APPENDIX 1 TO REPORT 2

August 2004

Wellington Region Civil Defence Emergency Management Group Plan

(from Part 4)

Draft

FOR FURTHER INFORMATION

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WELLINGTON REGION EMERGENCY MANAGEMENT GROUP

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Part 4 - Operational framework

1. 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

1.1 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.

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2. Readiness

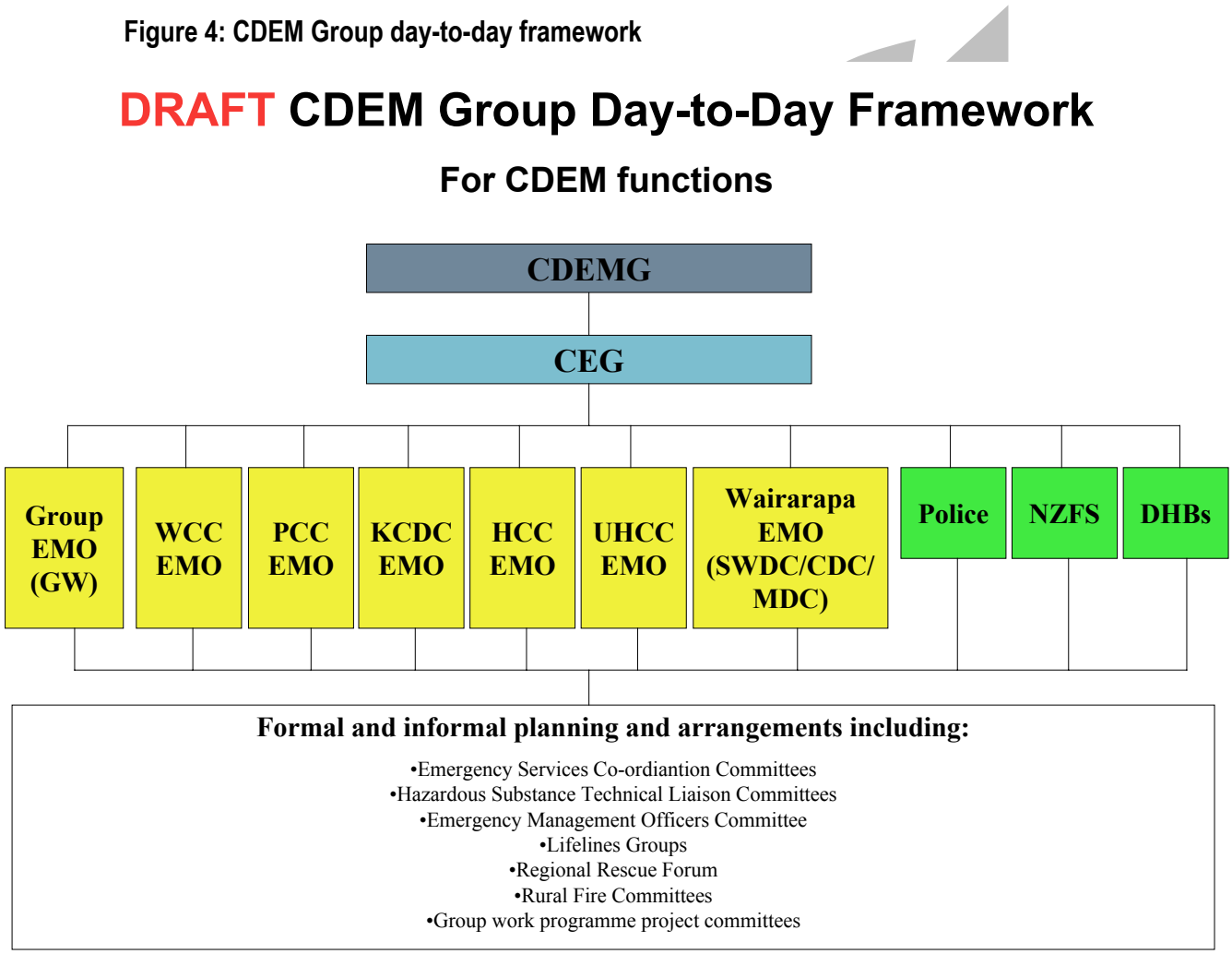
2.1 Organisational framework

Each local authority has an Emergency Management Office (EMO), although some local authorities have chosen to operate jointly. 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



2.1.1 Group EMO role

The Group EMO:

- Monitors, evaluates and reviews the CDEM Group Plan
- Carries out its responsibilities specified in the CDEM Group Plan
- Co-ordinates the involvement of GWRC in CDEM Group activities
- Co-ordinates the provision of professional advice to the CDEM Group
- Participates in CDEM Group work programme activities
- Provides a Group response and recovery capability, including EOC and lifelines information co-ordination facilities, and trained personnel

2.1.2 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

2.2 Other organisational structures

2.2.1 Emergency Services Co-ordination Committees (ESCCs)

ESCCs operate in Kapiti, Porirua, Wellington, Hutt Valley, 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).

2.2.2 Rural Fire Committees

Rural Fire Committees operate in Wellington and 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.

2.2.3 Lifelines Groups

The Wellington Lifelines Group and Wairarapa Engineering Lifelines Association are voluntary groups of lifeline utility organisations. Members co-operate on projects of benefit to lifelines utilities. The focus of these groups is on hazard mitigation, and co-ordination during response through the Lifelines Co-ordination Centre.

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2.2.4 Hazardous Substance Technical Liaison Committees (HSTLC)

HSTLCs operate in Wellington and Wairarapa. Chaired and managed by the NZ Fire Service, the HSTLCs provide for the hazard 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 (J4 (5)).

2.2.5 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.

2.2.6 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.

2.2.7 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.

2.2.8 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.

2.3 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.

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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
Wairarapa EOC	To be agreed by the Wairarapa Councils

Each EOC has a designated alternate location.

Local EMOs also maintain community emergency facilities, for example, welfare centres or civil defence centres.

2.3.1 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
- 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 the adequate capability, available within 24 hours

2.3.2 Audit of EOC

All EOCs will be audited to ensure that they meet the required standards.

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2.4 Readiness functions

Table 1 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

2.4.1 Supporting documents

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

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Table 1: 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	
			TAs	Disseminate warnings via local networks, as appropriate	
			NIWA	Provide technical advice and forecasting services, as required	
Warning systems (distant tsunami)	MCDEM	Receive and disseminate tsunami warnings to CDEM Groups	Group EMO	Ensure that tsunami warnings are received by territorial authorities	National CD Plan
			TAs	Disseminate tsunami warnings and response advice to the public.	
			GNS, NIWA	Provide technical advice as required	
Warning systems (river flooding)	GWRC	Develop flood warnings for major river systems and disseminate these to TA's, 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	

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Function	Functional Lead agency	Role	Support agencies	Role	Supporting Documents
Warning systems (volcanic)	IGNS	Develop and disseminate alert levels and warnings for volcanic activity	TAs	Disseminate warning to the public if necessary	
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/ MCDEM	Disseminate terrorism threat information to CDEM Groups, as appropriate	National Terrorist Plan
			Group EMO, TAs	Disseminate terrorism threat information to local response agencies, as appropriate	
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 BOTS, others)	Contribute to the establishment and maintenance of community facilities as agreed with TA.	

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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	TA	Provide and maintain communications between local emergency agencies.	
			NZFS	Deploy mobile communications units or repeaters if appropriate.	
			Contractors, Telecommunications providers, AREC	Provide agreed communications services	
Education					
Community Education	TA	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**

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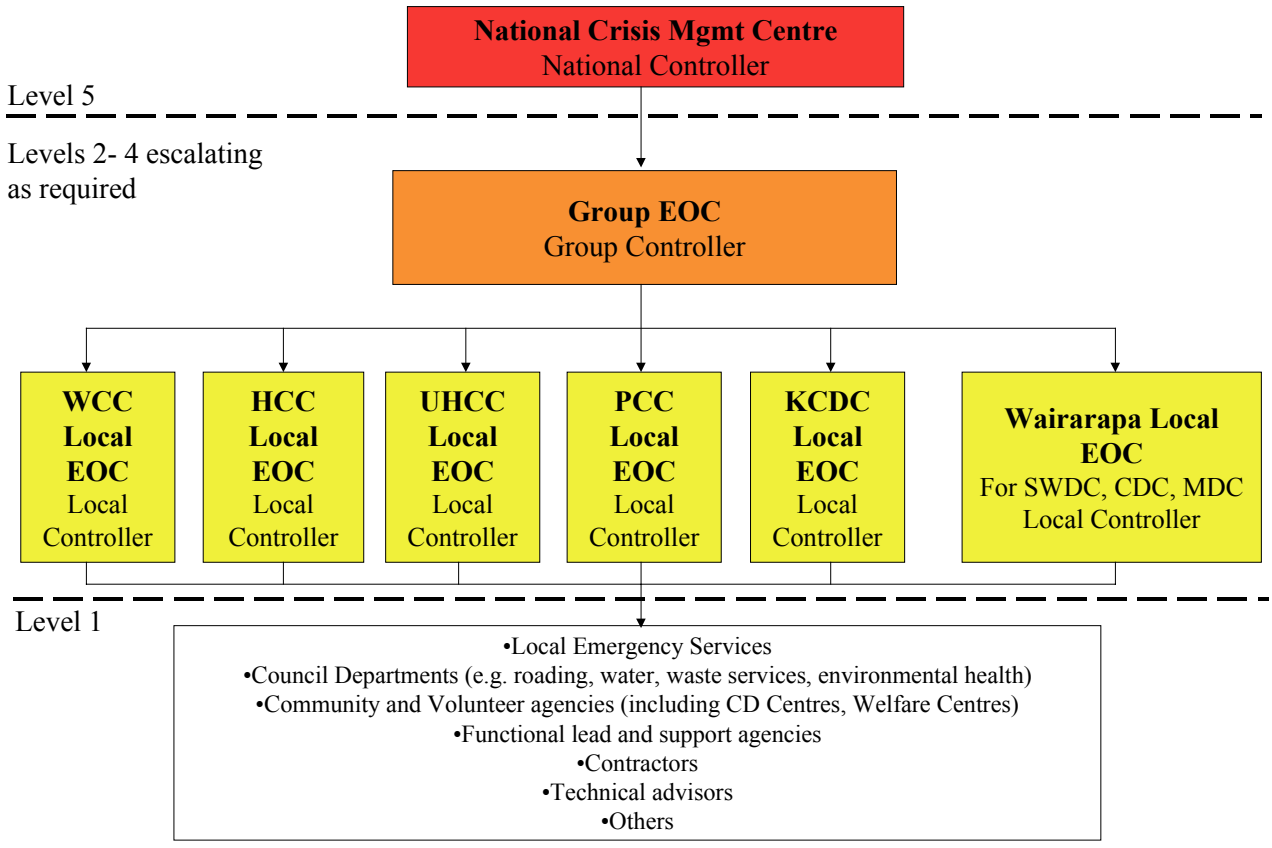
3. Response

3.1 Organisational framework

Each local authority operates an Emergency Operations Centre (EOC), although some local authorities have chosen to operate jointly. The CDEM Group EOC is operated by Greater Wellington Regional Council.

Figure 5 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.

Figure 5: CDEM Group response framework



3.2 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.

3.2.1 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.

3.2.2 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.

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.

3.2.3 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.

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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.

3.2.4 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 2 summarises the levels of response. The areas highlighted show CDEM Group response.

Table 2: 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 or ward	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	National CMC 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

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3.3 Role of EOCs

3.3.1 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

3.3.2 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

3.4 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

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- CDEM personnel determine that CDEM input is required

The following may 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 one or more territorial authority areas

3.5 Declaring a state of local emergency

3.5.1 Types of declarations

There are two types of declarations of a state of local emergency:

1. Declaration of state of local emergency that covers the district of a territorial authority

   When

   - It appears that an emergency has occurred or may occur within the area
   - 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 Section 86 – 94 are required
   - Emergency services advise they cannot deal with situation
   - A co-ordinated response is required, involving CDEM input
   - The resources of a territorial authority area are needed to assist another area that has declared a state of local emergency

   Who

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

2. Declaration a state of local emergency for the whole area of the CDEM Group, or one or more districts or wards within the area

   When

   - It appears that an emergency has occurred or may occur within the whole Group area or one or more districts or wards within the area
   - The powers of section 86 – 94 are needed
   - Emergency services across the Group area advise they cannot deal with situation

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- A co-ordinated response is required involving CDEM input
- More than one territorial authority area has a declaration or potential emergency in place
- If resources of the Group area are needed to assist another area that has declared a state of local emergency

Who

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 or ward 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.

3.5.2 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:

- Consult with the Local and Group Controllers and emergency services before making a declaration
- 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
- Notify the public by any means possible 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.

The state of local emergency will stay in place for 7 days unless it is extended or terminated within that time. People authorised to make the declaration of a state of local emergency are also able to extend or terminate the state of local emergency, using the same procedure as above.

3.6 Response functions

Table 3 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 3.

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- Search and Rescue: land, marine and air
- Public Health Emergencies
- Agricultural emergencies
- Terrorism emergencies

3.6.1 Supporting documents

Table 3 also 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 and are not formally part of this Plan.

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

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Table 3: Response functions

Function	Functional lead agency	Role	Support agencies	Role	Supporting Documents
Information management					
Public information Co-ordination	Lead agency as per CIMS (level 1 & 2)	Generate and disseminate public information and warnings	TA All Agencies Media	Disseminate public information Generate public information about own agency area of responsibility.	CIMS Manual **CDEM Group Public Information Strategy**
	Local EOC (level 3) GEOC (level 4) NCMC (level 5)	Co-ordinate and disseminate public information and warnings	Lifelines Co-ordination Centre (within GEOC)	Provide lifelines information to EOC public information managers for release to the public	
Situation reporting	Lead agency as per CIMS (level 1 & 2)	Generate and disseminate incident information to all necessary agencies	TAs, ESs, all agencies	Provide information for dissemination to other agencies	**CDEM Group EOC SOP**
	Local EOC (level 3)	Collate, generate and disseminate incident information to all necessary agencies			
	GEOC (level 4)	Collate, generate and disseminate incident information to all necessary agencies Provide information to central government as requested.	LEOC, TAs, ESs, all agencies	Provide information to the GEOC for dissemination to other agencies.	
			MCDEM	Facilitate information flow between GEOC and central government	
Enquiry about individuals	NZ Police TAs (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 level 4-5)	Answer national and international tracing enquiries Receive registration information from TAs, NZ Police and DHBs	TAs NZ Police DHBs	Provide information about evacuated people, casualties and victims of emergencies to NZ Red Cross to enable enquiry	

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Function	Functional lead agency	Role	Support agencies	Role	Supporting Documents
Public Enquiry	Lead agency as per CIMS (level 1) TA (level 2 and above)	Maintain call centre facilities to answer public enquiries about emergency events. Provide electronic information via website if possible.	GEOC	Provide regional scale emergency information to local agencies to assist with public enquiries	
Lifeline information co-ordination	GEOC 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	**CDEM Group EOC SOP** Lifelines Response Protocol
Reconnaissance and needs assessment	TA	Co-ordinate reconnaissance of local area and disseminate findings	GEOC	Co-ordinate local reconnaissance activities if necessary. Facilitate lifelines facility reconnaissance if necessary. Collate and disseminate reconnaissance findings.	
			NZ Police NZ Fire Service GWRC CAA MSA NZDF	Provide resources and personnel to assist with local reconnaissance	
			All agencies	Carry out reconnaissance of own networks/assets	
Environmental impact assessment	GWRC	Assess environmental impacts of emergency events.	TAs DoC	Assess environmental impacts of emergency events within own area.	
Resource management					
Logistics supply	TA	Co-ordinate and prioritise resources within local area. Co-ordinate procurement, requisitioning, payment, access, staging, distribution and return of resources.	GEOC	Provide resources as requested by a TA. Co-ordinate and prioritise resources from outside the Wellington region.	
			CAA RCCNZ	Co-ordinate transportation by air and air traffic safety, including restricted air space	
			Other CDEMGs Private providers NZDF via MCDEM	Provide and transport logistics supplies as requested by the CDEM Group.	

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Function	Functional lead agency	Role	Support agencies	Role	Supporting Documents
Volunteer management and support	TA (level 2 and above)	Co-ordinate reception and tasking of spontaneous and trained volunteers			
Incoming external personnel management and support	TA	Provide for the administration, accommodation and tasking of invited external personnel	GEOC MCDEM Other CDEM Groups	Co-ordinate transportation and priority of invited external personnel (national and international)	
Health and medical					
First aid and movement of injured	WFA St Johns (Otaki and Wairarapa)	Triage and provide initial treatment to injured. Determine priority transportation of injured to medical facilities.	St Johns Ambulance Service NZ Red Cross	Provide trained first-aiders to assist lead agency ambulance personnel	
			First Aid trained public or teams	Carry out first aid	
Medical provision	DHBs	Co-ordinate health sector response within DHB area. Provide hospital and health services	GPs	Provide emergency health services under the direction of the DHB.	Regional Health Major Incident Plan
			Plunket	Make available registered nurses to assist at welfare centres.	
Public Health	Regional Public Health Service (RPHS)	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)	TA	Carry out public health inspections and assessments. Provides resources and facilities as requested.	Regional Health Major Incident Plan
			DHBs	Co-ordinate community based health activities with the RPHS.	

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Function	Functional lead agency	Role	Support agencies	Role	Supporting Documents
Urban Search and rescue					
Search and rescue (urban)	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 Regional Rescue Strategy** USAR 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 – TA, volunteer, private, business	Mobilise resources to carry out surface rescue.	
			Group EOC MCDEM	Co-ordinate requests for national and international rescue teams and technical experts	
Evacuation					
Evacuation	NZ Police NZFS (non declared)	Evacuate areas required for public safety within the powers and authority of NZ Police or NZFS.	TA	Assist with personnel and resources for evacuation. Provide for the safety and welfare of evacuated people as required.	
	TA (declared)	Evacuate areas necessary for the preservation of human life. Provide for the safety and welfare of evacuated people.	NZ Police NZFS	Assist with personnel and resources for evacuation.	
Registration of evacuees	TAs	Register people displaced by an emergency.	Welfare Centre staff CAB NZ Red Cross	Provide resources where possible and agreed to assist registration and collect data for input.	
Welfare					
Welfare co-ordination	TA	Initiate and co-ordinate welfare services.	Salvation Army Victim Support CAB NZ Red Cross	Provide welfare needs assessment services where available and required.	
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.	

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Function	Functional lead agency	Role	Support agencies	Role	Supporting Documents
Welfare (clothing)	NZ Red Cross	Co-ordinate the provision of essential clothing, blankets and toiletries for victims at the request of a TA.			
Deceased victims	NZ Police	Manage the identification, handling, and transportation of deceased victims. Notify next of kin.	DHBs (morgues)	Manage mortuary facilities and arrangements for storage of deceased victims.	Coroners Act NZ Police DVI procedures. NZ Funeral Directors Association and Embalmers Association Disaster Response Plan.
			Coroner	Determine the cause of death of victims. Direct the internment of deceased persons if necessary.	
			Private funeral directors NZFDA	Make arrangements for internment 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.	
			MAF	Co-ordinate steps to safeguard the welfare of farm animals. Co-ordinate the disposal of farm animal carcasses.	
Infrastructure and lifelines					
Commuter management	NZ Police (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	Co-ordinate road access restoration of local roads	**CDEM Group Regional Commuter management strategy**
			Transport operators	Implement business continuity arrangements to restore services	
			Transit	Co-ordinate road access restoration of state highways	
			AA	Provide information about road status to commuters	
	TA (level – 3)	Provide information to commuters Co-ordinate and prioritise transport needs of emergency workers. Provide for commuters stranded en-route within local area.	Lifelines organisations	Make safe damaged lifeline utilities.	
			GEOC	Co-ordinate local commuter management plans	

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Function	Functional lead agency	Role	Support agencies	Role	Supporting Documents
Access restoration	Transit (State Highways)	Co-ordinate road access restoration of state highways	Contractors NZ Police AA LTSA	Provide services to restore road access or maintain road safety	Agency BCPs **CDEM Group Regional Road Access restoration strategy**
	TAs (local roads)	Co-ordinate road access restoration of local roads	GEOC – Lifelines co-ordination Centre	Co-ordinate prioritisation of restoration and information provision about road status	
	Toll Rail (rail)	Restore rail access or implement interim measures			
	WIAL	Assess safety of Wellington International Airport and restore air access to the Wellington region or implement interim measures.	Paraparaumu Airport Hood Aerodrome NZDF Private aircraft companies	Take all necessary steps to restore air services and facilities or implement interim measures.	
			RCCNZ CAA	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 MSA	Provide advice and information to restore port and marine transportation services.	
Building damage assessment	TA	Arrange and co-ordinate building inspections (including for structural safety and environmental health). Authorise re-occupation of damaged properties.	Insurance Companies & EQC	Co-ordinate and arrange insurance assessments.	
			Insurance Council	Co-ordinate insurance company activities & communication.	
			RPHS	Provide advice on public health issues of damaged properties.	
			Engineers/ technical advisors	Provide advice on safety and structural integrity of buildings.	

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Function	Functional lead agency	Role	Support agencies	Role	Supporting Documents
Emergency Communications	Communications asset owner	Take all necessary steps to restore normal communications networks and arrange interim measures if necessary.	GEOC	Take all steps to restore communication between the Group and Local EOCs.	Agency BCPs
			LEOC	Take all necessary steps to restore communication between Local EOC and community response facilities and organisations.	
			AREC	Provide technical advice, personnel and services to EOCs as agreed.	
Emergency water supply	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	Take all necessary steps to restore the bulk supply of water and support local authority interim measures.	NZWWA Water Supply Mutual Aid Agreement. Agency BCPs
			RPHS	Provide advice on integrity of emergency water sources, and water quality.	
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 sewerage and waste water systems are disrupted. Carry out inspections of sites contaminated with sewage and waster water.	RPHS	Provide advice on issues of public health.	Agency BCPs
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 BCPs. Agency Emergency Plans
	Gas distribution companies	Take all necessary steps to restore normal gas distribution networks and arrange interim measures if necessary.			

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Function	Functional lead agency	Role	Support agencies	Role	Supporting Documents
	Oil companies	Take all necessary steps to restore normal fuel supply networks and arrange interim measures if necessary.			
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	NZFS	Extinguish and prevent the spread of fires. Co-ordinate fire brigades (Defence, industrial, rural) when necessary.	NZDF	Provide fire fighting services for defence facilities and others as agreed.	
Fire control rural	TAs DoC	Extinguish and prevent the spread of fires in rural areas.	NZFS NRFA Rural associations	Provide advice and support at rural fire incidents.	
Hazardous substances response	NZFS	Stabilise and render safe hazardous substances.	HSTLC members RPH TAs GWRC	Provide advice and support at hazardous substances incidents. Carry out necessary investigations.	HSNO Act
	Marine Oil spill GWRC	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 MSA NZFS	Provide advice and support for marine oil spill incidents.	Tier II Oil Spill Response Plan

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Function	Functional lead agency	Role	Support agencies	Role	Supporting Documents
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/TAs	Provide advice and support for marine rescue incidents.	RCCNZ SOP Wellington Aerodrome Emergency plan
	RCCNZ (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 DoC	Respond rescue resources to carry out search and rescue and provide information as requested.	
			MSA, CAA	Carry out investigations as required	
Agricultural emergencies	MAF/Agriquality	Investigate and manage incursions of exotic organisms affecting plants and animals.	CDEMG/TAs, GWRC Federated Farmers Asure/Massey Vets Rural Support Trusts	Provide support and resources for agricultural emergencies as requested.	MAF biosecurity and incursion Plans
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 DHBs	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 Pandemic Plan.
			MOH	Authorise the use of the powers of the Medical Officer of Health.	
Terrorism emergency	NZ Police	Manage response to terrorism events and carry out investigation.	CDEMG/TAs NZFS	Provide support services and resources as required.	National Terrorist Plan.
			DPMC MCDEM NZDF	Co-ordinate national and international terrorism response and resources.	

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4. 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.

4.1 Recovery 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.

4.2 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

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4.3 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.

4.4 Group recovery management

4.4.1 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.

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4.4.2 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 & 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.

4.4.3 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.

4.5 Transition to recovery

The Group Controller should identify the need for a Group Recovery Manager to 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.

4.6 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 4.

Recovery functions are described in the following categories:

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

4.6.1 Supporting documents

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

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Table 4: Recovery functions

Function	Functional Lead Agency	Role	Key support agency	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	Co-ordinate recovery messages across the Group as necessary.	**CDEM Group Public Information Strategy**
			All agencies	Provide advice about own services.	
Financial impact assessment	TA	Collate information and statistics of financial losses and damages.	Govt Depts (eg MED, Treasury, Reserve bank) Insurance Council REDAs Chambers of Commerce	Collate information about financial impacts.	
			Insurance Council	Collate information and statistics about insured losses.	
Debrief	Group EMO	Conduct a debrief of CDEM Group emergency response and recovery activities. Collate the findings and report to the CDEM Group.	Each agency	Conduct a debrief of emergency response and recovery activities within own organisation.	
Welfare					
Welfare (shelter)	Housing New Zealand	Facilitate the provision of short-term housing for evacuees.	RPHS	Provide advice on public health issues associated with temporary accommodation facilities.	
			TA	Provide information on evacuees to enable accommodation arrangements to be made.	
Welfare (emergency benefits)	Ministry of Social Development – WINZ	Maintain benefit payments and make emergency payments.	TAs	Provide information on evacuees to enable benefit payments.	
Welfare (donated goods)	TAs	Make arrangements for the receipt, management, storage and distribution of donated goods.	Red Cross	Assist with the management of donated goods as agreed.	
Welfare (donated funds)	TA	Establish and distribute mayoral relief funds.	Red Cross	Manage national appeals and the collection and distribution of funds as agreed.	

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Function	Functional Lead Agency	Role	Key support agency	Role	Supporting Documents
Health and medical					
Mental health (psychological services)	DHBs	Facilitate mental health support response.	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.	
Infrastructure and lifelines					
Infrastructure & Lifeline restoration	Lifeline organisation	Facilitate the restoration of damaged infrastructure. Determine priorities for restoration in consultation with Group Recovery Manager and other lifelines.	Insurance Companies	Fund or arrange repairs for claimants	
			Contractors	Carry out works to restore infrastructure and lifelines as contracted.	
Rebuilding and reconstruction	Asset owner	Arrange rebuilding and reconstruction of own assets.	TA	Issue necessary building consents. Facilitate sustainable redevelopment and mitigation for future events.	
			Building industry organisations and contractors	Provide advice on building industry limitations and standards. Carry out rebuilding and reconstruction as contracted.	
			Govt Depts	Allocate and distribute funds for reconstruction as considered necessary.	
			Insurance Companies & EQC	Fund or arrange repairs for claimants.	
			Insurance companies	Provide advice to customers on insurance implications of disposal of damaged assets.	

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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.	
			MoCDEM	Provide advice on claims preparation and process expenditure claims.	
Debris Removal	TA	Co-ordinate debris removal and disposal.	GWRC RPH	Provide advice on safety of disposal sites. Issue necessary approvals or consents for disposal.	

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Part 5 – Administrative arrangements

5. 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. 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.

5.1 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.

5.2 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.

5.3 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.

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6. CEG membership and functions

The Co-ordinating Executive Group (CEG) is a statutory group under the CDEM Act 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.

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6.1 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

6.2 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.

7. 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:

- Serve as the administering authority for the CDEM Group by providing administrative and related services that may from time to time be required by the CDEM Group (s24(1) CDEM Act 2002);
- Provide financial management for the CDEM Group, including budgeting and reporting;
- Serve as the CDEM Group and CEG Secretariat, including developing meeting agendas, preparing order papers, arranging meeting venues and taking and disseminating minutes of the CDEM Group and CEG meetings;
- Co-ordinate the development, implementation, monitoring and review of the CDEM Group Plan;
- Publish the CDEM Group Plan;
- Provide professional 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.

8. 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.

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

8.1 Cost apportionment

8.1.1 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.

8.1.2 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.

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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.

8.2 Unexpected expenditure

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

8.3 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 co-ordinate 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.

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8.4 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.

9. 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 4.

10. CDEM Group appointments

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

Position descriptions for each appointment can be found in Appendix 3.

Group Controller

NAME

Alternate Group Controller

NAME

Local Controllers

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Wellington City	*NAME* *NAME*
Porirua City	*NAME* *NAME*
Kapiti District	*NAME* *NAME*
Hutt City	*NAME* *NAME*
Upper Hutt City	*NAME* *NAME*
Wairarapa (South Wairarapa District, Carterton District, Masterton District)	*NAME* *NAME*

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

Group Recovery Manager

NAME

Alternate Group Recovery Manager

NAME

Lifelines Co-ordinators

NAME

NAME

Any appointment will be a contractual relationship for services between the individual and the CDEM Group via Greater Wellington Regional Council.

11. Delegation of authority

The CDEM Group is able to delegate any of its functions under the CDEM Act 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: (To be made in the November CDEMG meeting):

Authority delegated to:	Description of Delegation	CDEM Act Refs
Group Controller	• Exercise any of the powers, duties and functions in sections 18(2), 28, 76, 78, 81, 85, 86 to 94 of the CDEM Act. • Where the exercise of any power, duty or function delegated to the Group Controller is mandatory, the Group Controller *must* exercise that power, duty or function.	S. 18(2), 28, 76, 78, 81, 85, 86-94
Local Controllers	• Exercise any of the powers, duties and functions in sections 18(2), 28, 76, 78, 81, 85, 86 to 94 of the CDEM Act in relation to the TA area(s) for which they are appointed as Local Controller. • A Local Controller must follow any directions given by the Group Controller during an emergency. • Where the exercise of any power, duty or function delegated to the Local Controller is mandatory, the Local Controller *must* exercise that power, duty or function in relation to the TA area(s) for which they are appointed.	S.18(2), 28, 76, 78, 81, 85, 86-94 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 or wards within that region.	S.25(1)
CDEM Group representatives (Mayors and GWRC Chairperson)	• 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 districts or wards within that region in their place.	S.25(1) S.25(5) S.26(4)

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	Authority to declare an a state of local emergency passes when a representative is unable to declare a state of local emergency, and in the following order: 1. CDEM Group Chairperson (Mayor of Upper Hutt City) 2. Chairperson, Greater Wellington Regional Council 3. Mayor of Wellington City 4. Mayor of Lower Hutt City 5. Mayor of Porirua City 6. Mayor of Kapiti Coast District 7. Mayor of South Wairarapa District 8. Mayor of Carterton District 9. Mayor of Masterton District 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. • 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. • 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	
Group Recovery Manager	•	
CDEM Group Office	•	

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Part 6 - Monitoring and review

1. 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

1.1 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 biannually, that is, in 2007 and 2009.

Descriptions of success have been developed for each goal, and measurement tools identified. The tools described in the tables below have been selected, although in some cases there may be multiple ways of measuring success.

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. Seek information about hazards.	Community survey. Data assessment: – Requests for hazard education materials. – Website hits.
Emergency management agencies: Can identify the hazards in their area, or that may affect their business. Seek information about hazards.	EM Agency survey. Data assessment: – Requests for technical reports or advice. – Website hits (hazards portal) – Hazard research commissioned.

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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:	
Have emergency plans.	Community survey.
Have emergency supplies.	Community survey.
Consider hazards in property decisions.	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:	
Carry out mitigation activities.	Work programme CEG reports for: – RMA Plans reflect mitigation – Business Continuity Plans – Asset management plans reflect hazards
Consider hazards in property decisions and operational planning.	Data assessment: – Requests for technical hazard reports or advice. – Commission hazard research.
Have appropriate staff and resources.	EM Agency survey.

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

What does success look like?	Measurement tool chosen
The community:	
Expect that individuals must be self reliant.	Community survey. Data assessment: – Requests for hazard education materials.
Understand roles of emergency management agencies.	Community survey.
Emergency management agencies:	
Can identify their role.	Plan update for trigger event. Data assessment: – Website hits for Group Plan.
Meet to discuss and agree roles.	EM Agency survey. Record of multi-agency meetings and exercises.

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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.	EM Agency survey. Community survey.
Knows where to go for help or to give help.	Community survey.
Responds appropriately.	Data assessment: – Media monitoring of events. Debrief reports.
Emergency management agencies:	
Have response plans in place to support Group Plan.	EM Agency survey.
Have recovery plans in place to support Group Plan.	EM Agency survey.
Have control and co-ordination personnel in place and trained.	Trigger event for Plan update.
Respond and recovery effectively.	Debrief reports.
Have EOC facilities in place that meet minimum standards.	EOC Audit.

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1.2 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.

1.2.1 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 allocate facilitators for work programme activities
- Request and receive reports on work programme activities including:
  - An annual verbal report on progress by each member for ongoing work programme activities (an updateable database of these ongoing programmes may be kept if appropriate) written updates of progress on short–term projects at each CEG meeting

- A formal report or presentation at the completion of short-term projects.

1.3 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.

1.4 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 trigger event that may affect the currency or sufficiency of the Plan.

Trigger 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

1.5 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.

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The CDEM Group will consider any feedback or recommendations made by MoCDEM in relation to this Plan.

1.6 Summary timetable of monitoring and review activities.

Timeframe	Reviewing what?	Monitoring or review mechanism
Every year	Progress on ongoing work programmes	• Report to CEG (or update database)
	Completion of short term work programme projects to be achieved in that year.	• Report to CEG
Every 2 years (i.e. in 2007 and 2009)	Achievement of Plan Goals	• Community survey • Emergency management agencies survey • EOC audit • Data assessments • Report to CEG
On occurrence of trigger events	Plan currency and sufficiency	• Amendment in response to: – debrief of EOC activation – trigger events – Ministerial review • Debrief report • Report to CEG
Every 5 years	Plan currency and sufficiency including legal status	• Complete Plan review, development, consultation and CDEM Group approval

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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

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.

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Declaration

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

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 in Civil Defence Emergency Management in the Wellington region.

Emergency Management Office

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.

Emergency Operations Centre

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

Emergency Service

The NZ Police, New Zealand 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

Any organisation named or described in Schedule 1 of the CDEM Act. This includes airports, ports, railways, and providers of gas, electricity, water, waster water or sewerage, 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.

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

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international obligations, involves technology or processes new to NZ 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.

Resilient

Able to effectively respond to and recovery 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.

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.

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Territorial Authority (TA)

A city or district Council.

Supporting Document

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

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Appendix 1 - CDEM Group Work Programme 2005-2010

This table summarises the CDEM Group work programme activities proposed for 2005 - 2010.

Categories: E = Existing programme, EA = Existing programme requiring additional work, N = New programme

Ongoing CDEM Group activities

Action ID	Objective	Task	By When	Category	Responsibility (Lead agency in **bold**, key support agencies listed)
00.001	7B	Local hazard analysis	December 2009	EA	**Each TA,** GWRC
00.002	7C	Resource Management Plan reviews	Ongoing	E	**Each TA, GWRC**
00.003	7D	Business Continuity Plan development	May 2010	E	**All CDEM agencies**
00.004	7E	LTCCP consultation with emergency management organisations	Ongoing	E	**Each TA, GWRC**
00.005	7H	Asset management planning	Ongoing	E	**Each TA, Lifeline utilities**
00.006	8B	CDEM Group Education Strategy implementation	From June 2006	EA	**GEMO,** All CDEM agencies
00.007	8C	Public training	Ongoing	E	**Each TA,** emergency services
00.008	8D	Local CDEM planning	As required	E	**Each TA**
00.009	8E	Formal agreements prepared	Ongoing	EA	**All CDEM agencies**
00.010	8H	Hazardous substances industry advocacy	Ongoing	E	**All CDEM agencies**
00.011	8I	Volunteer training	Ongoing	E	**Each TA, GEMO**
00.012	8A	Professional development programmes i) Local authority CDEM staff ii) Group appointees	Ongoing	EA	**Each TA, GEMO**

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July 2005 – June 2006

Action ID	Objective	Task	By When	Category	Responsibility
06.001	7A	Hazard information review	June 2006	N	**GEMO,** GWRC, Each TA, CRIs
06.002	9F	Lifelines communications system implementation	June 2006	E	**Wellington Lifelines Group,** Each TA
06.003	8G	Joint agency training and exercise schedule	June 2006	N	**NZ Fire Service**, All CDEM agencies
06.004	8J	Reconnaissance Plan testing	June 2006	N	**GEMO,** Each TA

July 2006 – June 2007

Action ID	Objective	Task	By When	Category	Responsibility
07.001	7A	Regional and local research strategies (including recovery)	June 2007	N	**GWRC, Each TA,** CRIs
07.002	8K	Rural fire management alignment	June 2007	N	**NZ Fire Service,** Each TA, National Rural Fire Authority, DoC
07.003	7A, 7F, 7G, 8B, 10F	CDEM Group education strategy development	June 2007	N	**GEMO,** All CDEM agencies
07.004	9D, 10D	CDEM Group public information management plan development	June 2007	N	**GEMO,** All CDEM agencies
07.005	9G	Emergency management agency communications system implementation	June 2007	E	**GEMO**, All CDEM agencies

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July 2007 – June 2008

Action ID	Objective	Task	By When	Category	Responsibility
08.001	7I	Watercourse review and mitigation programme development	June 2008	N	**GWRC**, Each TA
08.002	9B	Common EOC standard operating procedure	June 2008	EA	**GEMO,** Each TA
08.003	10C	Recovery agency co-ordination arrangements	June 2008	EA	**GEMO,** Each TA
08.004	10H	Debris disposal arrangements	June 2008	N	**PCC,** Each TA, GWRC, Regional Public Health
08.005	8J	Tsunami evacuation planning	June 2008	N	**WCC,** Each TA, GEMO

July 2008 – June 2009

Action ID	Objective	Task	By When	Category	Responsibility
09.001	8J	Mass temporary accommodation planning	June 2009	EA	**UHCC,** Each TA, GEMO
09.002	8F	Inter-agency planning committee review	June 2009	N	**NZ Police,** All CDEM agencies
09.003	10G	Community psychological support arrangements	June 2009	EA	**CCH DHBs** , Each DHB, Each TA
09.004	8I	Spontaneous volunteer management system development	June 2009	N	**HCC**, Each TA, GEMO

July 2009 – June 2010

Action ID	Objective	Task	By When	Category	Responsibility
10.001	8J	Audible warning systems review	June 2010	N	**KCDC,** Each TA
10.002	10A, 10G, 10H	Group Recovery Plan	December 2010	N	**GEMO,** Each TA, All CDEM agencies

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Appendix 2 - Strategic partners

The following organisations have a key role in Civil Defence Emergency Management in the Wellington Region. They have a specific role and responsibility listed in this Plan.

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
St Johns 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

Lifeline Utilities and Lifeline Groups

Local Authorities (see list opposite)
BP Oil NZ Ltd
Caltex New Zealand Ltd
CentrePort Ltd
Electra Ltd
Mobil Oil New Zealand Ltd
Natural Gas Corporation Holdings Limited
NovaGas Ltd
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 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

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(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)
NZ Defence Forces (NZDF)
Rescue Co-ordination Centre New Zealand (RCCNZ)

Other CDEM Groups

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

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Appendix 3 – Position descriptions

CDEM Group Controller and Alternate

PART ONE: Position description

Purpose of position

To lead a co-ordinated response action leading up to, and during a declared emergency, effectively utilising available resources and information in order to protect life and property and relieve distress in a complex and demanding environment.

The Alternate Group Controller performs the same role as the Group Controller during periods of absence or vacancy of the Group Controller.

Administration

The Group Controller is appointed by the Wellington Region CDEM Group and administered by the GEMO within Greater Wellington Regional Council.

Location:	CDEM Group Emergency Management Office (GEMO), GWRC, Wellington
Hours of work:	At least 12 days per year As required during emergency response
Remuneration:	As per contract agreement
Start Date:	25 November 2004 (Note: no operational powers or responsibilities will be available to the appointee prior to CDEM Group Plan approval on or before 15 May 2005)
Status:	Contractual arrangement
Reports to:	CDEM Group via GEMO

Key result areas and responsibilities

During readiness:

- Participate in the planning and implementation of activities that will prepare the community to respond effectively to an emergency.
- Undertake agreed training, exercises and professional development
- Maintain an understanding and knowledge of the Civil Defence Emergency Management legislation and planning
- Develop partnership and collaborative relationships with other Controllers within the CDEM Group and neighbouring groups
- Develop proactive, collaborative relationships with local and regional emergency services and agencies
- Work with the GEMO, CEG and CDEM Group as required

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During response:

- Lead, direct and co-ordinate all resources necessary to respond effectively to the impact of an emergency within the Group Controllers area of responsibility.
- Exercise the authority and powers of a Controller as specified in the CDEM Act 2002.
- Provide strong ethical and practical leadership to Civil Defence Emergency Management staff, volunteers and others under authority.
- Activate recovery management processes and personnel.

Key relationships

- CDEM Group
- CEG (Co-ordinating Executive Group)
- Group Emergency Management Office
- Alternate Group Controller
- Local Controllers
- National Controller
- Group Recovery Manager and alternate
- Lifelines Co-ordinators, Group EOC personnel
- Ministry of CDEM Emergency Management Advisers
- Regional level emergency services (e.g. Police, Health, Fire, others)
- Other regional emergency management agencies
- Media
- Relevant central government departments (e.g. Ministry of Civil Defence and Emergency Management, Ministry of Agriculture and Forestry, Ministry of Social Development, Child Youth and Family, Ministry of Health, Te Puni Kokiri, Dept of Internal Affairs)

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PART TWO: Person specification

Skills and qualifications:

- Completed the Ministry of CDEM Controllers Course, or equivalent, within the last 5 years
- Participated in an actual event, a major exercise, or refresher training within the last 2 years
- Completed a level 4 Co-ordinated Incident Management System course
- Demonstrates commitment to ongoing professional development to recognised standards
- Sound working knowledge of the CDEM Act 2002 and other associated legislation
- Experience and knowledge of civil defence emergency management best practice
- Sound knowledge of local geography, demographics, hazardscape, emergency services and supporting agencies
- Media skills training and experience

Note: Applicants without the listed skills and qualifications will be considered if they are able to meet the requirement within 2 months of appointment.

Necessary personal and interpersonal characteristics:

- Strategic thinker with strong analytical skills and ability to see the 'big picture'

- Ability to make effective judgements, prioritise conflicting demands and resolve major issues
- Effective and decisive decision maker
- Effective relationship and communication skills at all levels of the community and government
- Excellent communication skills – verbal and written and in a range of situations
- Ability to lead in emergency and/or conflict situations
- Firm but participative leadership style
- Ability to recognise need for specialist advice
- Demonstrates integrity in all relationships and the ability to inspire confidence amongst staff and the affected community

Physical requirements:

- Good state of health, enthusiasm and commitment
- High degree of availability. No conflicting roles during an emergency
- Must be able to physically carry out the functions of the position, including during an emergency situation

Delegations and authorities

The CDEM Group has made the following delegations to the Group Controller:

Group Controller	• Exercise any of the powers, duties and functions in sections 18(2), 28, 76, 78, 81, 85, 86 to 94 of the CDEM Act. • Where the exercise of any power, duty or function delegated to the Group Controller is mandatory, the Group Controller *must* exercise that power, duty or function.

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Local Controllers

PART ONE: Position description

Purpose of position

To lead a co-ordinated response action leading up to, and during a declared emergency within the Territorial Authority area, effectively utilising available resources and information in order to protect life and property and relieve distress in a complex and demanding environment.

Administration

Local Controllers are appointed by the Wellington Region CDEM Group and administered through the territorial authority(ies) for which they act.

Location:	TA EOC
Hours of work:	As required with TA
Remuneration:	As agreed with TA
Start Date:	25 November 2004 (Note: no operational powers or responsibilities will be available to the appointee prior to CDEM Group Plan approval on or before 15 May 2005)
Status:	As agreed with TA
Reports to:	TA. Group Controller during response.

Key result areas and responsibilities

During readiness:

- Participate in the planning and implementation of activities that will prepare the community to respond effectively to an emergency.
- Undertake agreed training, exercises and professional development
- Maintain an understanding and knowledge of the Civil Defence Emergency Management legislation and planning
- Develop partnership and collaborative relationships with the Group Controllers and other Controllers within the CDEM Group
- Develop proactive, collaborative relationships with local emergency services and agencies

During response:

- Lead, direct and co-ordinate all resources necessary to respond effectively to the impact of an emergency within the Controllers area of responsibility.
- Exercise the authority and powers of a Controller as specified in the CDEM Act 2002.
- Follow any directions given by the Group Controller during an emergency.
- Provide strong ethical and practical leadership to Civil Defence Emergency Management staff, volunteers and others under authority.
- Activate recovery management processes and personnel.

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Key relationships

- Group Controller
- EOC personnel
- Local Recovery Manager
- Local emergency services (e.g. Police, Health, Fire, others)
- Other local emergency management agencies
- Media

PART TWO: Person specification

Skills and qualifications:

- Completed the Ministry of CDEM Controllers Course, or equivalent, within the last 5 years
- Participated in an actual event, a major exercise, or refresher training within the last 2 years
- Completed a level 4 Co-ordinated Incident Management System course
- Demonstrates commitment to ongoing professional development to recognised standards
- Sound working knowledge of the CDEM Act 2002 and other associated legislation
- Experience and knowledge of civil defence emergency management best practice
- Sound knowledge of local geography, demographics, hazardscape, emergency services and supporting agencies
- Media skills training and experience

Note: Applicants without the listed skills and qualifications will be considered if they are able to meet the requirement within 2 months of appointment.

Necessary personal and interpersonal characteristics:

- Strategic thinker with strong analytical skills and ability to see the 'big picture'
- Ability to make effective judgements, prioritise conflicting demands and resolve major issues
- Effective and decisive decision maker
- Effective relationship and communication skills at all levels of the community and government
- Excellent communication skills – verbal and written and in a range of situations
- Ability to lead in emergency and/or conflict situations
- Firm but participative leadership style
- Ability to recognise need for specialist advice
- Demonstrates integrity in all relationships and the ability to inspire confidence amongst staff and the affected community

Physical requirements:

- Good state of health, enthusiasm and commitment
- High degree of availability. No conflicting roles during an emergency
- Must be able to physically carry out the functions of the position, including during an emergency situation

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Delegations and authorities

The following delegations have been made by the CDEM Group to Controllers:

Local Controllers

- Exercise any of the powers, duties and functions in sections 18(2), 28, 76, 78, 81, 85, 86 to 94 of the CDEM Act in relation to the TA area(s) for which they are appointed as Local Controller.
- A Local Controller must follow any directions given by the Group Controller during an emergency.
- Where the exercise of any power, duty or function delegated to the Local Controller is mandatory, the Local Controller *must* exercise that power, duty or function in relation to the TA area(s) for which they are appointed.

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Group Recovery Manager & Alternate

PART ONE: Position description

Purpose of position

To facilitate and co-ordinate the short/medium term recovery activities of the affected communities within the CDEM Group area.

The Alternate Group Recovery Manager performs the same role as the Group Recovery Manager during periods of absence or vacancy of the Group Recover Manager.

Administration

The Group Recovery Manager position is a non-statutory appointment. The Group Recovery Manager is appointed by the CDEM Group and administered by the GEMO within Greater Wellington Regional Council.

Location:	CDEM Group Emergency Management Office (GEMO), GWRC, Wellington
Hours of work:	At least 5 days per year As required during emergency recovery
Remuneration:	As per contract agreement
Start Date:	25 November 2004 (Note: no operational powers or responsibilities will be available to the appointee prior to CDEM Group Plan approval on or before 15 May 2005)
Status:	Contractual arrangement
Reports to:	CDEM Group via GEMO

Key result areas and responsibilities

During readiness:

- Participate in the planning and implementation of recovery activities
- Undertake agreed training, exercises and professional development
- Maintain an understanding and knowledge of the Civil Defence Emergency Management legislation
- Develop partnership and collaborative relationships with recovery agencies within the CDEM Group and neighbouring groups

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

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During recovery:

- Establish a recovery management team
- Identify recovery requirements which may include personnel, physical resources, and facilities
- Establish links with key recovery agencies
- Establish clear criteria for the distribution of relief aid
- 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.

Key relationships

- CDEM Group
- CEG (Co-ordinating Executive Group)
- Group Controller (during response phase)
- Lifelines Co-ordinator and utilities
- Local authority Recovery Managers
- Relevant central government departments (e.g. Ministry of Civil Defence and Emergency Management, Ministry of Agriculture and Forestry, Ministry of Social Development, Child Youth and Family, Ministry of Health, Te Puni Kokiri, Dept of Internal Affairs)
- Local commercial, industrial and rural representatives
- Media
- Voluntary and community groups

PART TWO: Person specification

Skills and qualifications:

- Has completed the Ministry of CDEM Recovery Managers Course, or equivalent, within the last 5 years
- Has participated in an actual event, a major exercise, or refresher training within the last 2 years
- Media skills training and experience
- Demonstrates commitment to ongoing professional development to recognised standards

Necessary personal and interpersonal characteristics:

- Political insight and intuitiveness
- Writes clearly and concisely
- Understands and is able to communicate issues and concepts
- Builds strong working relations with external agencies and groups
- Is able to prepare documents which correctly represent any agreements reached
- Understands central and local government processes
- Understands financial processes within the public sector
- Understands the economic impact of the prioritisation of recovery decisions
- Understands project management philosophy, including "buy in"

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- Uses a variety of group facilitation and group processes to achieve the desired outcome
- Recognises and interprets the broader issues over the longer term and defines the steps required to achieve recovery safely (economic, social, physical)

Physical requirements:

- Good state of health, enthusiasm and commitment
- High degree of availability. No conflicting roles during an emergency
- Must be able to physically carry out the functions of the position, including during an emergency situation

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Group Lifelines Co-ordinator

PART ONE: Position description

Purpose of position

To co-ordinate the response of Lifeline utilities to a major emergency event by gathering, analysing and disseminating lifelines information.

Administration

The Group Lifelines Co-ordinator position is a non-statutory appointment with potential appointees identified in the Wellington Region CDEM Group Plan. The Group Lifelines Co-ordinator position is a contractual relationship between the appointee and Greater Wellington Regional Council.

Location: Group EOC when active (or as directed by the Group Controller)

Reports to: Group Controller

References: Contract for services (to be prepared)

Response Protocols for Lifeline Utilities, WeLG (2004/ 05 project)

CDEM Group EOC Standard Operating Procedures, GWRC

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Responsibilities

During readiness:

- Maintain contact lists of the key representatives and EOCs lifeline utilities, and means of communication
- Participate in agreed training and exercises with the CDEM Group EOC and other designated Lifelines Co-ordination resources
- Maintain relationships with key representatives of lifeline utilities
- Provide advice to the Group Office about lifeline utility response issues.

During response:

- Establish the Lifelines Co-ordination cell of the CDEM Group EOC
- In accordance with the *"Response Protocols for Lifelines Utilities"* facilitate impact assessment and information collection, and provision to the Controller and Lifeline utilities
- Analyse information provided by lifeline utilities and provide intelligence to EOC personnel
- Communicate to relevant parties any immediate safety actions that are identified
- Provide advice to the Group Controller, in particular with regard to regional impacts, response priorities, resources available, strategic goals, tactical objectives, and action plans.
- Provide information for media releases, situation reports and central government reports about the status of lifeline utilities
- Co-ordinate requests for resources from lifeline utilities
- Provide for transition to the recovery phase

Note: The CDEM Group Emergency Management Office is responsible for providing staffing and resources to support the Group Lifelines Co-ordinator in the EOC

During recovery:

- The Group Lifelines Co-ordinator may be called upon to continue lifeline and infrastructure restoration co-ordination during recovery. Any such role would require a separate contractual agreement.

Key relationships

- Group Controller
- Group and Local EOC personnel
- Lifeline utility personnel (regional, local, national as appropriate)
- MCDEM Lifelines/Infrastructure personnel

PART TWO: Person specification

Skills and qualifications

- Sound working knowledge of the CDEM Act 2002 as it relates to lifeline utilities
- Understanding of the local, regional, and national lifeline utility organisations, personnel and networks
- Working knowledge of communication systems used by lifeline utilities

Necessary personal an interpersonal characteristics

- Ability to make effective judgements, prioritise conflicting demands and resolve major issues
- Effective relationship and communication skills at all levels of the community and government
- Excellent communication skills – verbal and written and in a range of situations
- Ability to act effectively under pressure in stressful critical situations
- Motivated to achieve and succeed
- Good state of health and high degree of availability, enthusiasm and commitment
- Demonstrates integrity in all relationships and the ability to inspire confidence amongst staff and the affected community

Physical requirements

- Must be able to physically carry out the functions of the position, including during an emergency situation
- High degree of availability, no conflicting roles during an emergency

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Appendix 4 - Inter Group Memorandum Of Understanding

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Memorandum of Understanding between The Civil Defence Emergency Management Groups of

The Wellington Region and The Y Region

1. Intention of the Parties

This agreement is for the purposes of describing the civil defence emergency management[1] 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)
Y Region CDEM Group:	The Chair, Y Region Co-ordinating Executive Group (CEG)

4. Application

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

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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 incurred[2].

7. Acceptance

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

Chair, Wellington Region CDEM Group	Chair, Y Region CDEM Group
Date:	Date:

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[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, but will always be at a maximum-effort rate of supply.

Response & Recovery Boundary Co-ordination

The parties agree to consult on response and recovery activities that occur on the boundary of the two CDEM Groups, including that of the Coastal Marine Area.

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

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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.

- Routine consultation
  Each party will include in their CDEM Group Establishment Agreement the facility for the other CDEM Group to participate as an observer at CDEM Group and CEG Committee meetings. The Emergency Management Offices of 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.

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Appendix 5 – Forms for declaring, extending or terminating a state of local emergency

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Form A - Declaration

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 _____ *(name)* hereby declare a state of local emergency to be in force in _____

(Write "the Wellington Region" or the name of district(s) or ward(s) for which declaration is made).

The state of local emergency shall come into force on the time and date of making this declaration *(or omit final words and substitute a later specified time and date).*

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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 _____ *(name)* hereby extend the state of local emergency in force in _____

(Write "the Wellington Region" or the name of district(s) or ward(s) for which declaration is made).

The extension of the state of local emergency shall come into force on the time and date of making this declaration *(or omit and substitute a later specified time and date).*

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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 _____ *(name)* hereby terminate the state of local emergency in force in _____

(Write "the Wellington Region" or the name of district(s) or ward(s) for which declaration is made).

The state of local emergency shall be terminated at the time and date of making this declaration *(or omit final words and substitute a later specified time and date).*

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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.

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