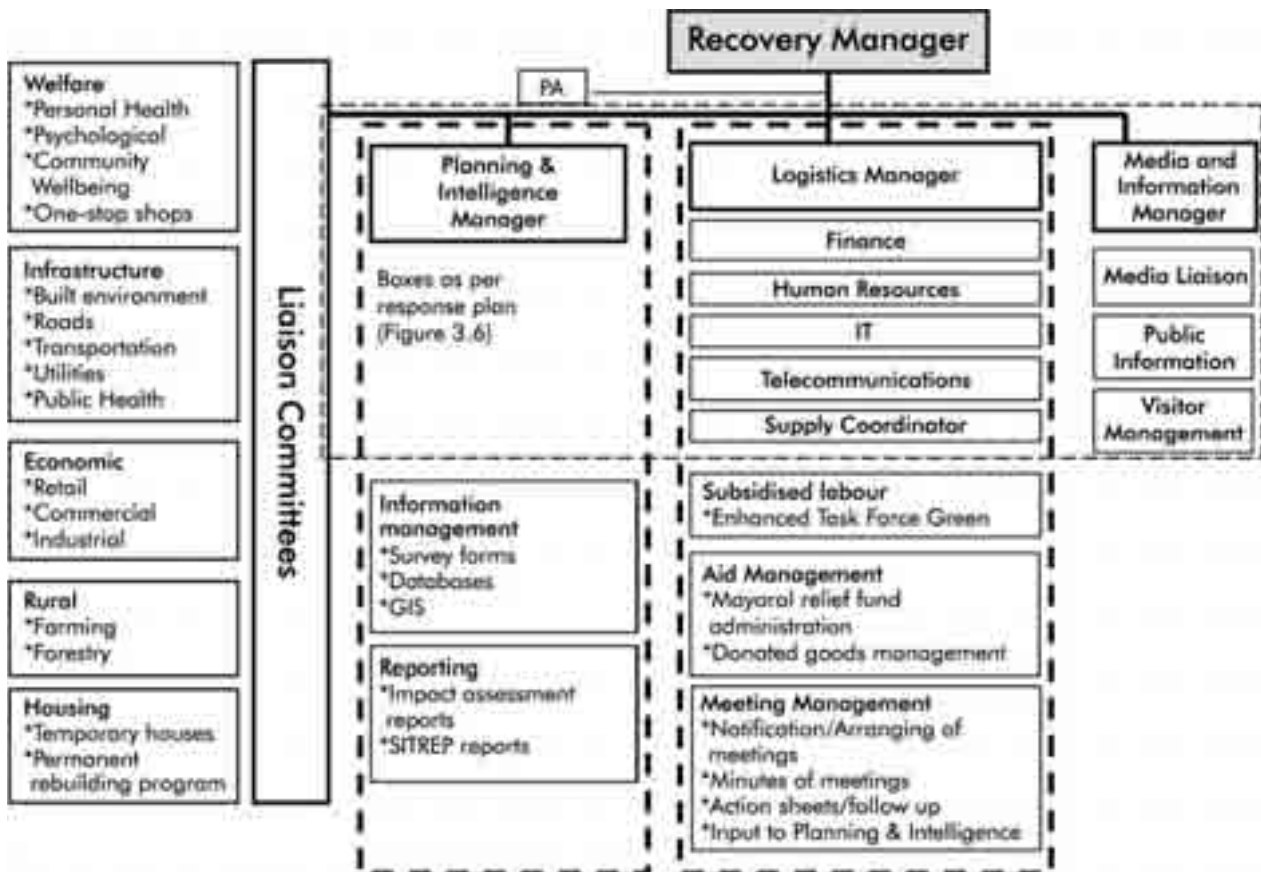


Figure 3-9: Role of Recovery Manager during Recovery Phase

3.4.7 Central Government Involvement

Central Government has an important role

Central government has a fundamental role in the recovery process. Government is not however the fundamental provider of recovery assistance – initial and primary responsibility for recovery in our area rests with the CDEM Group, each local authority, each community, each enterprise and each individual in the region.

The aim of any central government assistance is to provide the minimum level of assistance required to restore to the community the capacity for self-help, with solutions which provide for the most appropriate long term outcome. This does not imply an obligation to restore levels greater than existed before the emergency and nor is there an obligation to restore to previous levels if that is not sustainable in the longer term. Wherever possible, central government assistance will be provided in accordance with existing departmental policies.

Government recovery assistance will normally only be provided where:

- Recovery procedures cannot be carried out without central government assistance; or,
- There is a statutory requirement for action, or a need to invoke a statute to achieve the ends desired from the recovery process; or,
- Central government assistance will aid the co-ordination of the recovery process to a significant extent; or,

- d. There are advantages of economies of scale.

In addition to immediate response measures co-ordinated by the Ministry of CDEM or other Departments (which may carry on into the recovery phase), central government can normally be expected to provide the following:

- a. Emergency feeding, housing and welfare assistance for affected people where this assistance is not available from other sources and agencies.
- b. Transportation assistance if evacuation becomes necessary.
- c. Restoration of those services and facilities that are central government's responsibility to provide, e.g. schools, highways, etc.
- d. Assistance in the assessment and appropriate restoration of those services and facilities which are the responsibility of other agencies to provide, but for which commercially viable insurance cannot be obtained, or where the responsible agency cannot effect restoration within an appropriate time frame.
- e. Assistance in making good other damage. This will normally be restricted to the provision of additional expertise to assist in the detailed assessment of damage, the establishment of procedures and any necessary support to expedite insurance claims and damage repair, and, if necessary, the temporary provision of additional labour to speed clean-up operations.
- f. Co-ordination of the response from central government through the Director, Ministry of CDEM, and if necessary, the appointment of a Recovery Co-Ordinator and the staff and facilities necessary for the Recovery Co-ordinator to carry out his or her task.

Government policy on the reimbursement of local government expenditure for recovery activities is set out in the National Civil Defence Emergency Management Plan.

Government may approve and fund schemes such as Task Force Green for large-scale clean-up operations. The schemes will primarily be designed to provide manual labour to assist in restoring land and assets to productive use. Usually they will not cover the cost of equipment or materials involved.

3.4.8 Designation and appointment of recovery manager

A Group Recovery Manager and alternates will be appointed during the 2005/06 financial year (refer to objectives, targets and actions in Table 2-5).

The Recovery Manager will be subject to specific Terms of Reference appropriate to the event, which will take effect from the termination of the state of local emergency.

Draft Terms of Reference for the functions and responsibilities of the Recovery Manager are maintained which can be tailored to meet the specific circumstances involved (refer to Annex F). They also provide options for the setting of any priorities deemed necessary and direction on specific tasks. The CDEM Group will be responsible for identifying priorities and specific tasks for the Recovery Manager Terms of Reference prior to their nomination.

A formal declaration of a local emergency is no longer a prerequisite for Central Government welfare assistance

Draft Terms of Reference can be adapted to meet prevailing circumstances

There are complex issues which must be carefully considered to ensure there is seamless management

It is important that flexibility is maintained for governance, to reflect the nature of an incident and recovery

Response management will be replaced by recovery management structures to recognise differing expertise required

3.4.9 Management issues

There are three aspects to the management of the recovery phase that must be seamlessly merged:

- Governance issues
- Organisational issues
- Operational issues

3.4.10 Governance issues

Early in the Recovery phase at least, arrangements for responsive governance will be crucial to the achievement of effective day-to-day management by the Recovery Manager.

The CDEM Group will decide the nature of governance it wishes to adopt at this stage of the emergency. Governance options that will be considered include:

- the full CDEM Group retaining oversight;
- an existing Committee assuming the role; or
- a special-purpose Committee being formed

The CDEM Group will have to give consideration to specific actions, including but not limited to:

- Seeking special legislation to vary the processes under which building consents are granted via the Building Act to aid speedy recovery activity.
- Making a resolution to amend or ignore Annual Plans as appropriate and create new plans the following year.
- Consider any implications for Long Term Council Community Plans and the funding and financial policies of individual local authorities.
- Seeking special legislation varying or suspending the public consultation requirements of the Land Transport Management Act 2002 if the national roading programmes are compromised.
- Reviewing the priority of all service delivery activities, including ceasing or suspending discretionary outputs, based on the recommendations of the Recovery Manager.
- Consider any consequences for other statutory obligations, including those arising from:
 - Hazardous Substances & New Organisms Act 1996
 - Forest & Rural Fires Act 1977

Whatever governance structure is adopted, the responsible committee will establish the criteria for the Recovery Manager to make regular reports. The CDEM Group and the Recovery Manager will also be required to respond to requests for briefings and reports to central government.

3.4.11 Organisational issues

Management of the recovery activity will be effected by the establishment of;

A Recovery Committee, representing the established Recovery Task Groups, will be the core group advising the Recovery Manager. The Recovery Committee will be chaired by the Recovery Manager. This applies to Recovery

Committees established at both Local and Group level.

Recovery Task Groups will need to reflect the 'Components of Recovery' referred to in 3.4.2 (Recovery in Context).

- Environment
- Reconstruction of Infrastructure
- Psychosocial
- Community
- Economic

Each Recovery Task Group will be required to develop Terms of Reference for their sector. The Terms of Reference are to be approved by the Recovery Manager.

Suggested Terms of Reference are included, but not limited to, those referenced in the 'Group Recovery Manual' (Annex C).

This structure was proved to be adequate for the circumstances and covered the 'Components of Recovery' as detailed above. It should be noted that DIFFERING events require different structures. See 'Group Recovery Manual' for generic structures and procedures (Annex C).

3.4.12 Operational issues

Normally the Recovery Manager will inherit an EOC facility and manpower resources already in place from the response phase. These personnel will form the initial Recovery Action Group. This provides a seamless transition of knowledge and planning effort, and a platform to address emerging issues.

Alternatively, the Recovery Manager may establish an independent organisation near to the EOC if resources are available. This organisation would quickly form a Recovery Action Group as activity swings into the recovery phase.

Whatever solution is adopted, as the situation stabilises consideration will be given to relocating the Recovery Action Group to meet contemporary needs of the community.

The recovery facility will need to be able to co-ordinate all the agencies involved in the recovery process. Specific functions for the facility need to include:

- Information management both for public and other stakeholders;
- Overview and advisory services for recovery management;
- Facilities for direct community input into recovery.

Functional management procedures are addressed elsewhere in "Part 3: Operational Arrangements".

The GEOC will become the recovery facility to aid transition between response and recovery

The recovery organisation is focused on meeting community expectations by including community representatives at each level

3.4.13 Community involvement

Recovery task groups

Recovery Task Groups have a responsibility to ensure that communities are adequately represented. This may require a more widely representative group that provides a link between the Recovery Task Group and the community. They would consult widely and represent community priorities to the task groups. Every effort should be made to ensure 'Recovery Management' representation at any such meeting. At a local level Community Boards and Ward Committees may be a suitable means of ensuring the wider representation. This will ensure minor issues are actioned directly and promptly.

The following is a guide only to organisations/agencies that may need to be consulted.

Personal advice

Voluntary welfare agencies, counselling services, church groups, etc.

Community

Residents, Community Board representatives, School Boards, District Health Boards, government agencies, etc.

Business

Chamber of Commerce, Employers & Manufacturers, Unions, Local Business Associations, etc.

Physical restoration

EQC, Insurance, Building and Contracting sectors, Lifelines, etc.

Environmental

Architects, Planners, Iwi, Infrastructure Waikato, etc.

The Task Groups will need to establish the needs of the community and advise the Recovery Committee how best to meet community expectations. They will also should be able to:

- provide a dialogue with the community to advise on progress and developments.
- assist in ensuring co-ordination is maintained between agencies and between recovery activities.
- provide a conduit direct to the Recovery Committee to facilitate prompt action on minor issues of community concern.

3.4.14 Recovery action group

This comprises the personnel resources to action recovery activity. Initially it will be the core EOC personnel engaged during the response phase. As the recovery gathers pace, it will be supplemented by personnel to meet the specific tasks required. These are likely to include:

- Administration - Servicing the Recovery Committee and Task Groups. Action-line management, reports to the CDEM Group, etc.
- Intelligence - Damage surveys, GIS/map production, etc.
- Communication & Community Support – Media relations, website management, community programmes, etc.
- Recovery Centres - Management and staffing of Recovery Centres and liaison with central government and NGO to effect the One Stop Shop process.
- Service Delivery - Co-ordination of cleanup and restoration, volunteer management, medium term accommodation, distribution of relief fund grants, etc.
- Regulatory - Approval processes, longer term planning issues including mitigation opportunities, etc.
- Finance - Budget and expenditure reconciliation, contract approvals, etc.

3.4.15 Community assistance - the One Stop Shop Recovery Centre

In response to an event, welfare centres will be established to provide immediate support to persons in the affected area. As soon as the immediate needs have been addressed, welfare centres will be closed and activity will focus on the longer-term recovery needs of the community.

Rehabilitation and restoration activities to the community will be co-ordinated by the Recovery Committee and an important part of the delivery of assistance to individuals will be effected through the Recovery Centre and a One-Stop Shop concept.

Normally a single Recovery Centre will be established in each affected community, but this will be adjusted according to the extent of the disaster and the needs of the affected community. The Recovery Centre will be established in a safe area of the affected community at suitable premises, usually an existing Community Centre.

Representatives of all the agencies involved in providing or facilitating assistance to individuals should be available to answer queries and process any applications. This concept achieves two purposes:

- It limits the amount of travel for individuals to various agencies that themselves may have been displaced from their regular premises.
- It ensures an individual's needs are addressed in a co-ordinated and coherent manner without bureaucratic repetition.

The entities that may be available at each One Stop Shop are:

- The local authority civil defence welfare organisation. They may provide the overall management of the facility and meet the administrative needs involved for all representatives.
- Work & Income Services
- Inland Revenue
- Housing NZ
- Child, Youth & Family, who will be responsible for co-ordinating case management of individuals and families.
- Red Cross
- Salvation Army

The Recovery Centre is a one-stop-shop to meet individual needs and provide support from a single location

- Earthquake Commission
- Victim Support and other counselling services
- Banking sector representatives
- Insurance sector representatives
- Special needs - translators, ethnic group representatives, disability advisers, etc.

Note that in recent events Work and Income NZ have taken the leading role in establishing and maintaining “One Stop Shops”.

The location of the Recovery Centre will be widely advertised in accordance with the Public Information and Media Management Plan (Annex C).

3.4.16 Impact assessment and needs analysis

Impact assessment (wider managerial issues)

Impact assessment involves gaining timely and accurate information about the inferred impacts of the event. This includes impacts on the community, the built environment, the economy, and the natural environment.

Impact assessment is fundamental to an effective recovery programme, providing information for the prioritisation of recovery operations and allocations of resources. An impact assessment process will be developed involving all relevant agencies to pre-plan the following wider managerial issues:

The Group Recovery Manual (Annex C) should be used as a guide for this process although fine tuning will be required to suit the circumstances of the event.

Plan checklist

Note that the ‘Welfare’ Registration process provides an opportunity to gather personal impact assessment data. This is especially true where evacuees ‘Register’ after the event to avail welfare services for them.

Local and Group Level planning should:

- Identify pre-event which organisations will need to gather data following an event for their own organisation.
- Identify pre-event how to coordinate the collection of impact assessment data by the organisations involved.
- Establish pre-event partnerships using existing CDEM links.
- Use intelligence/planning information from the response operation, and set up a recovery liaison person in the Emergency Operations Centre.
- Confirm the boundaries of the impact to determine survey focus areas.
- Manage the collection and collation of the required data.
- Set out the immediate information needs: infrastructure problems/status, damage impact and pattern, and welfare issues.
- Link with parallel data-gathering work.
- Identify and close information gaps.
- Assess the financial and insurance requirements of the affected parties.
- Gather evidence to support requests for central government assistance.
- Identify priority needs for assessment.

Inspections and needs assessments (Surveys)

Where possible surveys should combine multiple inspections to ensure less stress on the affected individuals and economy of resources. For example this may include a visual check to establish if a house can safely be reoccupied with an interview of the residents to establish a needs assessment.

Note that there may be an introduction to needs assessment by an analysis of the registration process. However this is not easily achieved with secondary registrations affording the better opportunity to complete a more comprehensive needs analysis.

Surveys can be used to assist short-term recovery by:

- Determining numbers, locations, circumstances and ethnicity of displaced and/or injured people.
- Assessing the safe occupation of buildings and their continued use, especially emergency facilities.
- Confirming the state of lifeline utilities.
- Assessing the need for temporary works, such as shoring and temporary securing of property.
- Protecting property from unnecessary demolition.

Inspections and needs assessments on the other hand can contribute to the longer-term recovery by:

- Defining personal and community needs.
- Determining the aid and resources required for permanent recovery.
- Estimating the total cost of damage.
- Acquiring engineering, scientific and insurance data to inform the disaster mitigation process, effectively establishing the priorities for the whole recovery process.

To meet these objectives each EOA and the CDEM Group should Plan to:

- Establish and define the purpose of inspection/assessment and expected outcomes.
- Consistently apply agreed criteria (requiring a common understanding by the people undertaking the survey process) when collecting and analysing data.
- Establish a method/process to define what types of information are needed for the recovery operation, defining how information will be;
 - Gathered and who will do it
 - Aim for a single comprehensive survey
 - Shared
 - Processed and analysed
 - Verified for accuracy, currency and relevance.
- Collect information in the areas of reconstruction or infrastructure, economic, environmental, community and psychosocial impacts
- Establish methods of managing the process to minimise “calling back”.
- Select and brief staff to meet Privacy Act requirements.

The Group Recovery Manual and the CDEM Group Plan SOPs (Annex C) can be used as an aid to the above process.

3.4.17 Information management

Effective decision making for recovery depends on access to relevant information, both pre-disaster and post-event.

Use of existing information systems is preferable to deploying new systems. Pre-event information systems should be part of a robust business continuity management regime.

Inspections and needs assessments require the adoption of clear and consistent criteria for reporting

An emergency system that is not used on a regular basis before an emergency will never be of use in an actual event

It is known that multiple information and data capture systems are in use throughout the Waikato Region

Planning should provide for;

- Utilisation of existing information and information systems
- Establishment and publication of who is responsible for which part of the recovery information management task prior to the need for recovery action.
- Adoption of standard information management practices for impact assessments, and for tracking the recovery assistance needed and provided throughout the recovery phase.

Further work is planned to enable better pre-event and recovery information management (Table 2-5).

3.4.18 Public information

Provision of public information should be deliberate, planned and sustained

Public Information Management is equally applicable to Response and is referred to under that heading. The following is reproduced here as it focuses on the Recovery Phase (but see also Section 3.2.2 and Annex C).

Effective information management is essential in rebuilding community confidence. Public Information is one of the mechanisms by which the affected community/s and the wider public are encouraged to participate in the process of restoration and rehabilitation.

Public Information can reach audiences within the impact area, through the local area, across the nation and internationally.

Public Information planning will be co-ordinated and collated across the three EOA's . The Waikato Valley EOA under its Regional Support and Coordination responsibilities has the responsibility for this requirement.

The methodology identified in this plan/section will form the basis of the EOA processes.

Good Public Information Planning will ensure:

- Public information continuity
- Management of public expectations
- Coordination of public information messages
- Compliment the role of politicians
- Communication of change
- Management of media interest
- Encourage feedback
- Counter misinformation
- Assist with relief arrangements
- Address special needs

Public Information planning should provide for the following:

- Training of potential spokespeople to deal with the media and appointment of a 'Public Information Manager'.
- Management of public information and media needs during the transition from response to recovery.
- Identifying priority information needs and develop a comprehensive media strategy
- Approval of media plan/strategy developed by PIM and Recovery Manager
- If necessary assess language needs of the affected communities.

- Co-ordination of public information through;
 - joint information centres - bringing together media personnel of participating agencies
 - spokesperson/s
 - identification and adoption of key message priorities
 - use of a single publicised website for all press releases
- Development of processes for;
 - media liaison and management. (all forms eg. print, broadcast and electronic media)
 - briefing politicians
 - alternative means of communication such as public meetings, mailbox fliers, advertising
 - communicating with community groups
 - meeting specialist needs
 - formatting press releases
 - developing and maintaining a website
 - ensuring feedback is sought, integrated and acknowledged.
- Monitor print and broadcast media and counter misinformation.

3.4.19 Rehabilitation, restoration and assistance

Assistance begins with the basic necessities of life - food, clothing, shelter, health and hygiene needs.

A return to the normal structures of governance at local and regional level is a foundation stone in restoring confidence and provides the mechanism for participation in recovery decision making.

Rehabilitation and restoration priorities should be based on a comprehensive knowledge of the community's expectations and available resources.

Priority considerations (not in order)

- Restoration of essential services
- Allocation of limited resources
- Donation management includes goods and services
- Ongoing welfare requirements
- Health issues
- Law and order, including security
- Communications
- Transport, including the status of all roads, seaports and airfields
- Utilities
- Business/commercial sector requirements
- Rural residents and agriculture needs
- Residential property damage
- Social concerns, including psychological impacts and stress symptoms
- Recovery of educational establishments and review of their use during the response phase

Rehabilitation issues

- Acceleration of pre-event economic trends - will the community continue to prosper or regress?
- Prioritisation (domestic vs commercial vs agricultural) - density is likely to capture and determine
- Reoccupation of marginal lands - quality of data and analysis provided to the decision makers is crucial

It may not be possible or desirable to re-establish the pre-event status quo.

Rehabilitation is about empowering individuals, families and communities to rebuild the social fabric of the local economy.

A checklist for Group and Local SOP's

- Prolonged welfare assistance
- Political will to acknowledge liability or to accord special funding
- The need for clarity with regard to insurance issues
- Difference of expectations between central, regional and local government
- Restoration to what level?
 - Is it affordable?
 - Is it a priority?
 - Is it legal?
- Determining who pays
- Not compromising regulatory compliance
- Desirability of using local resources to supplement the local economy.

Plans should provide for the following;

- A mechanism for receiving expert technical advice from Lifeline Groups
- Provision for critical infrastructure
- Prioritisation of recovery assistance
- Prioritisation of public health to restore health services and infrastructure
- Assistance for businesses to re-establish and reopen
- Restoration of community and cultural infrastructure (including education facilities)
- Restoration of basic civil amenities for meetings and entertainment
- Prioritisation of rural recovery
- Provision for financial assistance (through Social Welfare, Bank loans, special subsidies)
- Disaster recovery employment schemes
- Suspension or amendment of capital works programmes to reflect recovery priorities for restoration and removal
- Rezoning or none occupation of marginal lands
- Consideration of present/future pressures already identified in any hazard analysis.

3.4.20 Implementation of reduction measures

The aim of the recovery effort is to restore the 'environment' (including people and the community, infrastructure, utilities, the economy and natural environment). A key component of recovery must be reduction of future risk.

To reduce future risk the following criteria must be considered in recovery (this list is ordered by preference):

- Is there a way to avoid the risk?
- Is there a way to reduce the probability of the risk?
- Is there a way to reduce the consequences of the risk?
- Is there a way to transfer the risk?

The remaining alternative is to accept the risk, which should only be considered when the criteria above have been considered and alternatives rejected.

3.4.21 Financial implications

Expenditure management

An expenditure management regime will have been established during the Response Phase. However, that regime must be closed off and reconciled when the declaration of emergency is lifted and recommenced for the Recovery Phase under the control of the Recovery Manager. In both phases there is a need for a rigorous management regime to record details of expenditure to support claims for Government subsidies and repayments (See Section 4.3.2: Expenditure in a civil defence emergency).

Financial records must be rigorous and complete

Regional relief fund

If it becomes apparent that there will be a significant number of people suffering financial hardship the CDEM Group may establish a charitable trust entitled the Regional Relief Fund. The trustees will be drawn from CDEM Group. They may make discretionary grants from the fund. The fund will be administered by a designated individual who will be accountable for its operation to the Recovery Manager.

Alternatively, the CDEM Group may chose to allow affected territorial local authorities to establish individual Mayoral Relief Funds, in which case administration of each fund will be undertaken at the local level. The difficulty with local arrangements however, is that equity in the qualification for and distribution of grants will not be preserved across the region. The draft form of the Trust Deed is in Annex E of the National Civil Defence Plan. If any amendments are made to the deed, the Ministry of CDEM should be advised, as amendments may prejudice a central government contribution to the fund.

Donations

Donations of clothing, food or other items should be discouraged unless they are specifically required. Experience has shown that large quantities of unwanted goods arriving in a disaster area produce a huge logistical problem for an already stretched organisation. Money is the best and preferred donation and should be administered through the Regional Relief Fund or individual Mayoral Relief Funds.

Money is the best donation

3.4.22 Reporting and debriefing

The purpose of reporting is to maintain accountability and transparency, to keep the wider community informed, to gain support and assistance and to record an account of recovery efforts, including lessons learned. Regular and thorough reporting of an emergency event and of the recovery phases following an event will enable the CDEM Group to justify actions taken and money spent to:

- The community affected by the emergency
- Taxpayers
- The public at large through the media
- Central government if there are requests for physical assistance (e.g. From Taskforce Green or Defence Force) or financial assistance (requests for a donation to a mayoral relief fund, or for recovery funding assistance)

See Ministry CDEM 'Recovery Planning', Information for CDEM Groups, Ref. IS5/04 for a comprehensive guide to Reporting and Debriefing

Requests to Central Government **MUST** be through the Group Recovery Management

A SOP Checklist

Ministry of CDEM publication IS5/04 is recommended as a comprehensive guide to successful Debriefing. (Recovery Planning)

Immediate post-event debriefing can result in some heat. However it effectively deals with the outrage common at this stage of an emergency

SOP Checklist

Regular reporting on the state of the following should take place:

- Welfare
- Public health
- Adequacy of local resources
- External assistance
- Transport
- Communications
- Utilities
- Rural and agriculture
- Business
- Environment
- Maori issues
- Private property damage

Planning should provide for:

- A simple, flexible and succinct reporting system
- Formats for common reports
- Training for personnel filing reports
- Adequate administration support

Debriefing

Post-event learning is an essential aspect of both the planning process and successful recovery. Events occur on an infrequent basis and it is:

“particularly important to document any lessons identified from managing incidents and to change current procedures and plans and provide reasons for any changes, so that they can be referred to in future incidents, which may not be managed by the same team. Many of the lessons identified in managing an incident have value for others working in the field”.

Consideration should be given to the following issues:

- Rules of engagement when debriefing
- Types of organisational debriefing
- The immediate post-event debrief
- The internal organisational debrief
- The multi-agency debrief

Action and activities following a debrief should involve the following:

- An organisational report
- Identification of lessons from the incident
- Monitoring
- Lessons learnt?

Planning should provide for:

- Appropriate debriefings following an event
- Organisational learning as an outcome from the debrief
- Action plans as necessary to address identified lessons and/or gaps
- Appropriate training and exercising needs following the debriefing process

3.4.23 Managed withdrawal

The eventual cessation of formal recovery management activities will be planned into every task and action undertaken by assessing when the activity can be managed as a business-as-usual activity. The early divestment and delegation of activity encourages the community to regain control as soon as

feasible, and thus supports the emotional and societal recovery objectives. As governance and management regimes return to normalcy, the event should be suitably publicised, both to recognise the efforts of those involved and provide a point of closure for the community.

A managed withdrawal plan may include the following, as used in the Eastern Bay of Plenty Operation, as steps to be taken relative to each prior to handover of responsibility. However the inclusions are not limited to the following and will be dictated by the event and prevailing circumstances.

- Disaster Recovery Manager/Facilitator
- Disaster Recovery Office
- Infrastructure
- Welfare
- Rural
- Economic
- Public Information and Communications
- Planning and Reporting
- Organisational arrangements during and post handover
- Contacts List

3.4.24 Recovery Committee (Recovery Manager)

The Recovery Committee comprises individuals representing each Task Group and will meet under the chairmanship of the Recovery Manager. It is a deliberately small group so that issues can be grasped quickly.

The Recovery Committee comprises:

- The Recovery Manager
- A representative of central government
- A senior political figure appointed by the CDEM Group
- The Chairs/Leaders of each Task Group.

The role of the Recovery Committee is to;

- Prioritise major areas of recovery action
- Formulate recovery policies and strategies and propose new policies where existing means are insufficient to meet emerging needs
- Be responsive and compassionate to community needs and concerns so that those affected feel they are being respected and encouraged.
- To lead the development of the recovery plan content and timing.

Key functions of the Committee include:

- Damage and needs Assessment.
- Organisational arrangements/Managers Office.
- Resource Management
- Planning and Co-ordination.
- Monitoring and Evaluation.
- Reports to central government

3.4.25 Volunteer management

Volunteers are likely to play a significant part in any recovery operation, particularly after large-scale highly publicised disasters. There are likely to be two types of volunteer - those from a specific organisation such as the Red Cross and the Salvation Army (Organised Volunteers) and those members

of the general public who offer their services after the disaster has occurred (Spontaneous Volunteers).

If well managed, volunteer labour can be a great asset to the recovery process, undertaking activities from personal support and catering through to the clearing of properties and rebuilding activities. Volunteer efforts need to be co-ordinated however, so as to ensure that the participant's time is used as productively as possible for the greatest benefit of the affected community.

Further work on the management of volunteers is planned (Table 2.5).

Organised Volunteers

Organised volunteers can be effectively treated as a resource that can be planned and managed externally. Representatives of the provider organisation should be included in the Recovery Task Groups to ensure co-ordination of their provision and use. Clear understandings must be established over the Health & Safety in the field of organised volunteers and the means of any reimbursement required.

Spontaneous Volunteers

The Recovery Manager will appoint a Volunteer Co-ordinator and team to manage spontaneous volunteers. Comprehensive record keeping of each individual volunteer's activities must be maintained to ensure over-work, attempting tasks beyond their skill levels, and other undesirable outcomes do not arise. Individual work records are also important to make certain each volunteer is appropriately recognised after the event and any reimbursement required is completed.

The Volunteer Co-ordinator will oversee health and safety legislative requirements and administer the provisions under the Accident Rehabilitation and Injury Prevention and Compensation Act 2001 for volunteers who suffer personal injuries while carrying out emergency work.

4 Administrative Arrangements

4.1 Purpose

The purpose of this section is to describe the administrative arrangements for civil defence emergency management within the Waikato CDEM Group. This includes the governance structure of CDEM within the region (how CDEM will be delivered in the region), the roles and responsibilities of each part of the structure and the funding arrangements. A range of other administrative functions is also recorded.

4.2 Waikato CDEM Group: membership and structure

The Waikato CDEM Group has been established as a joint committee with membership of the Territorial Authority Mayors and the Regional Council Chair (or delegates) from the following local government authorities:

Environment Waikato
Hamilton City Council
Hauraki District Council
Waikato District Council
Matamata-Piako District Council
Otorohanga District Council

Taupo District Council
Thames Coromandel District Council
Waipa District Council
Waitomo District Council South
Waikato District Council

The Waikato CDEM Group is a joint standing committee

4.2.1 Waikato CDEM Group Roles and Responsibilities

The role of the CDEM Group is to oversee all Civil Defence Emergency Management activities within the Waikato Region by:

- Overseeing preparation of the Civil Defence Emergency Management Plan, and to publicly consult on it;
- Determining annual planning and budgeting requirements;
- Approving emergency management policy;
- Overseeing the emergency response and recovery capability of the Emergency Operating Areas
- Authorising declaration of an emergency for the total region, or part thereof.

Members will be accountable to the group, and to their respective councils. The legislative requirements for CDEM Groups is outlined in the Waikato CDEM Group Constituting Agreement (see Annex E and Section 4.8.4). The meeting frequency will be four times per year or as required.

The CDEM Group joint committee has formed a subcommittee consisting of the same members as the joint committee with a quorum of seven members. The powers of the subcommittee are outlined in the Waikato CDEM Group Constituting Agreement (see Annex C).

Members are accountable to both the CDEM Group and their respective Councils

4.2.2 Co-ordinating Executive Group (CEG)

The role of the CEG is to provide senior executive direction and resource commitment to the development and implementation of emergency management policies and plans. The CEG will ensure implementation of CDEMG decisions.

Membership of the Waikato CEG includes the CEO or Senior Executive nominee of the following organisations:

Environment Waikato	Ministry of Civil Defence
Hamilton City Council	Emergency Management
Hauraki District Council	Waikato District Council
Matamata-Piako District Council	Waipa District Council
Otorohanga District Council	Waitomo District Council
South Waikato District Council	NZ Police
Taupo District Council	NZ Fire Service
Thames Coromandel District Council	Waikato District Health Board
	St John Ambulance

Other members may be co-opted as required

Other members may be co-opted from time to time as required. The CEG will meet prior to each CDEM Group meeting or more often as required.

4.2.3 Administering Authority and Emergency Management Office (EMO)

Environment Waikato is the administering authority for the CDEM Group

In line with legislative requirements, Environment Waikato currently acts as the administering authority for the Waikato CDEMG. This role provides all administrative support to the CDEMG for the purposes of governance and includes budget development and contract management.

The EMO does not have an operational role

An Emergency Management Office (EMO) has been established to manage all aspects of CDEM Plan development, implementation and maintenance. The EMO has one full-time equivalent emergency manager and is located within the Regional Hazards and Emergency Management Programme at Environment Waikato. The CDEM Group has agreed that Environment Waikato will jointly manage the roles of administering authority and EMO on behalf of the Group.

The EMO does not have a role in emergency response recovery.

4.2.4 Emergency Operating Areas (EOAs) and Emergency Operations Centres (EOCs)

The role of the Emergency Operating Areas (EOAs) is to manage all CDEM response and recovery activities for the Waikato CDEM Group. Three EOAs have been established in the Waikato Region (Figures 1.1, 1.2 and 3.1):

- Thames Valley EOA: covering the Thames Coromandel, Hauraki and Matamata Piako District Council areas, with an Emergency Operating Centre (EOC) at Thames. The administering authority is the Thames Coromandel District Council;

- Waikato Valley EOA: covering the Hamilton City, Waikato District, Waipa District, Otorohanga District and Waitomo District Council areas, with the EOC located in Hamilton. The administrating authority is the Hamilton City Council; and
- Southern: covering the Taupo and South Waikato District Council areas, with an EOC located in Taupo. The administrating authority is the Taupo District Council.

Three EOA's have been established in the Waikato Region to support the CDEM Group

Each EOA is responsible for managing response and recovery activities within its own area. In addition to this, it is responsible for providing support to the CDEM group as required to maintain adequate regional capability for the Group.

The Group Emergency Operating Centre (GEOC) is currently managed by the Waikato Valley EOA on behalf of the Group. The GEOC is co-located with the Waikato Valley EOA within the Duke Street Depot at Hamilton City Council.

The Waikato EOA also serves as the Regional Support and Coordinating agency for the Waikato CDEM Group. This function effectively involves the carrying out of the following key activities:

- Training of CDEM Group response staff;
- Maintenance of Operational SOPs and provides guidance/assistance to other EOAs;
- Conduction of exercises on behalf of the CDEM Group
- Recruitment and training of volunteers;
- Issuing of prescribed signs, insignia and badges;
- Provision, maintenance and operation of warning systems;
- Provision of communications equipment and other equipment necessary to support a regional or national emergency response.

4.3 Financial arrangements

There are two groups of activities that require funding arrangements within the Waikato CDEM Group:

1. Programmed activities: ongoing day-to-day and annual activities; and
2. Expenditure in a civil defence emergency: expenditure incurred in the lead up to, response to and recovery from Civil Defence emergencies.

4.3.1 Programmed activities

Programmed activities are those day-to-day and annual activities that are necessary for meeting legislative requirements to maintain a CDEM Group, and provide for ongoing routine work programmes. Programmed activities include:

- Group Administration: routine administering authority functions, governance support for the CDEM Group and CEG and CDEM Plan maintenance
- Group Projects: ongoing work to achieve the goals of the Group
- Regional Support & Co-ordination: provision of the regional readiness, response and recovery functions by the WVEOA.

CDEM activities are funded by all Councils via an agreed apportionment model

Members of the Waikato CDEM group have agreed that programmed activities will be funded 50% by Environment Waikato and 50% by Territorial Authorities based on an average of equalised capital value and population. The apportionment of the funding for programmed activities is as follows:

Council	Funding Allocation
Environment Waikato	50.00%
Hamilton	14.46%
Hauraki	2.32%
Matamata - Piako	4.37%
Otorohanga	1.59%
South Waikato	3.12%
Taupo	5.79%
Thames Coromandel	5.24%
Waikato	5.87%
Waipa	5.87%
Waitomo	1.37%

Annual budget preparation for programmed activities is undertaken in November of the preceding year as outlined in Section 25 of the Waikato CDEMG Constituting Agreement (Annex C). Provision for funding specific projects is determined by the Local Government Act 2002.

4.3.2 Emergency Expenditure

Expenditure is necessary before, during, and after an emergency

Expenditure will be necessary in the lead up to, response to and recovery from civil defence emergencies. The types and levels of emergency expenditure will vary greatly depending upon the type of emergency, the size of the emergency and the length of response and recovery.

Principles of Emergency Expenditure

The following principles have been adopted by the Group as the basis for emergency expenditure arrangements:

- The responsibility for funding emergency expenditure falls primarily on local authorities, but there is also some collective responsibility for the CDEM Group
- The arrangements should be equitable and workable so that one or more Group members are not unfairly disadvantaged
- The arrangements should be simple and efficient.

There are three types of expenditure

Types of Expenditure

Expenditure generally falls into three broad categories:

- Labour
- Overheads
- Resources

Typical labour expenses include key response personnel in various roles such as Group Controllers, planning, logistics and operations managers and officers as well as media officers, phone operators and business administrators. Typical overhead expenses include accommodation, catering, transport, vehicle hire, communications, utilities and miscellaneous equipment. Resources include all direct expenses for materials and personnel applied on the ground during an emergency such as sandbags, heavy machinery and emergency supplies.

Types and Levels of Emergency

There are two broad categories of emergency expenditure:

1. Response
2. Recovery

Response expenditure may vary widely depending upon the scope, nature and timeframe of the emergency. In general, smaller, localised and shorter emergencies will result in little expenditure, while larger events that are more widespread will have high expenditures. Table 3-2 shows the emergency response levels:

Levels 1 and 2:

Undeclared emergencies that are within the capability of emergency services and local authorities

Level 3:

Local declaration relating to a ward, district or EOA and within the capability of the EOA to manage

Level 4:

Local declaration involving one or more EOAs that requires a collective response from the Group

Level 5:

National declaration.

Recovery expenditure may also vary widely depending upon the scope, nature and timeframe of the emergency.

Emergency Expenditure Arrangements

Emergency expenditure arrangements for the Waikato CDEM Group are as follows:

Response

Table 4-1 outlines the responsibilities for emergency response expenditure based on the expenditure type and emergency level. EOA responsibility indicates either the collective responsibility of EOA authorities combined or individual local authority responsibility depending upon the level of event and individual EOA agreements.

Central Government plays an important support role in support of CDEM Groups via the Ministry of CDEM - particularly at status levels 3 and 4. Support from Central Government usually involves provision of local liaison officers, coordination of government response and operational assistance.

Expenditure arrangements have been based on the five levels of activation

Table 4-1: Emergency Expenditure Arrangements for Response

Expenditure Type	*Emergency Level				
	1	2	3	4	5
Local EOC/ Operations					
• Personnel	EOA	EOA	EOA	EOA	**EOA/Group
• Overheads	EOA	EOA	EOA	EOA	**EOA/Group
• Resources	EOA	EOA	EOA	EOA	**EOA/Group
Group EOC/ Operations					
• Personnel	Group	Group	Group	Group	Group
• Overheads	Group	Group	Group	Group	Group
• Resources	EOA	EOA	EOA	**EOA/ Group	**EOA/Group

* Refer to Table 3-2

**EOA responsible if within the Waikato CDEM Group area. If the Waikato CDEM Group supports another CDEM Group and the emergency occurs outside the Group boundary, support falls to the Waikato CDEM Group. The CDEM Group may also decide to commit additional resources as deemed necessary.

*Central
Government
supports recovery
at all levels of
response*

Recovery

Recovery expenditure usually applies only to situations that arise after the declaration of a civil defence emergency - event status levels 3,4 and 5 (per table 3-2)

At all levels of response, central government will have a support role in recovery, and this role is outlined in Section 3.4.7 of this plan. The following principles apply for recovery following the three declaration types:

- Level 3 (local declaration within an EOA): District and City Council members are responsible for meeting all recovery costs and have local funding arrangements via the Emergency Operating Area Arrangements (see Annex E of this plan). Where required, the Group will provide a Recovery Manager to assist recovery
- Level 4 (local declaration within the Group involving one or more EOAs): EOAs are responsible for all local personnel, overhead, and resource costs. Where CDEM Group coordination of recovery efforts is required, the Group is responsible for personnel and overhead costs of the coordination function, while the EOA is responsible resource costs. The Group coordination function normally involves support provided by the Group Recovery Manager and support staff. The Group Recovery manager plays a key role in liaising with Central Government to coordinate recovery assistance.
- Level 5 (national declaration): the same arrangements as for Level 4 apply, except that where the Waikato CDEM Group supports another CDEM Group as part of a national response effort, all recovery costs incurred by the Waikato CDEM Group in support of the other CDEM Group are met by the Waikato CDEM Group. The CDEM Group receiving assistance from the Waikato CDEM Group remains primarily responsible for recovery costs within it's CDEM Group area.

Recovery of Emergency Expenditure

The primary responsibility for emergency expenditure rests with the CDEM Group, each local authority, each community, each enterprise and each individual in the region as outlined in section 3.4.17. Despite this, Central Government assistance is normally available to assist the community in returning to a level where self-help is enabled.

The provisions for Government assistance are outlined in the National Civil Defence Plan and normally include:

- Category A welfare costs as outlined in section 3.4.7
- Category B costs above a set level (based on net equalised capital value)
- Provision of all central and local government support services to assist in response and recovery

The arrangements for recovery of emergency expenditure are as follows:

- Levels 1 and 2: Emergency Operating Areas are responsible for co-ordinating recovery of local expenditure per the local arrangements
- Level 3: Same as above. In addition, Emergency Operating Areas are also responsible for co-ordinating recovery of Group EOC emergency expenditure costs in support of the local declaration.
- Level 4: The Group is responsible for co-ordinating all cost recovery including claims to Central Government for assistance on behalf of all Group members. The Group is also responsible for all costs associated with the Group Recovery Manager and support staff
- Level 5: Same as above, including recovery of expenses in support of other CDEM groups. Note that inter-Group arrangements allow for recovery of Group support expenses from the affected CDEM Group.

Funding of Emergency Expenditure

There are two types of funding provision - local (EOA) and Group. The following arrangements apply:

- Local expenditure: all funding provisions are the responsibility of the EOA according to local arrangements
- Group expenditure: this expenditure will be apportioned to Group members using the same funding formula as for programmed expenditure (refer to section 4.3.1).

Despite the above provisions and in the event of an emergency, the CDEM Group may meet to make alternative funding arrangements depending upon the size, scope and duration of the emergency. Development of Group Funding arrangements for emergency expenditure will be undertaken as part of the CDEM Group Improvement Strategy outlined in Table 2-5. This will also form part of the Financial SOP and includes insurance, subsidies, and Category A and B payments (Annex C).

The National Civil Defence Plan sets out the provisions for Central Government assistance

There are two types of funding provisions for emergency expenditure - Local and Group

4.4 Constituting agreement

The CDEM Group has adopted a Constituting Agreement, for the purposes of:

- Setting out the functions, powers and duties of the Group and members,
- Providing for the administrative and financial arrangements of the Group, and

- Outlining how the CDEM Group will conduct its business.

A copy of the Establishment Agreement can be obtained from the CDEM Group's Emergency Management Office at Environment Waikato.

4.5 Key appointments

There are a number of key appointments that the CDEM Group must make (CDEM Act 2002, sections 25-26). These are outlined below.

Persons authorised to declare a state of local emergency are identified in *Part 3: Operational Arrangements*.

4.5.1 Group controllers

The person appointed to the role of Group Controller and persons appointed as alternates are identified in Section 3.3.5 of *Part 3: Operational Arrangements*.

The functions of a Group Controller are outlined in Section 3.3.6 of *Part 3: Operational Arrangements*.

The position is funded by the Group (Section 4.3.2). The costs relating to decisions made by the Group Controller during a state of emergency are funded as outlined in Section 4.3.2. Any training and professional development costs for the Group Controller and alternates will be met by the Group.

4.5.2 Local controllers

The persons appointed as local controllers are identified in the respective EOA arrangements. Any training and professional development costs for local controllers will be met by the members of each EOA.

4.5.3 Recovery Manager

A Recovery Manager is yet to be identified and appointed by the CDEM Group (Table 2.5).

The functions of the Recovery Manager are outlined in Annex F.

4.6 Cooperative arrangements with other CDEM Groups

The Waikato CDEM Group will provide support and assistance when requested to other CDEM Groups with respect to their CDEM functions. This will include, but not necessarily be limited to:

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

Memoranda of Understanding (MOUs) with Northland, Auckland, Bay of Plenty, Hawkes Bay, Manawatu-Wanganui and Taranaki CDEM Groups recording the agreed level of joint assistance can be found in Annex C.

Consideration will be given to the development of additional (or amended) Memoranda of Understanding (MOUs) where a joint approach to management is required for specific circumstances. This may be particularly relevant where a cross boundary risk or function has been identified which will require an agreed management approach to address. Assistance may also require specific arrangements to be made on an 'as needed' basis.

The CDEM Act (2002) (s113) provides for the recovery of actual and reasonable costs associated with provision of assistance to other CDEM Groups.

The Waikato CDEM Group will also be able to receive support from other Groups during an emergency in its area

4.7 Supporting documents

This Plan covers the key provisions and arrangements to enable the delivery of integrated and coordinated civil defence and emergency management within the Waikato region. However it is not possible in this Plan to contain all of the supporting information necessary or to provide too much detail within the body of the text.

It is important to distinguish the relationship between the actual plan and supporting information.

Annex C:

A number of CDEM Group operational plans and standard operating procedures (SOPs) are required in support of the Group Plan, and are viewed as being integral to its operation. Documents are therefore referenced in support of this plan, and legally form part of this plan under section 51 of the CDEM Act 2002.

This Plan complements other documents relevant to CDEM in the Waikato Region

Annex D:

This annex lists a variety of other documents relevant to CDEM in the Waikato CDEM Group area for information purposes only. These plans are the responsibility of the listed agency and not the CDEM Group. These documents are cited in support of this plan, but do not legally form a part of the plan.

4.8 Plan monitoring and evaluation

4.8.1 Introduction

Monitoring and reviewing the CDEM Plan is essential to ensure all CDEM goals are achieved

Measuring the content and outputs of the CDEM Group Plan for the Waikato region is essential in determining whether it is achieving the desired outcomes and goals for the community. As this is the first CDEM Group Plan developed for the Waikato region under the new CDEM Act 2002, the format of this section has followed advice provided by MCDEM in their guidelines for developing a CDEM Group Plan.

Monitoring and reviewing the Plan will occur at four 'levels', those being:

- CDEM Group Plan monitoring
- CDEM Group Plan review
- Legislative compliance, and
- External monitoring of th Plan (and the CDEM Group).

The first three of these levels will be undertaken by the Waikato CDEM Group, whilst the fourth will be completed by the Director of MCDEM.

4.8.2 CDEM Group plan monitoring

Specific objectives, targets and actions (Table 2-5) have been developed to provide a means by which to make progress towards dealing with identified hazards and risks, within the context of community outcomes and the goals of the CDEM Group Plan.

Reviewing the objectives, targets, and actions on a regular basis is necessary to determine if in fact the agreed steps are realistic and the timeframes achievable. CEG will therefore report to the CDEM Group on a regular basis (at least quarterly) to update them on progress made in achieving these, or whether there are recognised difficulties or shortfalls in completing any of the actions identified.

In reporting to the CDEM Group, CEG will use the following procedures to measure progress towards meeting the goals of the CDEM Group Plan:

1. Identify progress in achieving the CDEM Group's Plan objectives, targets and actions through annual monitoring reports
2. Ensure currency and adequacy of the CDEM Group Plan through five yearly reviews, or in the interim if required

The CEG will be responsible for measuring progress towards the CDEM goals

3. Identify the effectiveness of targeted actions in the CDEM Group Plan through the annual planning process
4. Gather information and feedback from organisations, groups, and individuals involved in CDEM planning and activity within the Waikato region to determine the effectiveness of the CDEM Group Plan.

The Waikato CDEM Group's annual business plans will be a mechanism used to report the CDEM Group and measure progress in achieving the objectives, targets and actions of the CDEM Group Plan.

Success indicators for the Waikato CDEM Group will be developed to ensure the effectiveness of resilient activities are measured (Table 2-5, Objectives, Targets, and Actions).

4.8.3 CDEM Group plan review

The CDEM Act 2002 (section 56) requires that the Waikato CDEM Group Plan be reviewed if it has been operative for five years or more, and it has been more than five years since it was last reviewed.

The Waikato CDEM Group also has the ability to review the CDEM Group Plan (in full or in part) earlier if required. Such a review can determine whether assumptions and/or statements made in the CDEM Group Plan, and the overall direction taken, continue to be relevant. It would also enable any gaps or inconsistencies to be identified, especially with regard to the coverage of hazards described. Where necessary, any amendments suggested through a CDEM Group Plan review process can be made subject to the requirements of sections 56-57 of the CDEM Act 2002.

Any review of the CDEM Group Plan should include the following:

- Ensure the accuracy of information outlined in the Plan - which may include supporting documents, references to organisations and specific components
- Determine the adequacy of the stated objectives, targets and actions
- Assess the practicality of the document and ascertain whether there are any gaps or deficiencies – this could include reassessing the significant hazards identified, management mechanisms described or the linkages established between the CDEM Group Plan and participating organisations
- Ensure that the document provides for the effective coordination of CDEM agencies and organisations within the Waikato region – are the roles and responsibilities of different agencies clearly identified and defined?

4.8.4 Legislative compliance monitoring

The Waikato CDEM Group has a statutory requirements (section 17(1)(g)) of the Act) to promote and raise awareness of compliance with the CDEM Act 2002 and legislative provisions relating to the purpose of this Act (i.e. other statutes). This includes, but is not limited to:

- Biosecurity Act 1993
- Building Act 1991

The CDEM Group Plan must be reviewed and approved every five years

The CDEM Act 2002 has important links with many other statutes that are relevant to CDEM

- Fire Service Act 1975
- Forest and Rural Fires Act 1977
- Hazardous Substances and New Organisms Act 1996
- Health Act 1956
- Health and Safety in Employment Act 1992
- Local Government Act 2002
- Maritime Transport Act 1994
- Resource Management Act 1991; and
- any enactment passed in amendment of or substitution for any of the Acts identified above.

The CDEM Act 2002 by itself will not achieve all of the appropriate CDEM outcomes. Other Acts, such as those listed above, are therefore also very important.

The CDEM Act 2002 does not enable CDEM Group Plans to contain legally enforceable directives (i.e. it does not allow for rule making as does, for example, the Resource Management Act 1991).

In this respect, the CDEM Group Plan process provides a structured way of coordinating and assessing risk management practices. It is important to note that the CDEM Act 2002 is largely premised upon voluntary participation and enabling cooperative outcomes.

4.8.5 External monitoring of the plan (and the CDEM Group)

The Director of CDEM has powers to monitor the performance of CDEM Groups

Pursuant to section 8 of the CDEM Act 2002, the Director of CDEM has the function and powers to 'monitor the performance of the CDEM Groups and persons who have responsibilities under this legislation'. Key components of this monitoring requirements have therefore been identified by Ministry of CDEM as:

1. Progress monitoring against the development or planning milestones of each CDEM Group Plan – regular updates to MCDEM by the Waikato CDEM Group will ensure that this information is disseminated in a collaborative and informative manner
2. The quality of outputs achieved – this may involve MCDEM evaluating the Waikato CDEM Group's intentions, activity and quality of output.

Effective mechanisms for providing current information to MCDEM on these issues include:

- The Waikato CDEM Group Annual Business Plan and Reports
- Long Term Council Community Plan reports; and
- Training records of the CDEM Group.

Annex A: Waikato CDEM Group Partners

Core CDEM Agencies (Coordinating Executive Group Members)

- Local Authorities
 - Environment Waikato
 - Hamilton City Council
 - Hauraki District Council
 - Matamata Piako District Council
 - Otorohanga District Council
 - South Waikato District Council
 - Taupo District Council
 - Thames Coromandel District Council
 - Waikato District Council
 - Waipa District Council
 - Waitomo District Council
- Emergency Services
 - NZ Police
 - NZ Fire Service (also representing the National Rural Fire Authority)
 - St John Ambulances Service
 - Waikato District Health Board (also representing Lakes District Health Board)
- Ministry of Civil Defence and Emergency Management

Lifelines Sector Groups

- WELG Steering Committee
- Waikato Engineering Lifelines Group (WELG)
- National Lifelines Committee
- Individual Lifelines Utilities
 - Water Supply, Wastewater – Sewerage, Local Roading
 - Waikato District Council
 - Waipa District Council
 - Hamilton City Council
 - Otorohanga District Council
 - Waitomo District Council
 - Taupo District Council
 - Matamata Piako District Council
 - Thames Coromandel District Council
 - Hauraki District Council
 - South Waikato District Council
 - State Highway Roading & Transportation
 - Transit NZ
 - Tranzrail
 - Hamilton International Airport
 - Taupo Airport
 - Tokoroa Airport
 - Communications
 - Telecom NZ Ltd
 - Telstraclear Ltd
 - Vodafone
 - Teamtalk Ltd
 - Energy
 - PowerCo
 - The Lines Company
 - Unison
 - Waipa Networks Ltd
 - WEL Networks Ltd
 - Transpower NZ Ltd
 - Mighty River Power
 - Genesis Energy

- King Country Energy
- Trustpower
- Natural Gas Corporation Ltd
- Rockgas Ltd

Government Agencies

- Social Services and Welfare
 - Department of Child Youth and Family Services
 - Housing NZ Corporation
 - Department of Work and Income
 - Ministry of Education
 - Ministry of Social Development
 - Inland Revenue Department
- Defence Forces
 - NZ Army
 - Royal NZ Navy
 - Royal NZ Air Force
- Other Government Agencies
 - Ministry of Agriculture and Fisheries (MAF)
 - Maritime Safety Authority (MSA)
 - Civil Aviation Authority (CAA)
 - Land Transport Safety Authority (LTSA)
 - Department of Labour (OSH)
 - NZ Customs
 - Ministry for the Environment (MFE)
 - Department of Corrections
 - Ministry of Defence
 - Ministry of Fisheries

CDEM Groups

- Neighbouring CDEM Groups
 - Auckland CDEM Group
 - Bay of Plenty CDEM Group
 - Taranaki CDEM Group
 - Hawkes Bay CDEM Group
 - Manawatu-Wanganui CDEM Group
- Other CDEM Groups in New Zealand

Welfare, Maori and Community Services

- NZ Red Cross
- The Salvation Army
- Tangata Whenua
- Regional and Local Trust Boards
- Church organisations and affiliated community services

Other Emergency Services

- National Rural Fire Authority
- Volunteer Coastguard organisations (including Raglan, Mercury Bay, Coromandel, and Whangamata)

Scientific/Technical/Professional Associations and Advisors

- Geological and Nuclear Sciences (GNS)
- National Institute of Water and Atmospheric Research (NIWA)
- MetService
- NZ Society for Earthquake
- Hazardous Substances Technical Liaison Committees (HSTLC)
- Institute of Professional Engineers of NZ (IPENZ)

Media Agencies

- TVNZ
- TV3
- Radio NZ
- NZ Herald
- Waikato Times
- Local Newspapers

Other organisations

- Insurance Sector
 - EQC
 - Insurance Council of New Zealand
 - Insurance Australia Group
- Volunteer Agencies
 - Amateur Radio Emergency Corps
 - Register of Engineers for Disaster Relief (RedR NZ)
- Industry and Commerce
 - Chamber of Commerce
 - Employment and Manufacturers Union
- Horticulture/Agriculture Organisations
 - Federated Farmers
 - Fonterra
 - Dexcel
 - Livestock Improvement
 - Forest Research Institute
 - Forest Managers Association
 - Fruit/Vege Growers Association
 - Landcare Research
- Education Sector
 - University of Waikato
 - Waikato Institute of Technology (WINTERC)
 - Primary and Secondary Schools
 - Ministry of Education

Annex B: Significant Hazards in the Waikato Region

Natural hazards	Failure mechanism and/or trigger
Inundation	<ul style="list-style-type: none"> • River and stream flooding • Local surface ponding • Landslide dam breaks • Storm surge/tidal effects/Tsunami
Subsidence	<ul style="list-style-type: none"> • Soil shrinkage/swelling • Karst solutioning and cave systems
Landslip	<ul style="list-style-type: none"> • Deep-seated rock slides • Flows and lateral spreads • Rock/soil fall • Topples • Complex slope failures
Earthquake	<ul style="list-style-type: none"> • Liquefaction • Fault rupture and heave • Ground shaking (distant or locally sourced)
Erosion/deposition	<ul style="list-style-type: none"> • Shallow soil/regolith • Stream sediment • Shoreline erosion – cliff/headland • Shoreline erosion – beach/dune
Volcanic/geothermal activity	<ul style="list-style-type: none"> • Magmatic eruptions – Ruapehu (or other) • Ash fall – Ruapehu (or other) • Ruapehu lahar • Mayor Island activity • Auckland Volcanic Field • Other events from Taupo volcanic zone • Geothermal ground activity
Severe storm events	<ul style="list-style-type: none"> • High winds • Cyclones or tornadoes
Fire (rural)	<ul style="list-style-type: none"> • Self-igniting, human-induced or peatlands
Drought	<ul style="list-style-type: none"> • Extremely low soil moisture

Technological hazards	Hazard/failure mechanism and/or triggers
Services/infrastructure failure	<ul style="list-style-type: none"> • Sewerage • Storm water • Water supply • Gas pipeline • Main SHW bridges • Building collapse (large scale in CBD)
Electricity failure	<ul style="list-style-type: none"> • Power Generation (thermal and hydro) • Distribution Networks (includes substations, urban underground & overhead)
Hazardous substances spill	<ul style="list-style-type: none"> • Land – during production, transport, storage, spill or leak (includes disposal of large quantities of contaminated material and gas)
Major transportation accident	<ul style="list-style-type: none"> • Air, Rail or Road

Terrorism	Examples are: <ul style="list-style-type: none"> • Anthrax • Aircraft hijacking
Enemy attack/invasion	Examples are: <ul style="list-style-type: none"> • Declared war with another country
River/lake control structure failures	Instantaneous failure (due to design, sub-surface or earthquake) of: <ul style="list-style-type: none"> • EW control structures • Karapiro
Mine subsidence/ tailings dam failure	Examples are: <ul style="list-style-type: none"> • Golden Cross Tailings Dam • Waihi (Royal) Underground • Huntly Underground • Rotowaro Opencast

Biological hazards	Hazard/failure mechanism and/or triggers
Human pandemic	Respiratory Pathogens (e.g. Influenza or SARS)
Animal epidemic	Foot and Mouth disease outbreak

Hazards of National Significance

Natural hazards	Hazard/failure mechanism and/or triggers
Volcanic Eruption	Large Volcanic Eruption from the Taupo Volcanic Zone or from an out of region source

Technological hazards	Hazard/failure mechanism and/or triggers
Terrorism	Examples are: <ul style="list-style-type: none"> • Water or electricity supply sabotage • Multi-aircraft/vessel hijacking

Biological hazards	Hazard/failure mechanism and/or triggers
Human pandemic	Respiratory Pathogens (e.g. Influenza or SARS)
Animal epidemic	Foot and Mouth disease outbreak

Annex C: Overview of Group Supporting Plans and Procedures

A number of CDEM Group operational plans and Standard Operating Procedures (SOPs) are required in support of the Group Plan, and are viewed as being integral to its operation. The following documents are referenced in support of this plan, and legally form a part of the plan under section 51 of the CDEM Act 2002.

Full Title / Reference	Agency Responsible	Description / Purpose	Date / Version
Waikato CDEM Group Constituting Agreement	Emergency Management Office (EMO)	<ul style="list-style-type: none"> Sets out the functions, powers, and duties of the CDEM Group and members Provides for the administrative and financial arrangements of the CDEM Group Outlines how the CDEM Group will conduct its business 	August 2003
Cooperative Arrangements with other CDEM Groups	Emergency Management Office (EMO)	<ul style="list-style-type: none"> Outlines support arrangements in an emergency Enables the sharing of hazard information and planning mechanisms Seeks to promote mutual operational arrangements such as training opportunities 	2005
Thames Valley Emergency Operating Area Arrangements and Standard Operating Procedures	Thames Valley Emergency Operating Area (TVEOA)	<ul style="list-style-type: none"> To set out the prior arrangements to be made and the responsibilities to be exercised during a state of local or national emergency 	2005
Waikato Valley Emergency Operating Area Arrangements and Standard Operating Procedure	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> As above 	2005
Southern Emergency Operating Area Arrangements and Standard Operating Procedures	Southern Emergency Operating Area (SEOA)	<ul style="list-style-type: none"> As above 	2005
CDEM Group EOC Structure Staffing and Operations Procedures	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> Describes the activation process for the Group EOC Outlines the relationships between staff, external agencies (liaison), advisors and controllers 	2005
CDEM Group Warning Systems Standard Operating Procedures	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> Lists the types of warnings that could be issued and the monitoring agency Outlines how warnings will be received and passed on to provide timely information to those organisations that may need to respond to any event 	2005

Full Title / Reference	Agency Responsible	Description / Purpose	Date / Version
CDEM Group Public Information and Media Management Standard Operating Procedures	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> To coordinate and execute media and public communication in the event of a regional emergency incident Confirms roles of key agencies 	2005
CDEM Group Welfare Standard Operating Procedures	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> To coordinate regional welfare provisions in recovery during an emergency incident Confirms roles of key agencies 	2005
Local EOC Activation Guide	Administrating Authority for each Emergency Operating Area (EOA)	<ul style="list-style-type: none"> Describes the activation process for the three Local EOCs Outlines the relationships between staff, external agencies (liaison), advisors and controllers 	To be completed
Waikato CDEM Group Recovery Manual	Thames Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> A collation of vital information and generic forms for the recovery process 	2005
Waikato CDEM Group Hazard and Risk Analysis: Explanatory Notes 2004	EMO	<ul style="list-style-type: none"> Outlines the processes and conclusions from identifying the hazards to be addressed by the Waikato CDEM Group Plan 	2005
CDEM Group Training Plan	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> Identifies key positions that require formal training Clarifies roles and responsibilities Outlines the CDEM Group's Training programme for the coming year 	To be completed
CDEM Group Evacuation Plan	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> To coordinate the evacuation of people from all or part of the region in the event of a major emergency incident 	To be completed
CDEM Group Public Awareness and Education Plan	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> To outline an approach to raise the awareness and understanding of the public on the effect of hazards To involve the public in reducing the effects of hazards so they can be better prepared to respond in an emergency 	To be completed
CDEM Group Financial Plan	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> To outline the financial arrangements in the region in the event of an emergency and in the recovery phase of an emergency 	To be completed
CDEM Group Logistics Plan	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> To coordinate regional resources and logistical arrangements prior to and during an emergency 	To be completed

Full Title / Reference	Agency Responsible	Description / Purpose	Date / Version
CDEM Group Emergency Communications Plan	Waikato Valley Emergency Operating Area (WVEOA)	<ul style="list-style-type: none"> • Outlines the operational procedures and arrangements in the event of failure of "normal" communication systems during an emergency • Confirms roles of key agencies 	To be completed
Group Volcanic Contingency Plan	Waikato Valley Emergency Operating Area (WVEOA) and Emergency Management Office (EMO)	<ul style="list-style-type: none"> • To establish a coordinated CDEM framework to facilitate preparedness and response to, and recovery from, a volcanic eruption affecting the Waikato CDEM Group Area 	To be completed
Group Tsunami Contingency Plan	Waikato Valley Emergency Operating Area (WVEOA) and Emergency Management Office (EMO)	<ul style="list-style-type: none"> • To establish a coordinated CDEM framework to facilitate preparedness and response to, and recovery from, a tsunami event affecting the Waikato CDEM Group Area 	To be completed

Annex D: Overview Individual Agency's Standard Operating Procedures (SOPs)

This annex lists a variety of other documents relevant to CDEM in the Waikato CDEM Group area for information purposes only. These plans are the responsibility of the listed agency and not the CDEM Group. The following documents are cited in support of this plan, but do not legally form a part of the plan.

Full Title / Reference	Agency Responsible	Description / Purpose	Date / Version
Major Incident and Emergency Plan	Waikato District Health Board (Waikato DHB)	<ul style="list-style-type: none"> Identifies and mitigates known health risks Outlines a framework to better prevent, prepare for, respond to, and recover from the effects of an emergency To maintain or restore the health status of the population as soon as possible following an emergency 	2002-2005
Advice to CDEM Groups on Hazard Identification and Emergency Management	Ministry of Agriculture and Forestry (MAF)	<ul style="list-style-type: none"> Outlines the role of MAF in an animal disease outbreak Identifies resources required to respond across various scenarios 	March 2004
CDEM Group Recovery Resource Manual	Emergency Operating Areas	<ul style="list-style-type: none"> Outlines the generic structures and procedures regarding the recovery function (including use for the Terms of References and Recovery Coordinator Statement) 	2005
Waikato Engineering Lifelines Group Business Plan	Waikato Engineering Lifelines Group (WELG) Steering Committee /Project Manger	<ul style="list-style-type: none"> Sets out the functions of the WELG Steering Committee, Project Manager and members Provides for the administrative and financial arrangements of the Lifelines Group Outlines how the Steering Committee (on behalf of the WELG) will conduct its business 	2005
National Terrorist Plan and Counter Terrorist Standard Operating Procedures	New Zealand Police	<ul style="list-style-type: none"> Outlines the procedures and arrangements in the event of a terrorist threat or attack 	2001
National Fire Safety Promotion Strategy Plan	New Zealand Fire Service	<ul style="list-style-type: none"> Describes the aims and objectives for reducing the threat of fire and risk to life 	2002

National Marine Oil Spill Contingency Plan	Maritime Safety Authority (MSA)	<ul style="list-style-type: none">Promote the planned and nationally coordinated response to any marine oil spill that is beyond the resources and/or expertise of the regional council or is outside the region of any regional council but is within the exclusive economic zone or continental waters of New Zealand	June 2004
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Annex E: Declaration and Termination Forms for States of Emergency

Only those people appointed by the CDEM Group may declare a state of local emergency.

A person who declares, extends, or terminates a state of local emergency in the Waikato CDEM Group area, shall confirm that declaration via the following forms.

Once a declaration is made, the public must be immediately notified by any means that are reasonable. The declaration must also be published in the gazette as soon as is practicable.

**DECLARATION
FOR A STATE OF LOCAL EMERGENCY FOR THE WAIKATO CIVIL DEFENCE
EMERGENCY MANAGEMENT GROUP**

Pursuant to section 68 of the Civil Defence Emergency Management Act 2002,

_____ *[full name]*

hereby declare that a state of local emergency exists in:

a). The Waikato Civil Defence Emergency Management Group Area;

OR

b). _____ *[Name of Ward or District]*

This state of local emergency comes into force on the date of this declaration,

OR

comes into force

at _____ on _____
[time] [date]

This state of local emergency expires:

at _____ on _____
[time] [date]

or with the commencement of the seventh day after the date on which it was declared, whichever is the earliest.

Signature: _____

Designation: _____

Time and Date of Declaration: _____

PUBLIC NOTICE OF THIS DECLARATION MUST BE GIVEN AS SOON AS POSSIBLE BY SUCH MEANS AS ARE REASONABLY PRACTICABLE. IT MUST ALSO BE PUBLISHED IN THE NZ GAZETTE AS SOON AS PRACTICABLE.

**EXTENDING
A STATE OF LOCAL EMERGENCY FOR THE WAIKATO CIVIL DEFENCE EMERGENCY
MANAGEMENT GROUP**

Pursuant to section 71 of the Civil Defence Emergency Management Act 2002,

_____ *[full name]*

extend the state of local emergency declared in respect of:

a). The Waikato Civil Defence Emergency Management Group Area;

OR

b). _____ *[Name of Ward or District]*

on _____ *[date of declaration]*

until _____ *[time]* on _____ *[date]* *

Signature: _____

Designation: _____

Time and Date of Declaration: _____

* extension must not exceed six days.

**PUBLIC NOTICE OF THIS DECLARATION MUST BE GIVEN AS SOON AS POSSIBLE BY SUCH
MEANS AS ARE REASONABLY PRACTICABLE. IT MUST ALSO BE PUBLISHED IN THE NZ
GAZETTE AS SOON AS PRACTICABLE.**

**TERMINATING
A STATE OF LOCAL EMERGENCY FOR THE WAIKATO CIVIL DEFENCE EMERGENCY
MANAGEMENT GROUP**

Pursuant to section 72 of the Civil Defence Emergency Management Act 2002,

_____ *[full name]*

hereby terminate the state of local emergency declared in respect of:

a). The Waikato Civil Defence Emergency Management Group Area;

OR

b). _____ *[Name of Ward or District]*

on _____ *[date of declaration]*

The termination of the state of Civil Defence Emergency shall take effect from:

_____ *[time]* on _____ *[date]*

Signature: _____

Designation: _____

Time and Date of Declaration: _____

PUBLIC NOTICE OF THIS DECLARATION TERMINATION MUST BE GIVEN AS SOON AS POSSIBLE BY SUCH MEANS AS ARE REASONABLY PRACTICABLE. IT MUST ALSO BE PUBLISHED IN THE NZ GAZETTE AS SOON AS PRACTICABLE.

Annex F: Recovery Documentation

(This appendix is still under development and will be revised when the Ministry of CDEM releases the next issue of the Director's Guidelines on Recovery).

Appointing a Recovery Manager

The CDEM Group and the local authorities making up that group should select, appoint and train a Recovery Manager prior to an emergency rather than await the event and appoint a person to manage the recovery when needed. These guidelines and the attached job description are for use either by the local authority Recovery Manager or when the CDEM Group appoints a Recovery Manager before the event.

Operational context

The environment within which the Recovery Manager will operate differs considerably from that of the Controller. Specifically, the Recovery Manager:

- has no statutory powers – unless delegated by specific agencies
- must acknowledge that actions will be undertaken by business as usual governance agencies
- will be coordinating activities across a range of public and private agencies
- must prioritise recovery actions
- must ensure existing financial commitments are reviewed and allocations retargeted to recovery priorities.
- must consider the long-term implications of each action
- must establish and maintain effective communication links with the community
- must contend with high (but eroding) media interest
- must respect the high level of political interest.

Appointment documentation

The Recovery Manager can be appointed by a clause in an existing employee's employment contract, or by a standalone contract recognising duties to train and be trained, participate in planning, be available for appointment within 24 hours, and with remuneration terms agreed.

Alternatively, a Recovery Manager can be appointed through a Memorandum of Understanding with another organisation, linked to an employment contract.

Whichever document is adopted, it should affirm the expectations of both parties, address the issue of liability and provide the Recovery Manager with adequate indemnity.

A terms of reference template, details of which will be event-dependent, should be prepared and annexed to the recovery plan. An example is provided in this Annex.

Criteria for selecting a Recovery Manager

The Recovery Manager will operate in a potentially hostile and complex political environment, with responsibility for allocating scarce resources and determining restoration priorities.

Selection criteria must take into account not only management skills and competencies but also appropriate vetting of the nominee’s personal qualities and attributes. To assist in the selection process a Recovery Manager position description and competency profile has been developed and is available on the Ministry’s website.

Historical Note: The 1931 Hawke’s Bay commissioners were said to have put Napier back on its feet with “compassion, efficiency, dedication and vision”.

Training needs

Training should be addressed as part of the appointment process and a professional development programme established according to the appointee’s needs. The Recovery Manager should be included in emergency operations centre training as appropriate. An induction programme should be developed for all newly appointed Recovery Managers. Most CDEM Groups have adopted the CIMS Model as a template for command, control and coordination of a multi-agency response. It is important that the Recovery Manager is familiar with CIMS and has undergone some training in this area - knowledge of (but not limited to) Level 4 would be advantageous.

National training activities

MCDEM offers a programme of nationally directed courses that are designed to provide participants with specific information and activities relevant to the key roles within the CDEM Group. Recovery Managers are eligible and are encouraged to attend these.

Terms of reference

The Recovery Manager’s terms of reference will define in the broadest terms his/her key responsibilities. In addition to these the Recovery Manager will have a series of basic functions that should form part of the Recovery Manager job description (see attached).

Recovery Manager Job Description

CDEM GROUP

Job Title	Local / Group Recovery Manager
Location	
Reporting To	Group Controller (while a declared state of emergency is in force) As determined by CDEM Group or Local authority (after the declared state of emergency has been terminated)
Direct Reports	Administrative staff Various committees as determined by the management structure required by the event

Authorisation

The Group Recovery Manager may be appointed prior to any emergency event. The position does not carry any statutory powers, unless delegated by specific agencies, and the Group Recovery Manager remains answerable to the Group Controller while a declared state of emergency is in force. The terms of reference will be shaped by the particular event. The Group Recovery Manager should be available for appointment within 24 hours of a declared state of emergency.

Description

The CDEM Act requires local authorities to coordinate through regional groups, planning, programmes and activities related to civil defence emergency management across the areas of reduction, readiness, response and recovery, and encourage cooperation and joint action within these regional groups. CDEM Groups must also provide for the planning and preparation for emergencies and for response and recovery in the event of an emergency.

Part 2, Section 17 of the CDEM Act states “the functions of a CDEM Group and of each member are tocarry out recovery activities”.

Purpose of Position

The Group Recovery Manager’s role is to facilitate and coordinate the short/medium term recovery activities for the affected community/communities within the CDEM Group.

Key Results

- The immediate safety, health and welfare needs of those affected have been met.
- Systems have been established or re-established to assist individual and community self-sufficiency (including those agencies with statutory responsibilities).
- Essential services have been restored to minimum operating levels.
- New measures to reduce hazards and risks have been recommended.
- Ongoing training and development, including exercises and simulations, has been undertaken.

Functions

In order to facilitate and coordinate short/medium recovery activities the Group Recovery Manager will undertake the following functions:

- Establish early liaison with the Group Controller and any affected local controllers.
- Establish the planned management structure for coordination of the CDEM Group’s relief and recovery efforts.
- Establish or re-establish systems to assist individual and community self-sufficiency, including those agencies with statutory responsibilities.
- Facilitate and coordinate the CDEM Group’s recovery operations, including the assessment of tasks, setting of priorities and allocation of resources.
- Make provisions to account for such monies as she/he is accountable for and is made available to facilitate the CDEM Group’s recovery process (ensuring that monies spent are not for services or purposes which in the normal circumstances would be borne by an agency or government department).

- Establish regular dialogue with key stakeholders to ensure their participation in and awareness of the intended recovery process.
- Mediate where conflicts emerge during the recovery process.
- Assist with facilitation and coordination of central government, local government and non-government agencies' services involved in the recovery process.
- Identify areas where existing policy provisions are unlikely to be sufficient to achieve the required recovery level and, where appropriate, suggest special policies which may need to be applied.
- Provide sufficient information to the central government agency responsible for recovery to allow central government to make timely and coordinated decisions to assist recovery operations.
- At the conclusion of the official recovery phase, provide a report to the CDEM Group detailing actions taken, monies expended, predicted further expenditure required, lessons learned and recommended reduction measures to prevent future disasters.

Key Relationships

- CDEM Group in conjunction with local authorities (eg, regional and district councils, local authority trading enterprises, territorial authority utility providers)
- Central government, eg. Ministry of Social Development, Department for Child, Youth and Family Services, Te Puni Kokiri and MCDEM
- Commercial, industrial and rural representatives
- Voluntary and community groups
- Other utilities

Person Specification

Prior Knowledge and Experience

The Group Recovery Manager will operate in a complex political environment, with responsibility for allocating scarce resources and determining restoration priorities. It is important that the Group Recovery Manager has a sound understanding of the CDEM Group's planning, resources and network structures and has an awareness of relevant legislation and statutes in the recovery context.

Ideally the Group Recovery Manager will have an understanding of the business continuity planning process and/or the recovery management process and will be experienced as a project manager. An understanding of the community impact of a major disaster (physical, psychological, sociological and economic) is an advantage.

Personal Qualities

- Awareness and understanding of community values
- Firm but participative leadership style
- Energetic and positive approach to problem solving
- Able to engender credibility, confidence and respectability
- Ability to cope with stressful situations within a confused and rapidly changing environment
- Political insight and intuitiveness
- Capacity to inspire confidence among staff and the affected community

- A focus on results, balanced with a sensitive and honest approach to people
- Ability to gain the confidence of CDEM Group politicians, local authority chief executives and participating utility operators

Competencies

- **Political acumen**
 - Understands central and local government processes.
 - Uses balanced judgement and diplomacy in considering central and local government environments and the individual objectives of stakeholders to achieve desired outcomes.
 - Identifies the issues and determines who needs to be involved to achieve the desired goal.
 - Assists others to articulate central and local government policy issues.
- **Knowledge of and sensitivity to Maori protocols**
 - Understands general principles underpinning Tikanga Maori
 - Acts accordingly or seeks guidance or clarification before taking action
- **Management of resources**
 - *Human*
 - Creates a strong, clear direction.
 - Obtains a shared commitment from others.
 - Mentally steps outside the problem to focus on a solution
 - Demonstrates a range of operating styles and an ability to handle different situations in different ways.
 - Reacts constructively to negative situations such as conflict or challenges.
 - Anticipates a range of possible outcomes and plans appropriately for them.
 - Develops teams and appropriate rosters.
 - *Financial*
 - Understands financial processes within the public sector.
 - Understands the economic impact of the prioritisation of recovery decisions.
 - Establishes clear criteria for the distribution of relief aid.
 - *Physical resources*
 - Establishes priorities for the allocation of resources.
 - Understands the economic impact of the prioritisation of resource allocation decisions
- **Project facilitation and coordination**
 - Understands project management philosophy, including buy-in.
 - Uses a variety of group facilitation and group processes to achieve the desired outcome.
 - Uses independent thought to challenge and seek solutions.
 - Recognises and interprets the broader issues over the longer term and defines the steps required to achieve recovery safely (economic, social physical).
 - User project management methodology to assist communities to take control of their own recovery.
- **Mediation and negotiation**
 - Resolves conflicts, confrontations and disagreements and minimises negative personal and organisational impacts.
 - Influences, negotiates and persuades across group boundaries so things get done and obstacles are overcome.
 - Recognises key political and other factors which may impact on working relationships and deals with them sensitively and strategically.

-
- Determines and analyses the key issues in any negotiation process.
 - Seeks to be well briefed on all relevant background to an issue.
 - Anticipates the need to involve and brief others in the negotiation process.
 - Understands the strengths and weaknesses of counter arguments, claims or issues.
 - Can stand back from the process and suggest alternative solutions to reach an acceptable outcome.
 - Works to establish a constructive atmosphere, so that all parties feel satisfied with the process.
 - **Communication – oral and written**
 - Writes clearly and concisely.
 - Understands and is able to communicate issues and concepts.
 - Builds strong working relations with external agencies and groups.
 - Expresses complex ideas and concepts in a manner that can be easily understood.
 - Communicates information in a way that increases and builds positive relationships with key groups.
 - Listens attentively and understands what other people are saying, including interpreting undertones, nuances and body language.
 - Prepares documents which correctly represent any agreements reached.
 - **Media management**
 - Understands, promotes and applies appropriate media management principles.
 - Manages intense media interest efficiently and effectively.
 - Understands the importance of the role the media plays in a successful recovery operation.

Local Recovery Manager Terms of Reference

(Day) (Month) (Year)

Recovery Manager:

Terms of Reference

- 1 In consultation with the Mayor and Chief Executive of theLocal Authority, establish an interim management structure to coordinate recovery measures for the participating central government and local agencies concerned with the community of and its surrounding district.
- 2 Facilitate and coordinate the operation of agencies involved in the recovery operation. In particular to:
 -, and
 - seek long-term solutions involving all the affected parties.
- 3 Provide regular reports on recovery operations to council, and such central government agencies that have a role in the recovery process.
- 4 Identify areas where council needs to make decisions beyond existing policies and procedures, and advise on recommended options.
- 5 Disseminate information so that all concerned are aware of the steps being taken in the recovery process.
- 6 Provide a report at the end of the appointment as Recovery Manager detailing the expenditure committed, actions taken, lessons learned, and any recommendations.

Group Recovery Manager Terms of Reference

(Day) (Month) (Year)

Recovery Coordinator:

Terms of Reference

- 1 In consultation with the Chairman of theCDEM Group establish an interim management structure to coordinate recovery measures for the participating central government and local agencies concerned with the community of and its surrounding district in circumstances where they have not been able to establish themselves.
- 2 Facilitate and coordinate the operation of agencies involved in the recovery operation. In particular to:
 - setup such recovery structures as necessary and,
 - identify long-term solutions involving all the affected parties.
- 3 Provide regular reports on recovery operations to council, and such central government agencies that have a role in the recovery process.
- 4 Identify areas where council needs to make decisions beyond existing policies and procedures, and advise on recommended options.
- 5 Disseminate information so that all concerned are aware of the steps being taken in the recovery process.
- 6 Provide a report at the end of the appointment as Recovery Manager detailing the expenditure committed, actions taken, lessons learned, and any recommendations.

Recovery Coordinator Statement

In special circumstances, the Waikato CDEM Group may consider that the extent of the emergency requires a closer involvement from Central Government, or the extent of the emergency requires additional independent coordination between other CDEM Groups. In these cases they may request the Minister of CDEM for a more specialist coordinator. The act provides for the Minister to appoint a Recovery Co-ordinator.

Appointment and functions of Recovery Co-ordinator

- (1) If the Minister is satisfied that a Civil Defence Emergency Management Group is, or is likely to be, unable to ensure the effective carrying out of recovery activities in its area, the Minister may, by notice in the Gazette, appoint, on the terms and conditions that the Minister considers fit, a suitably qualified and experienced person as the Recovery Co-ordinator for the area.
- (2) A Recovery Co-ordinator holds office for a specified term, not exceeding 28 days, and may be reappointed.
- (3) No person is employed in the service of Her Majesty for the purposes of the State Sector Act 1988 or the Government Superannuation Fund Act 1956 merely because he or she holds the office of Recovery Co-ordinator.
- (4) Every notice appointing or reappointing a Recovery Co-ordinator must -
 - (a) specify the term of the appointment:
 - (b) specify the area in respect of which the powers of the Recovery Co-ordinator may be exercised:
 - (c) specify whether or not the Recovery Co-ordinator has the functions, duties, and powers of a Group Controller that may be conferred on the Recovery Co-ordinator under section 30:
 - (d) be published in the Gazette as soon as practicable.

The powers of a Recovery Co-ordinator will be tailored to the requirements of the Minister depending on the background leading to the appointment. The Act provides for:

Cf 1983 No 46 s 69

Powers of Recovery Co-ordinator -

- (1) A Recovery Co-ordinator is responsible to the Director for undertaking recovery activities for the area for which he or she has been appointed.
- (2) Subject to the directions of the Director, a Recovery Co-ordinator has all the functions, duties, and powers of a Group Controller if specified in the appointment notice described in section 29(4) and—
 - (a) there is no civil defence emergency management group plan; or

- (b) the Minister is satisfied that the Group Controller for the area is, or is likely to be, unable to exercise the functions, duties, and powers that are conferred on or imposed on a Group Controller by this Act or any other enactment.
- (3) If the powers referred to in subsection (2) are conferred on any Recovery Co-ordinator, the Recovery Co-ordinator must be treated as the Group Controller for the purposes of this Act for the area for which the Group Controller has been appointed.

The Recovery Co-ordinator reports to the Director of CDEM and the “specimen” Terms of Reference are set out in the National Civil Defence Plan, Part 2, Annex B, Appendix 1 and in the Cabinet Recovery Plan, Annex B, Appendix 1. (Both documents are under review).
The terms of reference require the appointee to:

1. Establish an interim management structure to co-ordinate relief and recovery measures for Central Government and local agencies until they are able to establish or re-establish themselves.
2. Facilitate and co-ordinate the operation of governmental and non-governmental agencies involved in the recovery operation.
3. Identify areas where existing policy provisions are unlikely to be sufficient to achieve the desired recovery, and suggest special policies that may be applied.
4. Provide enough information to the DESC Co-ordinator and to appropriate departments to allow Central Government to make timely and co-ordinated decisions.
5. Disseminate information so that everyone concerned is aware of the steps being taken in the recovery process.
6. Spend money as necessary to co-ordinate the recovery process. Money should not be spent on work that should be done by another agency. Expenditure may be charged to the agency that appoints the DRC.
7. Provide a report detailing the actions taken, lesson learned and any recommendations for future co-ordinators. (It should be noted that any reports prepared by the Recovery Coordinator are for the Director and are confidential unless released by the Director)

In preparation for their arrival, appropriate office and support staff should be put in place to enable them to be up and running as soon as possible. Carefully prepared brief and contact lists should also be prepared.

The following office set-up will be provided, particularly in a major event where they cannot be accommodated within the established Emergency Operating Centre:

Accommodation

(may be expanded or functions combined depending on the complexity of the emergency):

Office for the RC and an office for administration personnel
Use of committee rooms for Recovery Liaison Committee meetings
Separate "Recovery EOC" if required,
Separate Briefing room

Office equipment

Telephones
VHF radio (if still required)
Fax machine and paper
Computers with internet access
Electronic whiteboard and markers
Copier

