



Wellington Region Civil Defence Emergency Management Group Plan

WORKING TOGETHER

Hutt City Council
Porirua City Council
Upper Hutt City Council
Wellington City Council
Carterton District Council
Masterton District Council
Kapiti Coast District Council
South Wairarapa District Council
Greater Wellington Regional Council

Contents

Foreword	5
Plan structure	6
1. Introduction	6
2. The Wellington Region	6
3. Strategic direction	6
4. Operational framework	6
5. Administrative arrangements	6
6. Monitoring and review	6
Part 1 - Introduction	7
1. What is this Plan?	7
2. Who is the Plan for?	7
2.1 Local Authorities	7
2.2 Other emergency management agencies	7
3. Duration of Plan and review	8
4. Relationship with the National CDEM Plan and the National CDEM Strategy	8
5. Requirement for local authority civil defence emergency management planning	8
6. How the Plan was prepared	8
7. Supporting documentation	9
8. Local procedures	9
Part 2 – The Wellington Region	10
9. Key characteristics of the Wellington Region	10
10. The Region’s people	11
11. Significant emergency events in the Wellington Region	12
12. What does this mean for CDEM?	13
Part 3 - Strategic direction	15
13. Introduction	15
14. Strategic planning framework	15
15. Vision	16
16. Goals	16
16.1 Plan goals	16
16.2 Relationship to the National CDEM Strategy	16

17.	Summary of hazards	17
17.1	Earthquake	17
17.2	Tsunami	18
17.3	Volcanic hazards	19
17.4	Storms	19
17.5	Flooding	20
17.6	Landslides	21
17.7	Drought and extreme heat	21
17.8	Fire (Rural)	22
17.9	Fire (Urban)	22
17.10	Hazardous substances	23
17.11	Transportation accident (land, marine, air)	23
17.12	Biological and public health hazards	24
17.13	Agricultural hazards (animal diseases, biosecurity)	24
17.14	Disruption of infrastructure systems	25
17.15	Terrorism	25
18.	Risks and associated strategic issues	26
18.1	Risk analysis	26
18.2	Identification of strategic issues	26
18.3	Addressing high risk hazards	27
19.	Reduction	28
19.1	Strategic issues	28
19.2	Objectives and methods	29
20.	Readiness	30
20.1	Strategic issues	30
20.2	Objectives and methods	31
21.	Response	32
21.1	Strategic issues	32
21.2	Objectives and methods	33
22.	Recovery	34
22.1	Strategic issues	34
22.2	Objectives and methods	35
Part 4 - Operational framework		36
23.	Introduction	36
23.1	Key principles	36

24.	Readiness	37
24.1	Organisational framework	37
24.2	Other organisational structures	39
24.3	Emergency Operations Centres	40
24.4	Readiness functions	42
25.	Response	48
25.1	Response Principles	48
25.2	Organisational framework	48
25.3	Levels of response	48
25.4	Role of EOCs	52
25.5	Activation procedure	52
25.6	Declaring a state of local emergency	53
25.7	Response functions	57
26.	Recovery	74
26.1	Recovery Principles	74
26.2	Role of the CDEM Group in recovery	75
26.3	Territorial Authority role in recovery	75
26.4	Group recovery management	75
26.5	Transition to recovery	77
26.6	Recovery functions	77
Part 5 – Administrative arrangements		83
27.	CDEM Group membership and functions	83
27.1	CDEM Group Terms of Reference	83
27.2	CDEM Group Membership	83
27.3	Representation on CDEM Group	83
28.	CEG membership and functions	84
28.1	CEG Membership	84
28.2	Representation on CEG	85
29.	Administering Authority	85
30.	CDEM Group Emergency Management Office (Group EMO)	85
31.	Financial arrangements	85
31.1	Cost apportionment	86
31.2	Unexpected expenditure	88
31.3	Cost recovery	88
31.4	Relationship to local government financial planning requirements	88

32.	Co-operation with other CDEM Groups	88
33.	CDEM Group appointments	89
34.	Delegation of authority	89
Part 6 - Monitoring and review		91
35.	Process for Plan monitoring and review	91
35.1	Measuring achievement of Plan Goals	91
35.2	Monitoring progress of CDEM Group Work Programme	93
35.3	Group Plan review following activation	93
35.4	Ongoing review of Plan currency and sufficiency	94
35.5	Ministerial monitoring	94
Glossary		95
Appendix 1 - CDEM Group Work Programme 2005-2009		99
Appendix 2 - Strategic partners		102
Appendix 3 - Supporting documentation		103
Appendix 4 - Group appointments		105
Appendix 5 - Inter Group Memoranda of Understanding		106
(Hawkes Bay, Marlborough, Manawatu Wanganui, Auckland)		
Appendix 6 - Forms for declaring, extending or terminating a state of local emergency		123
	Declaration of a state of local emergency	123
	Extension of a state of local emergency	124
	Termination of a state of local emergency	125

Foreword

The hazardscape of the Wellington Region exposes all our cities and districts to a wide range of natural and man-made hazards (earthquake, flooding, landslide, tsunami, storm, biological, chemical, terrorism, etc.). However, there is a great deal that we can do to reduce the impact of these hazards on our communities.

We need to understand better the nature of these hazards and their consequences. We can all be better prepared to deal with and recover from a disaster. Individuals, families and organisations all have a role to play in emergency management. We have a responsibility to ourselves and others to think about and plan how we are going to deal with emergency events.

As a requirement of the Civil Defence Emergency Management Act 2002, the local authorities in the Wellington Region formed a Civil Defence Emergency Management Group on 15 May 2003. One of the tasks of this Group was to develop and implement a Civil Defence Emergency Management Group Plan (the Plan) for the Wellington Region. The purpose of this Plan is to put in place procedures and arrangements to achieve the vision that this Civil Defence Emergency Management Group has set itself – *the communities of the Wellington Region are resilient*.

The Wellington Region is well served by many dedicated people in central government, local authorities, emergency services, welfare agencies, engineering lifeline utilities, the insurance industry, research industry, business sector, and other role-players. The Plan builds on the existing knowledge and arrangements already in place and it reflects the high level of co-operation that already exists between all those involved in emergency management in the Region.

Resilient communities are ready for emergencies and have the knowledge, skills and resources to respond to and recover from an emergency event. This Plan will help us to become more aware of our hazards and their consequences.

Wayne Guppy

Chairperson, Wellington Region CDEM Group

Plan structure

This Plan has the following six parts:

1. Introduction

Purpose, application and Plan preparation process.

2. The Wellington Region

Key characteristics of the Wellington Region, its people, and history of emergency events.

3. Strategic direction

Vision, outcomes and context of the Plan. Summary of significant hazards and how they are to be managed.

4. Operational framework

Roles and responsibilities of agencies with emergency functions.

5. Administrative arrangements

Organisational structure and administrative arrangements of the CDEM Group.

6. Monitoring and review

Part 1 - Introduction

1. What is this Plan?

The Civil Defence Emergency Management Act 2002 (CDEM Act) requires every regional council and every territorial authority to unite to establish a Civil Defence Emergency Management Group (CDEM Group). The organisational structure and administrative arrangements of the Wellington Region CDEM Group are set out in Part 5 of this Plan.

Section 48 of the CDEM Act requires every CDEM Group to prepare and approve a Civil Defence Emergency Management Group Plan (CDEM Group Plan). This Plan has been prepared to meet the requirements of Sections 48 – 57 of the CDEM Act.

The CDEM Group Plan provides the context and strategic direction for civil defence emergency management in the Wellington Region. It focuses on issues that the CDEM Group considers will benefit from a collective approach. The Group recognises that there are other emergency management issues that will be more appropriately dealt with by individual agencies or local authorities.

2. Who is the Plan for?

This Plan is for individuals and organisations with a civil defence emergency management role in the Wellington Region.

Section 59 of the CDEM Act requires that every individual or organisation required to perform functions and duties in this CDEM Group Plan should take all necessary steps to do so.

2.1 Local Authorities

The Plan sets out the significant emergency management issues in the Wellington Region and contains objectives and methods that are designed to address these issues. A CDEM Group work programme will be agreed annually to implement the objectives and methods (Appendix 1).

Individual local authorities will incorporate relevant parts of the CDEM Group work programme into their own strategic and financial planning processes.

Local authorities will also use the operational part of this Plan to determine their roles and responsibilities during emergency events.

2.2 Other emergency management agencies

Other emergency management agencies will incorporate relevant parts of the CDEM Group work programme into their own strategic and financial planning processes.

They will also use the operational part of this Plan to determine their roles and responsibilities during emergency events.

3. Duration of Plan and review

This plan is operative for five years following its approval by the CDEM Group. It will be reviewed when it has been operative for five years or, if required, in the interim period.

4. Relationship with the National CDEM Plan and the National CDEM Strategy

Section 53 of the CDEM Act specifies that the CDEM Group Plan must not be inconsistent with the National Civil Defence Emergency Management Strategy and must take account of guidelines, codes or technical standards issued by the Director of Civil Defence Emergency Management.

5. Requirement for local authority civil defence emergency management planning

Section 64 of the CDEM Act requires local authorities to plan and provide for civil defence emergency management within their districts. They must be able to function to the fullest possible extent, during and after an emergency, even though this may be at a reduced level. Therefore, this CDEM Group Plan does not replace planning at a local level.

6. How the Plan was prepared

A large number of organisations in the Wellington Region contributed to the development of this plan. These are listed in Appendix 2.

Involvement was by way of workshops, one to one meetings, sector meetings and written requests for input and comment. All the agencies involved have a direct or indirect role and responsibility for emergency management.

The key steps to develop the Proposed Plan were:

- Workshops, one to one meetings and sector meetings (about 30) held with emergency management partners (May 2003 to July 2004). The vision, goals, strategic issues and the Group work programme were jointly developed by all emergency management strategic partners.
- Proposed Plan approved by the CDEM Group for public consultation (25 November 2004).
- Proposed Plan notified (1 December 2004) with public submissions to be received by 28 January 2005.
- Submissions were heard (14 February 2005).
- Minister of Civil Defence reviewed and amended Plan (16 March 2005 to 16 April 2005).
- Plan was approved by Wellington Region CDEM Group (5 May 2005).
- Wellington Region CDEM Group Plan operative (5 May 2005).

7. Supporting documentation

A number of documents support this Plan. They are listed in Appendix 3. These documents are supporting only and are not legally part of the Plan.

8. Local procedures

Section 118 (3) of the CDEM Act 2002 provides that every local civil defence plan continues in force until the first civil defence emergency management group plan for the area becomes operative.

In the Wellington Region, all local civil defence plans will cease to be operative when the CDEM Group Plan becomes operative. However, each territorial authority has existing standard operating procedures for the management of emergencies in their respective areas. These are scheduled to be reviewed for content and consistency. The CDEM Group Emergency Operations Centre also has standard operating procedures. These will also be part of the review. Until such time as new procedures are approved by the CDEM Group, the existing standard operating procedures remain in force and support this Plan.

Part 2 – The Wellington Region

9. Key characteristics of the Wellington Region

The Wellington Region is unique because of its special geographical features and human settlement characteristics - these features have consequences for the Region's civil defence emergency management.

The Wellington Region's physical geography, with mountain ranges running north-south and dynamic river systems, has both created and restricted human settlement over the centuries. The risks the Region currently faces reflect choices made about such things as where we live and work and how we travel between them.

Wellington City, with a population of 200,000, is New Zealand's capital city and seat of government. The national importance of Wellington city is illustrated in its pivotal infrastructure linking the Region with the rest of the North Island, the South Island, and overseas. For example, Wellington's airport is the country's busiest domestic airport, while the port carries considerable volumes of freight and passengers. Wellington is also the nexus of State Highways 1 and 2 as well as commuter and long-distance train lines. While a substantial proportion of those who work in Wellington city may commute from outside the city, recent development has seen an increase in high-density inner city living.

Wellington City, therefore, functions as a major population centre and the headquarters of many services and business for the lower North Island. Access to, from and through the city is crucial.

Wellington's key role in politics, business and transport faces a number of threats from a range of natural hazards. The most notable hazards are the active fault lines that pass through or near the city. A major earthquake would damage many valuable assets and isolate the city, while a tsunami generated by such an earthquake could cause damage all around Wellington Harbour.

The **Hutt Valley** is home for nearly 100,000 people and several thousand businesses, most with premises on the Hutt River floodplain. The western edge of the Hutt Valley has the same fault line that passes through central Wellington, posing a major threat of earthquake-related damage (including landslides).

The **Wairarapa** represents the largest area of land in the Wellington Region, though is home to only 9% of the Region's population. Nevertheless, the Wairarapa is very important to the regional economy. The Wairarapa Plains are bisected by several major river systems and fault lines, while Lake Wairarapa stores large volumes of water that flow through the area. The risk of flooding across the Wairarapa Plains is an important consideration for the CDEM Group Plan both because of the threat to life in major settlements and because of the consequences for the rural economy.

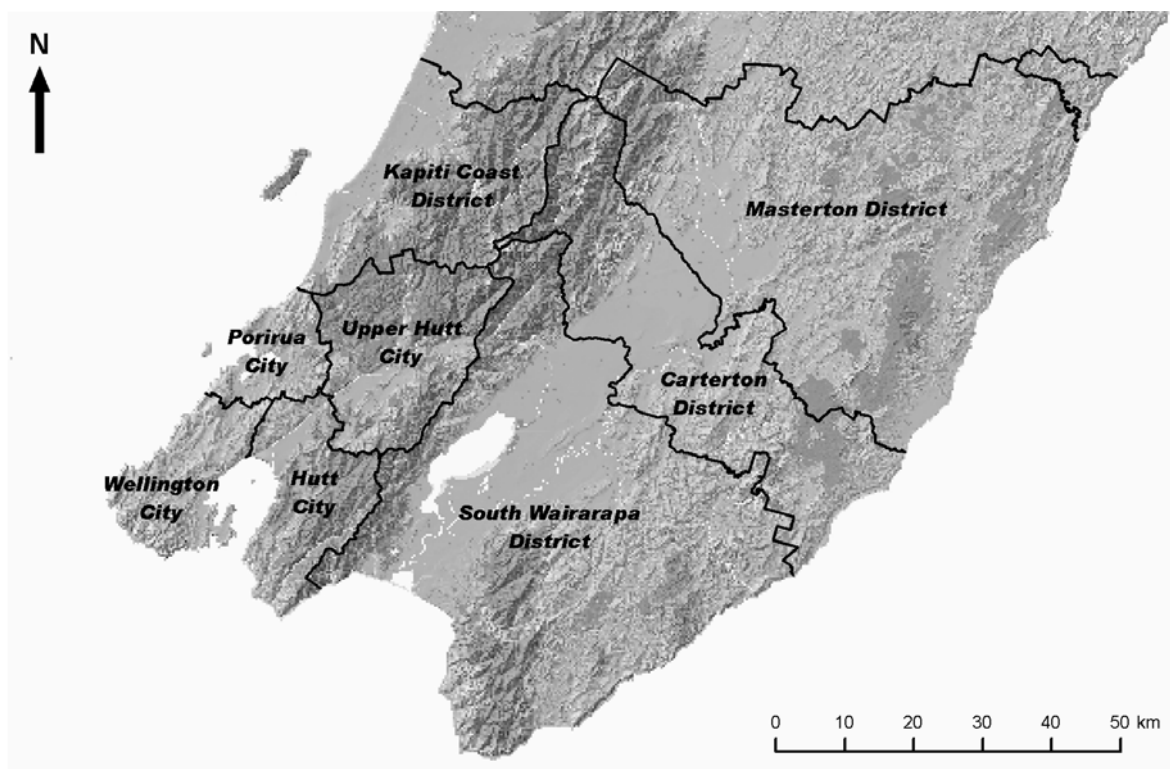
Much of the growth along the **Kapiti Coast** is on the coastal dune and river plains systems that stretch from Paekakariki into the Manawatu. The hazards facing the Kapiti communities range from earthquakes, landslides and tsunami through to floods from the fast-flowing rivers that flow down from the Tararua Ranges.

Kapiti is connected to Wellington by one major road and two rail tracks - both of which pass over fault lines and alongside steep coastal cliffs. As such, the area's communication connections with the capital - and Wellington's most direct link with the rest of the North Island - are especially vulnerable.

The **Porirua** area and **Pauatahanui Inlet** are also growing in population, and exposed to a similar range of hazards as the Kapiti coastal communities. Porirua has limited communication links to adjoining areas because of the steep hills defining the edge of the Porirua basin.

The major geographic features of the Wellington Region and the local authority boundaries can be seen in Figure 1 below.

Figure 1: Map of the Wellington Region



10. The Region's people

The Wellington Region has more than 450,000 people. According to June 2003 population figures the main population centres are Wellington (40%), Lower Hutt (22%), Porirua (11%), Kapiti (10%), and Upper Hutt (8%). Masterton, South Wairarapa and Carterton districts make up nine percent of the total regional population.

The Region's population growth is likely to reach 15% by 2021, according to projections, with the fastest growing areas being Wellington, Kapiti and Porirua. This population growth may mean more people are exposed to the hazards in the Region.

Older people and children can be more vulnerable to hazards. Population densities of people over 65 years are concentrated in Kapiti (22.3%) and also to a lesser extent in the Wairarapa (14.1 - 15.5%) compared to the national average of 12.1%. The percentage of families with children is higher in Porirua (71.1%), and also in Upper Hutt (63.6%), compared to the national average of 61%, and lower everywhere else especially in Kapiti (51%).

People for whom English is not a first language can be more vulnerable in an emergency due to being unable to access the same information and advice in their own language.

11. Significant emergency events in the Wellington Region

There have been many emergency events in the Wellington Region since records began. Some notable events in the Region's history include:

1855	Earthquake on the Wairarapa fault measuring 8.2 on the Richter Scale. This earthquake caused significant destruction to properties across the Region and one person was killed.
1909	Shipwreck of SS Penguin at Cape Terawhiti. Seventy-five of 102 people on board died.
1918	Influenza pandemic. Up to 800 people in the Wellington Region died. Between a third and a half of the population was infected.
1940	Plane crash in Waikanae. Fifteen people were killed.
1942	Earthquake in Masterton measuring 7.2 on the Richter Scale caused considerable damage across the Wairarapa.
1968	Cyclone Giselle caused winds of up to 200kph and the sinking of the Wahine ferry on Barrett Reef in Wellington Harbour. Fifty-one of the 733 people on board died.
1976	Hutt Valley surface flooding due to heavy rain. All roads were disrupted and many severe slips occurred on hillsides.
1998	Kapiti river flooding caused the death of one person.
2003/4	Flooding events in the Kapiti Coast, the Hutt Valley and Wairarapa.

12. What does this mean for CDEM?

The characteristics of the Wellington Region and our experience of emergency events, mean that CDEM must pay particular attention to the following:

- The Region's transport links with the rest of New Zealand are vulnerable. The Region has an essentially 'Y' shaped transport network with the main roading and rail network traversing the two main north/south valleys to make two strong north-eastern and north-western routes, culminating in the Wellington CBD. There are limited cross corridor links and key components of the network face high risk disruption from hazards. These links are busy, with about 85,000 vehicles a day using the Ngauranga to Aotea Quay section. These transport links are also used by utility services, e.g., bulk water supply systems. This means that high priority for CDEM is trying to ensure the protection of these transport links and for CDEM planning to have contingency plans to cope with damaged links.
- The Region is divided by mountain ranges, which separate the eastern rural Wairarapa area from the urban western Region. Weather patterns, fault lines and land-use differences mean that it is unlikely that the entire Region would be affected to the same degree by any major event. This means that the CDEM response capacity and organisation needs to be spread across the Region and the Group Emergency Operating Centre in Wellington should have an alternative location in the Wairarapa.
- It is likely that the Region will face multiple hazards in any event. For example, an earthquake could result in transport disruption, landslides, tsunami etc. Similarly, a high rainfall event may cause flooding, landslides and transport accidents. All CDEM planning should address the effects of multiple hazards rather than focussing on any one single hazard.
- As the seat of central government, core public sector services play an important part in the Wellington regional economy. The business services sector that interacts with government departments is a major industry, both in absolute terms and relative to the New Zealand economy as a whole. Wellington City is home to many government departments and head offices of large corporate organisations, even though there has been a trend of movement to Auckland. But they are generally located in high rise buildings, many of which are located close to fault lines (e.g., Lambton Quay). Also, more people are choosing to live in high rise accommodation in the inner city, often in converted commercial buildings. This has implications for CDEM as, in the event of an earthquake, it is likely that urban search and rescue will be an important component of any response operation. Equally, it will be important that government agencies and corporate organisations are able to resume business as soon as possible after any event, as they will be key to any recovery operation and the economic implications of them not being able to resume business activities are large.

- Many people commute to the Region's cities and districts for work. This means that population densities vary across the Region by both area and time. During the day, the population of the CBD is higher than at night. Even so, the increasing trend of inner city living and the growth of recreational activities in the CBD, means that people are located in the CBD for 24 hours a day. The timing of any emergency event will affect the nature of the response. For example, at 5pm it is likely that many people will be in cars on SH1 and SH2 or in commuter trains along both transport corridors.
- There are significant disparities in deprivation across the Region with higher levels in parts of Porirua City, Lower Hutt and the Wairarapa. Those in the lower socio-economic groupings are less likely to have the resources to be prepared for emergency events. They may require particular assistance, possibly subsidised.
- The Wairarapa is vulnerable to flooding which is a threat to the rural economy and to the Region's economy as a whole. CDEM planning should ensure that the risk of flooding is at an acceptable level and that flood events can be managed to reduce as much damage as possible.

Part 3 - Strategic direction

13. Introduction

This part of the CDEM Group Plan:

- states the vision of the Plan and the goals it is designed to achieve
- identifies the hazards and risks that the CDEM Group will manage
- identifies the strategic issues that need to be resolved
- describes what the CDEM Group is going to do in order to address these issues.

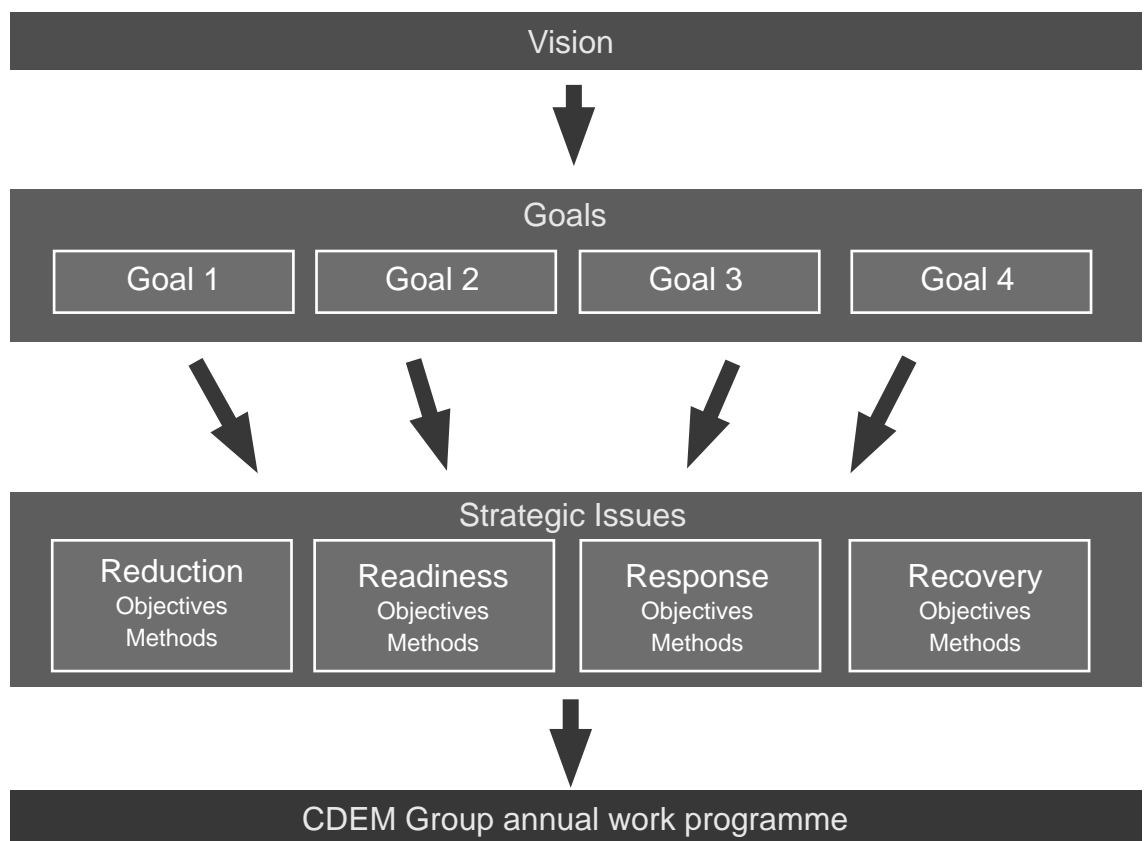
14. Strategic planning framework

The strategic direction of the Plan was developed by creating a vision and identifying high level outcomes.

Hazards were identified and associated risks were analysed. This process produced a number of strategic issues that face the Region in respect to emergency management. These were categorised into reduction, readiness, response and recovery issues. For each issue, a set of objectives and associated methods has been developed. These, in turn, lead to a CDEM Group work programme that specifies actions, responsibilities and timeframes (Appendix 1).

The strategic planning framework is shown in Figure 2 below.

Figure 2: The strategic planning framework



15. Vision

The vision of the CDEM Group Plan is that:

“The communities of the Wellington Region are resilient”.

Resilient communities are ready for emergencies and have the knowledge, skills and resources to respond to and recover from an emergency event.

16. Goals

16.1 Plan goals

If the CDEM Group Plan is successful, the following four goals will be achieved:

Goal 1: The community and emergency management agencies will be aware of the risks they face.

Goal 2: The community and emergency management agencies will take action to manage the risks they face.

Goal 3: The community and emergency management agencies will know their role and responsibilities.

Goal 4: The community and emergency management agencies will be able to respond to, and recover from, emergency events effectively.

16.2 Relationship to the National CDEM Strategy

The vision and the four high level outcomes identified for this Plan support the goals of the National CDEM Strategy.

The national vision statement is *“Resilient New Zealand: Strong communities understanding and managing their hazards”*.

The National CDEM Strategy has the following goals:

Goal 1: To increase community awareness, understanding and participation in CDEM. (Supported by CDEM Group Plan Goals 1, 2, 3 and 4)

Goal 2: To reduce the risks from hazards to New Zealand. (Supported by CDEM Group Plan Goals 1 and 2)

Goal 3: To enhance New Zealand’s capability to manage emergencies. (Supported by CDEM Group Plan Goal 4)

Goal 4: To enhance New Zealand’s capability to recover from disasters. (Supported by CDEM Group Plan Goal 4)

17. Summary of hazards

The Wellington Region is vulnerable to many hazards that could cause an emergency.

The hazards described in this Plan are all significant as they require CDEM Group involvement and management.

It should be noted that major emergency events, in reality generally involve multiple hazards. For example, a major earthquake may cause tsunamis, landslides, urban fires, transportation accidents and disruption of infrastructure systems.

A brief description of significant hazards follows.¹

17.1 Earthquake

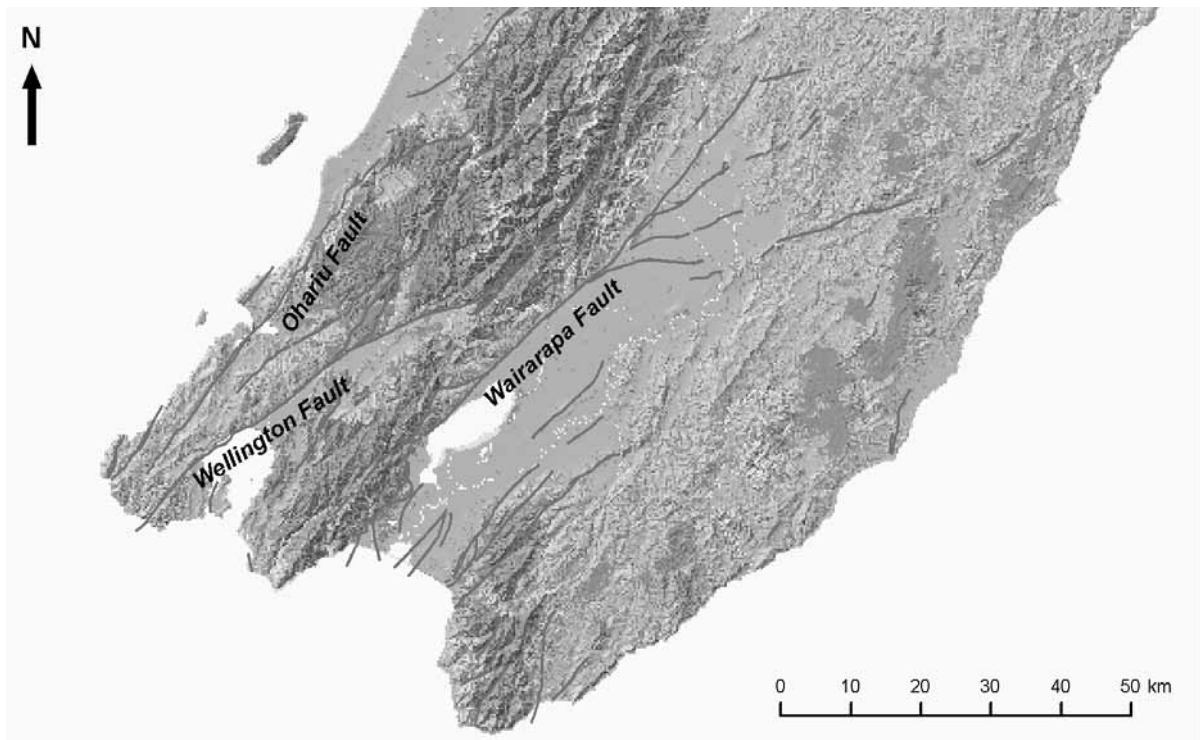
Description:

The Wellington Region is crossed by numerous fault lines, including the Wellington Fault, Wairarapa Fault, and Ohariu Fault (Figure 3). Other faults in the Region include the Gibbs Fault, Shepherds Gully Fault, Masterton Fault, Carterton Fault and the Mokonui Fault.

Earthquakes are characterised by ground shaking. Other effects that may occur include liquefaction, surface fault ruptures, landslides and, sometimes, tsunamis.

In the Wellington Region, fault lines run through highly populated areas and close to major infrastructure. They are also located on or nearby vulnerable land that has been reclaimed as a result of previous earthquakes.

Figure 3: Fault lines of the Wellington Region



¹ A comprehensive description of each hazard is contained in the supporting document "Hazard and Risk Analysis for the CDEM Group Plan", available from the CDEM Group Office.

Likelihood

An earthquake on the Wellington Fault is expected to occur every 500 – 770 years. A total of 335 – 485 years have elapsed since the last major earthquake on that fault line. Other faults in the Region vary in how often they are expected to move, with a range of between 700 to 5000 years.

Consequences

A major earthquake in the Wellington Region will have significant consequences. It is possible that hundreds of people could die and thousands could be injured, especially if the event happened during work hours. Transport and utility networks are likely to be disrupted, buildings may collapse and fires may break out. Normal community and business life will be disrupted for a considerable period of time.

17.2 Tsunami

Description

The Wellington Region is vulnerable to tsunami that are generated either close to New Zealand (local tsunami) or across the Pacific Ocean (distant tsunami). Tsunami are large ocean waves that are generally caused by undersea earthquakes, landslides or volcanic activity. Local tsunami sources include faults in Cook Strait (incorporating offshore sections of the Wellington, Wairarapa and Ohariu Faults), faults offshore of Kapiti, and Hikurangi Trough. Submarine landsliding in Cook Strait may also have potential to generate damaging tsunami.

On the open coast, tsunami are characterised by high speed water inundation (up to 70kph) which carries sediment and debris. They can run up to 1km inland in low lying areas and cause seiching (sloshing) in harbours and flooding. Tsunami can destroy coastal properties and infrastructure.

The tsunami risk is highest on the eastern coastlines of the Region. The settlements of Castlepoint and Riversdale are particularly at risk. The southern and western coastlines are also vulnerable to tsunami. As these areas are heavily developed, the consequences of a tsunami event are likely to be very serious.

Likelihood

On average, a tsunami 5 –10 metres high can be expected somewhere on the Wellington Region coastline approximately every 84 years. The same size wave can be expected to occur on the Region's west coast every 250-400 years, the south coast every 100-250 years and the east coast every 100-150 years.

Consequences

A tsunami in a populated coastal area, at high tide, could cause widespread damage and result in deaths and injuries. If there is a warning period, large scale evacuations would be necessary. Some property and infrastructure could be permanently destroyed with the consequent economic impact. If the tsunami was caused by a local earthquake, the damage caused would likely compound any earthquake damage.

17.3 Volcanic hazards

Description

There are no volcanoes in the Wellington Region.

The prevailing wind conditions in the Wellington Region mean it is more likely the Region will be affected by ash falling from eruptions of Mt Taranaki than from the volcanoes in the central plateau.

Likelihood

An ash fall from Mt Taranaki, with a depth of 1-5 mm, is expected in the Wellington Region every 1300-1600 years.

Consequences

Ash fall in the Wellington Region could disrupt infrastructure, such as lifeline utilities and transportation networks, particularly the air travel network. Social, economic and agricultural disruption would be likely, and those vulnerable to respiratory problems could be affected.

The Wellington Region could suffer some downstream consequences, such as disruption to electricity supply or telecommunications.

17.4 Storms

Description

Storms are characterised by heavy rain, severe gales, hail, lightning, extreme cold, snow, high waves or storm surge. Major impacts include flooding, landslides and coastal erosion. Ex-tropical and extra-tropical cyclones can be experienced in the Wellington Region.

The most common causes of heavy rain are associated with southerly wind changes that undercut and replace humid northerlies. Areas particularly impacted in this type of situation are Wellington City, the Hutt Valley and eastern hills, and eastern parts of Wairarapa. The Tararua Ranges experience heavy periods of strong moist north-west winds.

One of the most notable storms in recent memory was the 1968 ex-tropical cyclone Giselle that contributed to the grounding of the vessel Wahine with the loss of 51 lives. Other notable storms include the storm of 20 December 1976 that brought flooding to the Hutt Valley, Johnsonville and Tawa. Flooding occurred in the Hutt Valley and Wairarapa, and Cook Strait experienced storm force winds for 30 hours on 15 and 16 February 2004. The storm of 18 August 2004 brought storm force southerlies and heavy rain, causing powercuts to parts of the Region.

Likelihood

Ex-tropical cyclones of varying intensities can be expected in the Wellington Region every 3 – 6 years. An extreme rainfall event of 40mm per hour can be expected approximately every 100 years. Numerous heavy rain and strong wind warnings are issued every year. On average, the Wellington Region experiences 173 days of strong wind each year.

In the future, there will probably be more frequent and intense storm events due to global climate change.

Consequences

The weather conditions prior to a storm event influence the severity of its consequences. Storms could cause loss of life and injuries, particularly if they contributed to transportation accidents. Storms would likely cause social disruption for their duration and clean up period, as well as physical damage to property and infrastructure. The Wellington Region's western and eastern transport corridors are particularly vulnerable to blockages caused by storm events because of their juxtaposition to unstable hillsides and waterways.

17.5 Flooding

Description

Flooding is caused when watercourses, such as rivers, streams, creeks, pipes and canals, are unable to hold all the water being received. The Hutt, Otaki, Waikanae, Porirua, Waingawa, Waiohine and Ruamahanga rivers could flood significant areas, such as urban areas or large tracts of rural land. All other watercourses have the ability to cause localised flooding.

A single weather system can cause high river flows in the Hutt, Waikanae and Otaki Rivers, meaning that flooding can occur at the same time across a wide part of the Region.

Floodwaters frequently contain debris, such as branches, rocks, and sewage. Most floodwaters leave a significant amount of silt behind when they recede.

Likelihood

The likelihood of a damaging flood of a specific watercourse depends on the natural amount of water the channel can hold, plus any protection measures in place to stop the water flooding assets at risk (e.g. stopbanks, raised houses, restricted building areas).

A flood that occurs on average once every hundred years may cause much more damage on one river than on another.

Flooding will also occur when the land is unable to soak up the rainfall or when the rainfall exceeds the capacity of the stormwater systems.

Consequences

Flooding can result in direct loss of life and injury. The major effects of a flood will be social disruption (resulting from evacuations and disruption of access) and economic disruption (resulting from property damage, business losses and prolonged clean up periods).

17.6 Landslides

Description

Landslides can be triggered by an earthquake or, most commonly in the Wellington Region, by rainfall. It is unlikely that rainfall less than 120mm in a 24-hour period will trigger a major landslide.

However, less rainfall can trigger landslides if the ground is already wet. There have been many historically significant landslide events in the Wellington Region, including incidents where houses have been destroyed by sliding banks. The topography of the Region is vulnerable to landslides and the siting of houses in relatively vulnerable locations is commonplace.

The main transport links for Wellington are particularly vulnerable to landslides and it is not uncommon for roads to be blocked by falling debris.

Likelihood

Landslides are relatively common in the Ranges where rainfall is highest. Luckily, in these areas they generally have little effect on people or property. However, some urban areas receive sufficient rainfall to cause landslides approximately every 3 years.

Consequences

Landslides have the potential to block access routes, and destroy property and infrastructure, with significant social and economic consequences for the area affected. Loss of life or injury is possible.

17.7 Drought and extreme heat

Description

Drought is a deficiency of soil moisture, rainfall, or flow of water in rivers and streams. Extreme high temperatures often accompany drought.

Droughts heighten the risk of wild fire. There is a threat to public health if there is a water shortage or a long period of excessive heat.

Likelihood

Droughts with significant consequences can be expected approximately every 10 years in the Wellington Region.

Consequences

Human consequences from drought and extreme heat can be severe. Certain sectors of the community, for example, the elderly, young children or those with existing illnesses, are particularly vulnerable. Water and electricity systems can be disrupted, causing both social and economic hardship.

17.8 Fire (Rural)

Description

Most rural fires in this Region are the result of human action, either accidental or deliberate.

Fires are most common between November and March. Fire intensity is directly related to past and present weather conditions. High winds and high temperatures are the worst combination for rural fires.

Rural fires can damage crops, farmland, forests, sensitive ecosystems, commercial buildings, houses, recreational facilities and essential infrastructure.

Likelihood

Twenty percent of the Region's rural area is at 'high', 'very high' or 'extreme' risk from wildfire at some time during any year. Small fires are experienced every year; large fires are less common but still a threat.

Consequences

Fires can cause deaths and injuries, although in most instances it is possible to remove people from the path of a fire. There are significant economic consequences from property loss, including commercial agriculture and forestry. The costs of fighting fires are high. Smoke, evacuations and restricted access can cause social disruption. Rural fires may have some permanent environmental effects.

17.9 Fire (Urban)

Description

Urban fires can be caused deliberately or accidentally. They may be the result of a natural event, e.g. earthquake, lightning.

Large urban fires are most likely to occur in areas where highly flammable materials are stored (e.g. oil or chemical stores) or where there are industrial processes involving heat energy.

Likelihood

Many small-scale events occur each year. There are on average 4 large incidents in the Wellington Region each year that require a significant co-ordinated response from the emergency services.

Consequences

Urban fires can cause death and injury as they often progress very quickly. Economic consequences of large events are significant. Property and infrastructure can be damaged and business activities interrupted. Consequences are exacerbated if fires are in an industrial area or involve hazardous substances.

17.10 Hazardous substances

Description

The following toxic gases are stored in, or transported through, the Wellington Region: phosgene, hydrogen cyanide, hydrogen sulphide, chlorine, sulphur dioxide, ammonia and carbon monoxide.

The most frequently spilled substances in the Wellington Region are sulphuric acid, ammonium nitrate, caustic soda, hydrochloric acid, petrol/diesel/oils, CNG, natural gas, chlorine and calcium hypochlorite.

The most hazardous substances, if spilled, in the Wellington Region are anhydrous ammonia, toluene, nitric acid, phenol, methanol, chlorine, calcium hypochlorite.

Vapour cloud explosions would most commonly be caused by methane, ether, or propane.

Some substances, if spilled, may not be harmful to humans, but may have significant environmental impacts, for example, milk or urea.

Likelihood

There are regular small-scale hazardous substances incidents each year, and there is potential for these incidents to escalate to major events.

Consequences

Major hazardous substance incidents can cause deaths and injuries, as they are generally highly volatile. They are likely to have significant social consequences in the short term and longer term economic consequences, particularly for the industries involved. Hazardous substance incidents can lead to significant and permanent environmental damage.

17.11 Transportation accident (land, marine, air)

Description

Transport accidents may be caused by human error, mechanical failure, system/procedural failure, or by a natural hazard event (e.g. earthquake or storm event). An accident on a passenger bus service may involve up to 40 people, a full commuter train up to 750 people, a full passenger ferry or cruise ship 400 – 4000 people, and a domestic/trans-Tasman plane flight, up to 240 people.

Likelihood

Each year people are killed and injured in transportation incidents.

Consequences

There are often very high human consequences associated with transportation accidents, such as deaths and injuries. Economic and infrastructure consequences are generally limited to the industry or transport mode affected, but could cause some social, economic or environmental disruption.

17.12 Biological and public health hazards

Description

Communicable diseases, food and waterborne illnesses and damage to the physical environment (e.g. hazardous substance accidents or biosecurity incursions) are the primary causes of public health emergencies.

Examples of public health hazards include:

- new and emerging diseases affecting humans, such as SARS and pandemic influenza strains
- bioterrorism using biological agents (e.g. anthrax, smallpox)
- water supply incidents leading to communicable disease outbreaks (e.g. cryptosporidium, salmonella, giardia, or E-coli contamination)
- mosquito-borne illnesses (e.g. Dengue Fever, Malaria)
- outbreaks of a severe communicable disease (e.g. meningitis, VTEC, measles)
- a severe and prolonged heat wave or cold spell.

Likelihood

A pandemic or significant outbreak of communicable disease can be expected on average every 20 –30 years.

Consequences

Biological hazards have the potential to cause widespread social and economic disruption. Apart from the impact on human health, such hazards are likely to affect international relations and tourism.

17.13 Agricultural hazards (animal diseases, biosecurity)

Description

The most significant animal diseases that could affect the Wellington Region include:

- anthrax
- avian influenza strains that affect humans (bird flu)
- bovine spongiform encephalopathy (mad cow disease)
- other encephalopathies such as scrapie in sheep or chronic wasting disease in deer
- rabies
- foot-and-mouth disease.

In addition, plant pests and diseases could occur in the Wellington Region. These may affect the forestry sector.

Likelihood

Foot and mouth disease has never occurred in New Zealand but there have been recent outbreaks overseas, which show the threat is always present. Plant diseases or pests, including bioterrorist acts, have a low probability, but this may increase over time.

Consequences

In many cases of agricultural outbreaks, public concern and panic could be greater than actual human illness or death. Significant animal losses will occur, either due to the animal disease, or the controls necessary to stop its spread. This will have significant economic consequences.

17.14 Disruption of infrastructure systems

Description

Infrastructure failure could affect lifeline utilities, such as water supply, wastewater systems, electrical supply, gas supply, telecommunications (including radio) systems, transportation centres or routes (port, airport, highways, rail systems), fuel supply or information technology and financial systems.

Failure may be due to internal system failure, or due to the effects of other hazards (e.g. earthquake). The biggest impacts are likely when there is a failure in a single system that directly impacts on other utilities, possibly leading to cascading failure. Multiple simultaneous failures are also possible. Failures of systems can lead to overload and disruption of service.

Likelihood

There is no information available to determine how often these failures can be expected to occur. Small service interruptions are experienced regularly in many of the systems, and most systems have backups or redundancy built into them.

Consequences

Consequences are generally felt within the industry affected, and also by those sectors relying on that industry. Social and human effects can occur if disruption is longer term.

17.15 Terrorism

Description

Terrorism targets include political and economic interests, critical infrastructure, mass gatherings of people, and events that capture high media attention. The methods of committing a terrorist act change and evolve over time. Most acts of terrorism are designed for maximum effect, especially economic destruction. Destroying the infrastructure needed for normal economic activities or killing important persons are common modus operandi.

Likelihood

There is no information available to determine how often these events can be expected to occur in New Zealand. However, Wellington is likely to be at higher risk due to the large presence of the Government and business sectors, and in particular International Embassies. The threat of terrorism has increased following the September 11 event in the USA in 2001.

Consequences

Terrorist activities may destroy infrastructure and/or kill and injure human targets, and may impact on the local or national economy. Social and environmental consequences may also be experienced (e.g. developing fear in the community or harming the environment).

18. Risks and associated strategic issues

18.1 Risk analysis

A risk analysis has been carried out for each of the hazards identified in the above section in order to:

- identify the key strategic issues for the Plan
- ensure every aspect of each hazard is considered
- compare the risks imposed by each hazard
- determine priority actions, if necessary.

At least two scenarios were developed for each of the identified hazards. Scenarios differed in their severity – both within and between hazard categories. Using a “seriousness, manageability, urgency and growth” (SMUG) analysis, the hazard scenarios posing the most significant risk to the Wellington Region were identified in the order of risk:² Table 1 shows the resulting rankings.

Rankings 1-6 posed the highest risk; rankings 7-16 posed a medium risk; and rankings 17-24 posed a lower risk. However, all hazards identified were significant for the Region.

18.2 Identification of strategic issues

Strategic emergency management issues for the Region were identified during the risk analysis process which involved all those with roles and responsibilities for emergency management in the Region. Reduction, readiness, response and recovery issues were identified for each hazard. As issues were common for many of the hazards, a consolidated list of issues was prepared for the purpose of this Plan.³ These issues are critical for this Plan. They determine the actions to be taken collectively to address the risks posed by the identified hazards. Objectives and methods are identified in the work programme of the CDEM Group (Appendix 1) or addressed in the operational part of this Plan.

² Full details of the rankings allocated to each hazard scenario and the criteria for each of the SMUG ratings can be found in *Hazard and Risk Analysis for the CDEM Group Plan December 2003*, available from the CDEM Group Office.

³ For a complete list of issues identified for each hazard prior to the consolidated list of issues in this Plan, see CDEM Issues, December 2003, available from the CDEM Group Office

18.3 Addressing high risk hazards

This Plan gives priority of action to the highest risk hazards, that is, hazards ranked 1-6, although the medium and low risk hazards still form part of the Plan and work programme. For each issue section, objectives and methods are specified.

The objectives and methods are implemented through the work programme of the CDEM Group (Appendix 1), or addressed in the operational part of this Plan.

Table 1: Ranking risks facing the Wellington Region

Rank	Hazard	Scenario
1	* ⁴ Earthquake	Wellington Fault event affecting all of central New Zealand
2	*Public Health Hazard	Pandemic/emerging disease (SARS, influenza type event)
3	Storm	Rain/wind/hail/lightning
4	Flooding	Hutt River (a 440 year event)
5	Coastal Storm	Heavy seas & coastal erosion (event affecting whole Region's coastline)
6	Tsunami	locally generated
7	Drought	Water deficit and extreme heat effects
8	Landslide	Multiple incidents, isolating the Region and affecting an urban area
9	Fire (rural)	Urban/rural interface fire
10	Public Health Hazard	Mosquito/water borne illness or food safety issue
11	Hazardous Substances	LPG incident with explosion and gas cloud
12	*Agricultural Hazard	Foot and mouth disease isolated occurrence
13	Tsunami	Distant source tsunami
14	Disruption of Infrastructure Systems	Information technology disruption affecting utilities and essential services
15	*Terrorism	Explosion in an urban area
16	*Disruption of Infrastructure Systems	Loss of gas supply close to the Wellington Region.
17	Fire (urban)	Fire in an industrial area close to an urban area
18	*Disruption of Infrastructure Systems	Water supply affected by a biological agent
19	*Disruption of Infrastructure Systems	Electricity disruption affecting utilities and essential services
20	Disruption of Infrastructure Systems	Telecommunications disruption affecting utilities and essential services
21	Transportation accident	Marine passenger accident
22	Transportation accident	Air crash near a populated area
23	Transportation accident	Rail accident during peak commuter period
24	Volcanic	Ash fall from Mt Taranaki eruption

Key: High risk Medium risk Low risk

⁴ Items with an asterisk (*) are considered nationally significant hazard scenarios, according to the definition of *national significance* in the CDEM Act 2002 and will also be included in the National CDEM Plan.

19. Reduction

19.1 Strategic issues

- 19.1.1 Information about hazards is incomplete. More research is required into some hazards; information needs to be updated for others. In some cases, information is not specific enough for planning purposes. Some hazards have not previously been considered in CDEM planning. Further, there is often insufficient information about the consequences of hazards.
- 19.1.2 There is a lack of co-ordination when communicating hazard information, leading to inconsistency and duplication. Access to information is difficult because there are numerous providers and a wide range of audiences.
- 19.1.3 There is undue reliance on emergency agencies and local authorities. The community does not fully understand risk management and is reluctant to take action to reduce the risks they face.
- 19.1.4 There is a need for hazards, especially new hazards, to be analysed at the local level. Local emergency events are most common. These are not considered at the CDEM Group level, but they are, nevertheless, an integral part of emergency management planning. Some localised hazards are found across the Region; they have the potential to escalate to Region-wide events.
- 19.1.5 Insufficient consideration is being given to hazard information in planning decisions. Long-term land use and developmental plans often fail to consider hazards and their consequences. Various planning mechanisms are employed to manage liability (e.g. s. 221 notices under the RMA, PIMs, LIMs) but these do not reduce the risk.
- 19.1.6 Insufficient attention has been given to business continuity planning by those organisations with emergency management roles. The CDEM Act requires that local authorities, lifeline utilities and public listed departments be able to function to the fullest possible extent during and after an emergency (ss. 58, 60, 64). It is important that emergency management organisations set a good example.
- 19.1.7 Some emergency management organisations feel that they have not been consulted adequately about local authority strategic plans. The community outcomes process for the Long Term Council Community Plans provides an opportunity for more involvement and shared goals.
- 19.1.8 Civil defence emergency planning has, in the past, given insufficient attention to the private sector. As the survival of business after an emergency is crucial to economic recovery, it is important that stronger links are forged.
- 19.1.9 Individuals and small businesses are not adequately insured. Insurance is vital to economic recovery following an emergency.
- 19.1.10 Some infrastructure systems are ageing and are reaching the end of their useable life span. Any upgrades should consider robustness in the long-term.
- 19.1.11 Flood mitigation measures are not in place for every watercourse that could cause an emergency. A few watercourses have not yet been assessed to determine the potential flood risk or appropriate flood mitigation mechanisms.

19.2 Objectives and methods

References		Objective	Methods
Goal 1 Issues 19.1.1, 19.1.2, 19.1.3	19A	Information about all hazards is available, current, accessible and communicated to all audiences in a way that enables informed decision making.	<p>A review of available hazard information will be carried out that assesses currency and identifies any gaps.</p> <p>Regional and local research strategies will be developed that incorporate the findings of the information review.</p> <p>A review of hazard information will be carried out every 5 years or in conjunction with the review of the CDEM Group Plan.</p> <p>A CDEM Group education strategy will be developed that addresses ways of communicating hazard information to a wide range of audiences.</p>
Goal 1 Issue 19.1.4	19B	The CDEM Group has sufficient information about all local level hazards.	All local level hazards will be analysed and reported to the CDEM Group in time for the next Group Plan review.
Goals 2, 3 Issue 19.1.5	19C	Resource management plans (district and regional) and consent decisions reflect an understanding of hazards and their consequences.	Relevant sections of operative resource management plans will be reviewed and, where necessary, amended to ensure hazard information is appropriately incorporated.
Goals 2, 4 Issue 19.1.6	19D	All local authorities and emergency agencies have taken steps to ensure that they can function to the fullest possible extent during and after an emergency.	All local authorities and emergency agencies will develop and implement business continuity plans.
Goals 2, 3 Issue 19.1.7	19E	Emergency management organisations are given an opportunity to participate in the development of Long Term Council Community Plans, prepared under the Local Government Act 2002.	All local authorities will ensure that they specifically consult emergency management organisations when preparing the Long Term Council Community Plans.
Goals 1, 2, 3 Issue 19.1.8	19F	The private sector is taking active responsibility for managing its own risks.	A CDEM Group education strategy will be developed that incorporates the private sector.
Goal 2 Issues 19.1.9	19G	Individuals and businesses in the Wellington Region have adequate insurance.	A CDEM Group education strategy will be developed that addresses insurance issues.
Goal 2 Issue 19.1.10	19H	Infrastructure systems are designed and maintained to ensure continuity of service.	The asset management plans of lifeline utilities will actively take hazards into account.
Goal 2 Issue 19.1.11	19I	Mitigation measures are in place for every watercourse that has the potential to cause an emergency.	Territorial authorities and GWRC will work together to identify those watercourses that have the potential to cause an emergency and thereafter implement appropriate mitigation measures.

20. Readiness

20.1 Strategic issues

- 20.1.1 Emergency management personnel in the Region have varied qualifications and experience. In particular, Controllers tend not to have day to day CDEM responsibilities. There is no structured, ongoing professional development in place for CDEM personnel.
- 20.1.2 Education resources are duplicated and often inconsistent across the Region. This is because a common approach or framework has never been agreed.
- 20.1.3 The community is generally apathetic about being prepared for an emergency. A small percentage of people have emergency supplies and emergency water, and few are skilled in basic rescue or first aid techniques.
- 20.1.4 Although there is no longer a statutory requirement for local authorities to prepare individual CDEM plans, it is important that local planning is in place and consistent with the CDEM Group Plan, especially as new hazards have been incorporated.
- 20.1.5 Historically, there has been a lack of formal agreements to clarify roles and responsibilities in an emergency. Formal arrangements (e.g. MoUs) would go some way to ensuring that agreed actions are carried out.
- 20.1.6 Local level inter-agency planning is inconsistent across the Region and, in some cases, important agencies are not included.
- 20.1.7 Inter-agency training and exercises are currently carried out on an ad-hoc basis and important aspects are not always covered, e.g., Co-ordinated Incident Management, long duration incidents, recovery, and the relationship between Group and local response.
- 20.1.8 The pending changes to the management of hazardous substances have led to a possible reduction in the Region's ability to manage these hazards, at least in the short-term. Of particular concern is a reduction in skilled personnel and local knowledge. This is compounded by a perception that the hazardous substances industry itself has become complacent.
- 20.1.9 Although volunteers are critical to emergency response, there are few plans in place for their management during an emergency. Volunteers come from the community at large as well as from local authorities.
- 20.1.10 A few important projects have been overlooked for various reasons with the advent of the CDEM Group and the new direction. These need to be picked up.
- Planning for the temporary accommodation needs of large numbers (thousands) of people dislocated from their homes
 - Testing reconnaissance plans
 - Developing evacuation plans for tsunami
 - Reviewing audible warning systems for consistency across the Region.

20.1.11 The rural fire management structure is essentially separate from the CDEM Group structure. Yet rural fires are a hazard for this Region and are likely to result in a CDEM Group response. Ironically, nearly all the same organisations are involved in both rural fire management and the CDEM Group.

20.1.12 The issue of essential services and supplies needs to be explicitly addressed by CDEM organisations. Many individuals and agencies are concerned that the practices of:

- reducing (or eliminating) stock piles of items that may be needed in times of emergency in favour of 'just in time' purchasing; and
- using contractors instead of in-house staff to manage many critical functions

have significantly diminished the ability of the Region to withstand significant damage to some services, and increased the probable recovery times.

20.2 Objectives and methods

References		Objective	Methods
Goals 3 & 4 Issues 20.1.1, 21.1.2	20A	All emergency management staff and personnel are suitably qualified and experienced for the positions they hold.	The CDEM Group, through this CDEM Group Plan, will specify the qualifications and experience required for positions appointed by the Group (Group Controller, Local Controller(s), Recovery Manager). Professional development programmes will be developed for: a) local authority CDEM staff; and b) CDEM Group appointees (Group Controller, Local Controller(s), Recovery Manager).
Goal 3 Issue 20.1.2	20B	The public receives consistent messages about their roles and responsibilities in emergency management.	A CDEM Group education strategy will be developed and implemented.
Goals 2, 4 Issues 19.1.3, 20.1.3	20C	Every individual has the opportunity to gain the skills necessary to deal with an emergency event.	Training opportunities will be provided for the public across the Region.
Goals 2, 4 Issue 20.1.4, 20.1.12	20D	The CDEM Group Plan is supported by, and consistent with, local planning.	Local plans, will be prepared to support the CDEM Group Plan.
Goal 4 Issue 20.1.5, 20.1.12	20E	Formal agreements are recognised as an appropriate means of ensuring smooth response and recovery.	Formal agreements will be prepared, as necessary, between organisations with roles in response and recovery.
Goals 3, 4 Issue 20.1.6, 22.1.3	20F	There are fora in place across the Region that enable all emergency agencies to contribute effectively to emergency management planning.	A review of the effectiveness of existing inter-agency emergency management will be carried out. Any identified changes required will be reported to the CDEM Group for implementation.
Goals 3, 4 Issue 20.1.7	20G	Emergency management organisations are able to work together to respond to an emergency.	A joint agency training and exercise schedule will be developed and implemented.

References		Objective	Methods
Goals 2, 4 Issue 20.1.8	20H	The manufacturing, storage and transportation of hazardous substances in the Region are carried out responsibly and in a way that minimises any risk.	The CDEM Group will advocate for high standards of risk management in the hazardous substances industry.
Goals 3, 4 Issue 20.1.9	20I	All volunteers, trained and spontaneous, are able to be used efficiently and effectively.	All official CDEM volunteers will be trained to recognised standards. Progress will be reported annually to the CDEM Group.
			A common management system will be developed for using spontaneous volunteers across the Region.
Goals 2, 4 Issue 20.1.10	20J	There will not be any known gaps in emergency management planning in the Region.	Several major plans and strategies e.g. Group Welfare Management Plan and Group Recovery Plan will be prepared.
Goals 2, 4 Issue 20.1.11	20K	There is synergy between the CDEM Group and rural fire management structures.	The CDEM Group will investigate whether it is desirable for rural fire management and the CDEM Group to be more closely aligned.

21. Response

21.1 Strategic issues

- 21.1.1 During an emergency event, support, in the form of personnel and other resources, may not be able to reach all areas in need immediately. Therefore, there should be adequate local capability to respond to the initial stages of the event.
- 21.1.2 Operational procedures vary across the Region. This can pose difficulties when personnel assist another area. Common operational procedures are desirable.
- 21.1.3 Local emergency agencies often require the support of the CDEM Group for localised events. This may be because of a lack of resources, or because the local event has spin-off effects for the rest of the Region.
- 21.1.4 Public information is sometimes disseminated in an ad-hoc fashion during an emergency. In some cases agencies have provided conflicting information; and in others cases, critical information has not reached the public.
- 21.1.5 The community appears to have unrealistic expectations about the capability of CDEM agencies to assist them in an emergency. Debriefs of emergency events have shown that, in the first instance, communities have to be self-reliant.
- 21.1.6 There is confusion at both the local and Group level about when to call for external assistance. It is important to allow adequate time for assistance to arrive.

- 21.1.7 Lifelines Utilities vary in the manner in which they can respond. It is sometimes difficult to co-ordinate these organisations because they use different communications systems and offices may be located outside of the Wellington Region. Further, it can be difficult to identify the service provider.
- 21.1.8 Emergency communications systems do not have the capability to link all vital emergency management agencies in the Region. This is currently being addressed and soon it will be possible to speak to all agencies. However, sending data will still be difficult.

21.2 Objectives and methods

References		Objective	Methods
Goal 4 Issue 21.1.1	21A	The distribution of local response capability ensures full regional coverage.	Response management facilities will be established across the Region in a way that provides for effective response and recovery management.
Goal 4 Issue 21.1.2	21B	Operations across the Region will be consistent.	A common standard operating procedure for Emergency Operations Centre (EOC) response will be developed.
Goal 4 Issue 21.1.3	21C	The CDEM Group is able to provide full support to local emergency agencies, even in a localised event.	A Group EOC facility will be established with agreed protocols about how it links with local and national facilities.
Goals 2, 3, 4 Issue 21.1.4, 21.1.5	21D	The public receives timely, relevant and consistent information during an emergency event.	A CDEM Group Public Information and Media Management plan will be developed.
Goal 4 Issue 21.1.6	21E	Outside assistance is received in a timely manner.	Guidelines will be developed on when to call for outside assistance.
Goal 4 Issue 21.1.7	21F	The response of Lifelines Utilities in an emergency event is effectively co-ordinated.	Telecommunications systems will be established between the CDEM Group EOC and all regional Lifelines Utilities. Clear processes and protocols will be in place to enable the Group EOC to co-ordinate the responses of Lifelines Utilities.
Goal 4 Issue 21.1.8	21G	Vital emergency management agencies can communicate effectively during an emergency.	Telcommunications systems will be established between the CDEM Group and all vital emergency management agencies. These systems will be regularly maintained.

22. Recovery

22.1 Strategic issues

- 22.1.1 There are no documented plans or arrangements in place for a long-term recovery operation. Dedicated recovery management personnel may be needed for weeks or months. Volunteers may have to return to their normal work.
- 22.1.2 There are not enough properly trained recovery management personnel. In particular, recovery personnel tend not have day to day CDEM responsibilities. There is not any structured, ongoing professional development in place for CDEM recovery personnel.
- 22.1.3 Agencies who will be required for recovery operations differ from those who will be involved in emergency response. There has been inadequate work to identify these agencies, and to ensure that they participate in pre-event planning. Of particular concern are emergency services and health providers, central government agencies with a local role, and those with Resource Management Act 1991 responsibilities.
- 22.1.4 Public information during recovery is sometimes disseminated in an ad-hoc fashion. The information required will vary according to the nature and location of the event. However, there is some core information that could be pre-prepared, such as health protection and insurance advice.
- 22.1.5 There has been little research about recovery in New Zealand. Consequently, there is uncertainty about where best to direct resources in order to get the best possible outcome.
- 22.1.6 It is especially hard for small businesses to recover from an emergency event. They invariably operate with limited resources and are unable to cope with any significant interruption to their business. These businesses are vital to the local economy.
- 22.1.7 The psychological impacts of an emergency event have not been fully addressed. Although there are professionals in the Region, there has been no planning for a co-ordinated approach. After an event, emergency workers are likely to suffer post traumatic stress and there will be psychological distress in the community.
- 22.1.8 There are no plans for the disposal of debris and wastes. It is likely that there will be considerable waste material generated, some of which will be contaminated.

22.2 Objectives and methods

References		Objective	Methods
Goal 4 Issues 22.1.1	22A	Arrangements are in place, and fully documented, for facilitating long term recovery.	A CDEM Group Recovery Plan will be prepared.
Goals 2, 4 Issue 22.1.2	22B	The Region has an adequate number of suitably qualified recovery management personnel.	Recovery management personnel will be appointed and appropriately trained.
Goals 3, 4 Issue 22.1.3	22C	Agencies who can contribute to recovery know their roles and how they will co-ordinate their activities.	Key regional recovery agencies will be identified and a process will be developed for them to plan how they will co-ordinate their activities.
Goals 2, 3, 4 Issue 22.1.4	22D	The public receives timely, relevant and consistent information after an emergency event.	A CDEM Group Public Information and Media Management plan will be developed incorporating recovery.
Goals 1, 2, 4 Issue 22.1.5	22E	The CDEM Group is well informed about recovery issues.	Recovery research will be afforded priority in the regional research strategy.
Goals 1, 2, 3 Issue 22.1.6	22F	Small businesses take active responsibility for managing their own recovery.	A CDEM Group education strategy will be developed that incorporates recovery information for small businesses.
Issue 22.1.7	22G	The psychological impacts of emergencies are understood and arrangements in place to assist the community and emergency management professionals.	Mental health professionals and counsellors will be brought together to determine how they will co-ordinate their activities. The above psychological support system will be incorporated in the CDEM Group Recovery Plan.
Issue 22.1.8	22H	Arrangements are in place for debris disposal.	Provisional disposal sites and methods will be agreed with relevant authorities and incorporated in the CDEM Group Recovery Plan.

Part 4 - Operational framework

23. Introduction

This part of the CDEM Group Plan is the “who does what” part of the Plan. It:

- Sets out key principles to guide operational activities
- Defines the Group’s operational structures for its readiness, response and recovery responsibilities
- Specifies actual roles and responsibilities
- Outlines operational processes.

23.1 Key principles

The following principles guide the operational activities:

- CDEM activities are carried out to prevent, reduce or overcome hazards that may affect the safety of the public or property
- Emergency management agencies are responsible for carrying out their normal day to day roles, as far as practically possible, in times of emergency
- Local level emergency management activities are fundamental to effective emergency management. Group and national management structures support rather than replace local activities
- The CDEM Group will be ready at all times to support local emergency management activities
- Emergency management activities can be undertaken without a state of emergency being declared
- The co-ordination of lifeline utility organisations is the responsibility of the CDEM Group
- CDEM Group operational structures and processes will incorporate all emergency management agencies
- When necessary, the CDEM Group will seek and accept support from other CDEM Groups and Central Government
- CDEM Group members will work co-operatively with each other and any other organisations with a role in emergency management
- The Co-ordinated Incident Management System (CIMS) will be used as a framework for emergency response.

24. Readiness

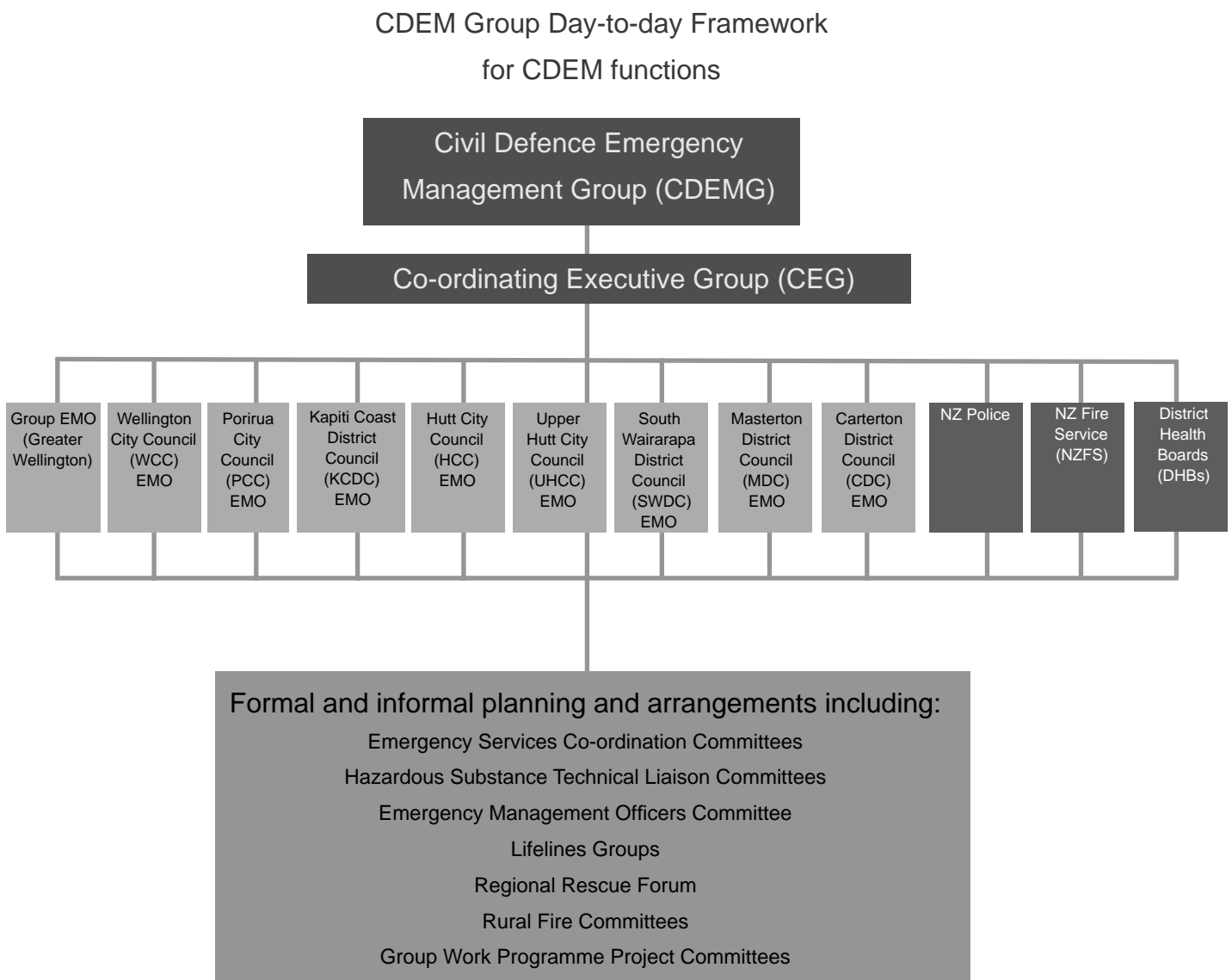
24.1 Organisational framework

Each local authority has an Emergency Management Office (EMO). The CDEM Group EMO is operated by Greater Wellington Regional Council.

The Group's day to day activities constitute the 'readiness' component of emergency management.

Figure 4 shows the Group's framework for readiness.

Figure 4: CDEM Group day-to-day framework



24.1.1 Group EMO role

The Group EMO:

- Monitors, evaluates and reviews the CDEM Group Plan, and co-ordinates its implementation.
- Participates in CDEM Group work programme activities
- Co-ordinates the involvement of GWRC in CDEM Group activities
- Co-ordinates the provision of professional and technical advice to the CDEM Group
- Establishes liaison links with regional and national emergency agencies
- Provides a Group response and recovery capability, including EOC and lifelines information co-ordination facilities, and trained personnel.

24.1.2 Local EMO role

The Local EMO:

- Carries out the responsibilities of its constituent territorial authorities as specified in the CDEM Group Plan
- Establishes liaison links with local emergency agencies, other agencies, volunteers and the community
- Develops local emergency management plans as required
- Provides a local response and recovery capability, including EOC facilities, trained personnel, and community facilities
- Participates in CDEM Group work programme activities
- Co-ordinates the involvement of the territorial authority(ies) in local or CDEM Group activities.

24.1.3 Emergency services role

NZ Police:

- Participate in the dissemination of civil defence emergency management warning messages. Warnings may be generated by the Ministry for Civil Defence Emergency Management, MetService, Pacific Tsunami Warning Centre, or others
- Maintain law and order
- Take all measures within the power of the NZ Police to protect life and property
- Secure control perimeters
- Act as search controller at rescue scenes.
- Facilitate movement of rescue, medical, fire protection and other essential services
- Provide for road traffic safety and movement control

- Maintain cordons at scene and control access
- Assist with local reconnaissance
- Take all measures within the power and authority of the NZ police to evacuate areas as required for public safety
- In consultation with the Rescue Co-ordination Centre New Zealand (RCCNZ) co-ordinate emergency response within the Wellington Harbour and other areas of jurisdiction through the Wellington Launch Police
- Undertake management of deceased persons pursuant to Disaster Victim Identification (DVI) procedure
- Report to National EOC, CDEM Group EOC or Local EOC if required
- Participate in CDEM Group work plan activities.

NZ Fire Service

- To extinguish and prevent the spread of fire
- To stabilise and render safe hazardous substances emergencies
- To save lives and property in danger where fire service training, equipment or resources can offer effective assistance
- To assist in the provision of emergency water supplies
- Fire safety

District Health Boards

- Carry out their responsibilities for emergency preparedness and response as specified in the CDEM Group Plan; the Ministry of Health Operational Policy Framework; and the National Health Emergency Plan (NHEP)
- Co-ordinate the health response to emergencies within the Region – including providing EOC facilities, trained personnel, and liaison with the primary and private health sectors
- Provide advice and direction on matters of public health.

24.2 Other organisational structures

24.2.1 Emergency Services Co-ordination Committees (ESCCs)

ESCCs operate in Kapiti, Porirua, Wellington, Hutt Valley, and the Wairarapa. Chaired and managed by the NZ Police, the ESCCs provide for local emergency management agencies to share information, plan for, and debrief after, events. ESCCs are a requirement of the NZ Police Operating Procedures (E112).

24.2.2 Rural Fire Committees

Rural Fire Committees operate in Wellington and the Wairarapa. They co-ordinate the activities of the rural fire authorities in the area and approve rural fire management plans. Rural Fire Committees are a requirement of the Forest and Rural Fires Act 1977.

24.2.3 Lifelines Groups

The Wellington Lifelines Group and the Wairarapa Engineering Lifelines Association are voluntary groups of lifeline utility organisations. Members co-operate on projects of benefit to lifeline utilities and the wider community. The focus of these groups is on reduction and readiness for regional scale events. This is achieved by co-ordinating hazard mitigation across the individual lifelines utilities, and assisting the CDEM Group to prepare effective lifelines co-ordination processes.

24.2.4 Hazardous Substance Technical Liaison Committees (HSTLC)

HSTLCs operate in Wellington and the Wairarapa. Chaired and managed by the NZ Fire Service, the HSTLCs provide for the hazardous substance industry, enforcement agencies and emergency responders to share information, plan for, and debrief after, hazardous substances events. HSTLCs also give technical advice during emergency events involving hazardous substances. HSTLCs are a requirement of the NZ Fire Service Arapawa Region Standard Operating Procedures.

24.2.5 Emergency Management Officers Committee (EMOC)

The EMOC provides an opportunity for emergency management officers in the Wellington Region to share information and co-ordinate work programmes.

24.2.6 Regional Rescue Forum

The Regional Rescue Forum is a voluntary group comprising volunteer and professional search and rescue personnel. It provides an opportunity for joint planning, training and exercises.

24.2.7 WIAL First Impact Committee

The First Impact Committee is chaired and managed by the Wellington International Airport Ltd. It focuses on planning, training and exercising for aircraft emergencies on or away from Wellington airport. The committee is a requirement under international airport regulations.

24.2.8 Other planning committees

Additional planning groups are established from time to time for specific purposes, such as to facilitate a CDEM Group work programme activity, or to deal with a known emergency threat.

24.3 Emergency Operations Centres

Each Emergency Management Office operates an Emergency Operations Centre. These centres are maintained in a state of readiness at all times and become operational in the event of an emergency.

The EOCs in the Wellington Region are at the following locations:

Facility	Location
Group EOC	Level 4, 142 Wakefield Street, Wellington
Local EOCs	
Wellington EOC	2 Turnbull Street, Wellington
Porirua EOC	100 Mungavin Avenue, Porirua
Kapiti Coast EOC	175 Rimu Road, Paraparaumu
Hutt City EOC	25 Laings Road, Lower Hutt
Upper Hutt EOC	836 Fergusson Drive, Upper Hutt
Masterton EOC	64 Chapel Street, Masterton
Carterton EOC	Holloway Street, Carterton
South Wairarapa EOC	19 Kitchener Street, Martinborough

Each EOC has a designated alternate location.

Local Emergency Management Offices also maintain community emergency facilities, for example, welfare centres or civil defence centres.

24.3.1 Required standards for Emergency Operations Centres

The EOCs in Wellington Region CDEM Group area are required to meet the following minimum standards:

- A robust building that meets the latest design codes for earthquake, flooding event, tsunami, or other natural disaster
- The ability to be a dedicated emergency management facility when required
- A communications system (phones, faxes, IT) that is reliable and tested
- An alternate communications system consistent with CDEM Group requirements
- Adequate lighting, heating, water, sewerage
- Sufficient alternate power to run full emergency operations
- Adequate trained personnel
- Documented standard operating procedures
- General and specialised office equipment
- Key internal fixtures and fittings seismically secured
- Reliable vehicular access during all major hazard events
- At least one alternate location with adequate capability, available within 24 hours.

24.3.2 Audit of EOC

All EOCs will be audited to ensure that they meet the required standards. The audits will be carried out by an independent CDEM professional.

24.4 Readiness functions

Table 2 specifies readiness functions, along with the role of both lead and support agencies.

The functions are grouped under the following headings:

- Warning systems
- Facilities and equipment
- Education
- Training and exercises

24.4.1 Communications Network

The ability to communicate effectively is a critical component of the Wellington Region's CDEM operational capability. Figure 5 shows the emergency communication network (voice and data) for the Wellington Region CDEM Group. Communications is outlined in the Wellington Region CDEM Group Emergency Operating Centre Standard Operating Procedures and in the Wellington Region CDEM Group Public Information and Media Management Plan.

Primary Communications

It is the Wellington Region CDEM Group's expectation that responding agencies can communicate with each other at all times. Telephone, facsimile (ie. land lines), cell phones and email are the primary means of communication and will be used first in any emergency situation. Other communication options (eg. web-based) will also be considered.

Alternate Communications

As a backup to the primary means of communication, VHF radio networks will provide communication coverage of the Region, linking the Group EOC with each local authority EOC, as well as Capital & Coast District Health Board, NZ Police, NZ Fire Service and Lifelines Co-ordination EOCs. In addition, a satellite phone network will provide alternate long distance communications between Wellington and other agencies outside of the Wellington Region and superimpose communications links to the local authorities and the Emergency Services within the Region.

The CDEM Group office is responsible for maintaining an alternate communications system with Territorial Authority EOCs and other identified responding agencies. Local authorities will have the responsibility to provide alternate communication arrangements for each respective district.

Public Information

The Public Information Management Desk in the Group EOC will receive information from various sources (e.g. local authorities, emergency services, the public, utility services, etc.). This information will be processed and then distributed to the public by means of broadcast radio, television, newspapers, web sites, emergency services vehicles with public address systems, or any other means possible (see Figure 6: Public Information Management Network for the Wellington Region CDEM Group).

Figure 5. Emergency Communications Network (voice and data) for Wellington CDEM Group

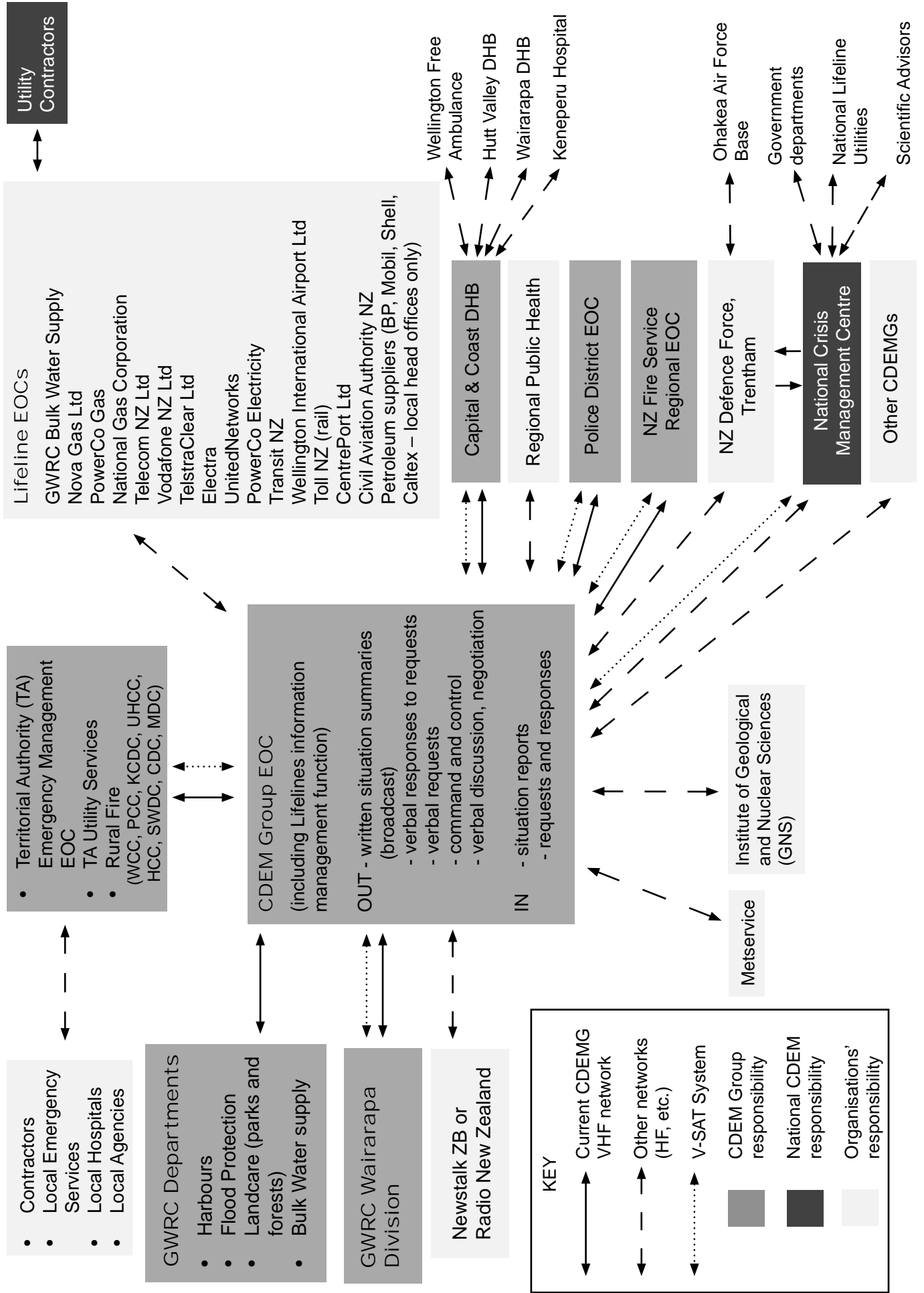
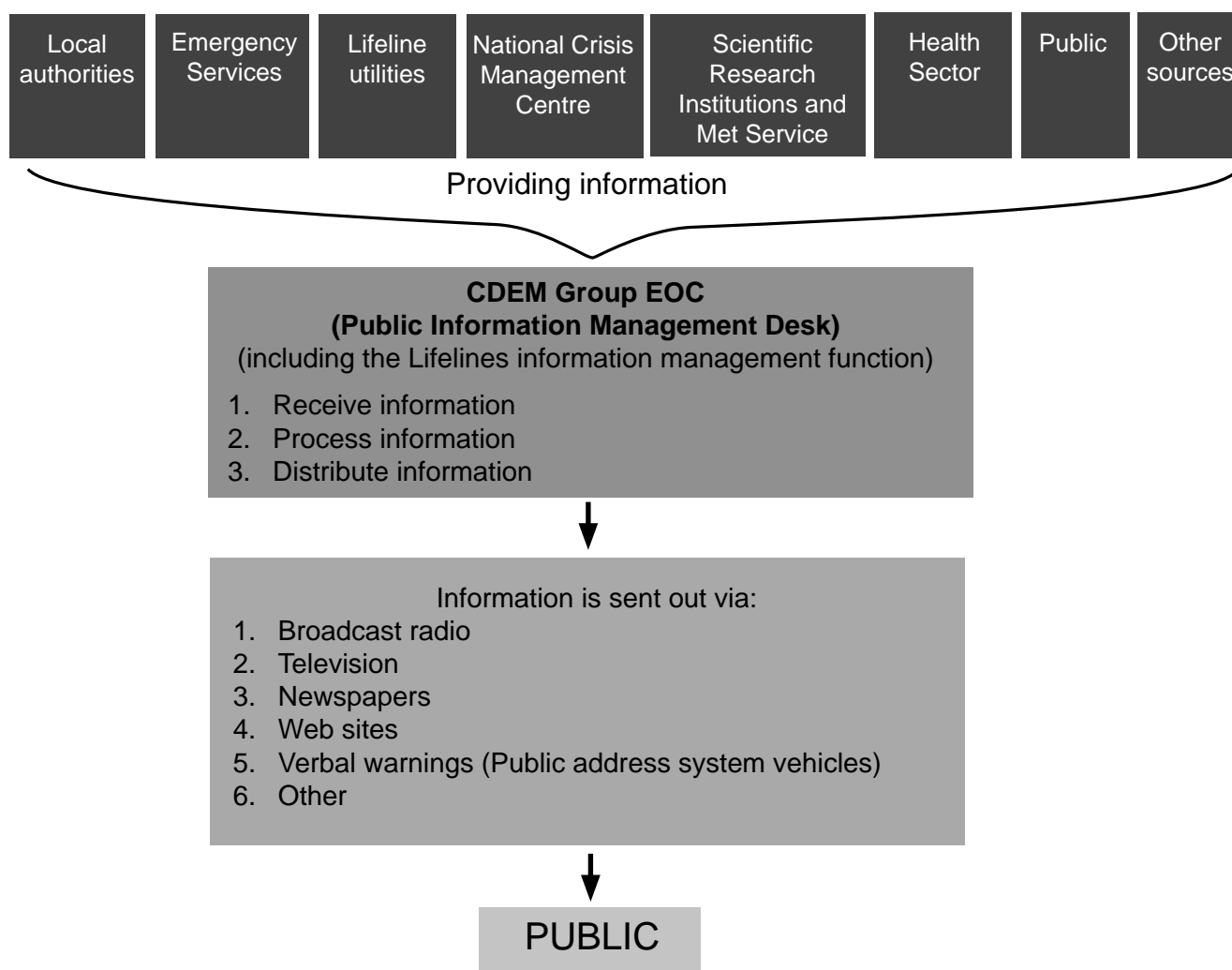


Figure 6: Public Information Management Network for Wellington CDEM Group



24.4.2 Supporting documents

Documents supporting the readiness function are shown in Table 2.

Supporting documents prepared by the CDEM Group are typed in bold and can be viewed at the CDEM Group Emergency Management Office. Supporting documents typed in bold and *italics* are under development as part of the CDEM programme.

Table 2: Readiness functions

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Warning systems					
Warning systems (meteorological events)	Metservice	Develop and disseminate warnings of meteorological events, including heavy rain, strong wind, coastal swells, heavy snow Provide forecasting services, as required	Group EMO	Ensure that warnings are received by territorial authorities	CDEM Group Emergency Operating Procedures; Warning System
			TAs	Disseminate warnings via local networks, as appropriate	
			NIWA	Provide technical advice and forecasting services, as required	
Warning systems (distant tsunami)	Ministry of Civil Defence & Emergency Management (MCDEM)	Receive and disseminate tsunami warnings to CDEM Groups	Group EMO	Ensure that tsunami warnings are received by territorial authorities	National CD Plan Local CDEM Operating Procedures
			TAs	Disseminate tsunami warnings and response advice to the public	
			GNS, NIWA	Provide technical advice as required	
Warning systems (river flooding)	GWRC (Landcare Division)	Develop flood warnings for major river systems and disseminate these to TAs, emergency responders and pre-arranged land owners. Interpret meteorological information to identify potential for flooding	TAs	Disseminate flood warnings to public. Take action to respond to flood warnings as necessary Develop and disseminate flood warnings for small watercourses and storm water flooding	GWRC Flood Procedures Manual
			Metservice, NIWA	Contribute technical information and advice for flood warnings	

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Warning systems (volcanic)	GNS	Develop and disseminate alert levels and warnings for volcanic activity	Group EMO, TAs	Disseminate warning to the public if necessary	CDEM Group Emergency Operating Procedures: Warning System
Warning Systems (terrorism)	NZ Police	Determine terrorism threat levels. Notify National and Group CDEM agencies of threats that may have a community impact. Disseminate terrorism threat warning to the public, if appropriate	Department of Prime Minister and Cabinet/ Ministry of Civil Defence & Emergency Management (MCDEM) Group EMO, TAs	Disseminate terrorism threat information to CDEM Groups, as appropriate Disseminate terrorism threat information to local response agencies, as appropriate	National Terrorist Plan
Facilities and equipment					
Operational facilities maintenance	Group EMO for Group EOC TAs for Local EOCs	Maintain EOC facility (and alternate) in a state of readiness. Train EOC management personnel			
Community operational facilities (e.g. Civil Defence Centres) maintenance	TAs	Identify and maintain appropriate facilities in the community to enable effective response and recovery activities	Volunteer groups (may include church groups, school Boards of Trustees (BoTs), others)	Contribute to the establishment and maintenance of community facilities as agreed with TA	

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Communications systems provision	Group EMO	Provide and maintain a communications system between the Group EOC, local EOCs and identified regional response agencies	TAs NZ Fire Service (NZFS) Contractors, Telecommunications providers, Amateur Radio Emergency Corps (AREC)	Provide and maintain communications between local emergency agencies Deploy mobile communications units or repeaters if appropriate Provide agreed communications services	CDEM Group Standard Operating Procedures
Education					
Community Education	TAs	Deliver community education as per the CDEM Group Education Strategy Co-ordinate education activities with other emergency agencies	Group EMO	Facilitate the development of the CDEM Group Education Strategy. Co-ordinate development of joint education materials and campaigns as agreed in the CDEM Group Education Strategy	CDEM Group Education Strategy
Training and exercises					
Community response training	TAs	Train the community and volunteers as necessary to ensure provision of CDEM (may include Response and Preparedness in Disaster (RAPID) programme, Community Emergency Response Training (CERT))	Emergency Services, Group EMO	Support community CDEM training, as required	CDEM Group Training & Exercise Schedule
Group response training and exercises	Group EMO	Implement the CDEM Group Training and Exercise Schedule	TAs, Emergency Services	Contribute to and participate in Group training activities	CDEM Group Training & Exercise Schedule

25. Response

25.1 Response Principles

Emergency response priorities for all agencies, at all levels, to observe are:

1. Preservation of life – rescue and triage
2. Preservation of government – continuity of the machinery of government
3. Maintenance of law and order – supporting police operations
4. Care of sick, injured and welfare provision – first aid, medical and evacuation facilities
5. Property protection – supporting fire services; and
6. Essential services – water, sewerage, telecommunications, electricity, food, essential items, transport services, public information and media.

25.2 Organisational framework

Each local authority operates an Emergency Operations Centre (EOC). The CDEM Group EOC is operated by Greater Wellington Regional Council.

Figure 7 shows the Group's operational framework for response. Five levels of emergency response are included. Level 1 is a small-scale emergency event, for example a traffic accident; Level 5 is a large-scale national event, such as a major earthquake.

25.3 Levels of response

As an emergency event escalates, the organisation responsible for managing the event changes, as does the Controller. The more serious the event, the higher the level of EOC activation and the more formal the control structure. A declaration of a state of emergency may be required.

25.3.1 Level 1 – day-to-day emergency response

Day-to-day emergency events are managed on site using the New Zealand Co-ordinated Incident Management System (CIMS). These events are managed by emergency services and specialist agencies without CDEM input.

Control

The type of incident defines the lead agency. The agency with the legal mandate is responsible for control of the incident e.g. NZ Police for criminal acts, NZ Fire Service for fire and hazardous substance incidents.

25.3.2 Level 2 – CDEM required, no emergency declaration

These are larger scale emergency events that require CDEM input. One or more Local EOCs may be activated. The Group EOC may also be activated, as experience has shown that local events have regional impacts. These events will not require a declaration of emergency. All level 2 incidents should be reported to the Group EMO.

Control

Control is exercised by:

- A lead agency (not a CDEM agency), if the event is specialised. These events require CDEM support; either Local or Group, or both. An example of this type of event is a public health emergency controlled by the Medical Officer of Health.
- The CDEM Local Controllers will co-ordinate the event, with support from the Group Controller. These Controllers are not able to exercise emergency powers. This role is the equivalent of the “Emergency Response Co-ordinator” described in the CIMS structure.

25.3.3 Levels 3 & 4 –Declaration of a state of local emergency

These levels of emergency require a declaration of a state of local emergency, with the associated emergency powers.

Events within one territorial authority (Level 3) will require a declaration for that area: events covering more than one territorial authority area (Level 4) will require declaration for the whole Group area.

Control

The Group Controller is required to direct and co-ordinate the emergency response.

The CDEM Group has also appointed Local Controllers. Local Controllers have been delegated the authority to carry out the functions and duties of the Group Controller for their territorial authority area, and exercise the associated powers within their areas.

Local Controllers must follow any directions given by the Group Controller during a state of local emergency.

25.3.4 Level 5 – Declaration of a state of national emergency

This level of emergency requires declaration of a state of national emergency.

Control

Group and Local Controllers operate under the direction of the National Controller.

Table 3 summarises the levels of response. The areas highlighted show CDEM Group response.

Figure 7: CDEM Group response framework

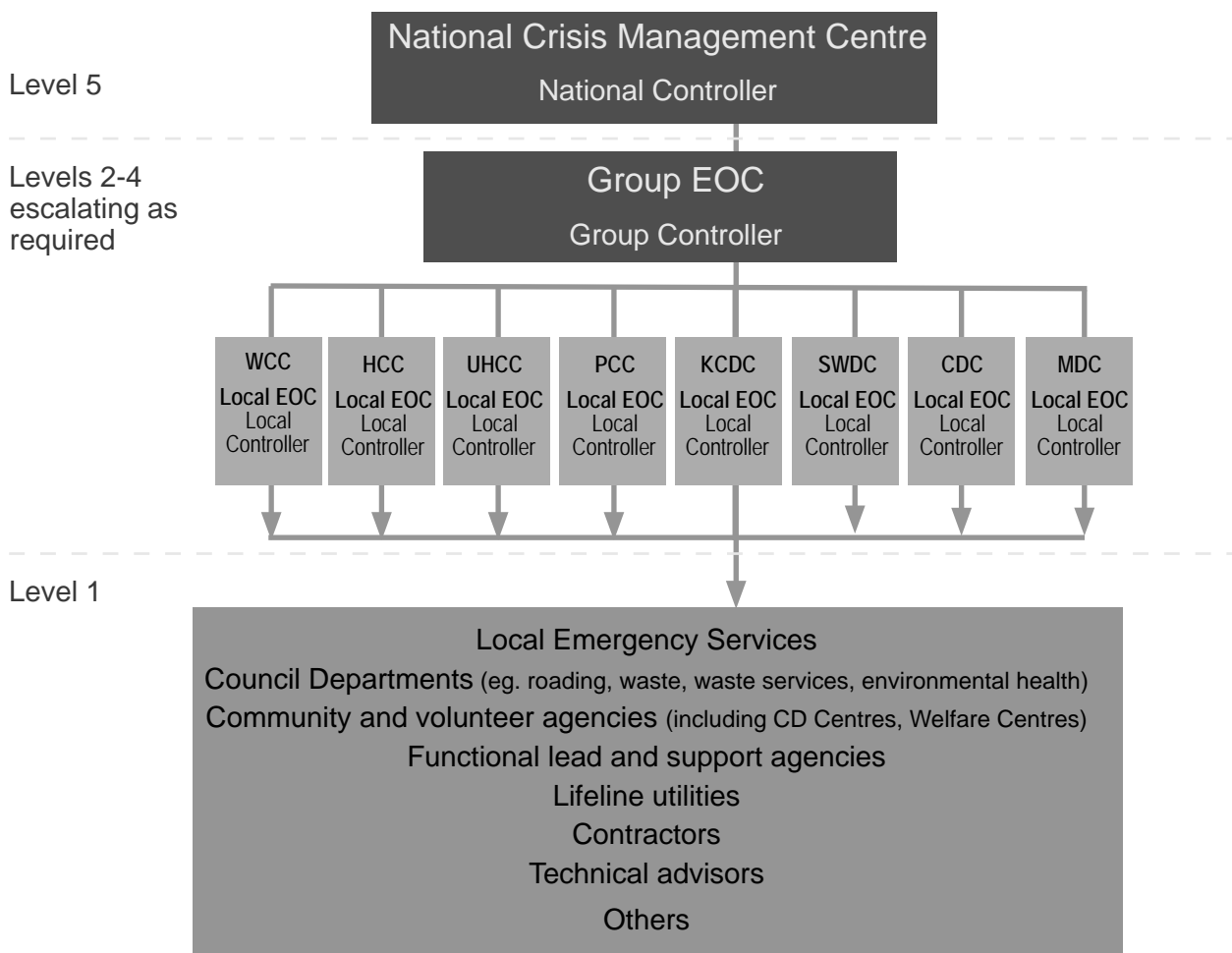


Table 3: Levels of response

Level	Description	Declaration status	EOC role	Control
Level 1 ‘111’ type emergency	Local incident(s). No CDEM input	No declaration	No EOC involvement. Some monitoring by CDEM staff possible	Lead agency using CIMS
Level 2 CDEM Group Response	Some CDEM input required. No CDEM powers required	No declaration	Local and Group EOC may be partially or fully activated	Lead agency or emergency response co-ordination by CDEM Local Controller, Group Controller in support
Level 3 CDEM Group Response	CDEM input required in one territorial authority area. CDEM powers required	Declaration for one territorial authority area	Local EOC fully active Group EOC active in support	Group Controller and Local Controllers in place
Level 4 CDEM Group Response	CDEM input required in whole Group area. CDEM powers required	Declaration for whole Group area	Group EOC fully active Local EOCs fully active	Group Controller and Local Controllers in place
Level 5 National Response	National emergency	National declaration	NCMC fully active Group EOC fully active Local EOCs fully active	National Controller in place. Group Controller continues under co-ordination of National Controller Local Controllers continue under co-ordination of Group Controller

25.4 Role of EOCs

25.4.1 Role of Local Emergency Operations Centre

Under the direction of the Local Controller:

- Co-ordinate the response of local emergency agencies within the area of the EOC
- Arrange and co-ordinate logistics
- Monitor events and escalate response as required
- Ensure local emergency response agencies are involved in the local response, and emergency services liaison officers available in the EOC
- Ensure communications are in place with key local response agencies
- Arrange for community welfare and support facilities and services
- Receive, assess and disseminate information for local emergency response agencies
- Provide information to the media about the event and the local response
- Report to the Group EOC.

25.4.2 Role of the Group Emergency Operations Centre

Under the direction of the Group Controller:

- Co-ordinate and/or support activated Local EOCs
- Receive, assess and disseminate information for emergency response agencies
- Where possible, provide logistical support when requested by a Local EOC
- Ensure major emergency response agencies are involved in the Group response, and major support agencies have liaison officers available in the EOC
- Ensure communications are in place with key regional response agencies
- Receive, assess and disseminate information about lifeline utility services through a Lifelines Co-ordination Centre within the EOC
- Provide information to the media about the event and the Group response
- Report to Central Government.

25.5 Activation procedure

An EOC may be partially or fully activated as the circumstances of a developing incident dictate.

The following may result in a Local EOC being activated:

- An alert or warning has been received
- Local emergency agency notifies emergency management staff of a developing incident

- Local emergency agency requests EOC to co-ordinate response to an incident
- Local emergency agency requests the use of CDEM facilities
- CDEM personnel determine that CDEM input is required.

The following will result in the Group EOC being activated:

- One or more Local EOCs have been activated
- Group CDEM personnel are notified of a developing incident that may require Group monitoring and/or response
- Lifelines information is required by one or more Local EOCs
- Local EOC requests Group EOC to co-ordinate response to an incident
- A declaration of a state of local emergency is made in a territorial authority area.

Both local EOCs and the Group EOC have standard operating procedures, which guide the emergency response.

25.6 Declaring a state of local emergency

25.6.1 General arrangements

- The declaration of a state of local emergency in the Wellington Region will be made when:
 - (a) an emergency has occurred or may occur within the Wellington Region and there is an actual or likely need to access the special powers provided by sections 85 – 94 of the CDEM Act 2002 (s.68(1) CDEM Act 2002).

OR

 - (b) resources from the Wellington Region are needed to assist an area outside of the Wellington Region where a state of local emergency is in force (s.68(3) CDEM Act 2002).
- There will be only one declaration of local emergency in force in the Wellington Region at any one time.
- A declaration of local emergency in the Wellington Region will only be made for the entire district of a territorial authority or for the entire Region.
- Where an emergency has occurred or may occur within a single territorial authority district, and it does not appear that special powers will be required to access resources from other districts within the Region, a declaration will be made solely for the district where the emergency has occurred or may occur.
- Where an emergency has occurred or may occur within a single territorial authority district, and it appears that special powers will be required to access resources from other districts within the Region, a declaration will be made for the Region.
- Where an emergency has occurred or may occur in more than one territorial authority district, a declaration will be made for the Region.

- Where a declaration is in place for a single territorial authority district and it becomes necessary to declare a state of local emergency for one or more additional district(s), the original declaration will be terminated concurrently with a new declaration coming into force for the Region.
- Emergency management agencies will be consulted, where possible, prior to any declaration being made.
- In making a decision to declare a state of local emergency, special consideration will be given to the following factors:
 - the safety of individuals
 - the need to provide first aid and to provide for the relief of stress
 - the need to undertake works such as clearing roads and other public places and the making safe of dangerous structures
 - the need to restrict access, close roads or other public place
 - the need to conserve and supply food, fuel and other essential supplies
 - the need to prohibit or regulate land, air and water traffic
 - the need to requisition property or to direct any person to stop an activity or to undertake an activity or to enter into contracts
 - the need to carry out inspections.
- A declaration can be made solely to access resources from the Wellington Region to assist an area outside of the Wellington Region where a state of local emergency is in force (s.17(1)9f) CDEM Act 2002).

25.6.2 Level 3 declaration

What

A Level 3 declaration of state of local emergency covers the district of a territorial authority.

When

- It appears that an emergency has occurred or may occur within the area and it is unlikely that a declaration will be necessary in any other district within the next 24 hours
- The situation is causing or has the potential to cause loss of life, injury, illness, distress, or endangers the safety of the public or property
- The powers of sections 85-94 of the CDEM Act 2002 are required
- Emergency services advise they cannot deal with the situation
- A co-ordinated response is required, involving CDEM input.

Who

The Mayor of the affected territorial authority can make a declaration of a state of local emergency for the district. In the absence of the Mayor, an elected member acting on behalf of the Mayor may make the declaration.

Duration

The state of local emergency expires:

- on the commencement of the seventh day after the date on which it was declared, or any earlier time and date that was stated in the declaration.

or

- when a Level 4 declaration is made for a whole area of the CDEM Group.

The state of local emergency may be extended by declaration by the Mayor or an elected member acting on behalf of the Mayor.

25.6.3 Level 4 declaration

What

A Level 4 declaration of state of local emergency covers the whole area of the CDEM Group.

When

- It appears that an emergency has occurred or may occur within the whole Group area or one or more districts within the area
- The powers of sections 85-94 of the CDEM Act 2002 are needed
- Emergency services across the Group area advise they cannot deal with the situation
- A co-ordinated response is required involving CDEM input
- More than one territorial authority area has a declaration or potential emergency in place
- The resources of the CDEM Group area are needed to assist another area that has declared a state of local emergency.

The Chairperson of the CDEM Group can make a declaration of a state of local emergency for the whole CDEM Group area or any district within the area. In the absence of the Chairperson of the CDEM Group, a representative of a CDEM Group member may make the declaration as per delegations listed in Part 5 of this Plan (s33. Delegation of Authority).

Duration

The state of local emergency expires on the commencement of the seventh day after the date on which it was declared, or any earlier time and date that was stated in the declaration.

The state of local emergency may be extended by declaration by the Chairperson of the CDEM Group or a representative of a CDEM Group member as per delegations listed in Part 5 of this Plan (s33. Delegation of Authority).

25.6.4 Procedure for declaring a state of local emergency

The person authorised to make a declaration of a state of local emergency must adhere to the following process:

- When an emergency occurs or is likely to occur in a territorial authority, the Mayor will consult with the local controller about whether a declaration of local emergency is necessary.
- If a local declaration is necessary, the Mayor (or a person acting on behalf of the Mayor), will contact the Group Controller or the Group EMO.
- The Group Controller will assess the emergency status of the Region. Up-to-date information will be sought from all territorial authorities.
- If declarations are necessary or likely to be necessary in more than one territorial authority district within the next 24 hours, the Group Controller will recommend to the Chairperson of the CDEM Group that a local declaration be made for the whole Group area.
- If a declaration is only required for one territorial authority district, the Group Controller will advise the Mayor of that district and recommend that they make the declaration.
- If a declaration has already been made for one territorial authority district, and a declaration is required for another territorial authority district, the Chairperson of the CDEM Group will make a declaration for the whole Group area. By doing so, the original declaration will be terminated.

The person making the declaration must:

- Sign the statutory declaration form. (See Appendix 5)
- Notify the Group and Local Controller(s) that a declaration of a state of local emergency has been made, and the area for which it has been made
- Ensure that the emergency services are notified that a declaration has been made
- Ensure that, by any means possible, the public is notified that a declaration has been made
- Notify the Ministry of CDEM that a declaration has been made
- As soon as possible arrange for the declaration to be published in the *Gazette*. Contact NZ Gazette Office at the Department of Internal Affairs.

25.7 Response functions

Table 4 specifies the response functions during an emergency led by the CDEM Group, along with the role of both lead and support agencies grouped as follows:

- Information management
- Resource management
- Urban search and rescue
- Evacuation
- Health and medical
- Welfare
- Infrastructure and lifelines
- Police and fire services

In addition, there are events when the CDEM Group will have a support role. These are listed below and included in Table 4.

- Search and rescue: land, marine and air
- Public health emergencies
- Agricultural emergencies
- Terrorism emergencies

25.7.1 Supporting documents

Table 4 refers to documents that describe in detail how some of the functions are carried out. These documents are the responsibility of the lead agency specified.

Supporting documents prepared by the CDEM Group are typed in **bold** and can be viewed at the CDEM Group Emergency Management Office. Supporting documents typed in **bold** and *italics* are under development as part of the CDEM work programme.

Table 4: Response functions

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Information management					
Public information co-ordination	Lead agency as per CIMS (response level 1 & 2) Emergency Services	Generate and disseminate public information and warnings	TAs All Identified Responding Agencies Media	Disseminate public information Generate public information about own agency area of responsibility	CIMS Manual CDEM Group Public Information and Media Management Plan
	Local EOC (response level 3) Group EOC (response level 4) NCMC (response level 5)	Co-ordinate and disseminate public information and warnings	Lifelines Co-ordination Centre (within Group EOC)	Provide information to Lifelines customers and the media as required. Provide lifelines information to the EOC public information manager for release to the public	
	Situation reporting	Lead agency as per CIMS (response level 1 & 2) Emergency Services	Generate and disseminate incident information to all necessary agencies as decided by associated plans, MoU's and the functional lead agencies	TAs, Emergency Services, All Identified Responding Agencies	
	Local EOC (response level 3)	Collate, generate and disseminate incident information to all necessary agencies			
	Group EOC (response level 4)	Collate, generate and disseminate incident information to all necessary agencies	Local EOC, TAs, Emergency Services, All Identified Responding Agencies	Provide information to the Group EOC for dissemination to other agencies	

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
		Provide information to central government as requested	Ministry of Civil Defence & Emergency Management (MCDEM)	Facilitate information flow between Group EOC and central government	
Enquiry about individuals	NZ Police TAs (response level 3)	Answer enquiries about individuals affected by an emergency	NZ Red Cross	Manage enquiries about individuals affected by disaster as agreed	Red Cross local MoU with NZ Police and National MoU with MFAT
	NZ Red Cross (declared response levels 4-5)	Answer national and international tracing enquiries Receive registration information from TAs, NZ Police and DHBs	TAs NZ Police District Health Boards (DHBs)	Provide information about evacuated people, casualties and victims of emergencies to NZ Red Cross	
Public Enquiry	Lead agency as per CIMS (response level 1) Emergency Services TAs (level 2 and above)	Maintain call centre facilities to answer public enquiries about emergency events. Provide electronic information via website if possible.	Group EOC	Provide regional scale emergency information to local agencies to assist with public enquiries	
Lifeline information co-ordination	Group EOC Lifelines Co-ordination Centre (LCC)	Collate and disseminate lifelines information to lifelines network. Provide lifelines information to EOC public information manager for dissemination to the public as necessary	Lifeline organisations	Provide information to the LCC about status of services Provide information to Lifelines customers and the media as required	CDEM Group Emergency Operating Centre Standard Operating Procedures Response Protocols for Lifelines Utilities

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Reconnaissance and needs assessment	TAs	Co-ordinate reconnaissance of local area and disseminate findings	Group EOC	Co-ordinate local reconnaissance activities if necessary. Facilitate lifelines facility reconnaissance if necessary. Collate and disseminate reconnaissance findings	
			NZ Police NZ Fire Service GWRC (Landcare Division) Civil Aviation Authority (CAA) Maritime Safety Authority (MSA) NZ Defence Force (NZDF)	Provide resources and personnel to assist with local reconnaissance	
Environmental impact assessment	GWRC	Assess environmental impacts of emergency events	All agencies	Carry out reconnaissance of own networks/assets	
			Tas Department of Conservation (DoC)	Assess environmental impacts of emergency events within own area	

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Resource management					
Logistics supply	TAs	Co-ordinate and prioritise resources within local area. Co-ordinate procurement, requisitioning, payment, access, staging, distribution and return of resources	Group EOC Civil Aviation Authority (CAA) Rescue Co-ordination Centre of NZ (RCCNZ) Other CDEMGs	Provide resources as requested by a TAs. Co-ordinate and prioritise resources from outside the Wellington region Co-ordinate transportation by air and air traffic safety, including restricted air space Provide and transport logistics supplies as requested by the CDEM Group	
Volunteer management and support	TAs (response level 2 and above)	Co-ordinate reception and tasking of spontaneous and trained volunteers			
Incoming external personnel management and support	TAs	Provide for the administration, accommodation and tasking of invited external personnel	Group EOC Ministry of Civil Defence & Emergency Management (MCDEM) Other CDEM Groups	Co-ordinate transportation and priority of invited external personnel (national and international)	

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Health and medical					
First aid and movement of injured	Wellington Free Ambulance (WFA) St John Ambulance Service (Otaki and Wairarapa only) Wairarapa District Health Board (WDHB) (Wairarapa) Wairarapa Ambulance Service	Triage and provide initial treatment to injured. Determine priority transportation of injured to medical facilities	St John Ambulance Service NZ Red Cross First Aid trained public or teams	Provide trained first-aiders to assist lead agency ambulance personnel Carry out first aid	
Medical provision	District Health Boards (DHBs)	Co-ordinate health sector response within DHB area. Provide hospital and health services	GPs Plunket	Provide emergency health services under the direction of the DHB Make available registered nurses to assist at welfare centres	Regional Health Major Incident Plan
Public Health	Regional Public Health (RPH)	Co-ordinate regional and local public health response. Take action necessary to prevent, control and monitor spread of communicable diseases. Provide public health advice to CDEM. Implement the powers of the Medical Officer of Health in consultation with the Group Controller (declared only)	TAs District Health Boards (DHBs)	Carry out public health inspections and assessments. Provides resources and facilities as requested Co-ordinate community based health activities with the RPH	Regional Public Health Incident Management Plan

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Urban Search and rescue					
Search and rescue (urban)	NZ Fire Service (NZFS)	Provide management personnel for urban search and rescue operations, as available. Deploy USAR taskforces on request	USAR taskforces, International teams	Mobilise resources to carry out medium rescue	CDEM Group Rescue Strategy Urban Search and Rescue standards and guidelines
	TAs	Co-ordinate required location of rescue activities. Establish pre-event arrangements with contractors and general rescue teams for rescue capability	Local rescue teams - TAs, volunteer, private business Group EOC Ministry of Civil Defence & Emergency Management (MCDEM)	Mobilise resources to carry out surface rescue o-ordinate requests for national and international rescue teams and technical experts	
Evacuation					
Evacuation	NZ Police NZ Fire Service (NZFS) (non declared)	Evacuate areas required for public safety within the powers and authority of NZ Police or NZ Fire Service	TA	Assist with personnel and resources for evacuation	CDEM Group Welfare Management Plan
	TA (declared)	Evacuate areas necessary for the preservation of human life. Provide for the safety and welfare of evacuated people	NZ Police NZ Fire Service (NZFS)	Assist with personnel and resources for evacuation	

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Registration of evacuees	TAs	Register people displaced by an emergency	Welfare centre staff Citizens Advice Bureau (CAB) NZ Red Cross	Provide resources for registration and collect data for input	
Welfare					
Welfare co-ordination	TAs	Initiate and co-ordinate welfare services	Salvation Army Victim Support Citizens Advice Bureau (CAB) NZ Red Cross	Provide welfare needs assessment services where available and required	CDEM Group Welfare Management Plan
Welfare (food)	Salvation Army	Co-ordinate and provide emergency catering facilities, including stand alone catering units where available	Private caterers and providers TAs	Provide services as agreed	
Welfare (immediate shelter)	TAs	Ensure and co-ordinate the provision of emergency shelter in the response phase of an emergency	Marae Housing New Zealand Private suppliers	Provide accommodation services if agreed with TA	
Welfare (clothing)	NZ Red Cross	Co-ordinate the provision of essential clothing, blankets and toiletries for victims at the request of a TA			

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Deceased victims	NZ Police	Manage the identification, handling, and transportation of deceased victims. Notify next of kin	District Health Boards (DHBs) (morgues) TAs Regional Public Health (RPH)	Manage mortuary facilities and arrangements for storage of deceased victims	Coroners Act NZ Police Disaster Victim Identification Procedures Funeral Industry Disaster Response Plan
Animal welfare	TA	Co-ordinate actions required to alleviate distress in animals	Coroner	Determine the cause of death of victims. Direct the interment of deceased persons if necessary	
			Private funeral directors NZ Funeral Directors Association (NZFDA)	Make arrangements for interment of deceased persons	
Animal welfare	TA	Co-ordinate actions required to alleviate distress in animals	SPCA	Co-ordinate the rescue of animals and birds and supply holding facilities where possible. Record details of lost domestic pets	
			Ministry of Agriculture & Fisheries (MAF)	Co-ordinate the steps to safeguard the welfare of farm animals. Co-ordinate the disposal of farm animal carcasses	

Function	Functional lead agency	Role	Support Agencies	Role	Supporting documents
Infrastructure and lifelines					
Commuter management	NZ Police (response level 1 & 2)	Implement and enforce safety measures of road transportation networks. Provide information to commuters. Co-ordinate and prioritise transport needs of emergency workers	TA Transport operators Transit Automobile Association (AA)	Co-ordinate road access restoration of local roads Implement business continuity arrangements to restore services Co-ordinate road access restoration of state highways Provide information about road status to commuters	CDEM Group Commuter Management Plan CDEM Group Public Information and Media Management Plan
	Group EOC (response level 3 & 4)		GWRC (Transport Division)	Provide information to commuters	
	TA (response level 2-3)	Provide information to commuters Co-ordinate and prioritise transport needs of emergency workers. Provide for commuters stranded en-route within local area	TAs Transit NZ Police	Gather and disseminate information from across the region	

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Access restoration	Transit (State Highways)	Co-ordinate road access restoration of state highways	Lifelines Utilities Contractors	Make safe damaged lifeline utilities	Agency Business Continuity Plans CDEM Group Road Access Restoration Strategy
			NZ Police Automobile Association (AA) Land Transport Safety Authority (LTSA)	Provide services to restore road access or maintain road safety of state highways	
	TAs (local roads)	Co-ordinate road access restoration of local roads	Group EOC – Lifelines co-ordination centre	Provide services to restore road access or maintain road safety of local roads	
	Toll Rail (rail)	Restore rail access or implement interim measures			
	Wellington International Airport Ltd (WIAL)	Assess safety of Wellington International Airport and restore air access to the Wellington region or implement interim measures	Paraparumu Airport Hood Aerodrome NZ Defence Force (NZDF) Private aircraft companies	Take all necessary steps to restore air services and facilities or implement interim measures	
			Rescue Co-ordination Centre of NZ (RCCNZ) Maritime Safety Authority (MSA)	Declare and manage restrictions to air space if required	
	CentrePort	Assess safety of entry and exit to the port and restore port facilities or implement interim measures	Contractors Harbourmaster Maritime Safety Authority (MSA)	Provide advice and information to restore port and marine transportation services	

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Building damage assessment	TAs	Arrange and co-ordinate building inspections (including for structural safety and environmental health). Authorise re-occupation of damaged properties	Insurance Companies & Earthquake Commission (EQC) Insurance Council Regional Public Health (RPH) Engineers/technical advisors	Co-ordinate and arrange insurance assessments Co-ordinate insurance company activities & communication Provide advice on public health issues of damaged properties through TAs Provide advice on safety and structural integrity of buildings	
Emergency communications	Communications asset owner	Take all necessary steps to restore normal communications networks and arrange interim measures if necessary	Group EOC Local EOC Amateur Radio Emergency Corp (AREC)	Take all steps to restore communication between the Group and Local EOCs Take all necessary steps to restore communication between Local EOC and community response facilities and organisations Provide technical advice, personnel and services to EOCs as agreed	Agency Business Continuity Plans
Emergency water supply (drinking water)	TAs	Take all necessary steps to restore normal water supply networks. Facilitate interim measures to provide water to residents when supply network is disrupted	GWRC (Utility Services) Regional Public Health (RPH)	Take all necessary steps to restore the bulk supply of water and support local authority interim measures Provide advice on integrity of emergency water sources, and water quality	NZ Waste Water Association Water Supply Mutual Aid Plan. Agency Business Continuity Plans Wellington Meteorological Emergency Water Supply Strategy & Action Plan

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Sewage and storm water services	TAs	Take all necessary steps to restore normal sewage and storm water networks. Arrange collection and disposal of waste when sewage and waste water systems are disrupted. Carry out inspections of sites contaminated with sewage and waste water	Regional Public Health (RPH) GWRC (Environment Division)	Provide advice on issues of public health Provide inspection of sites contaminated with sewage and waste water	Agency Business Continuity Plans Sewage Response Manual
Energy restoration and emergency supply	Electricity distribution companies	Take all necessary steps to restore normal electricity distribution networks and arrange interim measures if necessary			Agency Business Continuity Plans Agency Emergency Plans
	Gas distribution companies	Take all necessary steps to restore normal gas distribution networks and arrange interim measures if necessary			
	Oil companies	Take all necessary steps to restore normal fuel supply networks and arrange interim measures if necessary			

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Police & fire services					
Law and order	NZ Police	Maintain law and order. Secure control perimeters	Fire Police Private security companies	Provide services as requested	
Fire control urban	NZ Fire Service (NZFS)	Extinguish and prevent the spread of fires. Co-ordinate fire brigades (Defence, industrial, rural) when necessary		Provide fire fighting services for defence facilities and others as agreed	
Fire control rural	TAs Department of Conservation (DoC)	Extinguish and prevent the spread of fires in rural areas	NZ Fire Service (NZFS) National Rural Fire Authority (NRFA) Rural associations	Provide advice and support at rural fire incidents	
Hazardous substances response	NZ Fire Service (NZFS)	Stabilise and render safe hazardous substances	Hazardous Substances Technical Liaison Committee (HSTLC) members Regional Public Health (RPH) TAs GWRC (Environment Division)	Provide advice and support at hazardous substances incidents. Carry out necessary investigations	Hazardous Substances & New Organisms Act 1996 (HSNO Act)

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
	GWRC (Environment Division)	Manage oil spill incidents within the Coastal Marine Area. Mobilise GWRC spill response personnel and equipment (MSA for nationally significant event or beyond 12 miles)	SPCA Spiller CentrePort Maritime Safety Authority (MSA) NZ Fire Service (NZFS)	Respond to and manage marine oil spill incidents	Marine Oil Spill Tier 2 Response Plan
Non-CDEM Group led emergencies: (CDEM Group primarily in support role)					
Search and rescue: land, marine, air (excludes urban/building extraction)	NZ Police	Manage rural, land based and small scale marine search and rescue operations (excluding extraction from damaged structures)	Harbourmaster CDEMG (Group EOC)/ TAs	Provide advice and support for marine rescue incidents	Rescue Coordination Centre NZ SOP Wellington Aerodrome Emergency Plan
	Rescue Coordination Centre of NZ (RCCNZ) Maritime Safety Authority (MSA)	In response to activated emergency locator transmitters or missing or distressed aircraft or vessels co-ordinate the response of national or international resources	Coastguard Centreport Private vessels or aircraft Volunteers Department of Conservation (DoC)	Respond with rescue resources to carry out search and rescue and provide information as requested	
			Maritime Safety Authority (MSA), Civil Aviation Authority (CAA)	Carry out investigations as required	

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Agricultural emergencies	MAF/Agriquality	Investigate and manage incursions of exotic organisms affecting plants and animals	CDEMG (Group EOC)/ TAs GWRC Federated Farmers Asure/Massey Vets Rural Support Trusts	Provide support and resources for agricultural emergencies as requested	MAF Biosecurity and Incursion Plans Policy Statement on Responding to an Exotic Organism Incursion
	Regional Public Health (RPH)	Investigate and manage interceptions and incursions of exotic mosquitoes of public health significance			RPH Biosecurity Response Plan
Public health emergencies	Medical Officer of Health	Direct actions to prevent and control the spread of pandemic illness. When authorised by the Minister (or declared CDEM emergency) direct and implement powers of the Medical Officer of Health	TAs (incl Environmental Health Officers) Emergency Services CDEMG (Group EOC) District Health Boards (DHBs) Ministry of Health (MoH)	Implement the directions of the Medical Officer of Health. Provide resources and facilities to support the public health response	Health Act S 70-71. National Health Emergency Management Plan – Infectious Diseases
				Authorise the use of the powers of the Medical Officer of Health	

Function	Functional lead agency	Role	Support agencies	Role	Supporting documents
Terrorism emergency	NZ Police	Manage response to terrorism events and carry out investigation	CDEMG (Group EOC) TAs NZ Fire Service (NZFS) District Health Boards (DHBs) / Regional Public Health (RPH)	Provide support services and resources as required	National Terrorist Plan
			Department of Prime Minister & Cabinet (DPMC) Ministry of Civil Defence & Emergency Management (MCDEM) NZ Defence Force (NZDF)	Co-ordinate national and international terrorism response and resources	

26. Recovery

Recovery is the process whereby activities are co-ordinated to bring about the immediate, medium and long-term rehabilitation of a community after an emergency.

Recovery involves minimising the escalation of the consequences of an emergency, rehabilitation of the emotional, social, physical and economic wellbeing of communities, taking opportunities to meet future community needs, and reducing future exposure to hazards and risks.

The recovery phase gains momentum when the threat to life has passed, community safety is assured, and any state of emergency is lifted.

26.1 Recovery Principles

The priorities to be followed in a recovery phase are:

- Safety of individuals – the safety of people remaining in the disaster area.
- Social recovery – the restoration of material and emotional needs of individuals and groups within the community.
- Economic recovery – facilitating the provision to the community of the tools needed to commence their own economic recovery.
- Physical recovery – restoring the built environment, consistent with appropriate risk management practices and principles.

Recovery activities should start when emergency response is still in progress. Key decisions during the response phase are likely to directly influence and shape recovery. Recovery management personnel and procedures should be put in place as soon as possible during response to an emergency.

Recovery should not just aim at recreating the past, but creating the future. Opportunities to reduce vulnerability to future hazard events should be sought and implemented during recovery.

The timeframes for recovery are likely to be long, probably 3-10 years and perhaps longer.

Recovery ranges from large-scale community planning, to individual assistance.

Recovery will involve agencies that have not previously had any direct involvement with emergency management. It will involve a diverse range of expertise and skills.

When addressing essential services, priorities for utility/service restoration for all agencies and Lifeline Utilities to observe are:

1. Public health and safety (Hospitals, Ambulance)
2. Emergency Management (Police, Fire Service, Emergency Operations Centres)
3. Lifelines infrastructure (Energy, Communications, Water, Transport)

4. Vulnerable sectors (immobile or vulnerable groups of people such as in rest homes or prisons)
5. Isolated communities
6. Key areas (eg. Central business districts)
7. Commercial producers
8. Residential zones

26.2 Role of the CDEM Group in recovery

The CDEM Group has a statutory function to carry out recovery activities (s17(1)(e) CDEM Act 2002). However, it does not have any statutory powers during the recovery phase of an emergency.

The role of the CDEM Group in recovery is one of leadership and co-ordination of local recovery activities.

The CDEM Group will:

- Appoint a Group Recovery Manager
- Establish a multi-agency recovery management team with particular focus on key recovery issues
- Provide advice and support to local recovery personnel
- Report to central government departments.

26.3 Territorial Authority role in recovery

Territorial Authorities will:

- Appoint local recovery managers
- Establish a local recovery management team to facilitate recovery
- Work with the Group Recovery Management Team
- Plan for managed withdrawal so that individuals and organisations within the community can, in the long term, manage their own recovery processes, albeit with support available if required.

26.4 Group recovery management

26.4.1 Group Recovery Manager

The Group Recovery Manager has no statutory powers during emergency recovery.

The Group Recovery Manager is engaged by a contractual arrangement with the CDEM Group, via the Group Office, to co-ordinate recovery activities for the Group area.

The role will include the following:

During readiness

- Participate in Group recovery training and exercises
- Attend ongoing recovery management training.

During response

- Establish contact with the Group Controller and keep informed about the incident
- Advise the Group Controller on matters of importance for recovery
- Together with the Group Controller, ensure there is continuity between the response and recovery phases
- Establish links with local recovery managers to consider recovery issues.

During recovery

- Establish a recovery management team
- Identify recovery requirements which may include personnel, physical resources, and facilities
- Establish links with key recovery agencies
- Carry out recovery impact assessment and priority setting
- Co-ordinate Group and local recovery activities
- Keep the CDEM Group and central government informed about recovery activities and issues
- Establish links with any government appointed Disaster Recovery Co-ordinator.

26.4.2 Group Recovery Management Team

The Group Recovery Manager will require a team of personnel to facilitate specific aspects of recovery, such as:

- Welfare (physical and psychosocial health)
- Infrastructure and lifelines
- Economic/business
- Environmental
- Community development
- Rural
- Information (reporting and public information).

The Group Recovery Manager may establish workgroups with specific terms of reference, and appoint workgroup leaders, as required.

The Group Recovery Management Team and workgroups will require adequate administrative support.

26.4.3 Recovery management facilities

The Group Recovery Management Team will operate from the Group EOC facility following the lifting of a state of emergency.

The same administrative equipment and supplies required during response will also be needed during recovery.

26.5 Transition to recovery

The Group Controller will initially identify the need for a Group Recovery Manager to take up his/her duties, ie. 'be appointed'.

The Group Controller will make the appointment in the short term. The CDEM Group will ratify the decision as soon as possible and determine the term of the appointment.

Formal handover to the Group Recovery Manager happens when the state of emergency is lifted.

26.6 Recovery functions

Many of the functions carried out during emergency response continue during recovery.

In addition, the recovery phase of the emergency requires additional recovery functions to be performed by many emergency management agencies.

The roles and responsibilities for functions carried out during recovery are outlined in the following Table 5.

Recovery functions are described in the following categories:

- Information management
- Welfare
- Health and medical
- Infrastructure and lifelines
- Resource management

26.6.1 Supporting documents

Documents supporting the Recovery function are shown in Table 5.

Supporting documents prepared by the CDEM Group are typed in bold and can be viewed at the CDEM Group Emergency Management Office. Supporting documents typed in bold **and italics** are under development as part of the CDEM work programme.

The **Group Recovery Plan** will guide recovery management and will cover all aspects of recovery.

Table 5: Recovery functions

Function	Functional lead Agency	Role	Support agencies	Role	Supporting documents
Information management					
Public information for recovery	TAs	Provide and co-ordinate advice to the public about recovery issues and progress.	Group EMO All agencies	Co-ordinate recovery messages across the Group as necessary. Provide advice about own services.	CDEM Group Public Information and Media Management Plan
Financial impact assessment	TA	Collate information and statistics of financial losses and damages.	Govt Depts (eg Ministry of Economic Development (MED), Treasury, Reserve bank) Insurance Council Regional Economic Development Agencies (REDAs), Chambers of Commerce	Collate information about financial impacts.	CDEM Group Recovery Plan CDEM Group Standard Operating Procedures
Debrief	Group EMO	Conduct a debrief of CDEM Group emergency response and recovery activities. Collate the findings and report to the CDEM Group.	Insurance Council Each agency	Collate information and statistics about insured losses. Conduct a debrief of emergency response and recovery activities within own organisation.	

Function	Functional lead Agency	Role	Support agencies	Role	Supporting documents
Welfare					
Welfare (shelter)	Housing New Zealand	Facilitate the provision of short-term housing for evacuees.	Regional Public Health (RPH)	Provide advice on public health issues associated with temporary accommodation facilities.	CDEM Group Recovery Plan
Welfare (emergency benefits)	Ministry of Social Development – WINZ	Maintain benefit payments and make emergency payments.	TAs	Provide information on evacuees to enable accommodation arrangements to be made.	
Welfare (donated goods)	TAs	Make arrangements for the receipt, management, storage and distribution of donated goods.	TAs	Provide information on evacuees to enable benefit payments.	
Welfare (donated funds)	TAs	Establish and distribute mayoral relief funds.	Red Cross	Assist with the management of donated goods as agreed.	
			Red Cross	Manage national appeals and the collection and distribution of funds as agreed.	

Function	Functional lead Agency	Role	Support agencies	Role	Supporting documents
Health and medical					
Mental health (psychological services)	District Health Boards (DHBs)	Facilitate mental health support response.	Child Youth & Family Services (CYFS)	Provide care services for children and young persons separated from their parents or guardians. Assist with counselling and support services.	
			Plunket	Provide care services for children and young persons separated from their parents or guardians. Assist with counselling and support services.	
			Salvation Army/Church Groups/Private providers	Assist with counselling and support services as agreed.	

Function	Functional lead Agency	Role	Support agencies	Role	Supporting documents
Infrastructure and lifelines					
Infrastructure and lifeline restoration	Lifeline Utility organisation	Facilitate the restoration of damaged infrastructure. Determine priorities for restoration in consultation with Group Recovery Manager and other lifelines.	Insurance Companies Contractors Regional Public Health (RPH)	Fund or arrange repairs for claimants Carry out works to restore infrastructure and lifelines as contracted. Providing advice on integrity of lifelines, in particular water supplies.	CDEM Group Recovery Plan
		Rebuilding and reconstruction	Asset owner	Arrange rebuilding and reconstruction of own assets.	
			TAs	Allocate and distribute funds for reconstruction as considered necessary.	
			Building industry organisations and contractors	Fund or arrange repairs for claimants.	
			Govt Depts	Provide advice to customers on insurance implications of disposal of damaged assets.	
			Insurance Companies & EQC		
			Insurance companies		

Function	Functional Lead Agency	Role	Key support agency	Role	Supporting documents
Resource management					
Insurance assessments and payout	Insurance Companies and EQC	Carry out insurance assessments and make payments.	Insurance Council	Communicate and advocate on behalf of the insurance industry.	Insurance Emergency Plan
Cost recovery from central government	Group EMO	Co-ordinate the preparation of emergency expenditure claims for Group expenses.	TAs	Prepare and submit emergency expenditure claims for own agency costs.	CDEM Group Recovery Plan
			Ministry of Civil Defence & Emergency Management (MCDEM)	Provide advice on claims preparation and process expenditure claims.	
Debris removal	TAs GWRC (Environment Division)	Issue necessary approvals or consents for disposal. Co-ordinate debris removal and disposal.	Regional Public Health (RPH)	Provide advice on public health issues regarding disposal sites.	

Part 5 – Administrative arrangements

27. CDEM Group membership and functions

Each local authority in the Wellington Region is a member of the CDEM Group. The Group's functions, duties and powers are those of a civil defence emergency management group as described in the CDEM Act 2002. The CDEM Group is also a joint standing committee under clause 30(1)(b) of Schedule 7 of the Local Government Act 2002.

The CDEM group is a partnership between the local authorities of the Wellington Region. Its objectives are described in Terms of Reference, which have been adopted by the Group. The CDEM Group works together with emergency services and other organisations within the Region to ensure an effective and efficient region-wide civil defence emergency management capability.

27.1 CDEM Group Terms of Reference

The CDEM Group has adopted a Terms of Reference (ToR) for the purposes of:

- Setting out functions, duties and powers
- Providing for administrative and financial arrangements
- Describing in general terms, how the CDEM Group will operate.

The CDEM Group will review the ToR following the adoption of this plan. A copy of the ToR can be obtained from the CDEM Group Office.

27.2 CDEM Group Membership

Each of the following organisations is a member of the CDEM Group:

- Carterton District Council
- Greater Wellington Regional Council
- Kapiti Coast District Council
- Hutt City Council
- Masterton District Council
- Porirua City Council
- South Wairarapa District Council
- Upper Hutt City Council
- Wellington City Council.

27.3 Representation on CDEM Group

CDEM Group members are represented by their Mayor or chairperson or an alternate elected representative who has been given delegated authority to act on their behalf.

28. CEG membership and functions

The Co-ordinating Executive Group (CEG) is a statutory group under the CDEM Act 2002 with prescribed functions. These include:

- Providing advice to the CDEM Group and any subgroups or committees
- Implementing, as appropriate the decisions of the CDEM Group; and
- Overseeing the implementation, development, maintenance, monitoring, and evaluation of the CDEM Group Plan.

Other CEG roles include:

- Providing advice on the strategic direction of emergency management in the Region
- Ensuring that all emergency management functions, including the Group Plan, are reviewed and monitored as appropriate
- Recommending the draft work programme and annual budget to the CDEM Group for approval
- Recommending to the CDEM Group the appointment of any CDEM personnel including the Group and local Controllers, and any persons who may declare a state of emergency
- Co-ordinating input into the annual planning process of each local authority with respect to the CDEM function.

28.1 CEG Membership

Each of the following organisations are members of the CEG:

- Carterton District Council
- Greater Wellington Regional Council
- Kapiti Coast District Council
- Hutt City Council
- Masterton District Council
- Porirua City Council
- South Wairarapa District Council
- Upper Hutt City Council
- Wellington City Council
- Capital & Coast District Health Board
- Hutt Valley District Health Board
- Wairarapa District Health Board
- New Zealand Fire Service
- New Zealand Police

28.2 Representation on CEG

Each member of the CDEM Group is represented on the CEG by its chief executive (or an alternate representative who has been given delegated authority to act for the chief executive).

All CEG members, whether from local authorities or other organisations, are senior representatives of their organisation. This is to ensure a strategic overview and an ability to commit resources.

29. Administering Authority

Greater Wellington Regional Council is the administering authority for the Wellington Region CDEM Group (s. 23(1) of the CDEM Act 2002).

As such, it:

- Serves as the CDEM Group and CEG secretariat, including developing meeting agendas, preparing order papers, arranging meeting venues and taking and disseminating minutes of meetings.
- Provides financial management for the CDEM Group, including budgeting and reporting.

30. CDEM Group Emergency Management Office (Group EMO)

Greater Wellington Regional Council provides the Group EMO for the CDEM Group.

The role of the Group EMO is to:

- Co-ordinate the development, implementation, monitoring and review of the CDEM Group Plan
- Publish the CDEM Group Plan
- Provide professional and technical advice and services to the CDEM Group and CEG
- Carry out functions specified for the Group Emergency Management Office by the Group Plan or the CDEM Group
- Co-ordinate reporting of CDEM Group work programmes to the CEG and CDEM Group, and
- Provide a Group response capability, including the Group EOC facility, staff and resources.

31. Financial arrangements

The activities of the CDEM Group incur costs that can be broken into two main areas:

Programmed expenditure

- Administrative and related services under s.24 of the CDEM Act 2002.
- Annual CDEM Group work programme to implement the strategic part of the Plan (Appendix 1).

- Group services such as the CDEM Group Emergency Management Office, Group EOC, and Group appointments.

Emergency expenditure

- Expenditure incurred by the Group in the lead up to, during and after a declared state of emergency.

This section outlines the financial arrangements under these circumstances and the methods of cost apportionment.

A CDEM Group budget is prepared annually and agreed by the CDEM Group.

31.1 Cost apportionment

31.1.1 Programmed expenditure

Greater Wellington Regional Council is responsible for funding:

- Administrative and related services under s.24 of the CDEM Act 2002
- The costs of its representation on the CDEM Group and CEG
- Costs associated with the Group Emergency Management Office and Group EOC
- Group appointments including the Group Controller and Alternate, Group Recovery Manager and Alternate, Group Lifelines Co-ordinators
- The costs of GWRC and Group EMO involvement in the agreed annual CDEM Group work programme.

Each territorial authority member of the CDEM Group is responsible for funding:

- The reduction, readiness, response and recovery arrangements required for their district
- The costs of its representation on the CDEM Group and CEG
- Costs associated with the Local Emergency Management Office, the Local EOC and local appointments including Local Controllers and recovery managers
- The costs of agreed involvement in the annual CDEM Group work programme.

External costs of CDEM Group work programmes

If external assistance is required for an agreed CDEM Group work programme project costing \$10,000 or more, the cost will be split on the basis of 50% Greater Wellington Regional Council and the remaining 50% split amongst the consistent territorial authorities on a pro rata by population basis.

All costs to be shared will be pre-approved by the CEG. Exceptions are to be brought before the CEG for decision.

31.1.2 Emergency expenditure

During the lead up to a declared emergency (Levels 1 – 2)

Greater Wellington Regional Council is responsible for funding:

- All costs associated with the resourcing, activation and operation of the Group EOC
- All reasonable direct expenses incurred by the Group Controller
- All reasonable direct expenses (e.g. travel, meals, and accommodation) incurred by requested technical advisors.

Territorial authorities are responsible for meeting all costs associated with the local CDEM response, personnel, facilities and resources.

A clear record of who authorises any expenditure, and its purpose is to be kept.

During a declared emergency (Levels 3 - 5)

Greater Wellington Regional Council is responsible for funding:

- All costs associated with the resourcing, activation and operation of the Group EOC
- All reasonable direct expenses incurred by the Group Controller
- All reasonable direct expenses (e.g. travel, meals, and accommodation) incurred by requested technical advisors
- Costs associated with the use of resources and services under the direction of the Group Controller.

Territorial authorities are responsible for meeting emergency expenditure incurred within their districts, and arising out of the use of resources under the direction of the Local Controller.

Territorial authorities take full first line responsibility for dealing with the impact of the disaster in their geographic and functional areas of responsibility.

A clear record of who authorises any expenditure, and its purpose is to be kept.

During recovery

Upon termination of a declared emergency, the expenditure regime established for the response phase must be closed off and recommenced for the recovery phase under the direction of the Group Recovery Manager.

A clear record of who authorises any expenditure, and its purpose is to be kept.

31.2 Unexpected expenditure

The CDEM Group will consider any additional items of expenditure not pre-programmed on a case by case basis.

31.3 Cost recovery

Following an emergency response, claims may be prepared for government assistance (Category A & B expenditure, National CD Plan).

Claims for government assistance are to be made by the organisation who incurred the expenditure. If an emergency involved more than one district the CDEM Group will coordinate and check the respective local authority claims, independently prepare a claim for Group costs, and submit a consolidated application.

Any reimbursement from central government will be distributed back to the local authority which incurred the expenditure.

31.4 Relationship to local government financial planning requirements

The CDEM Group is unable to bind members in terms of funding Group activities.

Decisions on funding CDEM activities will be subject to scrutiny through CDEM Group member authorities' Long Term Council Community Plans, and Annual Plan budgeting processes, which go through community consultation.

If any member of the Group is unable to carry out its responsibilities under this Plan, the matter should be brought back to the CDEM Group for decision.

32. Co-operation with other CDEM Groups

The Wellington Region CDEM Group will seek and accept support from other CDEM Groups and central government to enhance the Group response and recovery capability when necessary.

The Wellington Region CDEM Group will also offer support to other CDEM Groups.

A Memorandum of Understanding (MoU) has been established with the CDEM Groups neighbouring the Wellington Region, and with other key Groups with which the Wellington Region CDEM Group has arrangements to interact as follows.

These Groups are:

- Manawatu Wanganui
- Marlborough
- Hawkes Bay
- Auckland

The signed MoUs are attached in Appendix 5.

33. CDEM Group appointments

Statutory appointments have been made by the CDEM Group to give effect to the arrangements of this Plan. These can be found in Appendix 4.

34. Delegation of authority

The CDEM Group is able to delegate any of its functions under the CDEM Act 2002 to members of the Group, the Group Controller, or other persons. These delegations are made by resolution passed at a CDEM Group meeting.

The CDEM Group has made the following delegations:

Authority delegated to:	Description of Delegation	CDEM Act Refs
Group Controller	Exercise any of the powers, duties and functions in sections 18(2), 76 and 85 of the CDEM Act 2002.	ss.18(2), 76, 85,
Local Controllers	<p>Exercise any of the powers, duties and functions in sections 18(2), 76 and 85 of the CDEM Act 2002 in relation to the TA area(s) for which they are appointed as Local Controller.</p> <p>A Local Controller must follow any directions given by the Group Controller during an emergency.</p>	s.18(2), 76, 85, s.27(2)
CDEM Group Chairperson	The CDEM Group Chairperson is authorised to declare a state of local emergency for the Wellington Region or 1 or more districts within that Region.	s.25(1)
CDEM Group representatives (Mayors and GWRC Chairperson)	<p>If the CDEM Group Chairperson is unable to declare a state of local emergency, another CDEM Group representative is authorised to declare a state of local emergency for the Wellington Region or 1 or more districts within that Region in their place.</p> <p>The authority to declare a state of local emergency passes when a representative is unable to declare a state of local emergency, is in the following order:</p> <ol style="list-style-type: none"> 1. CDEM Group Chairperson 2. Chairperson, Greater Wellington Regional Council 3. Mayor of Wellington City 4. Mayor of Lower Hutt City 5. Mayor of Upper Hutt City 6. Mayor of Porirua City 7. Mayor of Kapiti Coast District 8. Mayor of South Wairarapa District 9. Mayor of Carterton District 10. Mayor of Masterton District <p>For the avoidance of doubt, the authority to declare a state of local emergency may only be held by one CDEM Group representative at a time.</p> <p>The Mayor of a territorial authority, or an elected member of the territorial authority designated to act on behalf of the Mayor, is authorised to declare a state of local emergency that covers the district of that territorial authority.</p> <p>The authority to replace the Group Controller during a state of emergency is delegated to those representatives authorised to declare a state of emergency for the Group area under S.25(1) with the same order and limitations. This power can be exercised when (a) the Group Controller is absent or (b) when the CDEM Group Chairperson, in consultation with two or more members of the CDEM Group, consider, on reasonable grounds, that the Group Controller is not adequately discharging his or her duties.</p>	s.25(1) s.26(4)
CDEM Group Office	The authority to carry out functions listed under s.18(2) of the CDEM Act 2002.	s18(2)

Part 6 - Monitoring and review

35. Process for Plan monitoring and review

To ensure that progress is being made towards the Plan vision and goals it is essential that the effectiveness of implementing this Plan be evaluated.

The effectiveness of this Plan will be evaluated by:

- Measuring achievement of the Plan goals
- Monitoring progress on the CDEM Group Work Programme
- Reviewing the Plan following activation in response to an emergency
- Ongoing review of Plan currency and sufficiency
- Plan review and monitoring by the Ministry of CDEM.

35.1 Measuring achievement of Plan goals

Measurement of Plan goals will be facilitated by the CDEM Group Office and reported to the Co-ordinating Executive Group.

Plan goals will be measured prior to each plan review, that is, every 5 years.

Descriptions of success have been developed for each goal, and measurement tools identified.

Goal 1: The community and emergency management agencies will be aware of the risks they face	
What does success look like?	Measurement tool chosen
The community:	
Can identify the hazards in their area.	Community survey
Emergency management agencies:	
Can identify the hazards in their area, or that may affect their business.	Emergency management agency survey

Goal 2: The community and emergency management agencies will take action to manage the risks they face

What does success look like?	Measurement tool chosen
The community:	
Has emergency plans Has emergency supplies Considers hazards in property decisions	Community survey Community survey Data assessment: LIM/PIM request data
Holds appropriate levels of insurance	Data assessment: Insurance statistics Insured and non-insured loss assessment after events
Emergency management agencies:	
Have carried out mitigation activities	Assessment of hazard analysis in <ul style="list-style-type: none"> • Business continuity plans • Asset management plans

Goal 3: The community and emergency management agencies will know their roles and responsibilities

What does success look like?	Measurement tool chosen
The community:	
Expects individuals to be self reliant	Community survey
Understands roles of emergency management agencies	Community survey
Emergency management agencies:	
Can identify their role and responsibilities	Emergency management agency survey

Goal 4: The community and emergency management agencies will be able to respond to, and recover from emergency events effectively.

What does success look like?	Measurement tool chosen
The community:	
Has groups and volunteers in place to manage community impacts and response	Emergency management agency survey
Knows where to go for help or to give help	Community survey
Responds appropriately	Community survey
Emergency management agencies:	
Have response plans in place to support the Group Plan	Emergency management agency survey
Have recovery plans in place to support the Group Plan	Emergency management agency survey
Have control and co-ordination personnel in place and trained	Emergency management agency survey
Respond and recover effectively	Debrief reports
Have EOC facilities in place that meet minimum standards	EOC audit

35.2 Monitoring progress of CDEM Group Work Programme

The CDEM Group work programme has been put together to address the strategic issues raised during Plan development (Appendix 1).

The work programme consists of projects that need input from many emergency management agencies, as well as individual agency projects that the CDEM Group feels are essential for the Group to be able to function.

Some work programme activities are ongoing, and have no finite start or finish dates. Other activities are specific short term projects. The large number of work programmes means different reporting and monitoring requirements.

35.2.1 Monitoring Process

The Co-ordinating Executive Group will oversee implementation and monitoring of the work programme. The CEG role will be to:

- Annually agree the work programme activities.
- Set timeframes and responsibilities
- Request and receive regular progress with reports on work programme activities.

35.3 Group Plan review following activation

The Group Emergency Management Office will facilitate a debrief of emergency response and recovery activities following any activation of the Group Emergency Operations Centre. This debrief will be held in addition to any local agency debrief.

The Group Emergency Management Office will prepare a report for the CEG meeting subsequent to the event debrief.

The report will include:

- A record of events
- Positive and negative aspects of the response and recovery
- Lessons learned for future response and recovery activities
- Recommendations for amendments to the CDEM Group Plan if necessary.

35.4 Ongoing review of Plan currency and sufficiency

The Group Plan has a life of five years, but can be reviewed in full or part at any time. Minor changes to the Plan can be made without a formal review of the Plan (s.57).

The Group Emergency Management Office will facilitate the review and, if necessary, amendment of the Plan following any event that may affect the currency or sufficiency of the Plan.

Such events include, but are not limited to:

- Introduction of the National CDEM Plan
- Introduction of any new guidelines, codes or technical standards issued by the Director of Civil Defence Emergency Management
- Introduction or amendment of legislation affecting the role of any emergency management agency
- Recommendations from Group activation debrief or nationally commissioned enquiry
- Change of CDEM Group appointed personnel.

35.5 Ministerial monitoring

This Plan was sent to the Minister of Civil Defence for comment before it was approved. These comments were considered and, where necessary, amendments made to the Plan.

The Director of Civil Defence Emergency Management has a function to monitor the performance of CDEM Groups and persons who have responsibilities under the CDEM Act 2002. Part of this monitoring is likely to include assessment of the quality of outputs from CDEM Group Plans.

Glossary

Civil Defence Emergency Management

The application of knowledge, measures and practices that are necessary or desirable for the safety of the public or property and are designed to guard against, prevent, reduce or overcome hazards, harm or loss associated with an emergency.

Civil Defence Emergency Management Group

A joint committee of the local authorities in the Wellington region. The functions of the Group are to ensure that hazards and risks are identified and managed, ensure there is a region-wide civil defence emergency management capability to respond to and recover from emergencies, work with other emergency management agencies, and to promote appropriate mitigation of the risks the Region faces.

Command

The internal direction of members and resources of an agency in the performance of that agency's role and tasks. Command relates to single agencies and operates vertically within an agency.

Control

The overall direction of response activities in an emergency situation. Authority for control is established in legislation or by agreement and carries with it the responsibility for tasking and co-ordinating other agencies.

Co-ordinated Incident Management System (CIMS)

A structure agreed by most New Zealand emergency management agencies to systematically manage incidents.

Co-ordinating Executive Group (CEG)

A committee made up of executive officers of local authorities, Police, Fire Service and District Health Boards. The CEG provides advice to the CDEM Group, implements decisions of the CDEM Group, oversees the Group Plan, oversees the work programme of the Group, and ensures appropriate structures are in place for the effective delivery of civil defence emergency management.

Co-ordination

The bringing together of agencies and resources to ensure an effective response to an incident.

CRI

A Crown Research Institute, for example Institute of Geological and Nuclear Sciences, National Institute of Water and Atmospheric Research.

Debrief

A critical examination of an operation, carried out to evaluate actions for future improvements.

Declaration

The process undertaken to make, extend or terminate a state of emergency.

District Health Board (DHB)

DHBs are responsible for providing, or funding the provision of, health and disability services in their district. Three DHBs operate in the Wellington Region (Capital & Coast, Hutt Valley, and Wairarapa).

Emergency

A situation that causes or may cause loss of life, injury, illness, distress, or endangers the safety of the public and property that cannot be dealt with by the emergency services, or requires a significant and co-ordinated response under the CDEM Act 2002.

Emergency management agency

Any organisation with a role and responsibility in Civil Defence Emergency Management in the Wellington Region.

Emergency Management Office (EMO)

An office of CDEM personnel to co-ordinate reduction, readiness and recovery activities (response is managed from an EOC) for one or more territorial authority areas, or for the CDEM Group (GEMO).

Emergency Operations Centre (EOC)

An established and equipped facility where response to an incident may be supported. Both Group (GEOC) and Local EOCs are present in the Wellington Region.

Emergency Services

The NZ Police, NZ Fire Service, National Rural Fire Authority, rural fire authorities and hospital and health services.

Hazard

Something that may cause, or contribute substantially to, an emergency. Typically defined as natural or human-made.

Lead agency

The organisation with the legislative or agreed authority for control of an emergency.

Lifeline Utility

Any organisation named or described in Schedule 1 of the CDEM Act 2002. This includes airports, ports, railways, and providers of gas, electricity, water, wastewater or sewerage, storm water, telecommunications, roading networks and petroleum products.

Local Authority

A regional, city or district Council.

Mitigation

Activities carried out to reduce the consequences of a hazard when it occurs.

National Crisis Management Centre (NCMC)

Operated by the Ministry of Civil Defence & Emergency Management.

Nationally Significant

Any case that causes widespread public concern or interest, requires significant use of resources, is likely to affect more than one CDEM Group, affects New Zealand's international obligations, involves technology or processes new to New Zealand or results in significant or irreversible changes to the environment.

Readiness

Activities carried out to prepare the community or emergency management agencies for response.

Recovery

The time following an emergency when communities return to normal functioning. Recovery may take months or years.

Reduction

Activities carried out to reduce the frequency of occurrence of a hazard, or the consequence of a hazard when it occurs.

Regional Public Health (RPH)

The RPH domiciled with the Hutt Valley DHB provides public health services for the Wellington Region. Their role in an emergency is focused on controlling outbreaks for communicable diseases by addressing matters such as the safety of water and food supplies, sewerage and waste disposal, control/disposal of hazardous substances, and the sanitary burial of the dead. Regional Public Health will lead the response in a health emergency, such as an outbreak of an infectious disease. Medical Officers of Health have wide powers under the Health Act 1956.

Rescue Coordination Centre of New Zealand (RCCNZ)

An organisation with a role and responsibility in Civil Defence Emergency Management in the Wellington Region.

Resilient

Able to effectively respond to and recover from an emergency event and return to pre-event conditions or better.

Resources

All personnel and equipment available, or potentially available for assignment to incidents.

Response

The period of time during an incident or emergency when action is immediately required to provide for safety, or reduce loss of life, injury, illness or distress.

Richter scale

A scale used to measure the magnitude of an earthquake.

Risk

Risk is the combination of the likelihood and the consequence of a specified hazard being realised. It is a measure of harm or loss associated with an activity. Risk = Consequence x Probability.

SMUG analysis

An analysis of the seriousness, manageability, urgency and growth of a hazard. A SMUG analysis was carried out to rank the hazards and identify the strategic issues for this Plan.

Standard Operating Procedures (SOPs)

Written incident practices adopted by an agency.

State of emergency

A state of national or local emergency declared under section 66, 68, or 69 of the CDEM Act 2002.

Strategic issues

Problems, gaps and inconsistencies that need to be addressed by the CDEM Group if it is to achieve its goals and vision of resilient communities.

Territorial Authority (TA)

A city or district Council.

Supporting Document

A document that provides additional information to support this Plan. A copy of each document listed as a supporting document in the Plan is available from the CDEM Group Emergency Management Office or specified lead agencies.

Appendix 1 - CDEM Group Work Programme 2005-2009

This table summarises the CDEM Group work programme activities proposed for 2005-2009.

Ongoing CDEM Group activities

Action ID	Objective	Task	By When	Responsibility (Lead agency in bold, key support agencies listed)
00.001	19B	Local hazard analysis	Ongoing	Each TA, GWRC, RPH
00.002	19C	Resource Management Plan reviews	Ongoing	Each TA, GWRC
00.003	19D	Business Continuity Plan development	Ongoing	All CDEM agencies
00.004	19E	LTCCP consultation with emergency management organisations	Ongoing	Each TA, GWRC
00.005	19H	Asset management planning	Ongoing	Each TA, Lifeline utilities
00.006	20C	Public training	Ongoing	Each TA, emergency services
00.007	20E	Formal agreements prepared as necessary for response and recovery	Ongoing	All CDEM agencies
00.008	20H	Hazardous substances industry advocacy	Ongoing	All CDEM agencies
00.009	20I	Volunteer training	Ongoing	Each TA, GEMO
00.010	20A	Professional development programmes i) Local authority CDEM staff ii) Group appointees	Ongoing	Each TA, GEMO

July 2005 – June 2006

Action ID	Objective	Task	By When	Responsibility
05.001	21D,22D	CDEM Group Public Information and Media Management Plan	June 2006	GEMO, all CDEM agencies
05.002	20D,20E,20F,20G	CDEM Group Welfare Management Plan	June 2006	GEMO, all welfare agencies
05.003	20D,21B	Review of Standard Operating Procedures	June 2006	Each TA
05.004	20E	Clarification of CDEM group role in public health hazards	June 2006	GEMO, Each TA, Ministry of Health, MAF
05.005	21F	Lifelines communications system implementation	June 2006	Lifelines Utilities, Wellington Lifelines Group, Each TA, GWRC
05.006	20G	Development of a joint agency training and exercise schedule	June 2006	NZ Fire Service, All CDEM agencies
05.007	20J	CDEM Group Reconnaissance Plan developed and tested	June 2006	GEMO, Each TA, Lifeline utilities

July 2006 – June 2007

Action ID	Objective	Task	By When	Responsibility
06.001	22A,22C,22G,22H	CDEM Group Recovery Plan	June 2007	GEMO, each TA, all CDEM agencies
06.002	19A	Hazard Information review	June 2007	GEMO, GWRC, Each TA, CRIs
06.003	22H	Debris disposal arrangements	June 2007	PCC, Each TA, GWRC, Regional Public Health
06.004	20K	Rural fire management alignment	June 2007	NZ Fire Service, Each TA, National Rural Fire Authority, DoC
06.005	21G	Emergency management agency communications system implementation	June 2007	GEMO, All CDEM agencies

July 2007 – June 2008

Action ID	Objective	Task	By When	Responsibility
07.001	19A,19F, 19G,20B,22F,22G	CDEM Group Public Education Strategy	June 2008	GEMO, all CDEM agencies
07.002	19J	Audible Warning Systems Review	June 2008	KCDC, Each TA
07.003	19I	Watercourse review and mitigation programme development	June 2008	GWRC, Each TA
07.004	20J	Tsunami evacuation planning	June 2008	WCC, Each TA, GEMO
07.005	21A	Audit of EOCs	June 2008	GEMO, Each TA

July 2008 – June 2009

Action ID	Objective	Task	By When	Responsibility
08.001	20F	Inter-agency planning committee review	June 2009	NZ Police, All CDEM agencies
08.002	22G	Community psychological support arrangements	June 2009	CCH DHB, Each DHB, Each TA
08.003	20I	Spontaneous volunteer management system development	June 2009	HCC, Each TA, GEMO
08.004	19C	Resource Management Plan reviews	June 2009	Each TA, GWRC

Appendix 2 - Strategic partners

The following organisations have a specific role and responsibility in Civil Defence Emergency Management in the Wellington Region.

Agencies with an emergency role solely at the local level (i.e. only in one part of the region) may not be included in this list.

Local Authorities

Carterton District Council
Greater Wellington Regional Council
Hutt City Council
Kapiti Coast District Council
Masterton District Council
Porirua City Council
South Wairarapa District Council
Upper Hutt City Council
Wellington City Council

Emergency Services

Capital and Coast District Health Board
Hutt Valley District Health Board
National Rural Fire Authority (NRFA)
New Zealand Fire Service
New Zealand Police
Regional Public Health Service (RPHS)
Wairarapa District Health Board
Wellington Free Ambulance

Welfare Organisations

New Zealand Red Cross
Salvation Army
SPCA
Order of St John Ambulance Central Region
Victim Support

National Agencies

Child Youth and Family
Civil Aviation Authority (CAA)
Department of Conservation (DoC)
Department of Labour (OSH)
Department of Prime Minister and Cabinet (DPMC)
Earthquake Commission (EQC)
Housing Corporation
Institute of Geological and Nuclear Sciences (GNS)
Insurance Council of New Zealand Inc
Maritime Safety Authority (MSA)
Metservice
Ministry of Agriculture and Forestry (MAF)/Agriquality
Ministry of Civil Defence & Emergency Management (MCDEM)
Ministry of Health
Ministry of Social Development (WINZ)
National Institute of Water and Atmospheric Research (NIWA)
New Zealand Defence Forces (NZDF)
Rescue Coordination Centre New Zealand (RCCNZ)

Lifeline Utilities and Lifeline Groups

Local Authorities (see list opposite)
BP Oil NZ Ltd
Caltex New Zealand Ltd
CentrePort Ltd
Electra Ltd
Hood Aerodrome
Mobil Oil New Zealand Ltd
Natural Gas Corporation Holdings Limited
NovaGas Ltd
New Zealand Water & Wastes Association
Paraparaumu Airport
Powerco Ltd
Radio NZ
Rockgas Ltd
Shell New Zealand Ltd
Telecom New Zealand Ltd
TelstraClear
Transit New Zealand
Transpower
Tranz Rail
TVNZ
Vector Ltd
Wairarapa Engineering Lifelines Association
Wellington International Airport Ltd Wellington
Wellington Lifelines Group

Other Agencies

Amateur Radio Emergency Corps
Chambers of Commerce
Citizens Advice Bureau
Coastguard Central Region
Federated Farmers
Iwi and marae
Media organisations
NZRT 7- Victoria University Rescue Team
NZRT 8- WCC Tawa Rescue Team
NZRT 9- Upper Hutt Community Rescue Team
Regional Economic Development Agencies
Volunteer Rescue Teams

Other CDEM Groups

Auckland Region CDEM Group
Hawkes Bay CDEM Group
Manawatu-Wanganui CDEM Group
Marlborough CDEM Group

Appendix 3 – Supporting documentation

A variety of documents support this Plan. They do NOT legally form part of this Plan.

Title	Updated	Agency responsible
Carterton District Council Standard Operating Procedures	November 2002	Carterton District Council Emergency Management Office
CDEM Group Emergency Operations Centre Standard Operating Procedures	September 2004	GEMO
CDEM Group Plan Issues	December 2003	GEMO
CDEM Group Warning Systems Emergency Operating Procedures	November 2004	GEMO
Funeral Industry Disaster Response Plan	Annually	Funeral Directors Association and Embalmers Association
Greater Wellington Regional Council (GWRC) Flood Protection Department Flood Procedures Manual	December 2003	GWRC – Flood Protection
Hazard and Risk Analysis for the CDEM Group	December 2003	CDEM Group Emergency Management Office (GEMO)
Insurance Emergency Plan	May 2003	Insurance Council of New Zealand
Kapiti Coast District Council Standard Operating Procedures	April 2003	Kapiti Coast District Council Emergency Management Office
Lower Hutt Civil Defence Organisation Standard Operating Procedures	January 2004	Hutt City Emergency Management Office
Marine Oil Spill Tier 2 Response Plan	April 2004	Greater Wellington Regional Council – Harbours Department
Masterton District Council Operating Practices	June 2003	Masterton District Council Emergency Management Office
National Civil Defence Plan	May 2002	Ministry of Civil Defence and Emergency Management
National Health Emergency Management Plan – Infectious Diseases	September 2004	Ministry of Health
National Terrorist Plan	January 2003	New Zealand Police
New Zealand Police Disaster Victim Identification Procedures (as per <i>Interpol DVI Procedures</i>)	January 2003	New Zealand Police

Title	Updated	Agency responsible
New Zealand Red Cross National Memorandum of Understanding with Ministry of Foreign Affairs and Trade (MFAT) (Responding to an International or Consular Emergency)	March 2003	New Zealand Red Cross and MFAT
Policy Statement on Responding to an Exotic Organism Incursion	August 2001	Bio Security New Zealand
Porirua Emergency Operations Centre Procedures	October 2004	Porirua City Council Emergency Management Office
Red Cross Memorandum of Understanding between Wellington Metropolitan Police District and New Zealand Red Cross	January 2002	New Zealand Red Cross
Regional Health Major Incident Plan	November 2004	Planners of the three Wellington Region District Health Boards
Rescue Coordination Centre New Zealand Standard Operating Procedures	Monthly	Rescue Coordination Centre New Zealand
Response Protocols for Lifeline Utilities	June 2005	Wellington Lifelines Group
South Wairarapa District Council Standard Operating Procedures	October 2004	South Wairarapa District Council Emergency Management Office
The New Zealand Co-ordinated Incident Management System Manual	February 2001	NZ Fire Service
Upper Hutt City Operating Practices	December 2003	Upper Hutt City Emergency Management Office
Water Supply Mutual Aid Plan	March 2004	New Zealand Water and Wastes Association
Wellington Aerodrome Emergency Plan	May 2003	Wellington International Airport Limited
Wellington Emergency Management Office Standard Operating Procedures	February 2003	Wellington City Emergency Management Office (WEMO)
Wellington Region Inter-Agency Liaison Contact Details	October 2004	GEMO

Appendix 4 – Group appointments

Statutory appointments have been made by the CDEM Group to give effect to the arrangements of this Plan.

Group Controller	Wayne Hastie
Alternate Group Controllers	Colin Wright (1 st alternate) John Allard (2 nd alternate) Rian van Schalkwyk (3 rd alternate)

Territorial Authority	Local Controllers	Local Recovery Managers
Wellington City	Karen Wallace Andrew Dalziel	Wendy Walker
Porirua City	Roger Blakeley Mike Chapman (alternate)	Sue Veart
Kapiti District	Kevin Jefferies Rob Williams (alternate)	Tom Finnimore
Hutt City	Paul Nickalls Stuart Duncan (alternate)	David Kelly
Upper Hutt City	Max Pedersen Jenny Bentley (alternate)	Lachlan Wallach
South Wairarapa District	Derek Theobald	Griff Page
Carterton District	Elaine Brazendale Milan Hautler (alternate)	Milan Hautler
Masterton District	Kevin Tunnell Jonathan Hooker (1 st alternate) Luther Toloa (2 nd alternate) Roger Gardner (3 rd alternate)	George Butcher

The CDEM Group has also made the following non-statutory appointments.

Group Recovery Manager	Jane Bradbury
Alternate Group Recovery Manager	Barry Leonard
Lifelines Co-ordinators	David Brunson Debbie Cunningham (Alternate)

Appendix 5 - Inter Group Memoranda of Understanding

Memorandum of Understanding

between

The Wellington Civil Defence Emergency Management Group

and

The Hawke's Bay Civil Defence Emergency Management Group

1. Intention of the Parties

This agreement is for the purposes of describing the civil defence emergency management¹ that each Civil Defence Emergency Group (CDEM Group) will provide the other CDEM Group during and following a civil defence emergency occurring in that region (see Schedule 1);

and,

other collaborative activities that will be undertaken between the two CDEM Groups that will enhance the co-ordination of emergency management, planning and activities related to civil defence emergency management in their respective regions (see Schedule 2).

2. Term, Amendment and Renewal of this Agreement

- 2.1 This agreement shall take effect upon execution by the parties.
- 2.2 This agreement shall remain in effect until superseded by mutual agreement between the parties, or cancelled by one party advising the other in writing.
- 2.3 This agreement may be amended from time to time by mutual agreement between the parties.
- 2.4 The parties agree that this agreement will be reviewed every five years, in conjunction with CDEM Group plan development, with the next review taking place on or about May 2010.

3. Implementation

The following, or their nominees, are responsible for implementing this agreement:

Wellington Region CDEM Group:	The Chair, Wellington Region Co-ordinating Executive Group (CEG)
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Hawke's Bay Region CDEM Group:	The Chair, Hawke's Bay Region Co-ordinating Executive Group (CEG)
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¹ The term "civil defence emergency management" has the meaning ascribed in section 4 of the Civil Defence Emergency Management Act, 2002.

4. Application

This agreement shall apply whether or not a state of local civil defence emergency has been declared under section 68 of the Civil Defence Emergency Management Act 2002 in either or both areas of the respective CDEM Groups.

5. Disputes

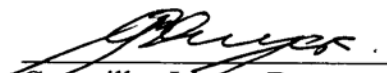
If either party believes there is a dispute concerning this agreement, that party shall promptly notify the other party in writing giving details of the matters in dispute. If the dispute cannot be resolved within 10 working days by the persons nominated for implementing this agreement, it shall be referred to the respective Chairs of the CDEM Groups for resolution.

6. Costs of implementing this Agreement

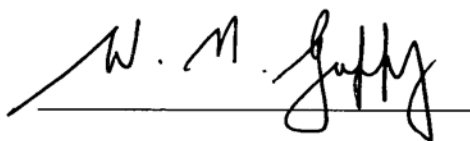
- 6.1 The costs incurred in implementing this agreement shall lie where they fall and neither party shall be liable for the debts of the other party, whether incurred in providing civil defence emergency management or not; **except that**,
- 6.2 The costs incurred in providing specific civil defence emergency management by one party at the specific request of the other party under section 17(1)(f) of the Civil Defence Emergency Management Act 2002, may be recovered as a debt from that other party for all actual and reasonable costs and expenses incurred².

7. Acceptance

The undersigned accept the terms of this agreement on behalf of their respective CDEM Group.


Councillor Jeremy Dwyer
Chair,
Hawke's Bay CDEM Group

10-9-04
Date:


Chair,
Wellington CDEM Group

25-11-2004
Date:

² See section 113 of the Civil Defence Emergency Management Act 2002.

Schedule 1 Provision of Civil Defence Emergency Management during and after an Emergency

Introduction

The specific nature of the support that one CDEM Group can provide the other during the response and recovery phases of an emergency will depend on the circumstances prevailing at the time, including the extent to which the emergency has affected each CDEM Group. The support outlined below is therefore conditional and will be provided on a best endeavours basis having regard for all the circumstances.

Consultation on priorities

The parties agree to consult on priorities for resources, which includes without limitation, equipment, material, services and personnel. Competing demands for resources are always likely to be evident, particularly where the emergency affects both parties, and active consultation to resolve competing demands and achieve optimum resource allocation will have precedence over all other mutual support activities.

Support that could be considered

This list is neither inclusive nor exclusive, and any request for specific support from one CDEM Group to another will be considered on its merits.

- **Personnel**
 - Persons trained in Emergency Operations Centre, information management, and Welfare Centre operations
 - Radio operators
 - Rescue personnel
 - Media liaison officers/Public Information Managers
 - Technical and other specialists
- **Equipment and Materials**
 - Stocks on hand of particular items or supplies, e.g. portable radios
 - Facilitation with purchasing/ordering particular items or supplies through locally contracted arrangements
- **Logistic Management**
 - Management of air, rail and other supply points outside of the other CDEM Group area that are being used for logistic transfer operations
- **Evacuee Management**
 - Management of evacuees arriving from the affected area, including registration and arranging food, clothing and temporary accommodation

Schedule 2 Collaborative planning and other activities

Introduction

The parties agree to share and co-ordinate planning and other activities for mutual benefit. This list describes those activities that are intended to happen routinely or as a matter of course.

- **Routine consultation**
The parties will maintain regular contact and conduct face-to-face consultation as necessary or desirable.
- **Sharing of plans and other material**
Each party undertakes to share access to all plans and procedures to facilitate a common approach to planning and ensure that co-ordination and coherency between the plans of each CDEM Group is maximised.
- **Risk/Hazard Management**
Each party undertakes to share access to data on hazards and the risk treatment measures that are being employed. Where the parties share a common hazard on their boundary, mutual agreement on risk treatment will be obtained before new measures are employed by either party.
- **Training Co-ordination**
Each party will keep the other informed of training courses scheduled in their area. Access to courses being conducted by one party will be offered to the other party on a space-available basis.
- **Exercise participation**
Each party will keep the other informed of exercises scheduled in their area and encourage active participation or the provision of observers in those exercises.

Memorandum of Understanding between the Civil Defence Emergency Management Groups of:

The Wellington Region and The Marlborough Region

1. Intention of the Parties

This agreement is for the purposes of describing the civil defence emergency management¹ that each Civil Defence Emergency Group (CDEM Group) will provide the other CDEM Group during and following a civil defence emergency occurring in that region (see Schedule 1); and,

other collaborative activities that will be undertaken between the two CDEM Groups that will enhance the co-ordination of emergency management, planning and activities related to civil defence emergency management in their respective regions (see Schedule 2).

2. Term, Amendment and Renewal of this Agreement

This agreement shall take effect upon execution by the parties.

This agreement shall remain in effect until superseded by mutual agreement between the parties, or cancelled by one party advising the other in writing.

This agreement may be amended from time to time by mutual agreement between the parties.

The parties agree that this agreement will be reviewed every five years, in conjunction with CDEM Group plan development, with the next review taking place on or about May 2010.

Implementation

The following, or their nominees, are responsible for implementing this agreement:

Wellington Region CDEM Group: The Chair, Wellington Region Co-ordinating Executive Group (CEG)

Marlborough Region CDEM Group: The Chair, Marlborough Region Co-ordinating Executive Group (CEG)

Mr. S. Wheeler

¹ The term "civil defence emergency management" has the meaning ascribed in section 4 of the Civil Defence Emergency Management Act, 2002.

Application

This agreement shall apply whether or not a state of local civil defence emergency has been declared under section 68 of the Civil Defence Emergency Management Act 2002 in either or both areas of the respective CDEM Groups.

Disputes


If either party believes there is a dispute concerning this agreement, that party shall promptly notify the other party in writing giving details of the matters in dispute. If the dispute cannot be resolved within 10 working days by the persons nominated for implementing this agreement, it shall be referred to the respective Chairs of the CDEM Groups for resolution.

Costs of implementing this Agreement

- 1.1 The costs incurred in implementing this agreement shall lie where they fall and neither party shall be liable for the debts of the other party, whether incurred in providing civil defence emergency management or not; **except that,**
- 1.2 The costs incurred in providing specific civil defence emergency management by one party at the specific request of the other party under section 17(1)(f) of the Civil Defence Emergency Management Act 2002, may be recovered as a debt from that other party for all actual and reasonable costs and expenses incurred².

Acceptance

The undersigned accept the terms of this agreement on behalf of their respective CDEM Group.

Chair, 
Wellington Region CDEM Group

Date: 22-~~17~~-2005

Chair, 
Marlborough Region CDEM Group

Date: 17 MARCH 2005

² See section 113 of the Civil Defence Emergency Management Act 2002.

Schedule 1 Provision of Civil Defence Emergency Management during and after an Emergency

Introduction

The specific nature of the support that one CDEM Group can provide the other during the response and recovery phases of an emergency will depend on the circumstances prevailing at the time, including the extent to which the emergency has affected each CDEM Group. The support outlined below is therefore conditional and will be provided on a best endeavours basis having regard for all the circumstances.

Consultation on priorities

The parties agree to consult on priorities for resources, which includes without limitation, equipment, material, services and personnel. Competing demands for resources are always likely to be evident, particularly where the emergency affects both parties, and active consultation to resolve competing demands and achieve optimum resource allocation will have precedence over all other mutual support activities.

Support that could be considered

This list is neither inclusive nor exclusive, and any request for specific support from one CDEM Group to another will be considered on its merits.

- Personnel
 - Persons trained in Emergency Operations Centre, information management, Welfare Centre operations and Lifelines Co-ordinators
 - Radio operators
 - Rescue personnel
 - Media liaison officers/Public Information Managers
 - Technical and other specialists
- Equipment and Materials
 - Stocks on hand of particular items or supplies, e.g. portable radios
 - Facilitation with purchasing/ordering particular items or supplies through locally contracted arrangements
- Logistic Management
 - Management of air, rail and other supply points outside of the other CDEM Group area that are being used for logistic transfer operations
- Evacuee Management
 - Management of evacuees arriving from the affected area, including registration and arranging food, clothing and temporary accommodation

Schedule 2 Collaborative planning and other activities

Introduction

The parties agree that no opportunity should be lost to share and co-ordinate planning and other activities for mutual benefit. This list describes those activities that are intended to happen routinely or as a matter of course.

- **Routine consultation**
The parties will maintain regular contact and conduct face-to-face consultation as necessary or desirable.
- **Sharing of plans and other material**
Each party undertakes to share access to all plans and procedures to facilitate a common approach to planning and ensure that co-ordination and coherency between the plans of each CDEM Group is maximised.
- **Risk/Hazard Management**
Each party undertakes to share access to data on hazards and the risk treatment measures that are being employed. Where the parties share a common hazard on their boundary, mutual agreement on risk treatment will be obtained before new measures are employed by either party.
- **Training Co-ordination**
Each party will keep the other informed of training courses scheduled in their area. Access to courses being conducted by one party will be offered to the other party on a space-available basis.
- **Exercise participation**
Each party will keep the other informed of exercises scheduled in their area and encourage active participation or the provision of observers in those exercises.

MEMORANDUM OF UNDERSTANDING between the Civil Defence Emergency Management Groups of:

Wellington Region and Manawatu-Wanganui Region

1. Intention of the Parties

This agreement is for the purposes of describing the civil defence emergency management¹ that each Civil Defence Emergency Group (CDEM Group) will provide the other CDEM Group during and following a civil defence emergency occurring in that region (see Schedule 1); and,

other collaborative activities that will be undertaken between the two CDEM Groups that will enhance the coordination of emergency management, planning and activities related to civil defence emergency management in their respective regions (see Schedule 2).

2. Term, Amendment and Renewal of this Agreement

This agreement shall take effect upon execution by the parties.

This agreement shall remain in effect until superseded by mutual agreement between the parties, or cancelled by one party advising the other in writing.

This agreement may be amended from time to time by mutual agreement between the parties.

The parties agree that this agreement will be reviewed every five years, in conjunction with CDEM Group plan development, with the next review taking place on or about May 2010.

3. Implementation

The following, or their nominees, are responsible for implementing this agreement:

Wellington Region CDEM Group: The Chair, Wellington Region Coordinating Executive Group (CEG)

Manawatu-Wanganui Region CDEM Group: The Chair, Manawatu-Wanganui Region Coordinating Executive Group (CEG)

¹ The term "civil defence emergency management" has the meaning ascribed in Section 4 of the Civil Defence Emergency Management Act 2002.

4. Application

This agreement shall apply whether or not a state of local civil defence emergency has been declared under section 68 of the Civil Defence Emergency Management Act 2002 in either or both areas of the respective CDEM Groups.

5. Disputes

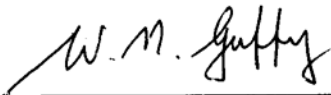
If either party believes there is a dispute concerning this agreement, that party shall promptly notify the other party in writing giving details of the matters in dispute. If the dispute cannot be resolved within 10 working days by the persons nominated for implementing this agreement, it shall be referred to the respective Chairs of the CDEM Groups for resolution.

6. Costs of implementing this Agreement

- 6.1 The costs incurred in implementing this agreement shall lie where they fall and neither party shall be liable for the debts of the other party, whether incurred in providing civil defence emergency management or not; **except that;**
- 6.2 The costs incurred in providing specific civil defence emergency management by one party at the specific request of the other party under section 17(1)(f) of the Civil Defence Emergency Management Act 2002, may be recovered as a debt from that other party for all actual and reasonable costs and expenses incurred².

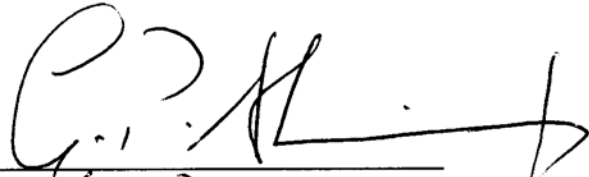
7. Acceptance

The undersigned accept the terms of this agreement on behalf of their respective CDEM Group.



Chair
Wellington Region CDEM Group

Date: 22-4-2005



Chair (CEG)
Manawatu-Wanganui Region CDEM Group

Date: 5/4/05

² See Section 113 of the Civil Defence Emergency Management Act 2002.

SCHEDULE 1

Provision of Civil Defence Emergency Management during and after an Emergency

Introduction

The specific nature of the support that one CDEM Group can provide the other during the response and recovery phases of an emergency will depend on the circumstances prevailing at the time, including the extent to which the emergency has affected each CDEM Group. The support outlined below is therefore conditional and will be provided on a best endeavours basis having regard for all the circumstances.

Consultation on priorities

The parties agree to consult on priorities for resources, which includes without limitation, equipment, material, services and personnel. Competing demands for resources are always likely to be evident, particularly where the emergency affects both parties, and active consultation to resolve competing demands and achieve optimum resource allocation will have precedence over all other mutual support activities.

Support that could be considered

This list is neither inclusive nor exclusive, and any request for specific support from one CDEM Group to another will be considered on its merits.

- **Personnel**
 - Persons trained in Emergency Operations Centre, information management, Welfare Centre operations and Lifelines Coordinators
 - Radio operators
 - Rescue personnel
 - Media liaison officers/Public Information Managers
 - Technical and other specialists

- **Equipment and Materials**
 - Stocks on hand of particular items or supplies, eg. portable radios
 - Facilitation with purchasing/ordering particular items or supplies through locally contracted arrangements

- **Logistic Management**
 - Management of air, rail and other supply points outside of the other CDEM Group area that are being used for logistic transfer operations

- **Evacuee Management**
 - Management of evacuees arriving from the affected area, including registration and arranging food, clothing and temporary accommodation

SCHEDULE 2

Collaborative planning and other activities

Introduction

The parties agree that no opportunity should be lost to share and coordinate planning and other activities for mutual benefit. This list describes those activities that are intended to happen routinely or as a matter of course.

- **Routine consultation**

The parties will maintain regular contact and conduct face-to-face consultation as necessary or desirable.

- **Sharing of plans and other material**

Each party undertakes to share access to all plans and procedures to facilitate a common approach to planning and ensure that coordination and coherency between the plans of each CDEM Group is maximised.

- **Risk/Hazard Management**

Each party undertakes to share access to data on hazards and the risk treatment measures that are being employed. Where the parties share a common hazard on their boundary, mutual agreement on risk treatment will be obtained before new measures are employed by either party.

- **Training Coordination**

Each party will keep the other informed of training courses scheduled in their area. Access to courses being conducted by one party will be offered to the other party on a space-available basis.

- **Exercise participation**

Each party will keep the other informed of exercises scheduled in their area and encourage active participation or the provision of observers in those exercises.

Memorandum of Understanding between the Civil Defence Emergency Management Groups of:

The Wellington Region and the Auckland Region

1. Intention of the Parties

This agreement is for the purposes of describing the civil defence emergency management¹ that each Civil Defence Emergency Group (CDEM Group) will provide the other CDEM Group during and following a civil defence emergency occurring in that region (see Schedule 1); and,

other collaborative activities that will be undertaken between the two CDEM Groups that will enhance the co-ordination of emergency management, planning and activities related to civil defence emergency management in their respective regions (see Schedule 2).

2. Term, Amendment and Renewal of this Agreement

This agreement shall take effect upon execution by the parties.

This agreement shall remain in effect until superseded by mutual agreement between the parties, or cancelled by one party advising the other in writing.

This agreement may be amended from time to time by mutual agreement between the parties.

The parties agree that this agreement will be reviewed every five years, in conjunction with CDEM Group plan development, with the next review taking place on or about May 2010.

Implementation

The following, or their nominees, are responsible for implementing this agreement:

Wellington Region CDEM Group: The Chair, Wellington Region Co-ordinating Executive Group (CEG)

Auckland Region CDEM Group: The Chair, Auckland Region Co-ordinating Executive Group (CEG)

¹ The term "civil defence emergency management" has the meaning ascribed in section 4 of the Civil Defence Emergency Management Act, 2002.

Application

This agreement shall apply whether or not a state of local civil defence emergency has been declared under section 68 of the Civil Defence Emergency Management Act 2002 in either or both areas of the respective CDEM Groups.

Disputes


If either party believes there is a dispute concerning this agreement, that party shall promptly notify the other party in writing giving details of the matters in dispute. If the dispute cannot be resolved within 10 working days by the persons nominated for implementing this agreement, it shall be referred to the respective Chairs of the CDEM Groups for resolution.

Costs of implementing this Agreement

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- 1.2 The costs incurred in providing specific civil defence emergency management by one party at the specific request of the other party under section 17(1)(f) of the Civil Defence Emergency Management Act 2002, may be recovered as a debt from that other party for all actual and reasonable costs and expenses incurred².

Acceptance

The undersigned accept the terms of this agreement on behalf of their respective CDEM Group.


Chair,
Wellington Region CDEM Group

Date: 28/4/2005


Chair,
Auckland Region CDEM Group

Date: 27/4/2004

² See section 113 of the Civil Defence Emergency Management Act 2002.

Schedule 1 Provision of Civil Defence Emergency Management during and after an Emergency

Introduction

The specific nature of the support that one CDEM Group can provide the other during the response and recovery phases of an emergency will depend on the circumstances prevailing at the time, including the extent to which the emergency has affected each CDEM Group. The support outlined below is therefore conditional and will be provided on a best endeavours basis having regard for all the circumstances.

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Schedule 2 Collaborative planning and other activities

Introduction

The parties agree that no opportunity should be lost to share and co-ordinate planning and other activities for mutual benefit. This list describes those activities that are intended to happen routinely or as a matter of course.

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- **Training Co-ordination**
Each party will keep the other informed of training courses scheduled in their area. Access to courses being conducted by one party will be offered to the other party on a space-available basis.
- **Exercise participation**
Each party will keep the other informed of exercises scheduled in their area and encourage active participation or the provision of observers in those exercises.

Appendix 6 – Forms for declaring, extending or terminating a state of local emergency

Form A - Declaration



WELLINGTON REGION
EMERGENCY MANAGEMENT

GROUP

Wellington Region
Civil Defence Emergency Management Group

Declaration of a state of local emergency

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

.....
(full name)

hereby declare a state of local emergency to be in force in

.....
(name of the CDEM Group area or district)

The state of local emergency shall come into force on the time and date of making this declaration, or at a later time and date stated in the declaration.

A state of emergency expires with the commencement of the seventh day after the date on which it was declared, or any earlier time and date that may be stated in the declaration of the state of emergency.

Declared by:

Designation:

Time of declaration:

Date of declaration:

Contact details:

Phone:

Fax:

Email:

PUBLIC NOTICE OF THIS DECLARATION MUST BE GIVEN IMMEDIATELY BY SUCH MEANS AS ARE REASONABLY PRACTICABLE, AND IT MUST BE PUBLISHED IN THE GAZETTE AS SOON AS PRACTICABLE.

(Contact NZ Gazette Office at the Department of Internal Affairs 04 470-2930 or email: gazette@parliament.govt.nz)

Form B - Extension

Wellington Region
Civil Defence Emergency Management Group



Extension of a state of local emergency

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

.....
(full name) hereby extend the state of local emergency in force in

.....
(name of the CDEM Group area or district over which the state of emergency exists)

The extension of the state of local emergency expires with the commencement of the seventh day after the date on which it was declared, or at any earlier time and date that may be stated in the declaration of the extension of the duration of the state of emergency.

Declared by:

Designation:

Time of declaration:

Date of declaration:

Contact details:

Phone:

Fax:

Email:

PUBLIC NOTICE OF THIS DECLARATION MUST BE GIVEN IMMEDIATELY BY SUCH MEANS AS ARE REASONABLY PRACTICABLE, AND IT MUST BE PUBLISHED IN THE GAZETTE AS SOON AS PRACTICABLE.

(Contact NZ Gazette Office at the Department of Internal Affairs 04 470-2930 or email: gazette@parliament.govt.nz)

Form C - Termination

Wellington Region
Civil Defence Emergency Management Group



Termination of a state of local emergency

Pursuant to Section 72 of the Civil Defence Emergency Management Act 2002, I

.....
(full name)

hereby terminate the state of local emergency in force in

.....
(name of the CDEM Group area or district over which the state of emergency exists)

The state of local emergency shall be terminated at the time and date of making this declaration.

Declared by:

Designation:

Time of declaration:

Date of declaration:

Contact details:

Phone:

Fax:

Email:

PUBLIC NOTICE OF THIS DECLARATION MUST BE GIVEN IMMEDIATELY BY SUCH MEANS AS ARE REASONABLY PRACTICABLE, AND IT MUST BE PUBLISHED IN THE GAZETTE AS SOON AS PRACTICABLE.

(Contact NZ Gazette Office at the Department of Internal Affairs 04 470-2930 or email: gazette@parliament.govt.nz)

For further information:

Wellington Region CDEM Group Office
142 Wakefield Street
PO Box 11 646
Wellington
04 384 5708
04 381 7768 fax

May 2005